



PRQ20241229 CONSULTANCY SERVICES TO CONDUCT A COMPREHENSIVE SITUATIONAL ANALYSIS OF CROSS-BORDER FISH TRADE IN CABO VERDE



## REQUEST FOR PROPOSALS (RFP) - SELECTION OF CONSULTANTS

**TENDER TITLE:** CONSULTANCY SERVICES TO CONDUCT A COMPREHENSIVE SITUATIONAL ANALYSIS OF CROSS-BORDER FISH TRADE IN CABO VERDE

**TENDER NUMBER:** PRQ20241229

**ISSUE DATE:** 22<sup>nd</sup> APRIL 2025

**DUE DATE:** 13<sup>th</sup> MAY 2025 AT 4:00 PM KENYAN TIME



## INVITATION TO TENDER INSTRUCTIONS

### CONTENTS

#### Introduction

1. [General](#)
2. [Acceptance of Tenders](#)

#### Instructions to Consultant (ITC)

3. [Pre-bid meeting and/or site visit](#)
4. [Costs and Charges](#)
5. [Language of Proposal](#)
6. [Only One Proposal](#)
7. [Validity](#)
8. [Clarifications and Amendments](#)
9. [Eligibility](#)
10. [Format of Your Tender](#)
11. [Part A Preliminary Requirements](#)
12. [Part B Executive Summary](#)
13. [Part C General and Technical Proposal](#)
14. [Part D Financial Proposal](#)
15. [Confirmation of Experience Letter / References](#)
16. [Sustainability Considerations](#)
17. [Evaluation Criteria and Process](#)
18. [Technical Evaluation](#)
19. [Financial Evaluation](#)
20. [Negotiation](#)
21. [Packaging, Submission and Delivery of Tenders](#)
22. [Complaints](#)
23. [Deviations, Reservations, and Omissions](#)
24. [Determination of Responsiveness](#)
25. [Late tenders will not be accepted.](#)
26. [Nonconformities, Errors, and Omissions](#)
27. [Terms of reference](#)
28. [Annexes](#)
29. [Annex 1: Supplier Code of Conduct](#)
30. [Annex 2: Technical Bid Submission Form](#)
31. [Annex 3: Curriculum Vitae Template](#)
32. [Annex 4: Financial Bid Submission Form](#)
33. [Annex 5: Financial Proposal Pro-Forma Templates](#)
34. [Annex 6: Draft Contract Template](#)



PRQ20241229 CONSULTANCY SERVICES TO CONDUCT A COMPREHENSIVE SITUATIONAL ANALYSIS OF CROSS-BORDER FISH TRADE IN CABO VERDE

35. [Annex 7: TORs](#)



## General

1. This Request for Proposal (RfP) and the instructions for compiling and submitting Your Tender are designed to help you produce a tender that is acceptable to TMA as well as ensuring that tenders are given equal consideration. TMA will select the most economically advantageous tender. It is essential, therefore, that you provide the information requested in the specific format and no other.
2. TradeMark Africa (TMA) is not bound to accept the lowest price, or any, tender. We also reserve the right to request any, or all, consultants to clarify the proposals submitted.

## Instructions to Consultants

### 3. Pre-bid meeting and/or site visit

A pre-bid meeting will be held **virtually on Wednesday 30th April 2025, at 2:00PM Kenyan Time.** Bidders to confirm participation by sending their email addresses together with any queries prior to pre bid. Pre bid confirmation emails and first set of queries should be received by **Tuesday 29th April 2025 by 1pm Kenyan Time** through [procurement@trademarkafrica.com](mailto:procurement@trademarkafrica.com) The email must have a reference number and the title of the tender.

### 4. Costs and Charges

The consultant shall bear all costs associated with the preparation and submission of its proposal, and TMA shall not be responsible or liable for those costs, regardless of the conduct or outcome of the selection process. TMA is not bound to accept any proposal and reserves the right to annul the selection process at any time prior to the contract award, without thereby incurring any liability to the consultant.

### 5. Language of Proposal

The proposal, as well as all correspondence and documents relating to the proposal exchanged between the consultant and TMA shall be written in the **ENGLISH** language. Any other language shall lead to disqualification of the proposal. In cases where there is a translation, it must be endorsed by an authorized translator.

### 6. Only One Proposal

The consultant (including the individual members of any joint venture (JV)) shall submit only one proposal, either in its own name or as part of a JV in another proposal. If a consultant, including any JV member, submits or participates in more than one proposal, all such proposals shall be disqualified and rejected. This does not, however, preclude the consultants' staff from participating as key experts and non-key experts in more than one proposal. However, the same sub-consultant may participate in several submissions.

If the consultant is a consortia/JV, the RfP shall include:

- a copy of the JV agreement entered by all members,
- or

- a letter of intent to execute a JV agreement, signed by all members together with a copy of the



PRQ20241229 CONSULTANCY SERVICES TO CONDUCT A COMPREHENSIVE SITUATIONAL ANALYSIS OF CROSS-BORDER FISH TRADE IN CABO VERDE

agreement proposal.

In the absence of this document, the other members will be considered as sub-consultants. Experience and qualifications of sub-consultants shall not be considered in the evaluation of the proposals.



## 7. Validity

The proposals must remain valid for not less than **120 days** from the date of submission. TMA shall endeavour to complete the evaluation and communicate within this period. The proposals shall be prepared in indelible ink, and they shall contain no interlineations or overwriting, except for necessary to correct errors made by the consultant. Any such corrections must be initialled by the person(s) who sign(s) the proposals.

## 8. Clarifications and Amendments

Enquiries must only be for the purpose of clarifying the content of this RfP. All enquiries must clearly specify the tender title, number, section being queried and should be emailed to [procurement@trademarkafrica.com](mailto:procurement@trademarkafrica.com).

Interested consultants may request clarifications on this RfP up to **Seven (7)** days before the submission date. TMA will endeavour to reply as soon as is possible. It will be at TMA's discretion to provide additional information where necessary.

Final clarifications with TMA's responses will be shared with all potential consultants.

Should TMA deem it necessary to amend the RfP, because of clarifications, it shall do so by issuing an amendment in writing or by standard electronic means. The amendment shall be sent to all consultants and will be binding on them. TMA may extend the proposal submission deadline to give the consultants a reasonable time to take an amendment into account in their proposals.

## 9. Eligibility

*This assignment is eligible to firms and consortiums only. Application received from individual consultants shall be automatically disqualified.*

TMA permits consultants (firms, including JVs and their members) from all countries to offer consulting services for TMA-financed projects.

Furthermore, it is the consultant's responsibility to ensure that its experts, JV members, sub-consultants, agents (declared or not), sub-contractors, service providers, suppliers and/or their employees meet the eligibility requirements as established by TMA.

- a) **Sanctions:** A firm or an individual sanctioned by TMA in accordance with the Supplier Code of Conduct shall be ineligible to be awarded or benefit from a TMA-financed contract, financially or otherwise, during such period as TMA shall determine.

Consultants debarred by the World Bank, the Public Procurement and Disposal Act (PPDA) of the Government of all countries of TMA operation, TMA donors and/or any other international donor agency are barred from bidding.



PRQ20241229 CONSULTANCY SERVICES TO CONDUCT A COMPREHENSIVE SITUATIONAL ANALYSIS OF CROSS-BORDER FISH TRADE IN CABO VERDE

**b) Prohibitions:** Consultants and individuals of a country or goods manufactured in a country may be ineligible if indicated in TMA's Supplier Code of Conduct and:



- as a matter of law or official regulations, the recipient's country prohibits commercial relations with that country, provided that TMA is satisfied that such exclusion does not preclude effective competition for the provision of services required; or
- By an act of compliance with a decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations, the recipient's country prohibits any import of goods from that country or any payments to any country, person, or entity in that country.

**c) Restrictions for Government-owned Enterprises:** Government-owned enterprises or institutions in the recipient's country shall be eligible only if they can establish that they (i) are legally and financially autonomous, (ii) operate under commercial law, and (iii) that they are not dependent agencies of TMA.

To establish eligibility, the government-owned enterprise or institution should provide all relevant documents (including its charter) sufficient to demonstrate that it is a legal entity separate from the government; it does not currently receive any substantial subsidies or budget support; it is not obligated to pass on its surplus to the government; it can acquire rights and liabilities, borrow funds, and can be liable for repayment of debts and be declared bankrupt; and it is not competing for a contract to be awarded by the government department or agency which, under the applicable laws or regulations, is its reporting or supervisory authority or has the ability to exercise influence or control over it.

**d) Restrictions for public employees:** Government officials and civil servants of the recipient's country are not eligible to be included as experts in the consultant's proposal unless such engagement does not conflict with any employment or other laws, regulations, or policies of the Recipient's country, and they

- are on leave of absence without pay, have resigned, or retired.
- are not being hired by the same agency they were working for before going on leave of absence without pay, resigning, or retiring.

(In case of resignation or retirement, for a period of at least six (6) months, or the period established by statutory provisions applying to civil servants or government employees in the recipient's country, whichever is longer. Experts who are employed by the government-owned universities, educational or research institutions are not eligible unless they have been full time employees of their institutions for a year or more prior to being included in consultant's proposal); and

- Their hiring would not create a conflict of interest.

## 10. Format of Your Tender

Your tender should be set out in four (4) main parts:

- Part A – Preliminary Requirements.
- Part B – Executive Summary.
- Part C – General and Technical; and
- Part D – Financial.





## 11. Part A Preliminary Requirements

Consultants are required to submit scanned copies of the documents below:

- Signed and stamped Supplier Code of Conduct (**Annex 1**) with all pages initialized.
- Signed consortia/JV agreements or letters of intent (applicable to consortia/JV) between your selected partners must be submitted.

Parts A, B & C may be contained in one PDF document. However, the Financial Proposal (Part D) must be submitted as a **separate PDF document** to enable the Technical and Financial proposals to be evaluated independently.

Please do not include any financial/price information in Parts A, B or C. Inclusion of any price information in Parts A, B or C **shall lead to bid rejection**.

## 12. Part B Executive Summary

This should be a brief overview of your tender covering how you intend to achieve the outputs, and your assessment of the resources required.

## 13. Part C General and Technical Proposal

Your technical submission should contain the following:

- a) Signed and stamped Technical Bid Submission Form (**Annex 2**).
- b) The firm's previous relevant experience should include the client's contact details, description of the assignment undertaken, start and end dates of each assignment. Refer to **Annex 3** in this RfP.
- c) Technical response (including method of implementation and your proposed quality assurance mechanisms).
- d) A list of the names and designations of all proposed experts/key personnel who will work on this project. Please clearly indicate the positions/roles to be played by the personnel to match those requested for in the Terms of Reference (ToRs) Refer to **Annex** in this RfP.
- e) The Curriculum Vitae (CVs) of proposed experts with information relevant to this project to support the proposed expert for this assignment. The CV template is **Annex 4** in this RfP.
- f) **Only one (1) CV** shall be submitted for each of the proposed key expert positions. If more than one CV is submitted for the same position, only the first CV will be evaluated; and
- g) Consultants must confirm that their proposed key expert will be available to provide the required services for the duration of the contract.

**The technical proposal should not include any financial information. The Inclusion of any financial information shall lead to the proposal being declared non-responsive.**

Consultants are advised to respond in line with or in reference to the scoring criteria as indicated in the **Technical Evaluation** section of this RfP document.



#### 14. Part D Financial Proposal

The financial proposal should be prepared using the standard forms annexed in RfP. It shall list all costs associated with the services, including (a) remuneration of key experts and non-key experts, (b) other expenses, and (c) all applicable taxes.

**a) Contents:** The financial proposal should contain the following information:

- Signed and stamped Financial Bid Submission Form (**Annex 5**); and
- Pricing details using the enclosed pro-formas. Besides completing proforma 1, bidders must complete proformas 2, 3 and 4 on a fees and expenses basis to demonstrate the cost breakdown of the milestone payments. Innovation is encouraged in the development and pricing of technical and commercial proposals (**See Annex 6 for Templates**).
- The financial proposal should not be combined with the technical proposal but should be submitted as a separate document.
- The financial proposal **MUST be in PDF and password protected.**

**b) Currency of Proposal:** The financial proposal shall be stated in **United States Dollars (\$)**.

**c) Taxes:**

- The financial proposal should clearly estimate, as a separate amount, the different applicable taxes, duties, fees, levies, and other charges imposed under the **Kenyan law**, on the consultants, the sub-consultants, and their experts (other than nationals or permanent residents of the country).
- The consultant, its sub-consultants and experts are responsible for meeting all tax liabilities arising out of the contract unless stated otherwise in this RfP. The consultant is required to obtain information on taxes in the country where the contract is to be implemented.
- TMA funds shall not be used to meet the cost of any Value Added Tax (VAT).
- Consultants should clearly breakdown/separate the tax component in their financial proposals to facilitate evaluation of the financial proposals.

#### 15. Confirmation of Experience Letters / References

References of potential consultants which have been given by a current TMA employee shall not be accepted in support of the submission of a proposal as part of a procurement process. For the avoidance of doubt, only TMA's confirmation of experience letter / references signed by the Head of Procurement are acceptable in support of applications, bids, proposals, or submissions.

#### 16. Sustainability Considerations

TMA has adopted the World Bank's Environmental and Social Framework (ESF) as mentioned in the Supplier Code of Conduct. Consultants are required to demonstrate how the implementation of their proposed solution shall address/enhance sustainability.

#### 17. Evaluation Criteria and Process

In assessing the proposals submitted, the evaluation panel will use the Quality and Cost Based Selection (QCBS) as specified in this RfP.



### 18. Technical Evaluation

The technical evaluation for each assignment will be based on a scoring system outlined below marked out of a maximum score of **100 marks**. Only proposals that score a minimum of **70 marks** in this technical evaluation will be deemed to be “substantially responsive”. Marks will be awarded according to the following matrix.

The detailed evaluation criteria for the assignment are provided below.

### EVALUATION CRITERIA

#### CONSULTANCY SERVICES TO CONDUCT A COMPREHENSIVE SITUATIONAL ANALYSIS OF CROSS-BORDER FISH TRADE IN CABO VERDE

No	Description	
<b>A</b>	<b>EXPERIENCE OF THE FIRM:</b>	<b>Maximum Points (15 marks)</b>
1	<p><b>Relevant Sector Experience</b></p> <p>Proven track record in conducting economic development, trade and market analyses, research, studies, evaluations or programming related to fisheries, aquaculture, and blue economy, with special focus on youth and women economic empowerment</p> <p>Demonstrated experience and understanding of cross-border trade facilitation, market development and legal regulatory dynamics particularly in fish and seafood value chains by women, youth and other marginalised groups in the target countries.</p> <p>Demonstrated experience to design and implement robust data collection frameworks, including field surveys, focus groups, and key informant interviews.</p> <p>Demonstrated proven experience and capacity to analyse trade statistics, fisheries production data, and regulatory frameworks.</p>	<b>10</b>
2	<p><b>Regional and Country-Specific Knowledge</b></p> <p>Demonstrated experience conducting similar assignment in Cabo Verde, or similar island economies, with an understanding of trade flows, infrastructure, and local fisheries governance-trade policies, tariffs, and non-tariff barriers affecting trade.</p>	<b>5</b>
	<b>Sub-total A</b>	<b>15 marks</b>
<b>B</b>	<b>TECHNICAL APPROACH, METHODOLOGY AND WORK PLAN:</b>	<b>Maximum Points (55 marks)</b>



1	<p><b>Demonstration of understanding of the assignment as per the Terms of Reference</b></p> <p>Comprehension of assignment objective: The firm demonstrates a thorough understanding of the assignment's primary objectives, goals, and intended outcomes as described in the ToRs.</p> <p>Identification of Key Challenges and Contextual Factors: The firm identifies and discusses key challenges related to the project context, such as National, regional socio-economic factors, language, and other barriers to success.</p>	5
2	<p><b>Methodological Approach &amp; Technical Expertise</b></p> <p>The Firm has demonstrated detailed understanding and clear explanation of how they will carry out the research and analysis based on the TORs using their own words, describing the inception plan, desk review, field data collection, analysis and presentation as well as overall strategy to successfully carry out the assignment.</p> <p>Detailed explanation of their approach and experience in conducting qualitative and quantitative research, including market assessments, trade flow analysis, and stakeholder mapping etc and how they will analyse interpret data and deduce relevant conclusions</p> <p>Clear explanation, understanding and ability to apply market systems approach and value chain analysis, policy gap assessments, and economic modelling in fisheries trade.</p> <p>Clear explanation and demonstrated expertise in gender-sensitive and youth-inclusive trade analysis, ensuring that recommendations address barriers faced by women and young traders.</p>	20
3	<p><b>Risks, Issues, Challenges and Mitigation</b></p> <p>Anticipated Risks, Issues and challenges- include a comprehensive identification of potential obstacles supported by relevant data or reports from other projects or government sources.</p> <p>Mitigation Measures-the Firm should outline detailed strategies and contingency plans to address each identified challenge, demonstrating foresight and preparedness to effectively mitigate risks throughout the assignment</p>	10
4	<p><b>Stakeholder Management:</b></p> <p>Stakeholder mapping and management plan:</p> <ul style="list-style-type: none"> <li>• Experience engaging government agencies, trade associations, cooperatives, and regional economic communities (RECs).</li> <li>• Ability to work with fisheries cooperatives, informal traders, processors, and exporters to collect primary data.</li> </ul>	10



	<ul style="list-style-type: none"> <li>Experience conducting multi-stakeholder consultations and validation workshops for policy recommendations.</li> </ul> <p>Participatory stakeholder engagement approach /stakeholder engagement plan</p>	
5	<p><b>Workplan</b></p> <p>a) Gantt chart (3 marks)</p> <p>b) Logic in the sequencing of activities. (2 marks)</p> <p>c) Adequate personnel deployment (with staff deployment plan between home and field)- Deployment of staff aligned with the work plan and study objectives and demonstrate how each activity and milestones contribute to achieving the overarching study goals and objectives (5 marks)</p>	10
	<b>Sub Total B</b>	<b>55 marks</b>
<b>C</b>	<b>PROJECT TEAM</b>	<b>Maximum Points (30 marks)</b>
1.	<p>Team Lead- Lead Trade &amp; Market Analyst</p> <p>Demonstrate expertise in fisheries trade, market systems, and trade policy analysis. (Demonstrate with at least 3 previous assignments undertaken.)</p> <p>Strong background in regional trade agreements (ECOWAS, AfCFTA, WTO) and cross-border trade facilitation.</p>	10
2.	<p><b>Fisheries Value Chain Expert</b></p> <p>Deep understanding of fisheries and aquaculture value chains, including processing, storage, and logistics.</p> <p>Demonstrate Experience in working with fishers, traders, processors, and exporters in island economies. (Demonstrate with at least 3 previous assignments undertaken.)</p>	4
3.	<p><b>Gender &amp; Social Inclusion Specialist</b></p> <p>Demonstrate Experience in gender-sensitive trade analysis, focusing on barriers faced by women and youth in fisheries trade. (Demonstrate with at least 3 previous assignments undertaken.)</p> <p>Demonstrate Ability to integrate gender-transformative approaches into trade policy recommendations</p>	4
4.	<p><b>Legal &amp; Policy Expert (Trade &amp; Fisheries Regulations)</b></p> <p>Demonstrate Expertise in fisheries governance, trade laws, and regulatory frameworks in Cabo Verde, and ECOWAS/AU structures.</p>	4





***Bidders who achieve the minimum technical score of 70 marks out of 100 marks will qualify for the financial evaluation.***

The weight given to the technical proposal shall be **70%** and the weight given to the financial proposal shall be **30%**.

## **19. Financial Evaluation**

All substantially responsive proposals that score **70 marks or more** from the **technical evaluation** shall have their financial proposals evaluated.

The formula for determining the financial score (SF) shall be as follows:

**Sf = 30% x fm/f where:**

**Sf =** is the financial score

**Fm** is the lowest fees quoted and

**F** is the fees of the proposal under consideration.

The lowest fees quoted will be allocated the maximum score of **30%**.

The bidder's proposals will be ranked according to their combined technical score (st) and financial score (sf) and weighted accordingly. The formula for the combined scores shall be as follows:

$$S = ST \times T\% + SF \times P\%$$

Where:

S is the total combined scores of technical and financial scores.

St is the technical score.

Sf is the financial score.

T is the weight given to the technical proposal (in this case **70%**) and

P is the weight given to the financial proposal (in this case **30%**)

Note P + T will be equal to **100%**.

The bidder who has achieved the highest combined technical and financial score shall be declared successful and subsequently invited for clarifications.

## **20. Negotiation**

TMA may at its discretion choose to negotiate either with all tenderers that have passed technical and financial evaluation, or a shortlist of such, on any aspects of the ToR, proposed methodology, key expert, inputs, price and/or conditions of the contract.



## 21. Packaging, Submission, and Delivery of Tenders

All submissions must be submitted via TMA's procurement mailbox using the email address, on or before **13<sup>th</sup> May 2025 on or before 4:00 P.M. (Kenya Time)**.

Please note that the maximum size of each email with attachments must not exceed **5MB**. The Technical and Financial proposal shall be submitted **as two separate documents in PDF format**, in the same email or separate mail.

**Both Technical and Financial proposals MUST be password protected.**

**Late tenders will not be accepted.** No special pleadings will be accepted. Faxed or hard-copy proposals/samples shall be rejected.

## 22. Complaints

Any questions, queries, or concerns about the procurement process should be raised directly with the Head of Procurement in the first instance via [procurement@trademarkafrica.com](mailto:procurement@trademarkafrica.com), who will address the matters raised.

If the matter is not satisfactorily resolved, the complainant is encouraged to write to [complaints@trademarkafrica.com](mailto:complaints@trademarkafrica.com).

## 23. Deviations, Reservations, and Omissions

During the evaluation of bids, the following definitions apply:

- "Deviation" is a departure from the requirements specified in the Bidding Document.
- "Reservation" is the setting of limiting conditions or withholding from complete acceptance of the requirements specified in the Bidding Document; and
- "Omission" is the failure to submit part, or all the information or documentation required in the Bidding Document.

## 24. Determination of Responsiveness

TMA's determination of a bid's responsiveness is to be based on the contents of the bid itself. A substantially responsive bid is one that meets the requirements of the Bidding Document without material deviation, reservation, or omission. A material deviation, reservation, or omission is one that,

- if accepted, would: -
  - Affect in any substantial way the scope, quality, or performance of the Works specified in the Contract; or
  - Limit in any substantial way, inconsistent with the Bidding Document, the Employer's rights, or the Bidder's obligations under the proposed Contract; or
- If rectified, this would unfairly affect the competitive position of other Bidders presenting substantially responsive bids:





- The Employer shall examine the technical aspects of the bid submitted in accordance with **Invitation to Consultants (ITC) 17**, Technical Proposal in particular, to confirm that all requirements have been met without any material deviation, reservation, or omission; and
- If a bid is not substantially responsive to the requirements of the Bidding Document, it shall be rejected by the Employer and may not subsequently be made responsive by correction of the material deviation, reservation, or omission.

## **25. Nonconformities, Errors, and Omissions**

- Provided that a bid is substantially responsive, the Employer may waive any non-conformity in the bid.
- Provided that a bid is substantially responsive, the Employer may request that the Bidder submit the necessary information or documentation, within a reasonable period, to rectify nonmaterial nonconformities in the bid related to documentation requirements. Requesting information or documentation on such nonconformities shall not be related to any aspect of the price of the bid. Failure of the Bidder to comply with the request may result in the rejection of its bid.
- Provided that a bid is substantially responsive, the Employer shall rectify quantifiable nonmaterial nonconformities related to the Bid Price. To this effect, the Bid Price may be adjusted, for comparison purposes only, to reflect the price of a missing or non-conforming item or component.



## 26. TERMS OF REFERENCE

### CONSULTANCY SERVICES TO CONDUCT A COMPREHENSIVE SITUATIONAL ANALYSIS OF CROSS-BORDER FISH TRADE IN CABO VERDE

#### 1. Introduction and Background

The Women & Youth Economic Empowerment in Fisheries sector through Inclusive Market Access Programme is a five-year initiative (2024-2029) led by the AfCFTA Secretariat, Mastercard Foundation, and TradeMark Africa. The Programme aims to empower women and youth in the fisheries sector across Kenya, Uganda, Tanzania (including Zanzibar), the Democratic Republic of Congo, Zambia, Nigeria, and select island states (Comoros and Cabo Verde). It seeks to create 242,000 decent jobs and address economic inequalities by promoting inclusive market access in the growing fisheries sector, where young men and women often miss higher-value economic opportunities.

The Programme adopts a market-system development approach, focusing on value-added processed fish to boost regional trade and job creation for women and youth. It aims to foster a competitive regional fish value chain by improving collaboration and strategic partnership among input suppliers/fish feed actors, fish capture/producers, traders, processors, exporters and consumers, facilitating relevant market systems services such as access to market information and working capital while addressing legal, regulatory, and business environment barriers. The Programme has four workstreams:

- i. **Increase trade in fish by women and youth** through capacity building, market access, digital solutions, and financing.
- ii. **Improve access to fish feed inputs** by enhancing market linkages, aggregation, and logistics.
- iii. **Enhance the cross-border trading environment** by reducing trade barriers and improving protections for young women traders.
- iv. **Strengthening the AfCFTA Secretariat's capacity** by supporting the establishment of a Private Sector Unit (PSU) to coordinate and implement interventions.

The Programme will also address key challenges such as logistical issues, access to finance, and integrating women and youth into the digital economy. By improving market access, standards, and reducing trade costs, the Programme will create long-term, decent, and sustainable job opportunities, particularly for marginalized groups.

#### 1.1 Mastercard Foundation

The Foundation as the financing partner, was established to advance the following courses:

- i. Establish, operate, and provide Programmes and services to help children and youth access education, understand and utilise technology, and develop skills necessary to succeed in a diverse and global workforce.



- ii. To establish, operate and provide micro-finance Programmes and services to financially disadvantaged persons and communities to economically enhance communities and develop entrepreneurs as a means of relieving poverty.

## **1.2 The AfCFTA Secretariat**

The AfCFTA is a functionally autonomous institutional body with the African Union that coordinates, facilitates, and leads the implementation of the agreement establishing The African Continental Free Area. The AfCFTA Private Sector Unit (PSU) will coordinate efforts at the continental level, facilitating trade linkages and addressing macro-level risks, with a focus on policy and legal regulatory reforms that promote trade and inclusivity. TradeMark Africa will provide technical capacity in setting up the PSU, initially focusing on interventions supported by the Mastercard Foundation, with plans to expand to include other partners.

## **1.3 TradeMark Africa**

TradeMark Africa (TMA) is a leading African Aid-for-Trade organisation, founded in 2010 with the mission to grow intra-African trade and increase Africa's share in global trade, while helping make trade more inclusive and sustainable.

## **2. Context of the Assignment**

Africa's fisheries sector is essential for food security, livelihoods, and poverty alleviation, with women making up 50% of the workforce, particularly in fish processing, value addition and trade. However, women face barriers in access to resources and market opportunities. The fish market is valued at \$22 billion annually, with demand expected to rise by 90% by 2030, creating a supply gap. Expanding the value chain and leveraging the AfCFTA could drive growth, but women and youth need targeted support to fully benefit.

Wild capture dominates fish production in Africa, but unsustainable practices like overfishing threaten supply. Aquaculture offers a sustainable solution but accounts for only 18% of production. In Island states, cross-border fish trade supports food security and employment, especially for women, yet trade barriers and infrastructure issues hinder growth. Reviewing tariff policies under the AfCFTA is essential to align Island states' fish trade and support sector development.

## **3. Objective of the Assignment**

The Programme seeks a consulting firm/service provider to conduct a comprehensive study and situational analysis on cross-border fish trade in Cabo Verde with their neighbours. Initially, the study will aim to assess and map the current fish market structure (producers, processors, distributors, consumers), available market services (such as cold chain infrastructure, finance access, and trade information), and the regulatory environment (policies, standards, and regulations affecting fish trade). The study will take value chain approach to identify sector constraints and challenges from input systems through production, processing and value addition, distribution, trade and consumption, mapping roles and functions of players and highlighting key interventions to unlock value chain competitiveness at every



node. It will identify trade opportunities, challenges, and barriers, and prioritize key border crossings along major fish trade corridors. The analysis will provide actionable insights to improve the fish value chain, enhance trade, and create a favourable policy environment for private sector investment, with a focus on creating decent job opportunities for women and youth in the fish sector. Based on the findings of the study, the consulting/service provider will develop a concept note, programme for implementation and accompanying budget.

The primary objectives of the assignment are:

- To analyze the current fish market in the region, including mapping production, processing, distribution channels, and enabling services and business environment.
- To map and prioritize key border crossings facilitating fish trade Cabo Verde with their neighbor's reviewing volume and value of fish trade.
- To identify and document the main fish commodities traded across these borders mapping out the route to market.
- To analyze the key barriers to fish trade, including regulatory, infrastructural, cultural, and procedural challenges
- To provide recommendations for addressing identified trade barriers and enhancing the efficiency of cross-border fish trade. (Recommendations on the ease of doing business across borders).
- To identify and quantify opportunities for decent jobs for youth and women along fish supply chain and provide appropriate recommendations on specific interventions that will enhance inclusivity, sustainability, and resilience.
- Review of the Simplified Goods Declaration process/form for ECOWAS Trade Liberalization Scheme (ETLS)
- Review the analysis of Sanitary and Phytosanitary Framework and strategies in Cabo Verde and their neighbouring countries. This includes an analysis on the testing capabilities including for heavy metals, microbial, and chemical.
- Design and implement a programme that will facilitate market access and trade in fish and fish products particularly for youths and women. This programme will be based on the findings from the study and will focus on interventions that will catalyse the market and trade ecosystems for fish, fish products and related inputs such as fish feed.

### 3.1 Scope of Work

The scope of work for the assignment will include the following:

- Literature Review:** Analyse existing trade statistics, reports, and studies on fish trade in Cabo Verde and their neighbouring countries including. This includes identifying key export and import trends, trade flows, and key stakeholders involved in the trade of fish and fish products disaggregated by gender, age, and size of business.



- b. Stakeholder Identification, Mapping & Analyses:** Engage relevant stakeholders in Cabo Verde and their neighbouring countries, including government agencies, regulatory bodies, fish producers, traders, fish feed processors, exporters, importers, transporters, industry associations and final consumers (institutional and households), to gain a deeper understanding of the current trade dynamics and consumption patterns and preferences.
- c. Cross Border Trade Assessment:** Examine existing barriers to cross-border trade, including tariffs and non-tariff barriers, import/export regulations, information platforms, logistics infrastructure (ports, roads, transportation), and informal trade practices including cultural practices that affect the formal fish and fish feed trade.
- d. Commodity & Market Analysis:** Conduct an analysis of the market demand (trade volumes and value) for fish feeds and fish products in Cabo Verde and their neighbouring countries, exploring trade and consumption patterns, regional market needs, and trade opportunities in the fish sector.
- e. Supply chain analysis of the fish feed sector** – Assess the demand drivers, production trends and input efficiency, logistics & distribution, and opportunities for decent job creation for women and youth including raw material availability, regulatory environment, key players in sector. Data on importing countries and market demands Additionally factor in the technological/equipment needs for the sector.
- f. Gender analysis-** market and trade barriers (access and control of resources, skills and knowledge related to fish value chain), time use and unpaid care roles, representation and influence in decision-making in existing platforms, leadership and negotiation skills, and cultural norms, safety issues including Gender Based Violence and harassment, beliefs and segmentation.
- g. Policy and Regulatory Review:** Review and assess the national and regional regulatory frameworks (including ECOWAS policies and agreements) impacting fish and fish products trade. Highlight gaps or areas for improvement that hinder cross-border trade. Factoring in compliance to Standards and SPS regulations and their implication on cross- border trade as well as exports
- h. Recommendations:** Provide evidence-based recommendations to improve trade efficiency, including enhancing regional cooperation, formalizing informal trade, streamlining trade processes, improving infrastructure, and addressing regulatory barriers.
- i. Reporting and Deliverables:** Prepare a detailed report for Cabo Verde and its neighbours documenting the findings of the situational analysis, including data analysis, stakeholder views, identified barriers, and actionable recommendations.

### 3.2 Deliverables

The key deliverables for the assignment include but not limited to:

- i. Inception Report:** Detailing the methodology, work plan, and data collection tools (due two weeks after contract signing), and timelines.
- ii. Situational Analysis Report:** a) Preliminary findings, including a summary of stakeholder consultations and initial data analysis. b) Comprehensive report covering all aspects of the scope of work, including geographical and market maps, commodity lists, and barrier analyses.



- iii. **Validation workshop Presentation:** A presentation summarizing key findings and recommendations for key stakeholders. incorporating feedback from stakeholders and presenting actionable recommendations.
- iv. **Programme Implementation concept:** Present a high-level Programme concept with proposed interventions based on the findings and the recommendations that will unlock cross border trade and address the identified constraints in fish feed and fish value chain for Cabo Verde.

#### 4. Recipient, Coordination and Reporting

TradeMark Africa (TMA) will contract a service provider/consultancy firm/team (Consultant) on behalf of the Private Sector Unit (PSU) of the AfCFTA Secretariat. The service provider/consultant will report to TMA Director, Inclusive Trade and the Head of Private Sector Unit in conducting the assignment, the consultant will be expected to coordinate much of his/her technical work with the PSU and relevant staff from TMA and other programme implementing partners

#### 5. Duration of the Assignment

The successful partner will be expected to complete the assignment within a **90 calendar days period** from the date of contract signing.

#### 6. Qualification and Experience

The Consultant (firm/team) or service provider should in addition to complying with TMA's due diligence controls and processes be:

- **Educational Background:** Team composition should include the Team Lead, market system expert, Gender specialist, logistic expert, and data analyst/ researcher.
- **Experience in Trade and Fisheries Sector Analysis:** Proven record of conducting trade and sectoral studies, especially in fisheries, within West Africa and or and Eastern Africa.
- **Knowledge of Cross-Border Trade Dynamics and Policies:** Deep understanding of regional trade protocols, customs procedures, and regulatory environments in ECOWAS and AfCFTA.
- **Analytical and Research Skills:** Demonstrated ability to gather, analyse, and interpret trade data and economic indicators.
- **Stakeholder Engagement Skills:** Experience in conducting interviews and working with diverse groups, including traders, customs authorities, and policy makers.
- **Report-Writing Skills:** Ability to produce clear, actionable, and well-structured reports tailored to policy and Programmatic needs.

#### 7. Ethical Considerations

TradeMark Africa (TMA) places a strong emphasis on ethical considerations in its recruitment process, aligning with its core values of transparency and fairness. This commitment involves conducting a quality assurance-based and transparent, merit-based selection process that adheres to the principles of fairness, equal opportunity, and confidentiality. TMA is dedicated to preventing conflicts of interest, upholding anti-corruption measures, and complying with local regulations. Robust whistleblower protection



PRQ20241229 CONSULTANCY SERVICES TO CONDUCT A COMPREHENSIVE SITUATIONAL ANALYSIS OF CROSS-BORDER FISH TRADE IN CABO VERDE

mechanisms and ongoing integrity measures are implemented to ensure ethical standards endure throughout the partner's tenure.



## **ANNEX 1: TMA'S SUPPLIER CODE OF CONDUCT**

This document is shared as a separate document to the tender document.





**ANNEX 2: TECHNICAL BID SUBMISSION FORM**

*[The Bidder shall fill in this Form in accordance with the instructions indicated No alterations to its format shall be permitted and no substitutions shall be accepted.]*

Date: \_\_\_\_\_ *(insert date (as day, month, and year) of Bid Submission)*

To: **TradeMark Africa**  
**Fidelity Insurance Centre,**  
**P O Box 313 00606,**  
**Nairobi, Kenya**

We, the undersigned, declare that:

- (a) We have examined and have no reservations to the Bidding Documents.
- (b) We offer to supply in conformity with the Bidding Documents and in accordance with the Delivery Schedules specified in the Schedule of Requirements the following Goods and Related Services [insert a brief description of the Goods and Related Services].
- (c) Our bid shall be valid for a period of **120 days**, from the date fixed for the bid submission deadline in accordance with the ITT, and it shall remain binding upon us and may be accepted at any time before the expiration of that period.
- (d) If our bid is accepted, we commit on request to obtain a performance security (if applicable) for the due performance of the Contract.
- (e) We have no conflict of interest.
- (f) We understand that this bid, together with your written acceptance thereof included in your notification of award, shall not constitute a binding contract between us, until a formal contract is prepared and carried out.
- (g) We understand that you are not bound to accept the lowest evaluated bid or any other bid that you may receive.

**Signed by:** *(signature of person authorized by the Bidder to sign the bid submission form, and whose name and title are shown below)*

**Name:** \_\_\_\_\_ *(insert full name)*

**Title:** \_\_\_\_\_ *(insert official title)*

**Duly authorized to sign the bid for and on behalf of:** \_\_\_\_\_  
*(insert full name of Bidder)*

**Dated on** \_\_\_\_\_ **day of** \_\_\_\_\_, \_\_\_\_\_ *[insert date of signing]*



**ANNEX 3: CURRICULUM VITAE TEMPLATE**

**PLEASE SUBMIT ONLY ONE (1) CV FOR EACH OF THE POSITIONS MENTIONED FOR THE PROPOSED KEY PERSONNEL AND SHORT-TERM TECHNICAL SUPPORT PERSONNEL. IF MORE THAN ONE CV IS SUBMITTED FOR THE SAME POSITION, ONLY THE FIRST CV WILL BE EVALUATED. PLEASE ALSO CLEARLY INDICATE THE POSITIONS THAT EACH OF THE SUBMITTED CVS WILL HAVE IN THIS ASSIGNMENT**

<b>Position/Role Title:</b>	{e.g., TEAM LEADER}
<b>Name of Expert:</b>	{Insert full name}
<b>Date of Birth:</b>	{day/month/year}
<b>Country of Citizenship/Residence</b>	

**Education:** List college/university or other specialized education, giving names of educational institutions, dates attended, degree(s)/diploma(s) obtained **attach valid copies of the certificates and testimonials}**

---



---

**Employment record relevant to the assignment:** Starting with present position, list in reverse order. Please provide dates, name of employing organization, titles of positions held, types of activities performed and location of the assignment, and contact information of previous clients and employing organization(s) who can be contacted for references. Past employment that is not relevant to the assignment does not need to be included.

Period	Employing organization and your title/position. Contact info for references	Country	Summary of activities performed relevant to the Assignment
[e.g., May 2005-present]	[e.g., Ministry of ....., advisor/consultant to...  For references: Tel..... /e-mail.....; Mr. Hebb, deputy minister]		

**Membership in Professional Associations and Publications:**

---

**Language Skills (indicate only languages in which you can work ranging from 1 to 5 for speaking,**



PRQ20241229 CONSULTANCY SERVICES TO CONDUCT A COMPREHENSIVE SITUATIONAL ANALYSIS OF CROSS-BORDER FISH TRADE IN CABO VERDE

writing and reading where 1 is poor and 5 is excellent):

Language	Reading	Writing	Speaking



--	--	--	--

**Adequacy for the Assignment:**

Detailed Tasks Assigned on Consultant’s Team of Experts ( <i>insert the time period</i> )	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
{List all deliverables/tasks in which the Expert will be involved}	

**Experts contact information :** (e-mail..... Phone ..... )

**Certification:**

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any mistake or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Client.

{Day/month/year}

Name of Expert

Signature

Date

{Day/month/year}

Name of authorized representative of the consultant (*the same one who signs the Proposal*)

Signature

Date

**Note:**

1. Failure by the consultant to sign the CV (physically or electronically), may lead to the CV not being considered altogether.



PRQ20241229 CONSULTANCY SERVICES TO CONDUCT A COMPREHENSIVE SITUATIONAL ANALYSIS OF CROSS-BORDER FISH TRADE IN CABO VERDE

2. Failure to submit copies of certificates and/or accreditation may lead to the CV being invalidated.



**ANNEX 4 – FIRM EXPERIENCE**

*[Using the format below, provide information on each assignment for which your firm, and each associate for this assignment, was legally contracted either individually as a corporate entity or as one of the major companies within an association, for carrying out consulting services similar to the ones requested under this assignment.]*

<b>Assignment name:</b>	<b>Approx. value of the contract (in current US\$ or Euro):</b>
<b>Country:</b>  <b>Location within country:</b>	<b>Duration of assignment (months):</b>  -
<b>Name of Client:</b>	<b>Total N° of staff-months of the assignment:</b>
<b>Address:</b>	<b>Approx. value of the services provided by your firm under the contract (in US\$ currency equivalent):</b>
<b>Start date (month/year):</b> <b>Completion date (month/year):</b>	<b>N° of professional staff-months provided by associated Consultants:</b>
<b>Name of associated Consultants, if any:</b>	<b>Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader):</b>
<b>Narrative description of Project:</b>	
<b>Description of actual services provided by your staff within the assignment:</b>	



### ANNEX 5 – TEAM COMPOSITION

#### Proposed Personnel

Bidders should provide the names of suitably qualified personnel to meet the specified requirements for each of the positions listed in your technical proposal.

The data on their experience should be supplied using the Form below for each candidate.

#### Team Composition and Task Assignments

Professional Staff				
Name of Staff	Firm	Area of Expertise	Position Assigned	Task Assigned

#### Comments and Suggestions on the Terms of Reference and on Counterpart Staff and Facilities to be Provided.

##### *C - On the Terms of Reference*

*[Present and justify here any modifications or improvements to the Terms of Reference you are proposing to improve performance in carrying out the assignment (such as deleting some activity you consider unnecessary, or adding another, or proposing a different phasing of the activities). Such suggestions*



PRQ20241229 CONSULTANCY SERVICES TO CONDUCT A COMPREHENSIVE SITUATIONAL ANALYSIS OF CROSS-BORDER FISH TRADE IN CABO VERDE

*should be concise and to the point, and incorporated in your Proposal, as applicable.*

### **Description of Approach, Methodology and Work Plan for Performing the Assignment**





Technical approach, methodology and work plan are key components of the Technical Proposal. You are suggested to present your Technical Proposal divided into the following three chapters:

- a) Technical Approach and Methodology,
- b) Work Plan, and
- c) Organization and Staffing,

**a) Technical Approach and Methodology.**

In this chapter you should explain your understanding of the objectives of the assignment, approach to the services, methodology for carrying out the activities and obtaining the expected output, and the degree of detail of such output. You should highlight the problems being addressed and their importance and explain the technical approach you would adopt to address them. You should also explain the methodologies you propose to adopt and highlight the compatibility of those methodologies with the proposed approach.

**b) Work Plan.** In this chapter you should propose the main activities of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Client), and delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing understanding of the TOR and ability to translate them into a feasible working plan. A list of the final documents, including reports, drawings, and tables to be delivered as final output, should be included here. The work plan should be consistent with the Work Schedule of Form

**c) Organization and Staffing.**

In this chapter you should propose the structure and composition of your team. You should list the main disciplines of the assignment, the key expert responsible, and proposed technical and support staff.

STAFFING SCHEDULE<sup>1</sup>

N°	Name of Staff	Staff input (in the form of a bar chart) <sup>2</sup>													Total staff-month input				
		1	2	3	4	5	6	7	8	9	10	11	12	n	Home	Field <sup>3</sup>	Total		
<b>Foreign</b>																			
1		[Home]																	
		[Field]																	
2		[Home]																	
		[Field]																	
3		[Home]																	
		[Field]																	
n		[Home]																	
		[Field]																	
<b>Subtotal</b>																			
<b>Local</b>																			
1		[Home]																	
		[Field]																	
2		[Home]																	
		[Field]																	
n		[Home]																	
		[Field]																	

														<b>Subtotal</b>								
														<b>Total</b>								

- 1 For Professional Staff the input should be indicated individually; for Support Staff it should be indicated by category (e.g.: draftsmen, clerical staff, etc.).
- 2 Months are counted from the start of the assignment. For each staff indicate separately staff input for home and field work.
- 3 Field work means work carried out at a place other than the Consultant's home office.

Full time input     
 Part time input

**WORK SCHEDULE**

N°	Activity <sup>1</sup>	Months <sup>2</sup>													n	
		1	2	3	4	5	6	7	8	9	10	11	12			
1																
2																
3																
4																
5																

n														

- 1 Indicate all main activities of the assignment, including delivery of reports (e.g.: inception, interim, and final reports), and other benchmarks such as Client approvals. For phased assignments indicate activities, delivery of reports, and benchmarks separately for each phase.
- 2 Duration of activities shall be indicated in the form of a bar cha

**ANNEX 4: FINANCIAL BID SUBMISSION FORM**

Dear Sir/Madam:

We, the undersigned, offer to provide the consulting services for [Insert title of assignment] in accordance with your Request for Proposal dated [Insert Date] and our Technical Proposal.

Our attached Financial Proposal is for the amount of

\_\_\_\_\_ ***(indicate the corresponding amount(s) in words and figures and the currency (ies))***, including all applicable taxes in line provided clauses in this tender document.

This financial bid submission/ proposal is in line with Pro-forma 1, 2, 3 and 4 of Annex 1 of this RFP tender document.

Our Financial Proposal shall be binding upon us subject to the modifications resulting from any contract negotiations, up to expiration of the validity period of the Proposal, up to a period of **120 days** after bid submission deadline date.

We understand you are not bound to accept any Proposal you receive.

We remain,

Yours Sincerely,

Authorized Signature ***(In full and initials)***: \_\_\_\_\_

Name and Title of Signatory: \_\_\_\_\_

In the capacity of: \_\_\_\_\_

Address: E-mail: \_\_\_\_\_

\_\_\_\_\_ ***(For a joint venture, either all members shall sign or only the lead member/ consultant, in which case the power of attorney to sign on behalf of all members shall be attached)***

**ANNEX 5: FINANCIAL PROPOSAL PRO - FORMA TEMPLATES**

**Pro-forma 1**

**TENDER FOR:** \_\_\_\_\_ *(Insert tender title)*

**TENDER NUMBER:** \_\_\_\_\_ *(Insert tender reference number)*

**MILESTONE PAYMENTS PROPOSAL**

The amount to be paid for the completion of the services is fixed at USD

Payment will be made either:

a) as a lump sum on completion of the services or

b) at relevant points throughout the contract period as detailed below

CRITERIA FOR PAYMENT	AMOUNT OF PAYMENT (\$)
TOTAL	\$

Pro forma 2

TENDER FOR: \_\_\_\_\_ (Insert tender title)

TENDER NUMBER: \_\_\_\_\_ (Insert tender reference number)

PROPOSAL BREAKDOWN - PERSONNEL INPUTS AND FEE RATES

NAME	COUNTRY (PLEASE SPECIFY)	NO DAYS	DAILY FEE RATE (\$)	COST (\$)
Long Term*				
Short Term				
TOTAL FEES				\$

\* Long Term is in excess of 4 months

Guidance on Fees and Expenses can be found in Section 2 of the contract - the General Conditions.

**Pro-forma 3**

**TENDER FOR:** \_\_\_\_\_ *(Insert tender title)*

**TENDER NUMBER:** \_\_\_\_\_ *(Insert tender reference number)*

**PROPOSAL                      BREAKDOWN                      –                      PROJECT                      EXPENSES**

Costs should be shown separately in the format set out below using separate sheets to provide full details under each heading. Fees proposed by tenderers should be inclusive of all taxes.

<b>TRAVEL (PLEASE STATE COUNTRY OF TRAVEL)</b>		<b>NO.</b>	<b>RATE</b>	<b>COST (\$)</b>
<b>FARES</b>	International			
	Domestic			
	Other Travel Costs			
	<b>Sub Total</b>			<b>\$</b>
<b>DAILY LIVING COSTS (state country) *Long Term</b>				
	*Short Term			
<b>Sub Total</b>				<b>\$</b>
<b>EQUIPMENT* Purchased/Rented (Including vehicles)</b>				
<b>Sub Total</b>				<b>\$</b>
<b>Any other expenses (please list)</b>				
<b>Sub Total</b>				<b>\$</b>
<b>TOTAL PROJECT EXPENSES: (B)</b>				<b>\$</b>

\*TMA will not reimburse costs for normal tools of trade (e.g., portable personal computers)

\* Long Term consultants are expected to utilise rented accommodation. No per diem is payable.

\*Short Term expectation is either rented accommodation or a hotel.



Pro- forma 4

TENDER FOR: \_\_\_\_\_ *(Insert tender title)*

TENDER NUMBER: \_\_\_\_\_ *(Insert tender reference number)*

**PROPOSAL BREAKDOWN - SUMMARY OF PAYMENT**

<b>PROPOSED PAYMENT BREAKDOWN</b>	<b>AMOUNT (USD \$)</b>
<b>Sub-total <i>(exclusive of taxes)</i></b>	\$
Taxation amount <i>(including all applicable taxes (e.g., ValueAdded Tax, Withholding Tax etc) in separate rows)</i>	\$
<b>TOTAL <i>(inclusive of taxes)</i></b>	\$

**ANNEX 6: DRAFT CONTRACT TEMPLATE**  
**CONTRACT FOR CONSULTANCY SERVICES**

**Section 1 – Form of Contract**

CONTRACT FOR: [Insert Title here]

CONTRACT REFERENCE: [Insert Number here]

**THIS CONTRACT** dated [Insert date here] is made.

**BETWEEN:**

**TradeMark Africa** (“TMA”) having its principal place of business at (insert office details).

**AND**

[Insert Consultant Name] (“The Consultant”) having its principal office located in [Insert Contact Details].

**WHEREAS:**

TMA has requested the Consultant to provide certain consulting services as defined in the detailed terms of reference and scope of services attached to this Contract (hereinafter called the “Services”); the Consultant, having represented to TMA that they have the required professional skills, and personnel and technical resources, have agreed to provide the Services on the terms and conditions set forth in this Contract.

**IT IS HEREBY AGREED** as follows:

**1. Documents**

This Contract from page [Insert page no] to page [Insert page no.] shall comprise the following documents:

Section 1 Form of Contract

Section 2 General Conditions

Section 3 The Services

Section 4 Special Conditions and Key Personnel

Section 5 Fees

This Contract constitutes the entire agreement between the Parties in respect of the Consultant’s obligations and supersedes all previous communications between the Parties, other than as expressly provided for in Section 3 and/or Section 4.

**2. Contract Signature**

If the original Contract is not returned to - TMA duly completed, signed and dated on behalf of the Consultant within 15 days of the date of signature on behalf of TMA, TMA will be entitled, at its sole discretion, to declare this Contract void. No payment will be made to the Consultant under this Contract until a copy of the Contract signed on behalf of the Consultant is returned to TMA.

**3. Commencement and Duration of the Services**

- a. The contract shall be effective on the date both parties sign, and the services shall be completed by **[Insert end date]** (End Date") or any other period as may be subsequently agreed by the parties in writing unless this Contract is terminated earlier in accordance with its terms and conditions.
- b. If the services have not commenced in accordance with clause 3a above, TMA will within not less than 30 days notify the consultant in writing, declaring the contract to be null and void, and in the event of such declaration, the consultant shall have no claim against TMA with respect thereto.

**4. Financial Limit**

Payments under this Contract shall not, in any circumstances, exceed **[XXX]** for fees and **[XXX]** for expenses within a total limit of **[XXX]** inclusive of all taxes applicable ("the Financial Limit").

**5. Time of the Essence**

Time shall be of the essence as regards the performance by the Consultant of its obligations under this Contract.

For and on behalf of TMA

Name: **JOSEPHA NDAMIRA**  
 Position: **SENIOR DIRECTOR CORPORATE SERVICES**  
 Signature:  
 Date:

For and on behalf of the consultant

Name:  
 Signature:  
 Date:

## **CONTRACT FOR CONSULTANCY SERVICES**

### **Section 2 – General Conditions**

#### **1. Definitions**

“The Contract” means the agreement entered between TMA and the consultant, as recorded in this Contract Document signed by the parties, including all attachments and appendices thereto and all documents incorporated by reference therein.

“TMA Project Manager” means the person nominated by TMA who is responsible for the management of the Project.

"The Equipment" means any equipment, computer hardware or software, materials, goods and vehicles and associated services necessarily required for the implementation of the Services which are financed or provided by TMA for use by the Consultant.

"The Financial Limit" means the amount specified in Section 1 and which represents the maximum amount payable by TMA under this Contract.

“Fees” means the fees payable for the Services as set out in Section 5.

"The Services" means the services to be provided by the Consultant as set out in Section 3.

“The Consultant” means the natural person(s), partnership(s), or company (ies) whose bid to perform this contract has been accepted by TMA and is named as such in this contract and includes the legal successors or permitted assigns of the Consultant.

"The Consultant’s Personnel" means any person instructed by the Consultant pursuant to this Contract to undertake any of the Consultant’s obligations under this Contract, including the Consultant’s employees, agents, and sub-contractors.

“Subcontractor” means any natural person(s), partnership(s), or company (ies), including its legal successors or permitted assigns, to whom any part of the services to be provided is subcontracted by the Consultant.

#### **2. Interpretation**

In the event of any inconsistency between the Form of Contract (Section 1), these General Conditions (Section 2) and the Special Conditions (Section 4), the Special Conditions shall prevail.

#### **3. Project management**

TMA designates the TMA Project Manager as being responsible for the coordination of activities under this Contract, for the acceptance and approval on behalf of TMA of the reports and of other deliverables produced by the Consultant, and for receiving and approving invoices for payment.

#### **4. Obligations**

- a. TMA and the Consultant each warrant that it has all the requisite corporate power and authority to enter this Contract and is fully capable of performing its obligations under this Contract on the terms provided for in this Contract.
- b. The Consultant shall perform the Services and all other obligations under this Contract with all necessary skill, diligence, efficiency, and economy to satisfy generally accepted professional standards expected from experts.

- c. The Services shall be provided at the location set out in Section 3. Notwithstanding this, the Consultant may be required to travel to other locations from time to time in carrying out the Services.

## **5. Indemnification**

At its own expense, the Consultant shall indemnify, protect, and defend, TMA, its agents and employees, from and against all actions, claims, losses or damage arising from any act or omission by the Consultant in the performance of the services, including any violation of any legal provisions, or rights of third parties, in respect of patents, trademarks and other forms of intellectual property such as copyrights. Should the act or omission originate from TMA, then TMA will indemnify the consultant.

The Consultant hereby indemnifies TMA, its agents, and employees against any legal cost, including attorney/own client costs incurred by TMA in defending any complaints, disputes or claims lodged by any party as a result of the actions or omissions of the Consultant.

## **6. Consultant's Personnel**

- a. The Consultant acknowledges that it and the Consultant's Personnel have no authority to create or incur any liability or obligation on behalf of TMA, including but not limited to any liability or obligation to expend or incur capital expenditure and not to recruit, employ or dismiss any member of staff employed by TMA.
- b. The Consultant shall not at any time, either personally or by an agent, directly or indirectly represent itself as being in any way connected with or interested in TMA save as being engaged to perform the Services.
- c. Save for the Services agreed and set out at Section 3, TMA is under no obligation to offer work to the Consultant and the Consultant is under no obligation to accept any work, which may be offered by TMA.
- d. No changes or substitutions may be made to members of the Consultant's Personnel identified in Section 4, if any, of this Contract without TMA's prior written consent.
- e. If TMA considers any member of the Consultant's Personnel unsuitable, the Consultant shall substitute for such member as quickly as reasonably possible without direct or indirect charge to TMA with a replacement acceptable to TMA.
- f. The Consultant is responsible for all acts and omissions of the Consultant's Personnel and for the health, safety and security of such persons and their property.
- g. TMA is dedicated to gender equality and ensuring equitable and sustainable human development.

## **7. Fees**

- a. Subject as follows, payments shall be due to the Consultant in accordance with the Fee payment schedule set out in Section 5. In the case of Fees that are payable upon the completion of milestones as may be set out in Section 4, such fees shall not become due and payable until the completion, to TMA's satisfaction, of the relevant milestone event or the delivery of the deliverables to TMA's satisfaction required for the achievement of the relevant milestone satisfactorily.
- b. Payment of the Fees shall be subject to TMA being satisfied that the Consultant is or has been carrying out its duties, obligations, and responsibilities under this Contract.
- c. If for any reason TMA is dissatisfied with performance of this Contract, an appropriate sum may be withheld from payments that would otherwise be due under this Contract. In such event TMA shall identify the particular Services with which it is dissatisfied together with the reasons for such

dissatisfaction, and payment of the outstanding amount will be made upon remedy for any unsatisfactory work or resolution of outstanding queries.

- d. Fees charged and expenses incurred shall not, in aggregate, exceed the Financial Limit without the prior written consent of TMA.
- e. No payments shall be made in respect of days not worked due to sickness or holiday or otherwise.
- f. Only the fee rates listed in Section 5 of this Contract will apply to any Services performed by the Consultant under this Contract.

## **8. Expenses**

The Consultant shall be entitled to be reimbursed only for those expenses which have been approved and are set out in Section 5.

## **9. Invoicing Instructions**

- a. Invoices should particularise the contract to which they relate and should be sent to the address referenced in Section 5.
- b. All invoices should contain details of the Services provided, milestones achieved, and deliverables provided to which the invoice relates. Where expenses are payable, invoices should be accompanied by proof of the expense. Any invoice not presented in accordance with the above may be rejected and in any event shall be liable for queries and delay in payment.
- c. TMA may request proof of payment in respect of any item and shall be entitled to refuse to meet a claim if this cannot be provided.
- d. TMA reserves the right to audit, or to nominate a reputable accounting firm to audit the Consultant's records relating to amounts claimed under this Contract during its term and any extension, and for a period of three months thereafter.
- e. TMA reserves the right not to pay any amount due in respect of an invoice received by TMA more than 60 days after the day of the Consultant becoming entitled to invoice for the payment to which it relates.
- f. TMA will deduct all applicable taxes from the consultant's invoiced amounts as per Government of **XXXX** regulations. Consultants from countries with double tax agreements will be provided with withholding tax certificates. It is the consultant's responsibility to establish their tax status in the country where the Services will be delivered.

## **10. Payments**

Subject to TMA being satisfied that the Consultant is or has been carrying out their duties, obligations, and responsibilities under this Contract, sums duly approved shall be paid within 30 days of receipt of a valid invoice.

## **11. Nature of relationship**

TMA and the Consultant agree and intend that this relationship is one of undertaking independent services and specifically is not a relationship of employer or employee agency, joint venture, or partnership.

Nothing contained herein shall be construed as establishing a relation of master and servant or of principal and agent between TMA and the Consultant and the Consultant will be solely responsible for the tax status, tax, and any statutory contributions payable of and for the

Consultant's Personnel and for all or any of its or the Consultant's Personnel's taxes payable in respect of Fees and reimbursements received in connection with this Contract.

## **12. Performance Standards**

The Consultant undertakes to perform the Services with the highest standards of professional and ethical competence and integrity.

## **13. Termination and Suspension**

TMA or the Consultant may terminate the Contract by giving not less than 30 days written notice. In such cases, TMA shall be liable to make payments only for work completed and delivered, of an acceptable standard.

Specifically, TMA reserves the right to terminate this Contract if the Consultant fails to perform any of its obligations or to comply with the conditions and requirements set out in this Contract.

Without prejudice to the above paragraph, TMA reserves the right to withdraw or suspend payments to the Consultant immediately under the following circumstances:

- i. The Consultant has engaged in illegal, corrupt, fraudulent, coercive, collusive or conflict of interest practices in connection with the Contract, without the Consultant having taken timely and satisfactory action to the satisfaction of TMA to address such practices when they occur.
- ii. The Consultant fails to comply with its obligations in the fields of environmental, social, or labour regulations, including sexual harassment and any form of abuse, including but not limited to failure by a supplier to take preventative measures, investigate allegations or to take corrective action against sexual exploitation or abuse incidences.
- iii. The Consultant fails to comply with its obligations under Anti-Terrorism and Organised Crime requirements of TMA.
- iv. A representation or statement made by the Consultant in pursuant to the Contract intended to be relied upon by TMA in making the Contract, which was incorrect in any material aspect.

A full accounting of all payments made under this contract will be required prior to the conclusion of the notice period, in addition to full reimbursement of any unspent advance payments to the Consultant.

For any of the above, any unspent or inconsistently spent payments must be returned to TMA within 30 days of the termination notice.

## **14. Confidentiality**

- a. The Consultant shall not, during the term of this Contract and within two years after its expiration or termination, disclose any proprietary or confidential information relating to the Services, this Contract or TMA's business or operations without the prior written consent of TMA.
- b. Notwithstanding the above, the consultant may furnish to its subcontractor such documents, data,

and other information it receives from TMA to the extent required for the subcontractor to perform



its work under the contract, in which event the consultant shall obtain an undertaking of confidentiality similar to that imposed on the consultant under this contract.

#### **15. Ownership of Material**

- a. Any studies, reports, or other material, graphic, software or otherwise, prepared by the Consultant for TMA under the Contract shall belong to and remain the property of TMA.
- b. Where intellectual property rights in all material produced by the Consultant or the Consultant's Personnel pursuant to the performance of the Services ("the Material") are the property of the Consultant, the Consultant hereby grants to TMA a worldwide, nonexclusive, irrevocable, royalty free licence to use all the Material.
- c. "use" shall mean, without limitation, the reproduction, publication, and sub-licence of all the Material and the intellectual property rights therein, including the reproduction and sale of the Material and products incorporating the same for use by any person or for sale or other dealing anywhere in the world.

#### **16. Bribery, Conflict of Interest, Corruption and Fraud**

The Consultant shall not, and shall ensure that any person affiliated with the Consultant shall not:

- i. Participate in the selection, award or administration of a contract, grant or other benefit or transaction funded by the Contract, in which the person, members of the person's immediate family or his or her business partners, or organisations controlled by or substantially involving such a person, has or has any financial interest.
- ii. Participate in transactions involving organisations or entities with which or whom that person is negotiating or has any arrangement concerning prospective employment.
- iii. Offer, give, solicit, or receive, directly or indirectly, gratuities, favours, gifts or anything else of value to influence the action of any person involved in the procurement process or contract execution.
- iv. Misrepresent or omit facts to influence the procurement process or execution of the contract.
- v. Engage in a scheme or arrangement between two or more bidders, with or without the knowledge of the Consultant designed to establish bid prices at artificial, non-competitive levels;  
or
- vi. Participate in any other practice that is or could be construed as illegal, corrupt or a conflict of interest in the country of operation.

Disclosure: If the Consultant has knowledge or becomes aware of any:

- i. Actual, apparent or potential conflict between financial interests of any person affiliated with the Contract and/or TMA; or
- ii. Any of the practices listed under (i) to (vi) above,

The Consultant shall immediately disclose the same directly to the Procurement Director, TMA.

TMA reserves the right to terminate this Contract if the Consultant or any person affiliated with the Consultant fails to perform any of its obligations or to comply with the conditions and requirements listed under (i) to (vi) above.

Further details can be found in the Code of Ethics under Clause 4 (Fraud and Corruption) and to report such activities, the Consultant will follow the steps provided in Clause 8 of the same document.

#### **17. Anti-terrorism and Organised Crime**

The Contract funds shall not be used to finance terrorism and other criminal activities. The Consultant shall take all appropriate measures to ensure that the Contract payments are not used for unintended purposes including but not limited to money laundering and exploitation by terrorist organisations and/or their support networks.

The Consultant shall verify to the maximum extent reasonably possible that any parties associated with the Contract shall substantially protect TMA's resources from diversion to unintended purposes including but not limited to exploitation by terrorist organisations and/or their support networks.

TMA reserves the right to terminate this Contract if the Consultant or any person affiliated with the Consultant fails to perform any of its obligations or to comply with the conditions and requirements listed under this clause.

#### **18. Safeguarding**

The Consultant shall ensure that the Contract is implemented with strict adherence to TMA's Supplier Environmental and Social Standards document that includes adherence to policies against bullying, sexual exploitation, harassment, and abuse. The Consultant shall ensure that all steps are taken to mitigate against any identified environmental, social, and safeguarding risks that may arise because of the Contract.

TMA reserves the right to terminate this Contract if the Consultant or any person affiliated with the Consultant fails to perform any of its obligations or to comply with the conditions and requirements contained in the Supplier Environmental and Social Standards document.

#### **19. Code of Ethics**

The Consultant shall comply with TMA's Code of Ethics which forms part of this Agreement as amended from time to time, which must be signed off and adopted prior to TMA making payments on the Contract.

The Consultant shall always act loyally and impartially and as a faithful advisor to TMA in accordance with the rules and/or codes of conduct governing its profession.

The Consultant shall refrain from making any public statement concerning the services without prior written approval of TMA, and from engaging in any activity which conflicts with its obligations towards TMA under this contract.

The Consultant shall not commit TMA in any way whatsoever without TCM's prior written consent, and shall, where appropriate, extend this obligation to third parties.

TMA reserves the right to terminate this Contract if the Consultant or any person affiliated with the Consultant fails to perform any of its obligations or to comply with the conditions and requirements contained in the Code of Ethics.

## **20. Subcontracting**

The consultant shall request approval in writing from TMA for all subcontracts awarded under this contract that are not included in the contract. Subcontracting shall in no event relieve the consultant of any of its obligations, duties, responsibilities, or liability under this contract.

## **21. Law Governing Contract and Language**

The Contract shall be governed by the laws of **XXXX** but in the event of a conflict between Rwandan laws and any other Law, then the laws of **XXXX** prevail. The language of the Contract shall be English.

## **22. Dispute Resolution**

TMA and the Consultant agree to seek to resolve any dispute, controversy or claim arising out of or relating to this Contract or the breach, termination, or invalidity thereof, by amicable settlement. Where it is not possible to reach an amicable settlement, any dispute, controversy, or claim arising out of or relating to this Contract or the breach, termination or invalidity thereof, shall be settled by arbitration in accordance with the Arbitration Act of 1995 or any statutory modifications or re-enactment thereof for the time being in force.

Notwithstanding any adjudication or arbitration proceedings no party shall commit an anticipatory breach of contract.

## **23. Liability**

Except where there has been misconduct, gross negligence, dishonesty, or fraud on behalf of the Consultant or the Consultant's Personnel, the Consultant's aggregate liability arising out of or in connection with this Contract shall be limited to the amount of the Financial Limit.

The Consultant shall not be liable for any failure to perform or delay in performance of any of its obligations arising out of or in connection with this Contract where such failure or delay is caused by TMA or any of TMA's agents, employees, or contractors.

## **24. Force Majeure**

- a. The failure of the Consultant to fulfil any of its obligations under the Contract shall not be considered to be a breach of, or default under, this Contract insofar as such inability arises from an act, event, omission or accident beyond its reasonable control ("Force Majeure Event"), provided that the Consultant (i) has taken all reasonable precautions, due care and reasonable alternative measures in order to carry out the terms and conditions of this Contract, and (ii) has informed TMA as soon as possible about the occurrence of such an event and in any event not later than 14 days after the occurrence of such event.

- b. Any period within which the Consultant shall, pursuant to this Contract, complete any action or task, be extended for a period equal to the time during which the Consultant was unable to perform such action because of the Force Majeure Event.
- c. During the period of their inability to perform the Services because of a Force Majeure Event, the Consultant shall be reimbursed for additional costs reasonably and necessarily incurred by it during such a period for the purposes of the Services and in reactivating the Services after the end of such period.

Force Majeure shall not include:

Any event which is caused by the negligence or intentional action of the consultant, or such consultant's subcontractors or agents or employees; nor Any event which a diligent party could reasonably have been expected to both: Take into account from the effective date of the contract; and avoid or overcome in the carrying out of its obligations.

#### **25. Joint venture, consortium, or association**

Unless otherwise specified in this contract, if the Consultant is a joint venture, consortium, or association, all of the parties shall be jointly and severally liable to TMA for the fulfilment of the provisions of this contract.

The composition or constitution of the joint venture, consortium or association shall not be altered without the prior written consent of TMA. Any alteration of the composition of the joint venture, consortium, or association without prior written consent of TMA shall be considered to be a breach of contract.

#### **26. Travel**

All authorized air travel must be economy class through the most direct and economical route.

**CONTRACT FOR CONSULTANCY SERVICES**

**Section 3 – The Services**

**TERMS OF REFERENCE**

[Insert]

## **CONTRACT FOR CONSULTANCY SERVICES**

### **Section 4 – Special Conditions and Consultant’s Key Personnel**

#### **1. Special conditions**

The proposal, both technical and financial, submitted for these tender forms an integral part of this contract.

#### **2. Key Personnel**

The following of the Consultant's Personnel cannot be substituted by the Consultant without TMA's prior written consent:

[Insert]

## CONTRACT FOR CONSULTANCY SERVICES

### Section 5 – Fees

#### 1. Payment Schedule

<b>Deliverable</b>	<b>%tage of Deliverable to be Paid (USD)</b>	<b>Total Contract Amount (USD)</b>
<b>TOTAL</b>		

#### 2. Invoicing instructions

After approval by the recipient, invoices should be sent to [invoices@trademarkafrica.com](mailto:invoices@trademarkafrica.com). Invoices should clearly list the Contract Number (POxxxx) and the details of the Consultant’s bank account to which TMA shall transfer payments.

## ANNEX 7: EMAIL SUBMISSION GUIDELINES

### Guidelines for Bidders for Bid Submissions via Email

#### 1.1 Bidder Guidance for Emailed Submissions

- a) TradeMark Africa (TMA) will automatically send an email acknowledgment for all applications, bids, proposals and/or submissions received via the email addresses stipulated/specified in the bidding document. If a bidder does not receive an email acknowledgement **IMMEDIATELY** after submitting their applications, bids, proposals and/or submissions, via the email address stipulated in the bidding document, **IMMEDIATELY** contact TMA's Procurement unit using the mobile phone number, **+254 731 884 428**, to confirm whether the applications, bids, proposals and/or submissions were received.
- b) Bidders must not ignore any bounce back email received regarding rejection of an emailed application, bid, proposal and/or submission. If such an email is received, contact TMA's Procurement unit **IMMEDIATELY**.

#### 1.2 Possible Reasons for Emailed Submission Rejection

- a) The email submission exceeded the maximum size of 5 MB.
- b) The subject line matched a known phishing subject line.
- c) The email contained a known phishing Uniform Resource Locator (URL), or the email originated from a server associated with phishing.
- d) The outbound mail server was present on a subscribed blacklist; or
- e) The email contained a virus or malware.

#### 1.3 Remedial Action for Rejected Email Submission Prior to Tender Closing Date & Time

Prior to the tender closing date and time, if a bidder's submission is rejected, the following remedial action should be explored prior to re-submission.

- a) If the collective size of the email attachments **exceeds 5 MB**, the bidders should resubmit through multiple emails or may use other modes such ***WeTransfer, Dropbox, or Google drive***. The bidder shall be required to clearly identify how many emails constitute the full submission.  
e.g., email **1 of XX**.
- b) If the emailed submission included zipped or executable files, unzip or remove the executable files then resubmit through one or more emails (refer to point 1.3a) above if the files exceed 5 MB).
- c) If the email submission is rejected because of a blacklisted domain, the bidder is required to resend the submission from a different email account from a different domain that is not blacklisted, e.g., Gmail. Please note, this should be done before the stipulated tender submission deadline; and
- d) If the email submission is rejected because of a virus/malware in the email or any of the email attachments, ensure that the virus/malware is removed/cleaned prior to resubmission.



TMA's Procurement unit shall only consider and review cases of undelivered applications, bids, proposals and/or submissions, when it is brought to our attention by the affected bidder prior to the tender submission deadline.

**Automatic Email Acknowledgement sent from the Procurement and Framework Mailboxes**

*Dear Sir/Madam,*

*This is to acknowledge receipt of your email to TradeMark Africa's Procurement mailbox.*

*Your email will be reviewed, and a response will be provided at the earliest opportunity. We encourage you to visit our website [www.trademarkafrica.com/procurement-faqs/](http://www.trademarkafrica.com/procurement-faqs/) for our procurement guidelines and answers to FAQs.*

*If you have submitted a bid for an open procurement process, it may take several weeks before you receive any further communication from us.*

*The maximum size of each email with attachments should not exceed **5 MB**.*

*Please get in touch with us via the mobile number, **+254 731 884 428**, in case you do not receive an automatic acknowledgement email immediately after submission of your bid.*

*For and on behalf of:*

***Joe Namwaya***

*Head of Procurement*

*TradeMark Africa*

*Fidelity Insurance Centre, 2nd Floor, Off Waiyaki Way, Westlands*

*P.O. Box 313, 00606 Nairobi, Kenya*

*Email:*

*[procurement@trademarkafrica.com](mailto:procurement@trademarkafrica.com)*

*[www.trademarkafrica.com](http://www.trademarkafrica.com)*

