CALL FOR PROPOSALS (CFP) FOR GRANT

TENDER TITLE: IMPROVED AQUACULTURE INPUTS SUPPLY AND DISTRIBUTION ACROSS BORDERS FOR WOMEN AND YOUTH ECONOMIC EMPOWERMENT IN FISHERIES PROGRAMME

TENDER NUMBER: GRFO20260016

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INVITATION TO TENDER INSTRUCTIONS

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General

1. This Call for Proposals (CFP) 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 bidder, or any tender. We also reserve the right to request any or all grantees to clarify the proposals submitted.

Instructions to Grantees.

1. Costs and Charges

The Grantee 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 award, without thereby incurring any liability to the Grantee.

2. Language of Proposal

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

3. Pre-submission meeting

A virtual pre-bid meeting will be held on **7th December 2026** at 3.00 p.m. (Kenya time). Interested bidders are required to confirm their participation by Friday, 4th December 2026 by 1.00 p.m. (Kenyan time) in order to receive the link to the virtual session through **grants@trademarkafrica.com**. The email must have a reference number and the title of the tender. Attendance at the pre-bid meeting is not mandatory and bidders who do not attend will not be excluded from submitting a bid.

4. Only One Proposal

A grantee shall submit only one proposal, either in its own name or as part of a Joint Venture (JV) in another proposal. If a grantee, 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 Grantee's staff from participating as key experts and non-key experts in more than one proposal. However, the same sub-Grantee may participate in several submissions.

If the Grantee is a consortia/JV, the CFP 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 agreement proposal.

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

5. Validity

The proposals must remain valid for at least **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 as necessary to correct errors made by the Grantee. Any such corrections must be initialled by the person(s) who sign(s) the proposals.

6. Clarifications and Amendments

Enquiries must only be for the purposes of clarifying the content of this CFP. All enquiries must clearly specify the tender title, number, section being queried and should be emailed to **grants@trademarkafrica.com**

Interested Grantees may request clarifications on this CFP by 10th December 2026. 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, including TMA's responses, will be shared with all potential Grantees.

Should TMA deem it necessary to amend the CFP, 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 Grantees and will be binding on them. TMA may offer a limited extension to the proposal submission deadline to give the Grantees reasonable time to take an amendment into account in their proposals.

7. Eligibility

Applications are open only to legally registered organisations (private sector and/or not-for-profit) in one of the operating countries, with an active operational presence in all the other countries (Kenya, DRC, Tanzania, Zambia, Uganda) and demonstrated capacity to directly implement this assignment.
The following **MANDATORY ELIGIBILITY REQUIREMENTS** will be assessed on a pass/fail basis before technical proposals are scored:

- Valid certificate of registration/incorporation and evidence of legal authority to operate in Kenya, DRC, Tanzania, Zambia, Uganda.
- A signed Joint Venture/Consortium agreement must be provided with clarity on the lead partner.
- Legally constituted eligible entity/lead consortium with legal authority and verifiable ability to operate in all five countries through own offices or signed, enforceable country partner arrangements; submit registrations and current operational evidence.
- Demonstrate presence of In-Country leads and implementation teams, including effective French-language capacity and locally credible DRC operating arrangements evidenced by CVs of the core team
- At least three independently verifiable comparable delivery references; recent district/cluster-level evidence in aquaculture, feed or input market systems and women/youth enterprise development.

a) **Sanctions:** A grantee or an individual sanctioned by TMA shall be ineligible to be awarded or benefit from a TMA-financed contract, financially or otherwise, during such period as TMA shall determine.

Grantees 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.

b) **Restrictions for Government-owned Enterprises:** Government-owned enterprises or institutions in Kenya, DRC, Tanzania, Zambia, Uganda shall be eligible only if they can establish that they are legally and financially autonomous, operate under commercial law, and 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.

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

i. are on leave of absence without pay, have resigned, or retired.
ii. 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 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 Grantee's proposal); and
iii. Their hiring would not create a conflict of interest.

8. 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 proposal; and
- Part D – Financial proposal.

9. Part A Preliminary Requirements

Grantees are required to submit scanned copies of the mandatory documents below:

- Valid certificate of registration/incorporation and evidence of legal authority to operate in Kenya, DRC, Tanzania, Zambia, Uganda.
- A signed Joint Venture/Consortium agreement must be provided with clarity on the lead partner..
- Legally constituted eligible entity/lead consortium with legal authority and verifiable ability to operate in all five countries through own offices or signed, enforceable country partner arrangements; submit registrations and current operational evidence.
- Demonstrate presence of In-Country leads and implementation teams, including effective French-language capacity and locally credible DRC operating arrangements evidenced by CVs of the core team
- At least three independently verifiable comparable delivery references; recent district/cluster-level evidence in aquaculture, feed or input market systems and women/youth enterprise development.

Failure to submit the above requirements may lead to disqualification.

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

10. 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.

11. Part C General and Technical Proposal

Your technical submission should contain the following:

a) Signed and stamped Technical Bid Submission Form (**Annex 2**).
b) Technical proposal, maximum 15 pages excluding annexes, covering methodology, implementation approach, workplan, staffing plan, corridor coverage, trader mobilisation strategy, risk management, safeguarding approach, direct implementation arrangements, and monitoring, evaluation and learning.
c) Evidence of relevant organisational experience, including client contact details, assignment descriptions, start and end dates, scale achieved, results delivered, and references. Refer to **Annex 4**.
d) A stakeholder mapping identifying current relationships with fisheries actors, trader associations, cooperatives, border agencies, government institutions, financial institutions, private-sector actors, and other relevant partners in the proposed operating Countries.
e) A list of the names and designations of all proposed experts/key personnel who will work on this assignment, clearly indicating the positions and roles to match the Terms of Reference. Refer to **Annex 5**.
f) Curriculum Vitae of proposed experts using the CV template in **Annex 3**.

g) Only one CV shall be submitted for each proposed key expert position. If more than one CV is submitted for the same position, only the first CV will be evaluated.
h) Confirmation that proposed key experts will be available to provide the required services for the full duration of the agreement.
i) Safeguarding, anti-fraud, conflict-of-interest, and other compliance declarations required in this CFP.

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

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

12. Part D Financial Proposal

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

- Signed and stamped Financial Bid Submission Form (**Annex 6**); and
- Budget details with a clear breakdown of the available
- The financial proposal should not be combined with the technical proposal but should be submitted as a separate document.
- The financial proposal **MUST not exceed USD 3.5 Million**
- The financial proposal **MUST be in Excel 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 in **the TMA countries where the assignments will be implemented** under the Applicable law, on the Grantees, the sub-Grantees, and their experts (other than nationals or permanent residents of the country).
- The Grantee, its sub-Grantees and experts are responsible for meeting all tax liabilities arising out of the contract unless stated otherwise in this CFP. The Grantee 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 recoverable Value Added Tax (VAT).

13. Confirmation of grantee Experience Letters / References

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

14. Sustainability Considerations

TMA has adopted the World Bank's Environmental and Social Framework (ESF). Grantees are required to demonstrate how the implementation of their proposed solution shall address/enhance sustainability.

15. 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 CFP.

16. Technical Evaluation

Evaluation will be based on a scoring system marked out of a maximum score of **100 Marks**. Only proposals that score a minimum of **70 marks out of 100 will be deemed** "technically responsive".

Evaluation Criteria

Criterion	Weight	Required evidence
A. Verified local delivery and mobilisation	30%	Five-country operational footprint, named leads, recent field results, signed partner commitments, country sequencing and transition plan.
B. Aquaculture, feed and input-market delivery	20%	Comparable feed/seed, quality, agent, ingredient and production-service interventions with demonstrated adoption and commercial results.
C. Youth work, enterprise progression and inclusion	15%	Verified work/earnings and business cases, young-women pathways, gender agency, finance/digital and safeguards integration.
D. Circular economy/waste recovery	15%	Relevant substrate and product trials, quality and safety protocols, permits, unit economics, feedstock/offtake evidence.
E. Management, fiduciary, safeguarding and MEL	10%	Staffing, grants/subcontract oversight, anti-fraud, data quality/deduplication, reporting, complaints and independent verification access.
F. Value for money, leverage and sustainability	10%	Activity/country budgets, unit cost per sustained work outcome, local spending, partner investment and credible exit planning.

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

Bidders with the highest scores (Technical & Financial) may be invited to make an oral presentation of their proposals to the evaluation committee.

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

17. 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:

Criteria	Description	Max Score
1. Budget Accuracy & Completeness	Budget covers all planned activities, includes a detailed breakdown of costs, and provides clear justifications.	**10**
2. Cost Reasonableness	Costs align with market rates, overhead is within donor thresholds, and unit costs are realistic.	**10**
3. Cost-Effectiveness & Value for Money	Budget prioritizes direct activity costs, shows cost-sharing/leverage where applicable	**10**
Total score (P)		**30**

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.

18. Packaging, Submission, and Delivery of Tenders

18.1 All submissions must be submitted via TMA's Grants mailbox using the email address grants@trademarkafrica.com, on or before 4.00PM EAT on **8th January 2027.**

Please note that the maximum size of the email with attachments must not exceed **10MB**. The Technical and Financial proposal MUST be submitted **as two separate documents in PDF and Excel, respectively**, in the same email or separate mails. **Both Technical and Financial proposals MUST be password-protected.**

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

19. Complaints

Any questions, queries, or concerns about the call for proposal process should be raised directly with the Grants Manager in the first instance via grants@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**.

20. 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 of the information or documentation required in the Bidding Document.

21. 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, 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 evaluation criteria cited under (16), 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.

22. 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.

23. TERMS OF REFERENCE

IMPROVED AQUACULTURE INPUTS SUPPLY AND DISTRIBUTION ACROSS BORDERS FOR WOMEN AND YOUTH ECONOMIC EMPOWERMENT IN FISHERIES PROGRAMME

1. Overview of the Programme

The Women & Youth Economic Empowerment in the Fisheries sector through the Inclusive Market Access Programme is a five-year initiative (2024-2029) led by the AfCFTA Secretariat, in partnership with the Mastercard Foundation and TradeMark Africa. The Programme aims to empower women and youth in the fisheries sector and related enterprises across Kenya, Uganda, Tanzania (including Zanzibar), the Democratic Republic of the Congo, Zambia, Nigeria, and select island states, including the Comoros and Cabo Verde. It aims to create over 242,000 decent jobs, USD 100 million in fish and fish-product trade, plus support for 80,000 MSEs, especially women- and youth-led, and to address economic inequalities by improving market access, strengthening business skills, and fostering inclusive economic opportunities. The programme seeks to identify and progressively address key barriers that limit women's and youth's engagement in fisheries and cross-border trade, promoting sustainable, equitable, and inclusive economic growth.

The programme has four mutually reinforcing workstreams: (1) business competitiveness and cross-border fish trade; (2) improved aquaculture inputs supply and distribution; (3) trade environment, SPS/standards and safeguarding; and (4) AfCFTA Private Sector Unit strengthening and coordination. Financial inclusion, digital access, gender transformation, environmental responsibility, and safeguarding are integral to all workstreams.

2. Programme Rationale

Africa's $22 billion annual fish market is projected to double by 2030. Despite the vast potential, the economic benefits of this growing market have not been evenly distributed. Young men and women, who comprise 70% of the sector's workforce, are often bypassed for downstream roles such as processing and informal cross-border trade. Notably, young women dominate informal cross-border trade, particularly at specific borders. These young traders face numerous challenges, including limited access to finance and market information, as well as weak bargaining power against larger, more established enterprises and groups. The program addresses these issues through interventions aimed at leveling the playing field and transforming the fisheries sector into a source of inclusive growth and improved livelihoods for those who need it most.

3. Background and context

For this assignment, the programme design identifies affordable and quality fish feed as a fundamental constraint to scaling aquaculture. The fish-feed value chain is affected by high ingredient and logistics costs, poor aggregation of usable agricultural by-products, inconsistent quality, weak input-agent coverage, and insufficient commercial links between suppliers and fish producers. Workstream 2, improved aquaculture inputs supply and distribution, therefore, prioritizes market-system solutions, not standalone training, input giveaways, or production assets without demand.

Workstream 2 was previously implemented by a partner who opted out. Following this termination, TMA is procuring a replacement organisation that will restore continuity, validate existing investments and relationships, accelerate the Programme's Year 3 delivery, and build sustainable fish feed input enterprises.

The organisation will work closely and coordinate with the existing programme implementing partners, (who will remain separately accountable for their technical expertise and resources access to finance, digital trade, trade facilitation, and safeguarding functions) and will remain coordinated through the programme architecture.

4. Implementation strategy

i. Market-systems facilitation: prioritize commercially evidenced input-demand gaps and business models, with investment leverage, transparent incentives and a credible post-grant continuation pathway.
ii. Enterprise-to-work conversion: Recruit new and reconnect already mobilized participants to employment opportunities, earnings, buyer orders, working capital and higher-value roles; and verified outcomes (employment opportunities, value and volume of traded fish inputs and products.
iii. Country-based delivery: differentiate five country strategies according to viable fish, feed and ingredient clusters, verified local delivery capacity and operating context.
iv. Inclusion by design: intentionally create accessible pathways for young women as fish feed input agents, nursery operators, feed suppliers, aggregators, technicians, logistics providers and enterprise leaders.

1. Results and assurance: Programme participants and enterprises register independently verifiable commercial transactions, technical quality checks, safeguards, and regular adaptive management.
2. Financial proposals shall not exceed the maximum approved budget of USD 3.5 million

5. Geographic coverage and indicative clusters

Country	Indicative priority markets / value-chain opportunities
Kenya	Lake Victoria and Lake Turkana aquaculture and input-service clusters; coastal Kwale/seaweed and processing where commercial; feed ingredients, fish seed and distribution networks.
Uganda	Lake Victoria, Kyoga and Albert; Jinja/Kampala input services; soybean and by-product sourcing including Masindi, Kamuli and northern production nodes; Kenya/DRC-facing trade.
Tanzania including Zanzibar	Lake Victoria and Tanganyika; feed distribution and ingredients; coastal and Zanzibar seaweed or related producer-service markets only after buyer, quality and viability validation.
Zambia	Kariba/Siavonga, Tanganyika, Lusaka and Copperbelt; aquaculture services, ingredient aggregation, feed agents and feasible Zambia–DRC and Zambia-Tanzania supply links.
DRC	Prioritise feasible southern/western hubs including Lubumbashi and Kinshasa and the Kasumbalesa corridor. Eastern DRC is not a

	default implementation location; expansion requires explicit TMA security approval.

Indicative areas are not mandatory blanket coverage. Bidders shall propose districts, active field arrangements and commercial counterparties; TMA shall approve final clusters and financial allocations following opportunity, access, safeguarding and feasibility screening.

6. Main objective

To improve the quality, affordability, aggregation, and cross-border distribution of aquaculture feed, ingredients, fish seed, and related technologies/innovations and production services through commercially viable women- and youth-led enterprises, thereby increasing reliable fish feed supply, inclusive incomes, market transactions, and verified dignified work in the five target countries.

7. Specific objectives

i. Strengthen functioning last-mile feed, seed and input agent networks and commercial supplier–customer arrangements.

3. Improve feed formulation, ingredient sourcing, handling, testing, traceability, and cost-effective feeding practices.

ii. Develop viable circular-economy enterprises using approved agricultural by-products, insect protein and fish-processing residuals without displacing food uses or compromising feed safety.

iii. Expand quality fish-seed, hatchery, nursery, pond/cage service and aquaculture productivity opportunities only where demand and unit economics are demonstrated.

iv. Graduate women- and youth-led micro/small enterprises through mentorship, productive capital, digital services, commercial assets and repeat orders.

4. Increase women's participation in ownership and higher-value technical/market roles while reducing barriers linked to mobility, unpaid care, gender norms, and exploitation.

v. Produce verified, disaggregated evidence of enterprise performance, feed and input trade, productive finance, final fish-product sales and Youth in Work.

8. Scope of work

The selected partner shall be responsible for implementation planning, field delivery, management of approved country partners, technical and commercial controls, compliance and consolidated results. It must deliver the following integrated packages, selecting the relevant models in each location on evidence of demand.

8.1 Transition, market diagnostics and enterprise segmentation

Within the first three months, validate prior participant and enterprise details, deduplicate data with the MEL partner, undertake delivery and asset due diligence, assess feed/input demand and constraints, map suppliers, hatcheries, mills, cooperatives, potential buyers, financial service providers, accessible technologies and waste-to-value streams. Apply opportunity-scoring matrix covering commercial demand, inclusion, work potential, technical readiness, environment/safeguarding and cost-effectiveness. Deliver five costed country plans and 30 market-opportunity assessments. Record and escalate legacy obligations; do not commit TMA to inherited liabilities.

8.2 Feed and input agents / last-mile delivery

Recruit, train and mentor young women and men as enterprise-based agents for feed, seed, ingredient and technical services. Mediate credible manufacturer/distributor agreements; establish fair commissions, territories, product specifications, stock and payment controls, order fulfilment, safe mobility and repeat-customer support. Draw on lessons from cash-in/cash-out agent networks without presuming that finance-agent contracts substitute for feed distribution.

8.3 Feed formulation, quality and ingredient aggregation
Provide applied training and coaching in fish nutrition, feed formulation, feed conversion, storage, blending, batch records and safe handling. Link suppliers of suitable milling by-products (bran, germ, hominy), oilseed cakes and other approved inputs to feed millers; test soybean-based commercial linkages only where they complement food security and market demand. Facilitate laboratory/quality verification and all applicable country-specific permits. Monitor total feed cost per kilogram of fish produced, not feed price alone.

8.4 Alternative protein, waste recovery and circular enterprise
Pilot viable black soldier fly meal, approved agro-industrial by-products, fish-processing by-product recovery, and waste-to-value services and transitional pathways to employment opportunities; require reliable feedstock supply and product offtake, contamination control, worker protection, environmental permissions, tested formulations and positive unit economics before scaling.

8.5 Seed, hatcheries, production services and equipment
Facilitate quality-assured fingerlings, hatchery and nursery services, biosecurity advice, pond and cage management support and service-based machinery solutions. Support mixers/pelletizers only where utilisation, ownership/leasing terms, maintenance, operator competence, environmental safeguards and co-financing are credible. Measure survival, growth, feed conversion, stocking costs, equipment operation and farm net margins.

8.6 Enterprise upgrading and advisory/mentorship
Profile and onboard enterprises by readiness, revenue, margins, governance and employment pathways. Deliver practical costing, cash flow, compliance, stock management, business planning, pricing, negotiation and mentorship; use demonstration/advisory sites and follow-up clinics. Support graduation into higher-value commercial functions and document the adoption of improved practices and enterprise financial results.

8.7 Market systems, logistics and cross-border input trade
Facilitate pooled ordering, commercial aggregation, warehouse and transport links, cross-border feed/ingredient supply and transparent buyer–supplier contracts. Monitor orders, delivery lead times, repeat trading, and payment performance. Coordinate specific border, SPS, tariff and standards barriers with Workstream 3 and AfCFTA-PSU rather than carrying out overlapping policy mandates. Connect supported fish producers to Workstream 1 fish buyers, measuring final fish feeds value and volume.

8.8 Productive finance and digital channels
Prepare a viable financing pipeline for asset purchase, input inventory, working capital, and leasing; link participants with MSC Global and financial providers; support informed applications, suitable terms, disbursement, productive use, and repayment. Use digital apps (e.g., TMA/iSOKO) and appropriate ordering, payment, inventory, and bookkeeping systems. Count active digital trade only when there are repeat completed transactions, not registration alone.

8.9 Gender transformation, safeguarding, environmental and decent work
Apply pre-activity and site-specific safeguarding/SEAH and environmental-social risk assessments, codes of conduct, confidential reporting and survivor-centred referral routes, child protection, disability inclusion and occupational safety measures. Assess ownership and decision-making power, control of earnings, care burdens and mobility barriers; include mitigation in enterprise plans. Obtain informed consent for data and communications. Conduct risk screening for machinery, wastewater, feed safety, and sensitive DRC corridors.

8.10 MEL, independent verification and learning

Maintain one interoperable, consented participant/enterprise registry consistent with PropaData/TMA rules. Track unique service recipients, enterprise progression, commercial orders, real disbursements, repeat digital sales, feed/input turnover, final fish sales, and independently validated new or improved work and earnings. Disaggregate by sex, age, disability, location, and intervention. Provide complete audit trails, data quality checks, quarterly evidence packs and management adaptations.

9. Expected deliverables and performance framework

Results area	Proposed target	Verification basis
Reach and re-engagement	75,000 new unique eligible participants; 25,000 previously reached re-engaged	Unique verified person receiving a defined service; no repeat counting
Enterprise development	37,500 additional MSEs supported	Enterprise baseline, service evidence, business improvement plan
Youth in Work	58,000 additional verified (41,000 self-employed; 17,000 wage-employed); ≥40,600 young women	MEL-approved work/earnings verification;
Input agent networks	1,200 active agents (≥70% young women); 24,000 fulfilled orders	Agency agreements, sales/invoice/fulfilment and earnings records
Feed quality	8,000 trained; 1,000 enterprises using quality protocols; 200 batches tested	Assessment, production logs and independent test results
Circular economy	30 pilots; at least 15 commercially/safely validated for scale	Safety tests, approved substrates, economics, sales and buyer evidence
Equipment and productivity	120 installations; ≥100 functioning after six months; 20% improvement target	Asset records, utilisation visits, before/after productivity
Advisory and hiring pipeline	20 advisory/demo sites; 7,000 MSEs reached; 2,000 hiring plans for 7,000 roles	Advisory records and employer plans (not verified employment)
Supply agreements and fish sales	2000 supply arrangements; 100 repeat commercial relationships; USD 30m final fish-product sales	Signed agreements, repeat orders, receipts and nonduplicated fish-sales ledgers
Finance and digital	15,000 recipients of productive finance; 15,000 active digital-market users	Disbursed/used finance; ≥2 commercial transactions in separate months
Safety and inclusion	All supported equipment sites safety-assessed; 1,000 enterprises adopting measures	Site assessments, referrals, improvement verification

9.1 Delivery phases and milestones

Stage	Delivery milestones/decision criteria

Within 30 days	Inception report, staffing and five-country mobilisation map, transition risk and clearance register, safeguarding readiness and draft workplan.
By day 90	Verified records baseline, five priced country plans, 30 opportunity assessments, target reconciliation, first orders/partner commitments and inception approval gate.
Months 4–9	Launch viable agent, input supply, seed/productivity, finance and waste pilots; first validated orders and work/earnings evidence. Commercial gate at month 9.
Months 10–24	Scale tested models based on repeat demand, satisfactory feed safety, financial margins, inclusion and verified Youth in Work; performance reviews and month-18 pivot gate.
Months 25–30 / grant close	Six-month follow-ups where time allows, sustainability/asset maintenance and ownership arrangements, exit of subsidies, final verification and financial close-out.

Provide a separate Year 3 quarterly plan with per-country cumulative and new targets, and cost milestones.

10. Duration and funding arrangement

Proposed duration is up to 30 months, subject to the legally available grant period. The bid proposes at least 50% of the lead-delivery allocation for local agreements and direct enterprise support; M&E of at least 5% of the budget; and a delivery fee cap of 10%, as per TMA policy. Bidders shall separately disclose personnel, local partner services, direct enterprise inputs, machinery/assets, MEL, safeguarding, overheads, taxes and co-financing.

11. Procurement approach and mandatory eligibility

TMA will issue an open RFP for all qualified regional leads or registered consortia. This five-country assignment may use approved, transparent subcontracts or local partner arrangements because the implementation concept specifically anticipates them; no undisclosed pass-through funding or unmanaged subgrants are permitted. The lead remains fully accountable.

i. Legally constituted eligible entity/lead consortium with legal authority and verifiable ability to operate in all five countries through own offices or signed, enforceable country partner arrangements; submit registrations and current operational evidence.
ii. Demonstrate presence of In-Country leads and implementation teams, including effective French-language capacity and locally credible DRC operating arrangements.
iii. At least three independently verifiable comparable delivery references; recent district/cluster-level evidence in aquaculture, feed or input market systems and women/youth enterprise development.

12. Minimum qualifications and team composition

Bidders should demonstrate at least seven years of relevant institutional experience (or a documented comparable capacity through the consortium), direct work in aquaculture/feed systems and market-systems facilitation, sustained women/youth enterprise outcomes, transboundary supply chains, and community-level mobilization in multiple target countries.

Proposed key personnel should include a Programme lead (preferably postgraduate and with≥10 years of relevant leadership); country team leads; an aquaculture/feed specialist; a gender/safeguarding specialist; a MEL/data manager; and a finance/compliance manager.

13. Technical and financial evaluation criteria

Only eligible proposals proceed to the technical evaluation stage.

Criterion	Weight	Required evidence
A. Verified local delivery and mobilisation	30%	Five-country operational footprint, named leads, recent field results, signed partner commitments, country sequencing and transition plan.
B. Aquaculture, feed and input-market delivery	20%	Comparable feed/seed, quality, agent, ingredient and production-service interventions with demonstrated adoption and commercial results.
C. Youth work, enterprise progression and inclusion	15%	Verified work/earnings and business cases, young-women pathways, gender agency, finance/digital and safeguards integration.
D. Circular economy / waste recovery	15%	Relevant substrate and product trials, quality and safety protocols, permits, unit economics, feedstock/offtake evidence.
E. Management, fiduciary, safeguarding and MEL	10%	Staffing, grants/subcontract oversight, anti-fraud, data quality/deduplication, reporting, complaints and independent verification access.
F. Value for money, leverage and sustainability	10%	Activity/country budgets, unit cost per sustained work outcome, local spending, partner investment and credible exit planning.

Financial proposals shall be opened only for technically responsive bidders and assessed using TMA's approved procurement methodology.

14. Expected outcomes and impact

- An improved commercial distribution system for safe, quality fish feed, ingredients, fish seed and aquaculture services, including sustained last-mile coverage and viable cross-border flows.
- Stronger women/youth enterprises demonstrating repeat sales, improved business practices, product quality, margins, asset utilization and access to productive finance.
- Verified new or improved work and earnings, notably young women progressing into ownership, technical/service and higher-return functions.

- Locally sustained commercially viable circular-economy and feed-ingredient models, with evidence of safety and environmental performance.
- Increased fish production availability and commercial linkages to final fish markets without double-counting Workstream 1 results.

15. Submission of proposals

Eligible invited organizations/entities should provide a technical proposal of no more than 15 pages excluding annexes, plus a separate fully priced financial proposal and the following supporting evidence:

- Technical methodology, theory of change, prioritized five-country implementation strategy, phasing, results and risk management; explicit handover and start-up arrangements.
- Five country annexes with districts/clusters, operational presence, named personnel, written delivery commitments, potential suppliers/buyers, safeguarding and costed quarterly targets.
- Indicator plan, baseline and attribution rules, proposed work/earnings verification, digitization and data consent arrangements.
- Financial worksheets by country, activity and quarter including staffing, subcontracts, direct enterprise support, equipment, safeguards, MEL, taxes, overheads, co-financing and unit costs.
- Legal certificates, audited accounts, references from at least three contacts where available, CVs, policies and signed integrity/conflict-of-interest declarations.

16. 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 includes a quality-assurance-based, 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 mechanisms and ongoing integrity measures are in place to ensure ethical standards are upheld throughout the partner's tenure. For the restricted RFP, the identification and shortlisting of invited organisations will be documented against the approved eligibility criteria, and any technical input received from external stakeholders will not confer preferential treatment or influence the independent evaluation of proposals.

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 executed.

(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

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

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 ranking from 1 to 5 for speaking, 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 (insert the time period)	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 misstatement 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 Signature Date

of the consultant **(the same one who signs the Proposal)**

Note:

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

Assignment name:	**Approx. value of the contract (in current US$ or Euro):**
Country: **Location within country:**	**Duration of assignment (months):**
Name of Client:	**Total Nº of staff-months of the assignment:**
Address:	**Approx. value of the services provided by your firm under the contract (in US$ currency equivalent):**
Start date (month/year): **Completion date (month/year):**	**Nº of professional staff-months provided by associated Consultants:**
Name of associated Consultants, if any:	**Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader):**
Narrative description of Project:	
Description of actual services provided by your staff within the assignment:	

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 improvement 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 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[1]

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

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

N°	Activity[1]	Months[2]												
		1	2	3	4	5	6	7	8	9	10	11	12	n
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 chart

ANNEX 6: 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 7: FINANCIAL PROPOSAL - BUDGET TEMPLATE

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

ANNEX 8: 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 Grants unit via email address **grants@trademarkafrica.com**, 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 emailed 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 collectively 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 Grants 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/s prior to the tender submission deadline.

Automatic Email Acknowledgement sent from the Grants Mailbox

Dear Sir/Madam,

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

Your email will be reviewed, and a response will be provided at the earliest opportunity. We encourage you to visit our website www.trademarkea.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 email grants@trademarkafrica.com , in case you do not receive an automatic acknowledgement email immediately after submission of your bid.

For and on behalf of:

TradeMark Africa

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

P.O. Box 313, 00606 Nairobi, Kenya
www.trademarkafrica.com