

Terms of Reference

South-South Urban Food Strategy Incubator Development of a Replicable Curriculum and Incubation Methodology

12 August 2026

ICLEI Africa invites proposals from suitably qualified contractors to develop the detailed curriculum and methodology for an 18-month South-South urban food strategy incubator.

Bids due: 1 September 2026, 24:00h GMT+2

All bids should be valid for 30 days.

Work is expected to start: 8 September 2026

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

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

Introduction

ICLEI Africa through AfriFOODLinks seeks to develop a detailed curriculum for an 18-month South-South Urban Food Strategy Incubator. The pilot will support cities in Africa and in Latin America to develop their first urban food strategies using a food-systems and rights-based approach.

The incubator will combine online learning, practical city assignments, peer exchange, two city immersion visits and tailored mentorship. Each city's work across the programme should build towards a politically endorsed, actionable food strategy with clear implementation priorities, governance arrangements and stakeholder pathways.

ICLEI is seeking a contractor or consortium to translate this concept into a complete, practical and replicable curriculum and incubation methodology. This contract is for curriculum and methodology development only, not delivery of the 18-month incubator.

Scope of work

The successful contractor will be expected to:

1. Review the incubator concept and relevant AfriFOODLinks and partner resources supplied at inception.
2. Design the overall 18-month learning and incubation journey, consulting AfriFOODlinks partners and other global experts for strategic input.
3. Develop the detailed modules needed to guide city teams through the full food-strategy development process, from sensitisation, food-system assessment and stakeholder mobilisation to strategy drafting, implementation planning, political endorsement and planning for M&E.
4. For every module, specify learning objectives, complete content, facilitation process, practical assignments, assessment approach, city-level outputs, required tools and resources, suggested content experts/faculty¹ and relevant African and Latin American case studies.

¹ Bidders may include intended content experts/faculty in the proposal to help develop content.



5. Ensure that assignments build cumulatively towards each city's final food strategy and associated governance and implementation arrangements.
6. In consultation with ICLEI, define the recommended city/participant profile, minimum city-team composition, institutional commitments and governance arrangements required for cities to participate effectively in the incubator. This should include guidance on political and administrative sponsorship, focal points, multi-departmental steering arrangements, stakeholder participation and access to relevant city information.
7. Design the approach to mentoring, peer-peer learning, city immersion visits, city-level workshops and tailored technical assistance.
8. Develop an approach for monitoring learning, participation, city progress and the quality of final strategies.
9. Package the curriculum as a clear, editable and replicable resource that can be delivered in English and adapted for future cohorts in the global South.
10. Provide an estimated budget for the execution of the 18month curriculum.
11. Review and propose global accreditation options that enable continuing professional development points.
12. Validate the draft curriculum with the commissioning partners and selected African and Latin American practitioners, then incorporate feedback into the final package.

Key deliverables and milestones

Bidders may propose refinements to the sequence below. The overall assignment is expected to be completed within approximately 12 weeks of appointment.

No.	Deliverable	Minimum content	Milestone
1	Inception report	Confirmed approach, workplan, consultation plan and review of source materials	15 September 2026
2	Curriculum framework	Learning principles, outcomes, programme architecture and proposed module sequence across 18 months	9 October 2026
3	Detailed curriculum blueprint	Module-by-module design showing content, process, assignments, assessment, faculty and case-study requirements	23 October 2026
4	Draft complete curriculum package	Facilitator and participant materials, assignments, assessment tools, city templates, mentoring and exchange methodology, and MEL approach	6 November 2026



No.	Deliverable	Minimum content	Milestone
5	Validation and revision	Facilitated review with commissioning partners and selected practitioners, with feedback incorporated	13 November 2026
6	Final curriculum and handover	Final editable curriculum, incubation methodology, faculty and case-study recommendations, resource index and handover session	20 November 2026

Contractor expertise requirements

1. Consortiums of experts with diverse experience are encouraged.
2. Demonstrated experience in curriculum and instructional design for applied adult-learning or city capacity-development programmes.
3. Strong expertise in urban food systems, urban food governance, municipal strategy development and implementation.
4. Experience working with local governments and multi-stakeholder processes in Africa and Latin America.
5. Proven ability to develop practical assignments, assessment approaches, facilitator guides and reusable tools.
6. A team that brings appropriate African and Latin America expertise, including capacity to review English, Spanish and Portuguese documents.

Overall contract value

Bidders are required to submit a detailed financial proposal and proposed milestone-based payment plan to a maximum value of EUR25,600.

The contract will be limited to the agreed fixed amount and duration.

Application requirements

Applicants are required to submit a proposal to tiago.damasceno@iclei.org and ivan.pauw@iclei.org by 1 September 2026. Proposals must include:



1. A technical proposal of no more than five pages outlining the bidder's understanding of the assignment, proposed methodology and workplan. *If applicable*, indicate how AI may be used in this assignment.
2. A short preliminary view of the proposed curriculum structure and how the modules would guide cities towards a completed food strategy.
3. A description of the proposed approach to module content, assignments, assessment, faculty and case-study selection.
4. A company or consortium profile, team composition and short CVs, with roles and language capabilities clearly indicated.
5. Examples of at least two comparable assignments and contact details for two client references.
6. A detailed financial proposal in EUR, including all fees, taxes and other costs, together with a proposed payment schedule.

Selection criteria

- Overall submission quality and understanding of the assignment.
- Quality and practicality of the proposed methodology and workplan, with plausible plans to deliver in a tight timeframe.
- Relevant curriculum-design and urban food-governance expertise.
- Strength and balance of the proposed team.
- Financial proposal and value for money.

Assignment timeline

Terms of Reference issued: 12 August 2026

Deadline for clarification questions: 20 August 2026

Proposal submission deadline: 1 September 2026

Shortlisted bidders contacted: 4 September 2026

Anticipated start: 8 September 2026

Final Delivery: 20 November 2026 (**NB** No extensions will be granted)



Please indicate interest to submit a bid and any queries by 20 August 2026, so that responses to queries may be shared with all registered bidders on 21 August 2026. Bids will still be accepted if interest is not indicated, but bidders must accept that they may not have received responses to questions of other bidders.

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Only shortlisted bidders will be contacted. If no feedback is received, the applicant should consider the submission unsuccessful or the procurement process closed without appointment.

