

# Terms of Reference

ICLEI Africa invites applications to conduct a  
**Fresh Food Market Investment Viability Survey**  
for the project titled the Resilient Market Fund (ReMark).

**2 June 2025**

**Bids due: 12h00 on 20th June 2025**

All bids should be valid for 30 days.

**Work is expected to start July 2025**

Bids and technical queries can be sent to [luke.metelkamp@iclei.org](mailto:luke.metelkamp@iclei.org) with cc to:  
[amy.murgatroyd@iclei.org](mailto:amy.murgatroyd@iclei.org)

*ICLEI Africa reserves the right not to appoint a service provider in relation to this  
Terms of Reference (ToR).*

---

## Introduction

Urban food markets are a primary node of infrastructure on which the urban food system is built across Africa. However, climate-induced weather events such as extreme heat and intense flooding pose accelerating risks to both the specific assets and activities of these markets as well as the broader agrifood systems in which they are situated. What's more, markets across Africa face significant challenges in accessing commercial capital and lack suitable finance mechanisms to respond to these risks and advance climate resilient development.

The Resilient Municipal Market Fund (ReMark) is a blended finance instrument targeting climate-smart upgrades in African urban food markets. The fund supports market infrastructure improvements that enhance resilience, reduce greenhouse gas emissions, and improve food security and livelihoods. To support the technical assistance (TA) arm of ReMark, a contractor is required to carry out a detailed market survey making use of ICLEI Africa's Investment Viability Toolkit. The outputs will feed into investment decision-making and project preparation for market upgrades.

The Investment Viability Toolkit consists of:

- **Investment Readiness Tool:** Structured into three parts— (1) Market Mapping, (2) Management & Investment Potential, and (3) Infrastructure and Training Needs Assessment.
- **Financial Modelling Tool:** A framework to assess the financial feasibility and debt servicing potential of proposed market upgrades.

## Scope of work

The selected contractor will undertake the following tasks:

### 1. Survey Planning and Inception

- Review the Investment Viability Tool and related documentation.
- Participate in an inception workshop with the ReMark team and stakeholders in a training on the use and data collection methodology.

### 2. Investment Readiness Index Primary Data Collection

- Engage key stakeholders including market managers and committees, municipal authorities, and traders.
- Map all retail and wholesale fresh food markets in the city.
- Collect data using the templates and indicators from the Investment Readiness Tool, including market governance and investment metrics, as well as a needs assessment.
- Input validated data into the Investment Readiness Tool and test functioning of market prioritisation function.



### 3. Financial Model Primary Data Collection

- Engage key stakeholders including market managers and committees, municipal authorities, and traders.
- Collect data using the templates and indicators from the Financial Model Tool, including detailed costings of previous market upgrades, operating costs of markets

### 4. Reporting and Recommendations

- Produce market-level investment viability reports that include readiness scores, financial viability assessments, and infrastructure/training needs.
- Recommend prioritisation for technical assistance or investment and identify pathways to readiness.

### 5. Validation and Dissemination

- Present findings to ICLEI Africa, local governments, and stakeholders.

## Contractor Expertise Requirements

- Contractors are expected to have an existing knowledge of the local food system with a track record of publications and outputs associated with the city.
- A demonstration of having worked with or led similar research projects involving primary data collection.
- Having worked in and with knowledge of the following key urban food system areas would be an added advantage:
  - Understanding of the nature, challenges, changes in and opportunities associated with the urban food retail environment, specifically the operations of the market systems and informal food retail sectors in the city.
  - Understanding of the urban governance activities, processes and challenges in the city.
  - Experience in financial modelling.
- Contractors are expected to have completed a Masters degree in a relevant area of study (e.g. urban studies, food systems, economics, food security, financial data collection – urban, sustainable development). Contractors with a relevant post-graduate degree and significant relevant experience will also be considered.
- Contractors should have a track record in report writing and modelling outputs and have a knowledge of both quantitative and qualitative research methods.



- Contractors can either work as independent contractors or put together a team to ensure a coverage of skills. In both cases, the time allocations and funds available will remain the same.
- Fluency in English is a requirement.

## Overall contract value

Bidders are required to submit a proposed budget, **not exceeding a total value of USD10,000.**

The contractual partnership is limited to the agreed fixed amount, and in accordance with the time/duration of the contract period.

The contractor will report to the ICLEI Africa project team.

## Application Requirements

Applicants are required to submit a proposal to [luke.metelerkamp@iclei.org](mailto:luke.metelerkamp@iclei.org), with cc to [amy.murgatroyd@iclei.org](mailto:amy.murgatroyd@iclei.org) by no later than **20th June 2025**

Proposals must include the following elements:

1. Technical proposal detailing understanding of the assignment, proposed methodology, work plan, and team composition (no more than 3 pages).
2. Financial proposal with a clear breakdown of costs.
3. Examples of similar work completed in the last five years.
4. CVs of key personnel.

## Selection Criteria

Applications will be evaluated based on the following criteria:

1. Technical approach and methodology
2. Relevant experience and qualifications, as well as understanding of local contexts
3. Financial proposal and associated work plan



## Timeline

Submission deadline: **20th June 2025**

Bidders informed: 4 July 2025

Contracts finalised: 11 July 2025

Work commences: 14 July 2025

Final product due: 1 September 2025

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

ICLEI Africa RESERVES THE RIGHT NOT TO APPOINT A SERVICE PROVIDER IN RELATION TO THIS TERMS OF REFERENCE.

*Please note that the proposals submitted will be evaluated in the week following the closing date, and the successful service provider is anticipated to be contracted from 1 June 2024.*

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

