



# Terms of Reference

## Lilongwe City

### Support for digitalisation of market revenue collection systems

24 March 2026

ICLEI Africa invites applications to participate in a project titled, **“Strengthening fresh food markets for healthier food environments”**.

**Bids due: 8 April 2026, 17h00**

All bids should be valid for 30 days.

**Work is expected to start: 20 April 2026**

Bids and technical queries can be sent to Project Manager: [amy.murgatroyd@iclei.org](mailto:amy.murgatroyd@iclei.org)  
with cc to: [meembo.changula@iclei.org](mailto:meembo.changula@iclei.org)

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

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# Terms of Reference

## Introduction

This GIZ funded project, *Strengthening Fresh Food Markets for Healthier Food Environments*, supports the transformation of urban fresh food markets into more resilient and inclusive economic hubs. Working with municipal authorities, market committees, and local stakeholders, the project focuses on upgrading market facilities and systems to improve food safety, strengthen livelihoods, build capacity and enhance market functionality in the face of climate and urbanisation pressures.

To date, the project has completed comprehensive market assessments to diagnose infrastructure gaps, operational constraints, and governance challenges. Building on this evidence base, the project initiated pilot infrastructure investments (roofing, drainage, water access, waste management), alongside targeted training for traders to strengthen technical and operational capacity. In parallel, dedicated governance support has been provided to municipal officials to improve coordination between departments, clarify roles and responsibilities, and embed more sustainable, inclusive market management practices.

## Scope of work

The contracted Service Provider will provide technical and operational support to Lilongwe City Council in the rollout and effective operationalisation of the digital market revenue collection system across all **38 city markets**. The core platform development and main rollout is being implemented by the IT company MBS; the Service Provider will deliver complementary support to ensure successful ground-level adoption and functionality.

Key tasks will include:

- **Vendor Registration and Profiling Support (due 8 June 2026)**
  - Conduct comprehensive registration and verification of all market vendors.
  - Develop a reliable vendor database (excel format) linked to the automated billing and revenue collection system.
  - Support allocation of unique vendor identification numbers.
  - Map vendor stalls/spaces accurately to ensure correct billing and revenue capture.
- **Awareness and Sensitisation Activities (throughout contract period)**
  - Implement sensitisation initiatives to promote adoption of the cashless revenue collection system among vendors and market stakeholders.
  - Support communication efforts that build trust, transparency, and understanding of the new system.
- **Implementation Support and Coordination (June - September)**
  - Work closely with LCC, MBS, and other stakeholders to bridge the gap between system development and effective operational use.
  - Train the market managers on effective methods to maintain the database.



- Provide ongoing troubleshooting, field support, and monitoring during rollout (bi-weekly check-ins with council and further market visits when necessary).

### **Expected Results**

- Improved revenue stability, reduced revenue leakages, strengthened audit trails, and enhanced accountability in market revenue management.

## **Contractor Expertise Requirements**

The Service Provider must demonstrate the following qualifications and competencies:

- **Technical Capacity**
  - Familiarity with vendor registration systems, database development, and digital payment integration (especially mobile money platforms).
  - Ability to deploy and support ICT equipment such as tablets, handheld devices, and payment technologies.
- **Training and Change Management Expertise**
  - Strong track record in delivering capacity building, user training, and stakeholder sensitisation for digital transformation projects.
  - Experience working with informal market communities and ensuring adoption of new systems.
- **Operational and Field Implementation Ability**
  - Ability to provide on-the-ground implementation support across multiple market sites, including troubleshooting and coordination with platform developers (MBS).
- **Reporting and Communication Skills**
  - Capacity to produce clear progress reports and maintain effective communication with ICLEI Africa, LCC, MBS, vendors, and other stakeholders.

Fluency in English is a requirement.

## **Overall contract value**

Bidders are required to submit a proposed budget, not exceeding a total value of EUR 20,000. 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 Project Manager: [amy.murgatroyd@iclei.org](mailto:amy.murgatroyd@iclei.org) with cc to [meembo.changula@iclei.org](mailto:meembo.changula@iclei.org) by no later than **8 April 2026**.

Proposals must include the following elements:



- A narrative proposal of no more than 3-pages, that outlines the approach/methodology, work plan and risk assessment.
- CV/CVs of contractor or contractor teams, including a one-page listing of previous projects and engagements to demonstrate alignment to this work.
- A brief summary of relevant past outputs to demonstrate alignment to and skills related to this work – with no more than five lines describing each output (with URL links where possible)
- A detailed budget

## Selection Criteria

- 25%: Demonstrated understanding of the ToR and work required to deliver the assignment.
- 25%: Knowledge of municipal finance systems, mobile payment systems and a track record of past experience.
- 40%: Qualifications and skills of the consultant(s).
- 10%: Budget outline.

## Timeline

Submission deadline: 8 April 2026, 17:00

Work commences: 20 April 2026

Final database submitted: 8 June 2026

Monitoring and continued support: 8 June - 15 September

Contract end: 15 September 2026

*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 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.*

