

REPUBLIQUE DU CAMEROUN

Paix – Travail – Patrie



REPUBLIC OF CAMEROON

Peace – Work – Fatherland

**NORTH WEST DEVELOPMENT AUTHORITY (MIDENO)
MIDENO INTERNAL TENDERS BOARD (MITB)**

**RESTRICTED NATIONAL INVITATION TO TENDER N° ...50.4.../RNIT/ MIDENO/ MITB/ B/13/84/2020
OF.....03 JUL 2020.....2020**

- Lot 1: The recruitment of a Consulting Firm to carry out a Feasibility Study for an Agricultural Value Addition and Marketing Project (AGROVAMP), through the Promotion of Small Scale Food Processing in the Crop, Livestock and Fisheries subsectors in the North West Region of Cameroon**
- Lot 2: The recruitment of a Consulting Firm to carry out an Assessment of Relevance, Impact and the Sustainability of the Achievements of the Grassfield Participatory and Decentralized Rural Development Project Phase I (GP-DERUDEP I) Implemented in the North West Region of Cameroon**

FINANCING: PIB-MINADER 2020

BUDGETARY HEADS:

Lot 1: 211106

Lot 2: 211107

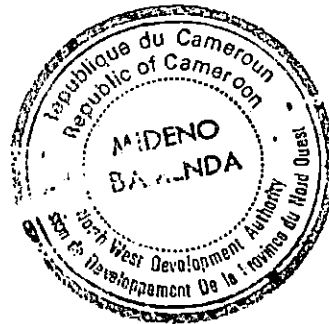


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DOCUMENT NO.0: LETTERS OF INVITATION TO TENDER

MINISTRY OF AGRICULTURE AND RURAL DEVELOPMENT
MINISTÈRE DE L'AGRICULTURE ET DU DÉVELOPPEMENT RURAL

REPUBLIC OF CAMEROUN
Peace – Work – Fatherland

NORTH WEST DEVELOPMENT AUTHORITY

MISSION DE DEVELOPPEMENT DU NORD OUEST

P.O. Box, 442, Bamenda
Tel: (237) 23336 13 78
Fax: (237) 3336 16 61
Email: midenobda@yahoo.com
Website: www.mideno.org



Bamenda, the... 03 JUL 2020
N°546/MIDENO/BI...M.I.T.B/13/84

FROM: THE DIRECTOR GENERAL

TO: The Coordinator
Society for initiatives in Rural Development
And Environmental Protection (SIRDDEP)
P.O BOX 682 Bamenda
Tel: +237 677 50 14 51

REFERENCE: Request for Manifestation of Interest N° 002/RMI/MIDENO/B/13/84/2020 of 14th April 2020 for the recruitment of a consulting firm to carry out a feasibility study for an Agricultural Value Addition and Marketing Project (AGROVAMP), through the promotion of small scale food processing in the crop, livestock and fisheries subsectors in the North West Region of Cameroon (Lot 1)

SUBJECT: LETTER OF INVITATION TO TENDER

Dear Sir/Madam

1. We are pleased to inform you that you have pre-qualified for the project referred to above and have consequently been authorized to tender for the recruitment of a consulting firm to carry out a feasibility study for an agricultural value addition and marketing (AGROVAMP), through the promotion of small scale food processing in the crop, livestock and fisheries subsectors in the North West Region of Cameroon
2. We are hereby inviting your consulting firm to tender for the execution of the contract mentioned in the reference.
3. A complete set of the tender file may be consulted and withdrawn during working hours from 8:00 am to 4:00 pm every day from Monday to Friday before the deadline for submission against the payment of a non-refundable sum of Sixty four Thousand five hundred (64,500) fcfa payable into Account Number 06845-97568660001-28 (SPECIAL ACCOUNT SAC-ARMP) belonging to the Public Contracts Regulatory Agency (ARMP) in any BICEC Branch in Cameroon
4. All bids must include a bid bond of Five Hundred Thousand (500,000) fcfa or of an equivalent amount in a freely convertible currency valid for thirty (30) days beyond the bid validity and must be issued by any of the First-Rated Financial Institutions mentioned in Annex 10 of the Tender Document.

5. All bids must be submitted at the Secretariat of the Project Management Office of MIDENO, located alor Ayaba Street, opposite Mansfield Plaza Hotel latest the0-8-AOUT-2020...2020 at 10:00 am prompt, local time

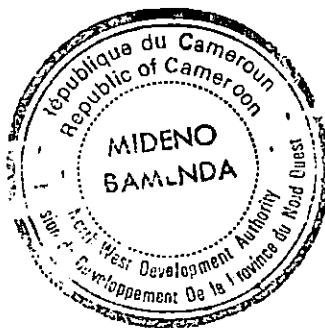
6. The Administrative file and Technical proposal shall be opened on the0 8 AOUT 2020...2020 at 11:00 am prompt, local time. The bids shall be opened in the presence of representatives of bidders who desire i attend the opening session.

7. This invitation to tender is addressed to the bidders in the following restricted list:

Name of Pre-Qualified Firms	Address
Society for Initiative in Rural Development and Environmental Protection (SIRDEP) and Innovation Initiative Group (IIFE) - Joint Venture	P.O BOX 682 Bamenda Tel: +237 677 50 14 51
Centre for Environmental Management and Change (CEFEMAC)	P.O Box 5168 Bd... Tel: +237 677 839 447

8. Please acknowledge receipt of this letter to the following address: The Director General, North West Development Authority, P.O. Box 442, Bamenda or through Email: midenobda@yahoo.com within te (10) days from the date of receipt of this letter and indicate if you do or do not intend to tender without whic your disapproval to submit shall be noted.

FOR: THE NORTH WEST DEVELOPMENT AUTHORITY



CC

- ARMP (for publication and archiving)
- Chairperson MITB (for information)
- Notice Board MIDENO (for information)
- Contracts Service (for archiving)

DOCUMENT NO.0: LETTERS OF INVITATION TO TENDER

MINISTRY OF AGRICULTURE AND RURAL DEVELOPMENT
MINISTERE DE L'AGRICULTURE ET DU DEVELOPPEMENT RURAL

REPUBLIC OF CAMEROUN
Peace – Work – Fatherland

NORTH WEST DEVELOPMENT AUTHORITY

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Email: midenobda@yahoo.com
Website: www.mideno.org



Bamenda, the.....03 JUL 2020
No 546/MIDENO/B/...M.I.T.B/13/84

FROM: THE DIRECTOR GENERAL

TO: The Coordinator
Centre for Environmental Management and Change
(CEFEMAC) P.O Box 5168 Bamenda
Tel: +237 677 839 447

REFERENCE: Request for Manifestation of Interest N° 002/RMI/MIDENO/B/13/84/2020 of 14th April 2020 for the recruitment of a consulting firm to carry out a feasibility study for an Agricultural Value Addition and Marketing Project (AGROVAMP), through the promotion of small scale food processing in the crop, livestock and fisheries subsectors in the North West Region of Cameroon (Lot 1)

SUBJECT: LETTER OF INVITATION TO TENDER

Dear Sir/Madam

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5. All bids must be submitted at the Secretariat of the Project Management Office of MIDENO, located along Ayaba Street, opposite Mansfield Plaza Hotel latest the08-AUG-2020.....2020 at 10:00 am prompt, local time

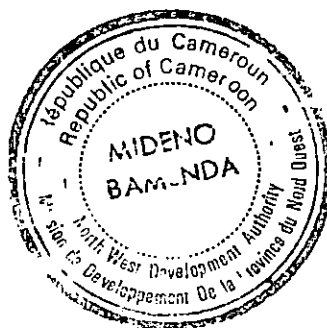
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Society for Initiative in Rural Development and Environmental Protection (SIRDEP) and Innovation Initiative Group (IIFE) - Joint Venture	P.O BOX 682 Bamenda Tel: +237 677 50 14 51
Centre for Environmental Management and Change (CEFEMAC)	P.O Box 5168 Bdl Tel: +237 677 839 447

8. Please acknowledge receipt of this letter to the following address: The Director General, North West Development Authority, P.O. Box 442, Bamenda or through Email: midenobda@yahoo.com within ten (10) days from the date of receipt of this letter and indicate if you do or do not intend to tender without which your disapproval to submit shall be noted.

FOR: THE NORTH WEST DEVELOPMENT AUTHORITY



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Bamenda, the..... 03 JUL 2020

N^o 547/MIDENO/B/M.T.T.8/13/84

FROM: THE DIRECTOR GENERAL

TO: The Director
Rural Development Consultancy
P.O Box 20, Ndop
Tel: +237 674 518 844

REFERENCE: Request for Manifestation of Interest N^o 002/RMI/MIDENO/B/13/84/2020 of 14th April 2020 for the Consulting Firm to carry out an Assessment of Relevance, Impact and the Sustainability of the Achievements of the Grassfield Participatory and Decentralized Rural Development Project Phase I (GP-DERUDEP I) Implemented in the North West Region of Cameroon (Lot 2)

SUBJECT: LETTER OF INVITATION TO TENDER

Dear Sir/Madam

1. We are pleased to inform you that you have pre-qualified for the project referred to above and have consequently been authorized to tender for the recruitment of a consulting firm to carry out an Assessment of Relevance, Impact and the Sustainability of the Achievements of the Grassfield Participatory and Decentralized Rural Development Project Phase I (GP-DERUDEP I) Implemented in the North West Region of Cameroon
2. We are hereby inviting you to tender for the execution of the contract mentioned in the reference.
3. A complete set of the tender file may be consulted and withdrawn during working hours from 8:00 am to 4:00 pm every day from Monday to Friday before the deadline for submission against the payment of a non-refundable sum of Sixty four Thousand five hundred (64,500) fcfa payable into Account Number 06845-97568660001-28 (SPECIAL ACCOUNT SAC-ARMP) belonging to the Public Contracts Regulatory Agency (ARMP) in any BICEC Branch in Cameroon
4. All bids must include a bid bond of Five Hundred Thousand (500,000) fcfa or of an equivalent amount in a freely convertible currency valid for thirty (30) days beyond the bid validity and must be issued by any of the First-Rated Financial Institutions mentioned in Annex 11 of the Tender Document.

5. All bids must be submitted at the Secretariat of the Project Management Office of MIDENO, located along Ayaba Street, opposite Mansfield Plaza Hotel latest the08 AOUT 2020.....2020 at 10:00 a prompt, local time

6. The Administrative file and Technical proposal shall be opened on the08 AOUT 2020.....2020 at 11:00 am prompt, local time. The bids shall be opened in the presence of representatives of bidders who desire to attend the opening session.

7. This invitation to tender is addressed to the bidders in the following restricted list:

Name of Pre-Qualified Firm	Address
Rural Development Consultancy (RDC)	P.O Box 20, Ndop Tel: +237 674 518 844

8. Please acknowledge receipt of this letter to the following address: The Director General, North West Development Authority, P.O. Box 442, Bamenda or through Email: midenobda@yahoo.com within ten (10) days from the date of receipt of this letter and indicate if you do or do not intend to tender without which your disapproval to submit shall be noted.

FOR: THE NORTH WEST DEVELOPMENT AUTHORITY



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- Chairperson MITB (for information)
- Notice Board MIDENO (for information)
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DOCUMENT NO.1: TENDER NOTICE

MINISTRY OF AGRICULTURE AND RURAL DEVELOPMENT
MINISTÈRE DE L'AGRICULTURE ET DU DÉVELOPPEMENT RURAL

REPUBLIC OF CAMEROON
Peace – Work – Fatherland

NORTH WEST DEVELOPMENT AUTHORITY

MISSION DE DÉVELOPPEMENT DU NORD OUEST

P.O. Box, 442, Bamenda

Tel: (237) 233 36 13 78

Fax: (237) 233 36 16 61

Email: midenobda@yahoo.com

Website: www.mideno.org



Bamenda, le.....0.3.JUL 2020

N°548/MIDENO/B.I.M.I.T.B/13/84

RESTRICTED NATIONAL INVITATION TO TENDER N°/RNIT/ MIDENO/ MITB/ B/13/84/2020 OF.....0.3.JUL 2020.....2020 DIVIDED INTO TWO LOTS AS FOLLOWS:

- Lot 1: The recruitment of a Consulting Firm to carry out a Feasibility Study for an Agricultural Value Addition and Marketing Project (AGROVAMP), through the Promotion of Small Scale Food Processing in the Crop, Livestock and Fisheries subsectors in the North West Region of Cameroon
- Lot 2: The recruitment of a Consulting Firm to carry out an Assessment of Relevance, Impact and the Sustainability of the Achievements of the Grassfield Participatory and Decentralized Rural Development Project Phase I (GP-DERUDEP I) Implemented in the North West Region of Cameroon

FINANCING: PIB-MINADER 2020

1.0 Subject of the Invitation to Tender

Within the framework of 2020 investment programme/budget of the North West Development Authority (MIDENO), the Director General of MIDENO hereby launches a Restricted National Invitation to Tender for the recruitment of a consulting firm to carry out a Feasibility Study for an Agricultural Value Addition and Marketing (AGROVAMP), through the Promotion of Small Scale Food Processing in the Crop, Livestock and Fisheries subsectors in the North West Region of Cameroon and the recruitment of a consulting firm to carry out an Assessment of Relevance, Impact and the Sustainability of the Achievements of the Grassfield Participatory and Decentralized Rural Development Project Phase I (GP-DERUDEP I) Implemented in the North West Region of Cameroon

This invitation to tender is launched following: Request for Manifestation of Interest N° 002/RMI/MIDENO/B/13/84/2020 of 14th April 2020 divided into two lots as follows:

- Lot 1: The recruitment of a Consulting Firm to carry out a Feasibility Study for an Agricultural Value Addition and Marketing Project (AGROVAMP), through the Promotion of Small Scale Food Processing in the Crop, Livestock and Fisheries subsectors in the North West Region of Cameroon

Lot 2: The recruitment of a Consulting Firm to carry out an Assessment of Relevance, Impact and the Sustainability of the Achievements of the Grassfield Participatory and Decentralized Rural Development Project Phase I (GP-DERUDEP I) Implemented in the North West Region of Cameroon

2.0 Nature of services: The services involved in this Call for Tender shall include:

Lot 1: The study involves conducting feasibility studies on small scaled food processing value chains of food crops, livestock and fisheries speculations in the North West Region and covers the entire North West Region. This study and the eventual project has in perspectives a number of crop and livestock value chains in the region such as corn, rice, beans, soya beans, potato, carrot, licks, sweet potato, cassava, plantain, cocoyam, oil palm, pawpaw, banana, pineapple, pear, watermelon, spices, herbs and medicinal plants, Mushroom, honey, fish, milk, meat, etc. As such the study is expected to cover the following areas with regards to value addition for these speculations: -

ASSESS THE TECHNOLOGICAL CHOICES OF STANDARD TECHNICAL ROUTES AND OPTIMUM TRANSFORMATION TECHNIQUES

It will be necessary to define, based on workable assumptions, the size of infrastructure and confirm the technological choice (techniques), inputs and equipment specifications (transformation process, dimensioning of capacities and cost estimates) of small scale food processors in the study area. Within this context, the specific objective is crucial and the study will focus to: -

- i. Identify current agro-pastoral business ventures, duration of existence of the business or if current businesses have plans to engage in agro-pastoral and /or agro-transformation businesses (e.g. farmer (fruits and vegetables), farmer (livestock and poultry), Farmer (micro-transformation), Food technologist (food processing), etc.)
- ii. Assess the awareness and willingness/interest of farmers to own a micro-processing unit or interest in a service that will engaged in the transformation and preservation of their raw materials
- iii. Find out which items are most likely to be processed
- iv. Assess the type of facility or services currently used by local processors to meet up with their food processing needs (e.g. Restaurant, home kitchen, rental kitchen, etc.) and how frequent they use the facility for processing
- v. Identify the type(s) of processing equipment small-scale processors are in most need of (e.g. steam jacket kettle, standard range oven, commercial mixer, heat exchange chiller, dehydrators, etc.)
- vi. Evaluate the level of interest/willingness of processors to buy locally grown raw materials and ingredients for their business and identify main ingredients essential to their products
- vii. Evaluate the interest of agro-pastoral/food processors to use post-harvest storage facilities
- viii. Assess food packaging constraints and packaging technology preferences of small scale food processors and their interest/willingness to use joint packaging or individual packaging facility
- ix. Evaluate the existing local capacities for the fabrication of adapted equipment for food processing, especially the College of Technology of the University of Bamenda and the role this institution can play in the implementation of any eventual project on value addition.

ASSESSMENT OF CURRENT MARKET SITUATION OF PROCESSED FOOD PRODUCTS

The project viability and extent of socio-economic impact depends highly on available market opportunities. Within this context, a market study is important as part of the feasibility study. The market study will be necessary to:

- i. Determine market opportunities and constraints of small scale food processing industries in the region
- ii. Assess the variety of inputs specific to each actor along the food value chain
- iii. Determine the pricing policy, strategies of actors involved in small scale food processing
- iv. Investigate in detail the supply, distribution channels and market circuits of processed food in the region, as well as the logistics challenges of small scale agro-transformation businesses in the region
- v. Analyze the market segmentation and positioning of processed food products in the region
- vi. Evaluate the level of competition by products / product category in the market of small scale food agro-transformation (that is, market leaders, challengers, and followers)
- vii. Appraise the level and impact of promotion and communication strategies currently used by small scale food processors
- viii. Identify locally processed food products having potential markets in neighboring countries (especially, Nigeria)
- ix. Description of market boundaries, structures, dynamics, actors, size, potential for expansion, systemic constraints within the markets and mitigation strategies

ASSESSMENT OF PRODUCTION POTENTIALS AND TRENDS

In particular, the study will detailly assess the optimum availability of production inputs, trends in small scale agro-transformation and impact on employment, new products, generating demand and new needs created at all levels of the food value chain. Within this context, the study focus will be to: -

- i. Conduct a value chain analysis for the selected speculations and assess the constraints and opportunities of supply chain demands and the potential impact on agro processing.
- ii. Analyze surpluses in crop and animal production available for processing
- iii. Highlight existing agricultural produce processing initiatives in the area (successful and unsuccessful ventures)
- iv. Analyze socio-economic and demographic data (e.g. population trends, production trends, culinary traditions, urbanization, IDPs trends and the impact potentials of these trends on small scale agro-transformation)
- v. Evaluate the impact of small-scale food processing on job creation and youth employment
- vi. Assess the location of small scale food processing units and their principal sources of labor for such activities (rural/urban)
- vii. Determine the human resource needs and technical skills requirements for small scale food processors
- viii. Assess the value added to waste from small scale agro-transformation unit operations

ASSESSMENT OF FINANCIAL RETURN OF SMALL SCALE AGRO-TRANSFORMATION BUSINESSES

It is important to have an estimate of the investment costs of small scale processing facilities and infrastructures (including technologies chosen) and their incidence on the cost price of the final processed food products. In this regard, the study focus will be to: -

- i. Estimate the return of investment (ROI) of small scale food processors in the study area
- ii. Propose adequate economic solutions to ensure viability of small scale agro-transformation businesses
- iii. Prepare an investment plan (business plan template), including a risk and sensitivity analysis for small scale food processing investors

ASSESSMENT OF MANAGERIAL MODEL OF SMALL SCALE AGRO-TRANSFORMATION BUSINESSES

MIDENO seeks to know how the business organization of small scale agro-food processing is organized and structured. In this regard, it is important for the study to be able to capture the following parameters: -

- i. Identify existing or possibilities to create sustainable public private partnership between the government and small scale food processors in the region
- ii. Assess if small scale food processors have existing business organogram
- iii. Evaluate the interest and willingness of managers of small scale food processing businesses to participate or assign workers to participate in skill training, workshop or seminars on food processing
- iv. Identify the type/legal status (e.g. NGO, Non-profit, full time, part time, etc.) of small scale agro-transformation businesses
- v. The consultant should be able to propose a managerial model fostering Public Private Partnership between MIDENO and small scale agro-processing entrepreneurs
- vi. Assess the relevance of the various infrastructures of MIDENO in the various Divisions within the framework of an agro processing project in the Region.

ASSESSMENT OF ENVIRONMENTAL IMPACT OF SMALL SCALE AGRO-TRANSFORMATION

MIDENO is concern and very careful about activities that directly and indirectly impact the environment.

Within this context, the consultant should be able to: -

- i. Identify all potential impacts of small scale agro-transformation processing on the environment and assess them through an appropriate method that will ensure classification in order of importance
- ii. Assess in detail mitigation strategies to control impacts with considerable contribution to environmental deterioration
- iii. Propose feasible environmental monitoring plans
- iv. Evaluate the physiochemical and biotic quality of waste disposed from small scale agro-transformation units
- v. Identify environmental protection and waste disposal mechanisms put in place by small scale agro-transformation businesses

ASSESSMENT OF THE IMPACT ON PUBLIC HEALTH AND SAFETY

MIDENO is concern about knowing the implications of food processing practices on public health. In this regard, the consultant should be able to: -

- i. Assess the prevalence of food related diseases in the region
- ii. Evaluate the levels implementation of Good Production Practices (GPP), that is observation of proper hygiene and sanitation conditions by small scale agro-transformation entrepreneurs in the region

- iii. appraise the degree to which small scale food processors are aware of the 2018 Cameroon Food Law on Food safety
- iv. Evaluate the level at which small scale food processors understand and implement Hazard Analysis and Critical Control Points (HACCP) concepts in their food production processes
- v. Investigate and create awareness about issues of food fraud and adulteration among small scale food processors
- vi. Identify potential public and private food quality and safety agencies in the region
- vii. Identify food laboratories in the region and the range of food analysis they can perform

ASSESSMENT OF THE IMPACT OF SMALL SCALE AGRO-TRANSFORMATION ON SOCIO-CULTURAL ACTIVITIES

Socio-cultural dimensions of food have a strong impact on the behavior (acceptance or rejection) of the food by a particular market. In this context, it is paramount for the consultant to be able to: -

- i. Assess the role of women and youths in participating and promoting small scale agro-transformation activities
- ii. Propose strategies to mitigate current skill gaps blocking women and youths from engaging in post-harvest agro-transformation activities
- iii. Identify socio-cultural events organized by small scale food processors
- iv. Identify and classify food processor associations, meetings, or gatherings
- v. Identify various cultural taboos and stereotypes on different food products by the communities and how they can possibly affect the market for agro food products.

In addition, the study is expected to examine the proposed strategies outlined below in relation to how feasible they are in addressing the problems under this project whose proposed goal is to evaluate small scale food processing in Agriculture, livestock and fisheries industry in the North West Region of Cameroon.

- i. Training and capacity building of women and youths in adopting new and alternative livelihood opportunities as agro-transformation entrepreneurs
- ii. Strategies which involve unlocking the potentials of value creation and addition to agricultural products as a means of job creation and reduction of underemployment
- iii. Cleaner environment through promoting proper sanitation, waste disposal and management by small scale food processing actors
- iv. Adopting Good Manufacturing Practices (GMP) and serious hazard analysis and critical control points (HACCP) practices while readapting and organizing small scale food processing businesses
- v. Create awareness of the socio-economic and health dangers of a poorly handled food processing chain
- vi. Improve productivity, quality and safety of products of small scale agro-transformation entrepreneurs
- vii. Improve post-harvest technical trainings for small scale farmers
- viii. Put in a place a microenterprise development strategy for women and youths through organizing specialized short modular training programs in Agro-transformation of plant and animal base raw materials
- ix. Sensitizing stakeholders on issues relating to food quality, safety and public health nutrition

- x. Improve on infrastructures to promote food quality, safety and new product developments (e.g. Food laboratories, Micro-multipurpose food processing hubs, agro-transformation technical vocational training facilities, etc.).
- xi. Sensitizing stakeholders on importance of public private partnership in guaranteeing a sustainable agriculture value addition chain
- xii. Strategies to open new local and international markets for small scale agro-transformation entrepreneurs
- xiii. Strategies to facilitate appropriate transfer of technology to ensure sustainability of the project
- xiv. Identify possible renewable energy sources found in the Region that can be adapted for agro processing
- xv. A comprehensive project proposal for the AGROVAMP Project detailing the expected outcomes, outputs, activities and inputs/resources as well as strategy, technical, economic, financial, environmental and sensitivity analyses.
- xvi. The feasibility of setting up Small-scaled food processing facilities according to speculation and zone of production to be managed by farmers as the necessary and entry points to a major food distribution hub.
- xvii. The possibility of setting up an Agro Food Processing and Distribution Hub as a MIDENO Holding to actively, sustainably and profitably manage the aggregation, standardization, quality control, food safety, safe packaging and distribution of food products in the Region and beyond
- xviii. A strategy to strengthen the abilities of small scale food processors to satisfy wholesale, retail and institutional demand for safety and quality food
- xix. A strategy to strengthen the capacities of local entrepreneurs involved in the fabrication of food processing machines to improve their productivity efficiency and sustainability

Lot 2: It is expected that the study establish the relevance of project achievements, poverty alleviation, sustainability of the achievements, establish lessons and recommendations that could be lead into the conception and design of future projects.

2.1 The specific objectives of the feasibility studies:

2.1.1: Lot 1: The recruitment of a Consulting Firm to carry out a Feasibility Study for an Agricultural Value Addition and Marketing Project (AGROVAMP), through the Promotion of Small Scale Food Processing in the Crop, Livestock and Fisheries subsectors in the North West Region of Cameroon:

- To determine the factors affecting small-scaled food processing and marketing in the Region through a detail first-hand study to inform any meaningful intervention in the sector
- Determine the constraints faced by farmers involved in small-scaled food processing in the Region
- Assess the market potential for agro food products in the Region
- Assess the technical, economic, financial, managerial, sociocultural and environmental viability of setting up a Sustainable Food Processing and Distribution Facility or Hub in the Region
- Assess gender considerations and other crosscutting needs in the food processing
- To identify technical, financial, economic, legal environment, quality, safety problems to be solve, their urgency and propose possible solutions
- Assess the involvement and role of women in small scale agro-transformation
- Identify and categorize skill gaps specific to particular Agro-transformation sectors
- Assess the level of involvement of internally displaced persons (IDPs) in food processing

- Identify the possibility of using renewable energy for agro processing
- Assess the kind of equipment needed for the fabrication, repair and maintenance of agro processing machines
- Identify specific, measurable, reliable key performance indicators of small scale agro-transformation business ventures
- and marketing activity
- To establish a complete project proposal ready for appraisal

2.1.2: Lot 2: The recruitment of a consulting firm to carry out an Assessment of Relevance, Impact and the Sustainability of the Achievements of the Grassfield Participatory and Decentralized Rural Development Project Phase I (GP-DERUDEP I) Implemented in the North West Region of Cameroon:

- Assess the effectiveness of the project in reducing poverty in the North West Region as stated in the goal of the Project
- Assess the relevance of the achievements of the various components of the Project in terms of purpose, approach, modality of execution of the project and capacity of key implementing partners
- Assess the sustainability of the achievements of the project in the target Communities
- Draw lessons for the design, funding and implementation of subsequent projects

3.0 Execution Deadline: The maximum execution deadline provided for by the Project Owner shall be **Four (4) Months from the date of notification of Service Order to start the execution for Lots 1 & 2**

4.0 Provisional Cost: The estimated cost of the studies following prior studies stands at:

Lot 1: Twenty five Million (25,000,000)fcfa

Lot 2: Twenty five Million (25,000,000)fcfa

5.0 Participation and Origin: Participation in this Invitation to Tender is restricted to the following pre-qualified firms:

Lot 1:

Name of Pre-Qualified Firms	Address
Society for Initiative in Rural Development and Environmental Protection (SIRDEP) and Innovation Initiative Group (IIFE) - Joint Venture	P.O BOX 682 Bamenda Tel: +237 677 50 14 51
Centre for Environmental Management and Change (CEFEMAC)	P.O Box 5168 Bda Tel: +237 677 839 447

Lot 2:

Name of Pre-Qualified Firms	Address
Rural Development Consultancy	P.O Box 20, Ndop Tel: +237 674 518 844

6.0 Financing: Services which form the subject of this Invitation to tender shall be financed by the PIB-MINADER 2020

7.0 Bid Bond: Under risk of being rejected, each bidder must include in his administrative documents, a bid bond of Five Hundred Thousand (500,000) fcfa for Lot 1 and Five Hundred Thousand (500,000) fcfa for Lot 2 issued by a first rate-bank approved by the Ministry in charge of Finance featuring on the list in document 10 of the Tender File

8.0 Consultation of Tender File: The tender file may be consulted during working hours from 8:00 am to 4:00 pm at the Secretariat of the Director General, MIDENO Head Office, Ayaba Street, P.O. Box 44 Bamenda; Email: midenobda@yahoo.com; Tel: 237 233 336 378 following the publication of this notice.

9.0 Acquisition of Tender File: The tender file may be obtained during working hours from 8:00 am to 4:00 pm at the Secretariat of the Director General, MIDENO Head Office, Ayaba Street, P.O. Box 44 Bamenda; Email: midenobda@yahoo.com; Tel: 237 233 331 661 following the publication of this notice against payment of a non-refundable sum of Sixty four Thousand five hundred (64,500) fcfa payable to Special Account CAS-ARMP N° 06845-97568660001-28 of any BICEC Branch in Cameroon.

10.0 Admissibility of offers: To avoid the risk of being rejected, only originals or true copies certified by the issuing service or administrative authorities (Senior Divisional Officers, Divisional Officers, Bank Official, Taxation Officials etc.) of the administrative documents required, including the bid bond, must imperatively be produced in accordance with the Special Conditions of the invitation to tender. The documents must obligatorily not be older than three (3) months and must not be produced after the signing of the tender file.

Any bid not in conformity with the prescriptions of this notice and tender file shall be declared inadmissible. Especially the absence of a bid bond issued by a first-rate bank approved by the Ministry in charge of Finance or the non-respect of the models of the tender file documents shall lead to direct rejection of the bid without any appeal being entertained.

11.0 Submission of Bids: Each bid drafted in English or French in seven (7) copies including one (1) original and six (6) copies marked as such, should reach the MIDENO Head Office located at Ayaba Street, P.O. Box 442, Bamenda) not later than.....05 AUGUST 2020.....2020 at 10:00 am prompt and should carry the inscription:

Restricted National Invitation to tender N°/RNIT/ MIDENO/ MITB/ B/13/84/2020 of.....03 JULY 2020.....2020

Lot 1: The recruitment of a Consulting Firm to carry out a Feasibility Study for an Agricultural Value Addition and Marketing Project (AGROVAMP), through the Promotion of Small Scale Food Processing in the Crop, Livestock and Fisheries subsectors in the North West Region of Cameroon

OR

Lot 2: The recruitment of a Consulting Firm to carry out an Assessment of Relevance, Impact and the Sustainability of the Achievements of the Grassfield Participatory and Decentralized Rural Development Project Phase I (GP-DERUDEP I) Implemented in the North West Region of Cameroon

"To be opened only during the bid-opening session"

12.0 Opening of Bids: The bids shall be opened in TWO phases. The administrative file and the technical offer shall be opened first followed by the opening of the financial offers of bidders who obtained the minimum required technical score. The opening of the administrative documents and the technical shall take place on the.....05 AUGUST 2020.....2020 at 11:00 am prompt local time by the Internal Tenders Board of MIDENO in the MIDENO conference Room at the PMO located along Ayaba Street, opposite

Mansfield Plaza Hotel. Only bidders preselected can attend or be duly represented by a person of their choice. The opening of the financial offers shall take place at the end of technical evaluation and shall concern only bidders who must have obtained a **minimum score of 75 points on a scale of 100 points for lots 1 & 2**

13.0 Evaluation Criteria: The bids shall be evaluated according to the following principles

A. Eliminary criteria

- Incomplete Bid documents (Administrative, Financial and technical bids)
- Absence or insufficient Bid Bond in date and amount
- Late submission of bids
- False declarations or forged documents
- Direct or indirect association with the conception, preparation of technical specifications and other documents concerned with this tender.
- Absence of any administrative documents
- Delivery schedule of four (4) Months for each of the lots. That is, four months for both Lot 1 & Lot 2 respectively.
- Presence of information on Financial bid in the Technical bid

B. Essential criteria

SN	Criteria	Score
i	Consultant's experience relevant to the assignment (Experience in the same or similar type of assignments)	30
ii	Methodology	30
iii	Qualifications of key personnel	40
TOTAL		100

14. Selection method of consultant: The consultant shall be selected using the **Quality Cost- Based selection method** in accordance with the procedures described in this Tender File.

15.0 Validity of Offers: Bidders shall remain committed to their bids **for 90 days** from the deadline set for the submission of bids.

16.0 Complementary Information: Complementary information can be obtained during working hours from the Secretariat of the Director General, MIDENO, P.O. Box 442, Bamenda: Email: midenobda@yahoo.com: Tel: 237 233 336 378

FOR: NORTH WEST DEVELOPMENT AUTHORITY

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**NORTH WEST DEVELOPMENT AUTHORITY
MISSION DE DEVELOPPEMENT DU NORD OUEST**

P.O. Box, 442, Bamenda

Tel: (237) 23336 13 78

Fax: (237) 3336 16 61

Email: midenobda@yahoo.comWebsite: www.mideno.org

Bamenda,0..3..JULI...2020

N°548./MIDENO/B.I.M.I.T.B/13/84

**AVIS D'APPEL D'OFFRES NATIONAL RESTREINT NO. /AONR/MIDENO/MITB/ B/13/84/2020
DE.....0 3 JULI 2020.....2020 DIVISE A DEUX LOTS COMME SUIV:**

Lot 1: Le recrutement d'un consultant pour réaliser une étude de faisabilité pour une valeur ajoutée agricole et la commercialisation (AGROVAMP), à travers la promotion de la transformation alimentaire à petite échelle dans les sous-secteurs des cultures, de l'élevage et de la pêche dans la région du Nord-Ouest du Cameroun

Lot 2 : Le Recrutement d'un Consultant pour réaliser une évaluation de la pertinence, de l'impact et de la durabilité acquis du projet de Développement Rural Participatif et Décentralisé Grassfield (GP-DERUDEP- I) mis en œuvre dans la région du Nord-Ouest du Cameroun

Financement : BIP-MINADER 2020

1. Objet de l' Appel d'Offres : Dans le cadre du programme d'investissement 2020 de la Mission de Développement du Nord-Ouest (MIDENO), le Directeur General lance un Appel d'Offres National Restreint pour le recrutement d'un consultant pour faire une etude pour le Grassfield Projet de Développement Rural Participatif et Décentralisé Phase I (GP-DERUDEP-I)

2. Le présent appel d'offres fait suite à la sollicitation à manifestation d'intérêt No. 002/RMI/MIDENO/B/13/84/2020 du 14 Avril 2020 divise en deux lots comme suivant et publié dans Le Journal des Marchés (JMD de l'ARMP) et l'affichage de la MIDENO :

Lot 1: Le recrutement d'un consultant pour réaliser une étude de faisabilité pour une valeur ajoutée agricole et la commercialisation (AGROVAMP), à travers la promotion de la transformation alimentaire à petite échelle dans les sous-secteurs des cultures, de l'élevage et de la pêche dans la région du Nord-Ouest du Cameroun

Lot 2 : Le Recrutement d'un consultant pour réaliser une évaluation de la pertinence, de l'impact et de la durabilité des réalisations acquis du projet de Développement Rural Participatif et Décentralisé Grassfield (GP-DERUDEP I) mis en œuvre dans la région du Nord-Ouest du Cameroun

2. Consistance des travaux : Les travaux comprennent notamment de mener des études inclues

Lot 1 : l'étude consiste à mener des études de faisabilité sur les chaînes de valeur à petite échelle de la transformation des denrées alimentaires, du bétail et des pêcheries dans la région du Nord-Ouest et couvrir l'ensemble de la région du Nord-Ouest. Cette étude et le projet éventuel ont en perspective un certain nombre de chaînes de valeur des cultures et de l'élevage dans la région, telles que le maïs, le riz, les haricots, les graines de soja, la pomme de terre, la carotte, la lèche, la patate douce, le manioc, le plantain, le macabo, le palmier à huile, la papaye, banane, ananas, poire, pastèque, épices, herbes et plantes médicinales, champignon, miel, poisson, lait, viande, etc. En tant que tel, l'étude devrait couvrir les domaines suivants en ce qui concerne la valeur ajoutée pour ces spéculations:

EVALUER LES CHOIX TECHNOLOGIQUES DES ITINÉRAIRES TECHNIQUES STANDARD ET DES TECHNIQUES DE TRANSFORMATION OPTIMALES

Il sera nécessaire de définir, sur la base d'hypothèses exploitables, la taille des infrastructures et de confirmer le choix technologique (techniques), les intrants et les spécifications des équipements (processus de transformation, dimensionnement des capacités et estimation des coûts) des petits transformateurs alimentaires dans la zone d'étude. Dans ce contexte, l'objectif spécifique est crucial et l'étude se concentrera sur:

- i. Identifier les entreprises commerciales agro-pastorales actuelles, la durée d'existence de l'entreprise ou si les entreprises actuelles ont l'intention de s'engager dans des activités agro-pastorales et / ou d'agro-transformation (par exemple, agriculteur (fruits et légumes), agriculteur (bétail et volaille), agriculteur (micro-transformation), technologue alimentaire (transformation des aliments), etc.)
- ii. Évaluer la sensibilisation et la volonté / l'intérêt des agriculteurs à posséder une unité de micro-transformation ou l'intérêt pour un service qui s'engagera dans la transformation et la conservation de leurs matières premières
- iii. Découvrez quels articles sont les plus susceptibles d'être traités
- iv. Évaluer le type d'installation ou de services actuellement utilisé par les transformateurs locaux pour répondre à leurs besoins en matière de transformation des aliments (p. Ex. Restaurant, cuisine à domicile, cuisine en location, etc.) et la fréquence à laquelle ils utilisent l'installation pour le traitement.
- v. Identifier le (s) type (s) d'équipement de traitement dont les petits processeurs ont le plus besoin (par exemple, bouilloire à vapeur, four de gamme standard, mélangeur commercial, refroidisseur d'échange de chaleur, déshydrateurs, etc.)
- vi. Évaluer le niveau d'intérêt / la volonté des transformateurs d'acheter des matières premières et des ingrédients cultivés localement pour leur entreprise et identifier les principaux ingrédients essentiels à leurs produits
- vii. Évaluer l'intérêt des transformateurs agro-pastoraux / alimentaires à utiliser les installations de stockage après récolte
- viii. Évaluer les contraintes d'emballage alimentaire et les préférences technologiques d'emballage des petits transformateurs d'aliments et leur intérêt / volonté d'utiliser un emballage commun ou une installation d'emballage individuelle

ix. Évaluer les capacités locales existantes pour la fabrication d'équipements adaptés pour la transformation des aliments, en particulier le Collège de technologie de l'Université de Bamenda et le rôle que cette institution peut jouer dans la mise en œuvre de tout projet éventuel sur la valeur ajoutée.

ÉVALUATION DE LA SITUATION ACTUELLE DU MARCHÉ DES PRODUITS ALIMENTAIRES TRANSFORMÉS

La viabilité du projet et l'étendue de l'impact socio-économique dépendent fortement des opportunités de marché disponibles. Dans ce contexte, une étude de marché est importante dans le cadre de l'étude de faisabilité. L'étude de marché sera nécessaire pour:

Déterminer les opportunités de marché et les contraintes des petites industries de transformation des aliments dans la région

ii. Évaluer la variété des intrants spécifiques à chaque acteur le long de la chaîne de valeur alimentaire

iii. Déterminer la politique de prix, les stratégies des acteurs impliqués dans la transformation alimentaire à petite échelle

iv. Enquêter en détail sur l'approvisionnement, les canaux de distribution et les circuits de commercialisation des aliments transformés dans la région, ainsi que les défis logistiques des petites entreprises d'agro-transformation dans la région

v. Analyser la segmentation du marché et le positionnement des produits alimentaires transformés dans la région

vi. Évaluer le niveau de concurrence par produit / catégorie de produit sur le marché de l'agro-transformation alimentaire à petite échelle (c'est-à-dire les leaders du marché, les challengers et les suiveurs)

vii. Évaluer le niveau et l'impact des stratégies de promotion et de communication actuellement utilisées par les petits transformateurs d'aliments

viii. Identifier les produits alimentaires transformés localement ayant des marchés potentiels dans les pays voisins (en particulier au Nigéria)

ix. Description des frontières du marché, structures, dynamiques, acteurs, taille, potentiel d'expansion, contraintes systémiques au sein des marchés et stratégies d'atténuation

EVALUATION DES POTENTIELS ET DES TENDANCES DE PRODUCTION

En particulier, l'étude évaluera en détail la disponibilité optimale des intrants de production, les tendances de l'agro-transformation à petite échelle et l'impact sur l'emploi, les nouveaux produits, la génération de la demande et les nouveaux besoins créés à tous les niveaux de la chaîne de valeur alimentaire. Dans ce contexte, l'objectif de l'étude sera de:

☐ Mener une analyse de la chaîne de valeur pour les spéculations sélectionnées et évaluer les contraintes et les opportunités des demandes de la chaîne d'approvisionnement et l'impact potentiel sur l'agro-transformation.

ii. Analyser les surplus de production végétale et animale disponibles pour la transformation

iii. Mettre en évidence les initiatives existantes de transformation des produits agricoles dans la région (entreprises réussies et infructueuses)

- iv. Analyser les données socio-économiques et démographiques (par exemple les tendances démographiques, les tendances de production, les traditions culinaires, l'urbanisation, les tendances des PDI et les potentiels d'impact de ces tendances sur l'agro-transformation à petite échelle)
- v. Évaluer l'impact de la transformation des aliments à petite échelle sur la création d'emplois et l'emploi des jeunes
- vi. Évaluer l'emplacement des petites unités de transformation des aliments et leurs principales sources de main-d'œuvre pour ces activités (rurales / urbaines)
- vii. Déterminer les besoins en ressources humaines et les compétences techniques requises pour les petits transformateurs d'aliments
- viii. Évaluer la valeur ajoutée des déchets provenant des opérations des unités d'agro-transformation à petite échelle

ÉVALUATION DU RETOUR FINANCIER DES ENTREPRISES D'AGRO-TRANSFORMATION À PETITE ÉCHELLE

Il est important d'avoir une estimation des coûts d'investissement des installations et infrastructures de transformation à petite échelle (y compris les technologies choisies) et leur incidence sur le prix de revient des produits alimentaires finis transformés. À cet égard, l'objectif de l'étude sera de:

- ☐ Estimer le retour sur investissement (ROI) des petits transformateurs d'aliments dans la zone d'étude
- ii. Proposer des solutions économiques adéquates pour assurer la viabilité des petites entreprises d'agro-transformation
- iii. Préparer un plan d'investissement (modèle de plan d'affaires), y compris une analyse des risques et de la sensibilité pour les petits investisseurs dans la transformation des aliments

ÉVALUATION DU MODÈLE DE GESTION DES ENTREPRISES D'AGRO-TRANSFORMATION À PETITE ÉCHELLE

MIDENO cherche à savoir comment l'organisation et la structuration commerciale de la transformation agroalimentaire à petite échelle serialiste. À cet égard, il est important que l'étude puisse saisir les paramètres suivants:

- i. Identifier les possibilités existantes ou de créer un partenariat public-privé durable entre le gouvernement et les petits transformateurs d'aliments de la région
- ii. Évaluer si possible les petits transformateurs d'aliments ont un organigramme commercial existant
- iii. Évaluer l'intérêt et la volonté des gestionnaires de petites entreprises de transformation des aliments de participer ou d'affecter des travailleurs à une formation professionnelle, à un atelier ou à des séminaires sur la transformation des aliments
- iv. Identifier le type / statut juridique (par exemple ONG, à but non lucratif, à temps plein, à temps partiel, etc.) des petites entreprises d'agro-transformation
- v. Le consultant devrait être en mesure de proposer un modèle managérial favorisant le partenariat public-privé entre MIDENO et les petits entrepreneurs agro-industriels
- vi. Évaluer la pertinence des différentes infrastructures de MIDENO dans les différents Départements dans le cadre d'un projet agro-alimentaire dans la Région.

ÉVALUATION DE L'IMPACT ENVIRONNEMENTAL DE L'AGRO-TRANSFORMATION À PETITE ÉCHELLE

MIDENO est préoccupé et très attentif aux activités qui ont un impact direct et indirect sur l'environnement. Dans ce contexte, le consultant doit être capable de: -

- i. Identifier tous les impacts potentiels du traitement de l'agro-transformation à petite échelle sur l'environnement et les évaluer par une méthode appropriée qui garantira la classification par ordre d'importance
- ii. Évaluer en détail les stratégies d'atténuation pour contrôler les impacts avec une contribution considérable à la détérioration de l'environnement
- iii. Proposer des plans de surveillance environnementale réalisables
- iv. Évaluer la qualité physiochimique et biotique des déchets disposés à partir de petites unités d'agro-transformation
- v. Identifier les mécanismes de protection de l'environnement et d'élimination des déchets mis en place par les petites entreprises d'agro-transformation

ÉVALUATION DE L'IMPACT SUR LA SANTÉ ET LA SÉCURITÉ PUBLIQUES

MIDENO est soucieux de connaître les implications des pratiques de transformation des aliments sur la santé publique. À cet égard, le consultant devrait être en mesure de: -

- i. Évaluer la prévalence des maladies d'origine alimentaire dans la région
- ii. Évaluer les niveaux de mise en œuvre des bonnes pratiques de production (BPP), c'est-à-dire l'observation des bonnes conditions d'hygiène et d'assainissement par les petits entrepreneurs de l'agro-transformation dans la région
- iii. évaluer dans quelle mesure les petits transformateurs de produits alimentaires sont au courant de la loi de 2018 sur la sécurité alimentaire au Cameroun
- iv. Évaluer le niveau auquel les petits transformateurs d'aliments comprennent et mettent en œuvre les concepts d'analyse des risques et de points critiques (HACCP) dans leurs processus de production alimentaire
- v. Enquêter et sensibiliser les petits transformateurs d'aliments aux problèmes de fraude et de falsification des aliments
- vi. Identifier les agences publiques et privées potentielles de qualité et de sécurité sanitaire des aliments dans la région
- vii. Identifier les laboratoires alimentaires de la région et la gamme d'analyses alimentaires qu'ils peuvent effectuer

ÉVALUATION DE L'IMPACT DE L'AGRO-TRANSFORMATION À PETITE ÉCHELLE SUR LES ACTIVITÉS SOCIO-CULTURELLES

Les dimensions socioculturelles des denrées ont un fort impact sur le comportement (acceptation ou rejet) de la denrée par un marché particulier. Dans ce contexte, il est primordial pour le consultant de pouvoir:

- i. Évaluer le rôle des femmes et des jeunes dans la participation et la promotion des activités d'agro-transformation à petite échelle
- ii. Proposer des stratégies pour atténuer les lacunes actuelles en matière de compétences empêchant les femmes et les jeunes de s'engager dans des activités d'agro-transformation post-récolte

- iii. Identifier les événements socioculturels organisés par les petits transformateurs d'aliments
- iv. Identifier et classer les associations, réunions ou rassemblements de transformateurs d'aliments
- v. Identifier les différents tabous culturels et stéréotypés sur les différents produits alimentaires par les communautés et comment ils peuvent éventuellement affecter le marché des produits agro-alimentaires.

En outre fait, l'étude devrait examiner les stratégies proposées décrites ci-dessous en fonction de leur faisabilité pour résoudre les problèmes dans le cadre de ce projet dont l'objectif proposé est d'évaluer la transformation des aliments à petite échelle dans l'industrie de l'agriculture, de l'élevage et des pêches dans la Région du Nord-Ouest du Cameroun :

- i. Formation et renforcement des capacités des femmes et des jeunes à adopter des opportunités de subsistance nouvelles et alternatives en tant qu'entrepreneurs d'agro-transformation
- ii. Stratégies qui consistent à libérer les potentiels de création de valeur et d'ajout aux produits agricoles comme moyen de création d'emplois et de réduction du sous-emploi
- iii. Un environnement plus propre grâce à la promotion d'un assainissement approprié, de l'élimination et de la gestion des déchets par les petits acteurs de la transformation alimentaire
- iv. Adopter les bonnes pratiques de fabrication (BPF) et les pratiques d'analyse des risques graves et de points de contrôle critiques (HACCP) tout en réadaptant et en organisant les petites entreprises de transformation des aliments
- v. Sensibiliser aux dangers socio-économiques et sanitaires d'une chaîne de transformation alimentaire mal gérée
- vi. Améliorer la productivité, la qualité et la sécurité des produits des petits entrepreneurs d'agro-transformation
- vii. Améliorer les formations techniques post-récolte pour les petits agriculteurs
- viii. Mettre en place une stratégie de développement des micro-entreprises pour les femmes et les jeunes en organisant des programmes de formation courts et spécialisés sur l'agro-transformation des matières premières végétales et animales
- ix. Sensibiliser les parties prenantes sur les questions relatives à la qualité des aliments, la sécurité sanitaire et la nutrition de santé publique
- X. Améliorer les infrastructures pour promouvoir la qualité, la sécurité sanitaire des aliments et le développement de nouveaux produits (ex: laboratoires agroalimentaires, pôles agroalimentaires micro-polyvalents, formations techniques agro-transformatrices, etc.).
- xi. Sensibiliser les parties prenantes à l'importance du partenariat public-privé pour garantir une chaîne de valeur ajoutée agricole durable
- xii. Stratégies pour ouvrir de nouveaux marchés locaux et internationaux pour les petits entrepreneurs de l'agro-transformation
- xiii. Stratégies pour faciliter le transfert approprié de technologie pour assurer la durabilité du projet
- xiv. Identifier les sources possibles d'énergie renouvelable trouvées dans la Région qui peuvent être adaptées pour l'agro-industrie
- xv. Une proposition de projet complète pour le projet AGROVAMP détaillant les résultats attendus, les extrants, les activités et les intrants / ressources ainsi que les analyses stratégiques, techniques, économiques, financières, environnementales et de sensibilité.
- xvi. La faisabilité de mettre en place des installations de transformation des aliments à petite échelle en fonction de la spéculation et de la zone de production qui seront gérées par les agriculteurs en tant que points d'accès nécessaires à un important centre de distribution alimentaire.

- xvii. La possibilité de mettre en place une plateforme agro-alimentaire de transformation et de distribution en tant que filier MIDENO pour gérer activement, durablement et de manière rentable l'agrégation, la normalisation, le contrôle de la qualité et la sécurité alimentaire, l'emballage et la distribution sûrs des produits alimentaires dans la Région et au-delà
- xviii. Une stratégie pour renforcer les capacités des petits transformateurs d'aliments à satisfaire la demande en gros, en détail et institutionnelle de sécurité et de qualité des aliments
- xix. Une stratégie pour renforcer les capacités des entrepreneurs locaux impliqués dans la fabrication de machines de transformation des aliments afin d'améliorer l'efficacité de leur productivité et leur durabilité

Lot 2 : Il est prévu que l'étude établisse la pertinence des réalisations du projet, l'impact sur la pauvreté, la durabilité des réalisations établit des leçons et des recommandations qui pourraient être intégrées dans la conception et la conception des futurs projets.

2.1 Les objectifs spécifiques des études incluent :

2.1.1: Lot 1: Recrutement d'un consultant pour réaliser une étude de faisabilité pour une valeur ajoutée agricole et la commercialisation (AGROVAMP), par le biais de la promotion de la transformation alimentaire à petite échelle dans les sous-secteurs des cultures, de l'élevage et de la pêche dans le Nord-Ouest Région du Cameroun :

- Déterminer les facteurs affectant la transformation et la commercialisation des aliments à petite échelle dans la Région grâce à une étude de première main détaillée pour éclairer toute intervention significative dans le secteur
- Déterminer les contraintes rencontrées par les agriculteurs impliqués dans la transformation des aliments à petite échelle dans la Région
- Évaluer le potentiel de marché des produits agroalimentaires dans la Région
- Évaluer la viabilité technique, économique, financière, managériale, socioculturelle et environnementale de la mise en place d'une installation ou d'un centre de transformation et de distribution alimentaires durables dans la région
- Évaluer les considérations de genre et autres besoins transversaux dans la transformation des aliments
- Identifier l'environnement technique, financier, économique, juridique, la qualité, les problèmes de sécurité à résoudre, leur urgence et proposer des solutions possibles
- Évaluer l'implication et le rôle des femmes dans l'agro-transformation à petite échelle
- Identifier et catégoriser les lacunes de compétences spécifiques à des secteurs particuliers de l'agro-transformation
- Évaluer le niveau d'implication des personnes déplacées internes (PDI) dans la transformation des aliments
- Identifier la possibilité d'utiliser des énergies renouvelables pour l'agro-industrie
- Évaluer le type d'équipement requis pour la fabrication, la réparation et l'entretien des machines de transformation agroalimentaire
- Identifier des indicateurs de performance clés spécifiques, mesurables et fiables pour les petites entreprises d'agro-transformation
- et activité marketing
- Etablir une proposition de projet complète prête à être évaluée

8. Consultation du Dossier d'Appel d'Offres : Le dossier peut être consulté aux heures ouvrables de lundi à vendredi de 8h à 16h au Siège Social de la MIDENO, Secrétariat du Directeur General. Situé à Ayaba Street. B.P. 442, Bamenda : Email : midenobda@yahoo.com: Tel 237 233 331 661 des publications du présent avis.

9. Acquisition du Dossier d'Appel d'Offres : Le dossier peut être obtenu au Siège Social de la MIDENO, Secrétariat du Directeur General. Situé à Ayaba Street. B.P. 442, Bamenda : Email : midenobda@yahoo.com: Tel 237 233 331 661 des publications du présent avis, contre présentation d'une quittance de versement d'une somme non remboursable de **Soixante quatre Mille cinq cent (64,500) francs CFA, ou l'équivalent**, payable dans une Agence BICEC au « **Compte Spécial –CAS ARMP N° 06845-97568660001-28** ». La quittance doit identifier le payeur comme représentant de l'entreprise ou groupement désireux de participer à l'Appel d'Offres

10. Recevabilité des offres : Sous peine de rejet, les autres pièces administratives requises devront être impérativement produites en originaux ou en copies certifiées conformes par le service émetteur ou une autorité administrative (Préfet, Sous-préfet,...), conformément aux stipulations du Règlement Particulier de l'Appel d'Offres. Elles devront obligatoirement dater de moins de trois (03) mois précédant la date de dépôt des offres ou avoir été établies postérieurement à la date de signature de l'Avis d'Appel d'Offres.

Toute offre non conforme aux prescriptions du présent avis et du Dossier d'Appel d'Offres sera déclarée irrecevable. Notamment l'absence de la caution de soumission délivrée par une banque de premier ordre agréée par le Ministère charge des Finances ou le non-respect des modèles des pièces du Dossier d'Appel d'Offres, entraînera le rejet de l'offre.

11. Remise des offres : Chaque offre rédigée en français ou en anglais en **Sept (7) exemplaires dont 1 'original et (6) copies** marquées comme tels, devra parvenir au Siège Social de la MIDENO, Secrétariat du Directeur General de la MIDENO, situé à Ayaba Street, B.P. 442, Bamenda; Email: midenobda@yahoo.com: Tel: 237 233 336 378, au plus tard le~~05 AOUT~~.....~~2020~~.....2020 à 10 : 00 h précise et devra porter la mention :

AVIS D'APPEL D'OFFRES NATIONAL RESTREINT NO. ~~SM/1/AONR/MIDENO/MITB/~~ B/13/84/2020
DE.....~~05 AOUT~~.....2020.....2020

Lot 1 : « Le recrutement d'un consultant pour réaliser une étude de faisabilité pour une valeur ajoutée agricole et la commercialisation (AGROVAMP), à travers la promotion de la transformation alimentaire à petite échelle dans les sous-secteurs des cultures, de l'élevage et de la pêche dans la région du Nord-Ouest du Cameroun»

Ou

Lot 2 : « Le Recrutement d'un consultant pour réaliser une évaluation de la pertinence, de l'impact et de la durabilité acquis du projet de développement rural participatif et décentralisé Grassfield (GP-DERUDEP I) mis en œuvre dans la région du Nord-Ouest du Cameroun »

« A n'ouvrir qu'en séance de dépouillement" »

12. Ouverture des plis : L'ouverture ca va fait en **DEUX** phase. L'ouverture des pièces administratives et the offres techniques aura lieu le....~~05 AOUT~~.....~~2020~~.....2020 à **11h** précise par la Commission Interne de Passation des Marches dans la salle de conférence de la Mission de Développement du Nord-Ouest (MIDENO) sise **au Siège Social situé à Ayaba Street, en face Mansfield Plaza Hôtel**. Seuls les

2.1.2: Lot 2: Recrutement d'une société de conseil pour effectuer une évaluation de la pertinence, de l'impact et de la durabilité des réalisations de la phase I du projet de développement rural participatif et décentralisé Grassfield (GP-DERUDEP I) mis en œuvre dans le Nord-Ouest Région du Cameroun:

- Évaluer l'efficacité du projet à réduire la pauvreté dans la région du Nord-Ouest comme indiqué dans l'objectif du projet
- Évaluer la pertinence des réalisations des différentes composantes du projet en termes d'objectif, d'approche, de modalités d'exécution du projet et de capacité des principaux partenaires de mise en œuvre
- Évaluer la durabilité des réalisations du projet dans les communautés cibles
- Tirer des enseignements pour la conception, le financement et la mise en œuvre des projets ultérieurs

3. Délais d'exécution : Le délai maximum d'exécution prévu par le Maître d'Ouvrage ou Maître d'Ouvrage Délégué pour la réalisation des travaux est **quatre (4) mois pour les deux lots (1 et 2) respectivement.**

4. Cout prévisionnel :

Lot 1 : Vingt Cinq Million (25, 000,000) fcfa

Lot 2 : Vingt cinq Million (25, 000,000) fcfa

4. Participation et origine : La participation au présent Appel d'Offres est restreinte a la *Liste des candidats pre-qualifiés suivante :*

Lot 1 :

Candidats Pre-qualifiés	Address
Society for Initiative in Rural Development and Environmental Protection (SIRDEP) and Innovation Initiative Group (IIFE) - Joint Venture	P.O BOX 682 Bamenda Tel: +237 677 50 14 51
Centre for Environmental Management and Change (CEFEMAC)	P.O Box 5168 Bda Tel: +237 677 839 447

Lot 2 :

Candidats Pre-qualifiés	Address
Rural Development Consultancy (RDC)	P.O Box 20, Ndop Tel: +237 674 518 844

6. Financement : Les travaux d'objet du présent Appel d'Offres sont financés par le BIP-MINADER 202

7.0 Caution de Soumission: Chaque soumissionnaire devra joindre à ses pièces administratives, une caution de soumission établie par une banque de premier ordre agréée par le Ministère charge des finances et dont ... liste figure dans la pièce 12 du DAO d'un montant de **Cinq Cent Mille (500,000) fcfa pour lot 1 et Cinq Cent Mille (500,000) fcfa pour lot 2** et valable pendant trente (30) jours au-delà de la date originale de validité d'offres.

soumissionnaires peuvent assister à cette séance d'ouverture ou s'y faire représenter par une personne de leur choix.

13. Principaux Critères d'évaluation : Les Offres seront évaluées selon les principaux critères suivant:

A. Critères Eliminatoires

- Les Offres incomplètes
- Absence ou insuffisance de la caution de soumission
- Soumission en retard
- Les documents frauduleux ou falsifiés
- Association direct ou indirect à la conception, préparation des spécifications technique et autres documents concernant cet Avis d'Appel d'Offres
- Absence d'une pièce Administratif
- Délai d'exécution supérieur à celui requise – Quarte mois pour chaque lot (Lots 1 et 2)
- Présence d'informations financières dans l'offre technique

B. Critères Essentielle

SN	Critères	Points
1	<i>Expériences des consultants pertinents au service</i>	30
2	<i>Plan de travail et méthodologie proposés par rapport aux termes de référence</i>	30
3	<i>Qualifications et compétences des personnel clés pour le service</i>	40
TOTAL		100

14. Méthode de sélection du consultant : Le consultant sera choisi par la méthode de sélection basée sur la qualité et cout, conformément aux procédures décrites dans le présent DAO.

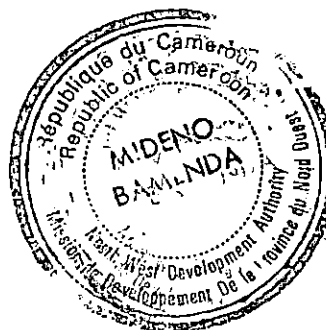
15. Durée de validité des offres : Les soumissionnaires restent engagés par leur offre pendant 90 jours à partir de la date limite fixée pour la remise des offres

16. Renseignements complémentaires : Les renseignements complémentaires peuvent être obtenus aux heures ouvrables de lundi à vendredi de 8h à 15h au Siège Social de la MIDENO, Secrétariat du Directeur Général, situé à Ayaba Street, B.P. 442, Bamenda; Email: midenobda@yahoo.com; Tel: 237 233 331 661

POUR : LA MISSION DE DEVELOPMENT DU NORD OUEST

Ampliations:

- MINMAP NWR (pour information)
- ARMP (pour publication et archivage)
- Président de la CPMI MIDENO (pour information)
- Affichage MIDENO (pour information)
- Service des marches MIDENO (pour archivage)



DOCUMENT N° 02: GENERAL REGULATIONS OF THE INVITATION TO TENDER

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GENERAL REGULATIONS OF THE INVITATION TO TENDER

1. Introduction

1.1 The Project Owner selects a service provider among bidders whose names feature on the letter of invitation to tender, in accordance with the selection method specified in the Special Regulations of the invitation to tender

1.2 Bidders are invited to submit an administrative file, a technical offer and a financial offer for the provision of the services necessary for the accomplishment of the objective assignment in the Terms of Reference. The proposal shall serve as a base for negotiation of the terms of the contract and eventually the signing of the contract with the bidder retained.

1.3 The assignment shall be accomplished in accordance with the calendar indicated in the Terms of Reference. Where the assignment involves several phases, the performance of the service provider during this phase should satisfy the Project Owner before the next *phase* commences.

1.4 Bidders must be informed of the local Regulations and take them into account in preparing their offers. To receive first-hand information on the mission and local Regulations, bidders are advised, prior to submitting their offers to take part in the preparatory conference before the preparation of proposals, if the Special Regulations provide for one. But participation in such a conference is not obligatory. Representatives of the bidders must contact officials mentioned in the Special Regulations to organize a visit or obtain complementary information on the preparatory conference. Bidders must ensure that officials are informed of their visit at the required time to allow them take appropriate measures.

1.5 The Project Owner shall furnish the inputs specified in the Terms of Reference, help the service provider to obtain the licenses and permits necessary for the provision of the services and furnish the Service Provider with related data and reports on the project.

1.6 It should be noted that;

i. costs for preparing the offers and negotiation of the contract, including the visit to the Project Owner are not considered as direct costs of the activity and are therefore not reimbursable; and that

ii. The Project Owner is not bound to accept any of the offers which would have been submitted. Counsel

1.7. Service providers shall furnish objective, impartial and professional counsel in all circumstances; they shall defend the interest of the Project Owner without consideration of an ulterior assignment and scrupulously avoid any possibility of conflict of interest with other activities or with the interests of their enterprise. Service providers must not be engaged for activities which would be incompatible with their present or past assignment towards

other Contracting Authorities or which could pose as a risk, making it impossible for them to execute their task – the best interest of the Project Owner.

1.7.1. Without prejudice to the general character of this rule, service providers shall not be bound by any of the circumstances stipulated hereunder:

- a. No enterprise engaged by the Project Owner shall supply goods and services or provide services for a project nor shall any enterprise affiliated to it be accepted to provide advisory services for the same project. Equally, no design office shall be engaged to supply consultancy services in view of the preparation or execution of a project nor shall any enterprise affiliated to it eventually be admitted to supply goods, provide services or execute services linked to its initial assignment for the same project (unless it is a continuation of the same project).
- b. Neither the service providers nor enterprises affiliated to them can be engaged for a mission which, by its nature, risks being incompatible with another of its missions.

1.7.2. As indicated in paragraph 1.7.1(a) above, service providers may be engaged to perform services downstream where it is essential to ensure some continuity, in which case the Special Regulations must state this possibility and the criteria used in the selection of the service provider must take into account the possibility of renewal. It is exclusively up to the Project Owner to decide to execute or not the activities downstream and if in the affirmative, to determine which service-provider shall be engaged to this end.

1.8. The Project Owner requires of its bidders and contractors to strictly respect the rules of professional ethics during the award and execution of these contracts. By virtue of this principle, the Project Owner:

- a. For purposes of this clause, defines the expressions below in the following manner:
 - i. Is guilty of "corruption", anyone who offers, gives, solicits or accepts any advantage in view of influencing the action of a public employee during the award or execution of a contract;
 - ii. Is involved in "fraudulent maneuvers" anyone who deforms or distorts facts in order to influence the award or execution of a contract;
 - iii. "Collusion" refers to any form of agreement between two or several bidders (whether the Project Owner has knowledge of it or not) aimed at artificially maintaining the price of offers at levels that do not correspond to those that will result from competition;
 - iv. And "coercive practices" refers to any form of attack on persons or their property or threats against them, in order to influence their action in the award or execution of a contract;
- b. May reject an award proposal if it determines that the proposed winner is directly or through an agent guilty of corruption, was involved in fraudulent maneuvers, collusion or coercive practices to the award of the contract.

1.9. Bidders shall communicate information on commissions and bonuses possibly paid or to be paid to agents in relation to this offer and the execution of the contract if it is awarded to the bidder, as requested on the financial offer form ((Tender Letter).

1.10. Bidders must not have been excluded by the Project Owner from being awarded contracts because of corruption or fraudulent maneuvers.

2. CLARIFICATIONS AND AMENDMENTS DONE ON THE TENDER FILE AND PETITION

2.1 Bidders have up to a date specified in the Special Regulations to request for clarifications on any of the documents of the Tender File. Any request for clarifications must be formulated in writing and forwarded by mail, fax, or electronic mail to the address indicated in the Special Regulations. The Project Owner gives its response by mail, fax or electronic mail to all bidders to whom letters of invitation were sent and sends a copy of the response (by attaching an explanation of the request for clarification without identifying the origin) to all those who intend to tender.

2.2 At any moment before the submission of bids, the Project Owner may for whatever reason, either at its own initiative, or in reply to a request for clarification from a bidder invited to tender, amend documents of the Tender File by way of an addendum. Any amendment is published in writing in the form of an addendum. The addenda are communicated by mail, fax or electronic mail to all the bidders requested and are obligatory on them. At his convenience, the Project Owner may postpone the date for the submission of tenders.

2.3 Between the publications of the tender notice, including the pre-qualification phase of bidders, any bidder who feels aggrieved in the public contracts award procedure may petition the Project Owner.

2.4 The petition may be addressed to the Project Owner or the Delegated Project Owner with copies to the body in charge of the regulation of public contracts and to the chairperson of the Tenders Board. It must reach the Project Owner or Delegated Project Owner not later than fourteen (14) days before the opening of bids.

2.5. The Project Owner or Delegated Project Owner has five (5) days to react. The copy of the reaction shall be transmitted to the body in charge of the regulation of public contracts.

3. Preparation of bids

3.1. Bidders are bound to submit offers in the language(s) indicated in the Special Regulations.

3.2. Technical proposal

During the preparation of the technical offer, bidders are supposed to examine in detail the documents that make up the consultation file. The blatant insufficiency of the information furnished may lead to the rejection of an offer.

During the preparation of the technical offer bidders must pay particular attention to the following considerations:

i. The bidder who thinks he does not have all the necessary skills for the assignment may obtain them by associating with one or several individual bidders and/or other bidders in the form of joint-venture or sub-

contracting as the case may be. Bidders may only enter into joint venture with other bidders solicited for this activity with the approval of the Project Owner as indicated in the Special Regulations. Bidders are encouraged to seek the participation of national bidders by concluding joint venture agreements (notarized agreements) with them or sub-contracting part of their activities to them

ii. For activities based on man days, the estimated number of the man days shall be provided for in the Special Regulations. Meanwhile, the offer must be based on the estimation done by the bidder of the man days put in by the personnel

iii. It is recommended that the proposed specialized personnel be composed in majority of the bidder's permanent staff or have a stable long standing working relation with the bidder.

iv. The proposed specialized personnel must have at least the experience indicated in the Special Regulations experience which it would have acquired in similar working conditions in the country where the mission will take place

v. No choice of specialized personnel may be proposed and only one curriculum vitae (CV) per job position shall be authorized.

3.3. Reports to be produced by bidders within the framework of this mission must be written in the language(s) stipulated in the Special Regulations. It's recommended that the bidder's personnel should have a good practical mastery of English and French.

3.4. The bidder's technical offer with the help of the attached tables should provide the following information (Document No. 4):

i. A brief description of the bidder and a general idea of his recent experience within the framework of similar activities (Table 4B). For each of them this summary must especially indicate the characteristics of the proposed personnel, the duration of the assignment, the amount of the contract and the share of the bidder.

ii. All possible observations or suggestions on the terms of reference, data, services and installations must be furnished by the Project Owner (Table 4C).

iii. A description of the methodology and work plan proposed to accomplish the assignment (Table 4D).

iv. The composition of the team proposed according to area of specialty, as well as the tasks which are assigned to each member and their calendar (Table 4E).

v. Recent curricula vitae signed by the proposed specialized personnel and the representative of the bidder empowered to submit the proposal (4F). For each key information provided, the number of years of experience for each bidder must be mentioned including the scope of responsibilities exercised within the framework of the various assignments carried out during the past ten (10) years.

vi. Estimates of the contribution by the personnel (senior and support staff, time necessary for the accomplishment of the assignment, justified by bar diagrams, indicating the man days provided for each senior staff of the team (Tables 4E and 4G).

vii. A detailed description of the method, personnel strength and follow-up envisaged for training, if the Special Regulations state that this is a major element of the mission.

viii. Any other information requested in the Special Regulations.

3.5 The technical proposal must not include any financial information.

Financial Proposal

3.6 The financial bid must be established using model tables (Document No. 4). It lists all the related costs of the activity. If need be, all the costs may be distributed by activity.

3.7 The financial bid must separately present taxes, duties (including social security contributions), rates and other applicable tax costs by virtue of the laws in force on the bidders, sub-contractors and their personnel (other than citizens or permanent residents of Cameroon), except otherwise indicated in the Special Regulations of the Invitation to Tender.

3.8 Bidders must indicate the price of their services in the currency (ies) specified in the Special Regulations.

3.9 Commissions and bonuses to be paid eventually by the bidders in relation to their mission shall be specified in the submission letter of the financial offer (Section 5.A).

3.10 The Special Regulations of the invitation to tender indicates the duration of the validity of the offers from the date of submission. During this period, bidders must make available the specialized personnel proposed for the assignment. The Project Owner shall do everything possible to conclude the negotiations within the time limit. If it intends to extend the validity of the offers, bidders who do not want it are justified in refusing such an extension.

4.0 Submission, Reception and Opening of Bids

4.1 The original of the offer must be in indelible ink. It should have no additions between the lines or overloading on the same text. Except only to correct possible mistakes made by the bidder himself, any correction of this type must be initialed by signatory (ies) of the offers.

4.2: A representative duly authorized by the bidder must initial all the pages of the offer. This authorization must be confirmed by a written power of attorney attached to the offer.

4.3: For each offer, the bidders must prepare the number of copies indicated in the Special Regulations of the invitation to tender. Each technical and financial offer must have the inscription "ORIGINAL" or "COPY" as the case may be. In case of discrepancy between the copies of the offers, it is the original copy that shall be considered as authentic.

4.4: Bidders must put the original and all the copies of the administrative documents listed in the Special Regulations in one envelope bearing the inscription "**ADMINISTRATIVE DOCUMENTS**", the original and all the copies of the technical offer in an envelope clearly bearing the inscription "**TECHNICAL OFFER**" and the original and all the copies of the financial offer in a sealed envelope clearly bearing the inscription "**FINANCIAL OFFER**" and the warning "**TO BE OPENED TOGETHER WITH THE TECHNICAL OFFER**". Bidders should then put the three (03) envelopes in the same sealed envelope which bears the address where the tenders are deposited and the information indicated in the Special Regulations, as well as the inscription:

"TO BE OPENED ONLY DURING THE BID-OPENING SESSION"

4.5: The bid bond may be seized:

- a. If the bidder withdraws his offer during the period of validity,
- b. If during the twenty {20} days following the notification of the contract, the successful bidder does not:
 - i. Sign the contract or
 - ii. Provide the final bond required.

4.6: The duly established administrative file, the technical and financial offers must be submitted to the address indicated not later than the date and time stated in the Special Regulations. Any offer received after the deadline for submission of tenders shall be returned to the sender unopened.

4.7: As soon as the time limit for the submission of offers expires, the administrative and technical files are opened by the Tenders Board. The financial offer remains sealed and is handed over to the chairperson of the competent Tenders Board who keeps it until the session for the opening of financial offers.

5. Evaluation of Bids

5.1 Bidders shall not contact members of the Tenders Board and the Evaluation sub-committee for issues having to do with their offers between the opening of bids and the award of the contract.

5.2 Any attempt made by any bidder to influence the proposals of the Tenders Board relating to bid evaluation, and comparison of offers or decisions of the Project Owner in view of the award of a contract may lead to the rejection of his offer.

Evaluation of Technical Offers

5.3 The Evaluation sub-committee set up by the Tenders Board, evaluates the technical offers on the basis of their conformity with the terms of reference, with the help of evaluation criteria, sub-criteria (generally, not more than three per criterion) and of the points system specified in the Special Regulations. Each conforming offer is attributed a technical score (Ts). An offer is rejected at this stage if it does not satisfy the important aspects of the terms of reference or does not obtain the minimum technical score mentioned in the Special Regulations.

5.4 At the end of the evaluation of the technical quality, the Project Owner or Delegated Project Owner notifies the bidders who did not obtain the minimum qualifying score that their offers were not retained; their financial

offers are returned to them at the end of the selection process unopened. At the same time, the Contracting Authority or the Delegated Project Owner notifies bidders who obtained the minimum qualification score and informs them of the date, time and venue of the opening of the financial offers. This notification may be addressed to them by registered mail, fax or electronic mail.

Opening and Evaluation of Financial Offers

5.5 The financial offers are opened by the Tenders Board in the presence of representatives of the bidders who wish to attend. The name of the bidder and the proposed price are read out loud and entered in writing during the opening of the financial offers. The Project Owner takes down minutes of the opening session.

5.6. At the end of the bid-opening session, the chairperson of the Tenders Board immediately puts at the disposal of the focal point designated by ARMP, an initialed copy of the offers submitted by bidders.

5.7. In case of petition, it must be addressed to the Public Contracts Authority with copies to the body in charge of regulation of public contracts and the Project Owner or Delegated Project Owner. It must reach within a maximum deadline of three (03) days after the opening of bids in the form of a letter to which is obligatorily attached a sheet of the petition form duly signed by the complainant and possibly by the chairperson of the Tenders Board.

The independent Observer shall attach to his report the sheet handed to him, with related comments or observations.

5.8. The Evaluation sub-committee shall determine if the financial offers are complete (that is, if all the elements of the corresponding technical proposal have been given a figure; shall correct any calculation error and shall convert the prices expressed in various currencies into the currency mentioned in the Special Regulations. The official exchange rate used to this effect furnished by the Bank of Central African States (BEAC) shall be those in force on the deadline for the submission of offers. The evaluation is done without taking into account the dues, taxes and other taxes as defined in paragraph 3.7.

5.9. In case of quality cost-based selection, the conforming lowest financial offer (fm) shall be awarded a financial score (sf) of 100 points. The financial scores (sf) of other offers shall be calculated as indicated in the Special Regulations. The offers are classified in relation to their combined technical scores (st) and financial scores (sf) after introduction of weights (T) being the weight attributed to the technical offer and P the weight attributed to the financial offer: $T + P$ being equal to 100, as indicated in the Special Regulations. The bidder with the highest combined technical and financial score is then invited for negotiations.

5.10. In case of selection within the framework of a determined budget, the Evaluation sub-committee shall retain the consultant with the best technical offer within the limits of the budget ("evaluated price"). **The offers above this budget shall be rejected.**

5.11 In case of least cost selection, the client or Project Owner shall retain the lowest bid "evaluated price" among those which obtained the minimum required score. In the two cases, the selected consultant shall be invited for negotiations.

6.0 Negotiations

6.1 Negotiations may take place at the address indicated in the Special Regulations between the Project Owner and the bidder whose offer is retained, the objective being to reach an agreement on all the points and signing of a contract.

In no case shall there be concomitant negotiations with more than one bidder. These negotiations which must have nothing to do with the unit prices must culminate *in minutes* signed by the two parties.

6.2 Negotiations shall involve discussions on the technical proposal, the proposed methodology (work plan, personnel and any suggestion made by the bidder to improve on the terms of reference. The Project Owner and the bidder shall then draw up the final terms of reference, the staffing and the bar diagrams indicating the activities, the personnel used, and the time spent on the field and at the head office, time spent monthly on work, logistics and the regulations for writing reports. The work plan and the final terms of reference which were agreed upon are then integrated into the "Description of services" which shall be part of the contract. Care should be taken by the bidder to obtain as much as possible within the limits of the budget, by clearly defining the inputs which the Project Owner must furnish to ensure the proper execution of the assignment.

6.3 Financial negotiations especially shall aim at specifying (where need be) the bidder's tax obligations in the Republic of Cameroon and the manner in which these obligations are taken into account in the contract: they shall also integrate the agreed technical modifications into the cost of services. Except under exceptional circumstances, financial negotiations shall have nothing to do with either the rate of remuneration of the personnel (no breakdown of rates) or on other unit rates whatever the method of selection.

6.4. Having based its *choice* of a bidder, among other things, on an evaluation of the proposed specialized personnel, the Project Owner shall be expected to negotiate the contract on the basis of the experts whose names feature on the proposal. Prior to the negotiation of the contract, the Project Owner shall insist on the assurance that these experts are effectively available. The Project Owner shall not take into account the replacement of this personnel during negotiations, except if the two parties agree that this replacement was rendered unavoidable because a major delay in the selection process or that these replacements are indispensable in the realization of the objectives of the assignment. If this is not the case and if it is established that the bidder proposed a key person without being sure of his availability, the company may be disqualified.

6.5. The negotiations shall culminate in the examination of the draft contract. The bidder and the Project Owner shall conclude by initialing the agreed contract. If the negotiations fail, the Project Owner shall invite the bidder whose offer was placed second for negotiations.

7. Award of the Contract

7.1 Once the negotiations are over, the contract is signed. Within reasonable deadlines, the Project Owner shall inform the other bidders on the restricted list that their offers were NOT retained

7.2. The successful bidder is supposed to start his mission on the date and time specified in the Special Regulations.

8.0 Publication of Results of award and Petitions

8.1. The Project Owner shall communicate to any bidder or administration concerned, upon request addressed to it within a maximum deadline of five (5) days after publication of the award results, the Independent Observer's report as well as the minutes of the award session of the related contract to which shall be attached the evaluation report of the offers.

8.2. The Project Owner shall be bound to communicate the reasons for the rejection of offers of the bidders concerned who so request.

8.3. After publication of the award results, offers that are not withdrawn within fifteen (15) days shall be destroyed, without any claims for compensation being entertained- Only the copy destined for the body in charge of regulation shall be kept.

8.4. In case of petition, it should be addressed to the Public Contracts Authority, with copies to the body in charge of the regulation of public contracts, the Project Owner or Delegated Project Owner and the chairperson of the Tenders Board.

It must take place within a maximum deadline of five (5) working days after the publication of the results.

9.0 Confidentiality

No information concerning the evaluation of the offers and the recommendations for award must be communicated to the bidders who submitted a tender or any other person who was not qualified to take part in the selection procedure, as long as the award has not been notified to the successful bidder.

10. Signing of the Contract

10.1. After publication of the results, the draft contract subscribed by the successful bidder shall be submitted to the Tenders Board and the competent Specialized Contracts Control Board, where need be for approval.

10.2. The Project Owner has seven (7) days to sign the contract from the date of reception of the draft contract approved by the competent Tenders Board and subscribed by the successful bidder.

10.3. The contract must be notified to the successful bidder within five (5) days of its date of signature.

11. Final Bond

11.1. Within twenty (20) days of the notification by the Project Owner, the service provider shall furnish the Project Owner with a final bond in the form stipulated in the Special Regulations, in accordance with the model provided in the Tender File.

11.2. The bond whose rate varies between 2% and 5 % may be replaced by a guarantee from a banking establishment approved according to the instruments in force with the Project Owner as beneficiary or by a joint or several guarantee.

11.3. Small and medium-sized enterprises (SME) constituted of national capital and managed by nationals may, in lieu of the guarantee, provide either a statutory lien or a bond issued by a banking establishment or first rate financial institution approved in accordance with the instruments in force.

11.4. Failure to produce the final bond within the prescribed time-limit shall likely cause the termination of the contract under the conditions laid down in the GAC.

DOCUMENT NO.3: SPECIAL REGULATIONS OF THE INVITATION TO TENDER

Clauses of the General Regulations	Special Information
1.1	Name of beneficiary Project Owner of Services: NORTH WEST DEVELOPMENT AUTHORITY (MIDENO)
	Selection Method: Quality Cost-Based Selection within the framework of the determined budget
1.2	<p><u>Name of Assignment: :</u></p> <p><u>Lot 1:</u> The recruitment of a Consulting Firm to carry out a Feasibility Study for an Agricultural Value Addition and Marketing Project (AGROVAMP), through the Promotion of Small Scale Food Processing in the Crop, Livestock and Fisheries subsectors in the North West Region of Cameroon</p> <p><u>Lot 2 :</u> The recruitment of a consulting firm to carry out an Assessment of Relevance, Impact and the Sustainability of the Achievements of the Grassfield Participatory and Decentralized Rural Development Project Phase I (GP-DERUDEP I) Implemented in the North West Region of Cameroon</p> <p><u>Specific Objective:</u> <i>The specific objectives of the studies include:</i></p> <p><u>2.1.1: Lot 1:</u> The recruitment of a Consulting Firm to carry out a Feasibility Study for an Agricultural Value Addition and Marketing (AGROVAMP), through the Promotion of Small Scale Food Processing in the Crop, Livestock and Fisheries subsectors in the North West Region of Cameroon:</p> <ul style="list-style-type: none"> • To determine the factors affecting small-scaled food processing and marketing in the Region through a detail first-hand study to inform any meaningful intervention in the sector • Determine the constraints faced by farmers involved in small-scaled food processing in the Region • Assess the market potential for agro food products in the Region • Assess the technical, economic, financial, managerial, sociocultural and environmental viability of setting up a Sustainable Food Processing and Distribution Facility or Hub in the Region • Assess gender considerations and other crosscutting needs in the food processing • To identify technical, financial, economic, legal environment, quality, safety problems to be solve, their urgency and propose possible solutions • Assess the involvement and role of women in small scale agro-transformation • Identify and categorize skill gaps specific to particular Agro-transformation sectors

	<ul style="list-style-type: none"> • Assess the level of involvement of internally displaced persons (IDPs) in food processing • Identify the possibility of using renewable energy for agro processing • Assess the kind of equipment needed for the fabrication, repair and maintenance of agro processing machines • Identify specific, measurable, reliable key performance indicators of small scale agro-transformation business ventures • and marketing activity • To establish a complete project proposal ready for appraisal <p>2.1.2: Lot 2: The recruitment of a consulting firm to carry out an Assessment of Relevance, Impact and the Sustainability of the Achievements of the Grassfield Participatory and Decentralized Rural Development Project Phase I (GP-DERUDEP I) Implemented in the North West Region of Cameroon:</p> <ul style="list-style-type: none"> ▪ Assess the effectiveness of the project in reducing poverty in the North West Region as stated in the goal of the Project ▪ Assess the relevance of the achievements of the various components of the Project in terms of purpose, approach, modality of execution of the project and capacity of key implementing partners ▪ Assess the sustainability of the achievements of the project in the target Communities ▪ Draw lessons for the design, funding and implementation of subsequent projects
1.3	The work is in several phases: NO
.4	<p>Conference prior to the establishment of proposals: NO</p> <p>Name(s), Addresses, and telephone number (s) of the officials of the Project Owner:</p> <p>THE DIRECTOR GENERAL,</p> <p>NORTH WEST DEVELOPMENT AUTHORITY (MIDENO).</p> <p>P.O. BOX 442. BAMENDA</p> <p>EMAIL: midenobda@yahoo.com:</p> <p>Tel: 237 233 336 378</p>
.5	<p><i>The Project Owner shall furnish the following documentation to the bidder:</i></p> <ul style="list-style-type: none"> • <i>Feasibility study reports for previous projects designed by MIDENO</i> • <i>Documentation on the activities of MIDENO</i> • <i>Any other relevant and available documentation</i>
..7.2	The client should envisage the need to ensure some continuity for the activities downstream: NO
.8	<p>The Contractual clauses relating to fraudulent maneuvers and corruption are the following:</p> <p>MIDENO requires of its bidders and contractors that they strictly respect the rules of professional</p>

	<p>ethics during the award and execution of these contracts. By virtue of this principle, MIDENO for purposes of this contract, defines the expressions below in the following manner:</p> <ul style="list-style-type: none">• Is guilty of "corruption" bidder who offers, gives, solicits or accepts any advantage in view of influencing the action of a public employee during the award or execution of a contract• Is involved in "fraudulent maneuvers" any bidder who deforms or distorts facts in order to influence the award or execution of a contract• Is guilty of "Collusion" any bidder who in any form of agreement between two or several bidders (whether the Project Owner has knowledge of it or not) aimed at artificially maintaining the price of offers at levels that do not correspond to those that will result from competition• Is guilty of "coercive practices" any bidder who perpetrates any form of attack on persons or their property or threats against, them in order to influence their action in the award or execution of a contract• MIDENO may reject an award proposal if it determines that the proposed winner is directly or through an agent guilty of corruption, was involved in fraudulent maneuvers, collusion or coercive practices for the award of the contract.						
2.1	<p>Clarifications may be requested fifteen (15) days before the date of submission. The requests for clarification may be sent to the following address:</p> <p>THE DIRECTOR GENERAL, NORTH WEST DEVELOPMENT AUTHORITY (MIDENO). P.O. BOX 442. BAMENDA: EMAIL: midenobda@yahoo.com: Tel: 237 233 336 378</p>						
3.1	<p>The proposals must be submitted in either English or French language</p>						
3.2	<p>i: Can two consultants featuring on the restricted list bid jointly? NA</p> <p>ii. The financial offer should not exceed the available budget of Lot 1: Twenty five Million (25,000,000) fcfa and Lot 2: Twenty five Million (25,000,000) fcfa</p>						
3.3	<p>The teams for Lots 1 and 2 should comprise:</p> <p>Lot 1: An Agro Economist, An Agronomist, A Post-Harvest Food Processing and Preservation Engineer, A Food Scientist, An Electro-Mechanical Engineer, A Production / Project analyst, A Financial Analyst</p> <p>The key personnel must have the following minimum qualification, experience and specialty:</p> <table><tr><th>Personnel</th><th>Minimum</th><th>Area</th><th>of</th><th>Experiences in the job or</th><th>Minimum Number of</th></tr></table>	Personnel	Minimum	Area	of	Experiences in the job or	Minimum Number of
Personnel	Minimum	Area	of	Experiences in the job or	Minimum Number of		

		Qualification	specialty	similar assignment	years of experience
	Team Leader	M.Sc. or Equivalence	Agricultural Economics	Relevant working experience in the design and implementation of similar projects, particularly the development of small scale agro-transformation. He/she must also provide evidence of experience in strategic planning and agricultural value chain development	10 years
	Key Personnel	M.Sc. or Equivalence	Agronomist	Relevant working experience in the studies and management of agricultural production technical routes. Knowledge of the environment will be an advantage.	10 years
		M.Sc. Degree	A Post-Harvest Food Processing and Preservation Engineer	Relevant working experience in the studies of industrial processing techniques, design of small scale food processing unit operations, and manufacture of food processing products.	5 years
		B.Sc. Degree	A Food Scientist	Relevant working experience in Food product development, Food safety and quality assessment, food consumer research, product development and feasibility studies related to the study.	5 years

	M.Sc. Degree	An Electro-Mechanical Engineer	Relevant experience in power management, machine efficiency optimization, renewable energy. Knowledge on the application of solar energy in food processing industry will be an added advantage	5 years
	M.Sc. Degree or MBA	A Production/Project Analyst	Relevant experience in project monitoring and evaluation	5 years
	M.Sc. Degree	A Financial Analyst	Experience in market study and marketing consultancy and strategy. He/she must have provided at least two similar services	10 years

Lot 2: An Agro-Socio Economist, An Agronomist, A Rural Engineer, A Gender Specialist

The key personnel must have the following minimum qualification, experience and specialty:

Personnel	Minimum Qualification	Area of specialty	Experiences in the job or similar assignment	Minimum Number of years of experience
Team Leader	M.Sc. or Equivalence	Agro-Socio Economist	Relevant working experience carrying out rural development project feasibility studies, design and Evaluation	10 years
	M.Sc. or Equivalence	Agronomist	Relevant working experience in the studies	10 years

				and management of agricultural production technical routes. Knowledge of the environment will be an advantage.	
		B.Sc. or Equivalence	Rural Engineering	Relevant working experience carrying out rural development project feasibility studies, design and appraisal	5years
		B.Sc. Degree	Gender Specialist	Relevant working experience in Rural Development in the North West Region	5 years
The authorized Language of the final report and all other outputs relating to the assignment is the English Language					
3.4	iv. Is training a major element of this Assignment? NO				
3.7	Taxes: VAT of 19. 25% and IR of%				
3.8	Should the local expenditure element be drawn in the local currency? Yes				
3.10	Bids must remain valid for Ninety (90) days after the date of submission. That is up till the signing of the Contract				
4.3	The consultants should submit one (1) original and Six (6) copies of each proposal (Administrative documents, Technical and financial Bid)				
4.4	The Address where the bids are submitted: THE DIRECTOR GENERAL, NORTH WEST DEVELOPMENT AUTHORITY (MIDENO). P.O. BOX 442. BAMENDA: EMAIL: <u>midenobda@yahoo.com</u>: Tel: 237 233 336 378 Information to be added on the external envelope: Restricted National Invitation to tender N° xxxxx/RNIT/ MIDENO/ MITB/ B/13/84/2020				

	<p>of.....2020</p> <p>LOT 1: "THE RECRUITMENT OF A CONSULTING FIRM TO CARRY OUT A FEASIBILITY STUDY FOR AN AGRICULTURAL VALUE ADDITION AND MARKETING PROJECT (AGROVAMP), THROUGH THE PROMOTION OF SMALL SCALE FOOD PROCESSING IN THE CROP, LIVESTOCK AND FISHERIES SUBSECTORS IN THE NORTH WEST REGION OF CAMEROON"</p> <p style="text-align: center;">OR</p> <p>LOT 2 : THE RECRUITMENT OF A CONSULTING FIRM TO CARRY OUT AN ASSESSMENT OF RELEVANCE, IMPACT AND THE SUSTAINABILITY OF THE ACHIEVEMENTS OF THE GRASSFIELD PARTICIPATORY AND DECENTRALIZED RURAL DEVELOPMENT PROJECT PHASE I (GP-DERUDEP I) IMPLEMENTED IN THE NORTH WEST REGION OF CAMEROON"</p> <p style="text-align: center;">TO BE OPENED ONLY DURING THE BID-OPENING SESSION"</p>
4.6.1	<p><u>1. Volume 1 : The administrative file must include the following documents:</u></p> <ol style="list-style-type: none"> 1. The declaration of the intention to tender, stamped with fiscal stamp from bidders (according to the attached model) 2. Certified copy of Certificate of Incorporation not more than 3 months old 3. Original copy of Attestation of Non-bankruptcy/Solvency obtainable from the Court not more than three (3) months preceding the date of submission of bids 4. Certified copy of Tax Payer's card not more than 3 months old 5. Original attestation of Bank Account issued by a bank approved by the Ministry in charge of finance or by a first rate foreign bank 6. Original Certificate of Tax Clearance Certificate obtainable from the Taxation department not more than 3 months old 7. Original CNPS clearance certificate not more than 3 months old 8. A certified copy of the attestation of localization and location plan 9. Original receipt of payment for bidding document 10. Original Certificate of non-exclusion from Public contracts by ARMP not more than 3

months old

11. The bid bond of an amount of **Five Hundred Thousand (500,000) fcfa** for both Lots 1 & 2
12. The group agreement, where necessary
13. The power of attorney, where necessary

In case of group bidding/joint Venture, each member of the group must present a complete administrative file, whilst items 12 and 13 shall be presented by only the representative of the group.

2. Volume 2 : The technical file should comprise the following documents referred to article 3.4 of the General Regulations:

- i. A brief description of the bidder and an insight into his recent experience in similar assignments (Table 3B). For each assignment, this summary must especially indicate the nature of the proposed personnel, the duration of the mission, the amount of the contract and the share taken by the bidder;
- ii. All possible observations or suggestions on the Terms of Reference and statistics, services and installations to be furnished by the Project Owner (Table 3C);
- iii. A description of the methodology and work plan proposed to accomplish the assignment (Table 3D);
- iv. The composition of the team proposed by specialty as well as the tasks assigned to each person and their calendar (Table 3E);
- v. Signed recent Curriculum Vitae attached with copies of certificates of the proposed specialized personnel and that of the representative of the bidder empowered to submit the offer (Table 3F). The key information must include for each the number of years of experience of the bidder and the scope of the responsibilities within the scope of the various missions during the last ten (10) years;
- vi. Estimates of the contribution of the staff (senior and support staff, time necessary for the accomplishment of the mission) justified by bar diagrams indicating the man days provided for each senior staff of the team (Tables 3E and 3G);
- vii. A detailed description of the method, personnel strength and the follow-up provided for training, if the Special Regulations specifies that as a major element of the mission

	<p>viii. Any other information requested in the Special Regulations;</p> <p>NB: The technical proposal must not include any financial information</p> <p><u>3. Volume 3 : The financial offer must include the following documents:</u></p> <ol style="list-style-type: none">1. Letter of submission of financial offer following model provided in the Tender Document2. Summary statement of costs (5B)3. Distribution of costs by activity (5C)4. Unit cost of key personnel (5D)5. Unit cost of execution personnel (5E)6. Distribution of remuneration by activity (5F)7. Reimbursable costs by activity (5G)8. Sundry costs for contracts payable by unit prices (5H) <p>The administrative file, technical proposal and financial offer must be submitted not later than the2020 at 10:00 am prompt local time at the MIDENO Head Office located along Ayaba Street, opposite Mansfield Plaza Hotel, P.O. Box 442, Bamenda: Email: midenobda@yahoo.com; Tel: 237 233 336 378</p> <p>The Administrative documents and technical proposal shall be opened by the MIDENO Internal Tenders Board in the Conference Room of the MIDENO Head Office located along Ayaba Street, opposite Mansfield Plaza Hotel, P.O. Box 442, Bamenda EMAIL: midenobda@yahoo.com; Tel: 237 233 336 378 on the.....2020 at 11: 00 am prompt in the presence of the bidders or their duly mandated representatives.</p> <p>The financial proposal shall be opened during a separate meeting scheduled by the MIDENO Internal tender's board in the Conference Room of the MIDENO Head Office located along Ayaba Street, opposite Mansfield Plaza Hotel after the opening and evaluation of the technical bids.</p>			
5.1	<p>Any complementary information to the Project Owner must be sent to the following address:</p> <p>THE DIRECTOR GENERAL, NORTH WEST DEVELOPMENT AUTHORITY (MIDENO). P.O. BOX 442. BAMENDA: EMAIL: midenobda@yahoo.com; Tel: 237 233 336 378</p>			
5.3	<p>The number of points awarded to each criterion and sub-criterion shall be the following:</p> <p>Lot 1:</p> <table><tr><td>I</td><td>Criteria: CONSULTANT'S EXPERIENCE RELEVANT TO THE ASSIGNMENT (EXPERIENCE IN SIMILAR TYPE OF ASSIGNMENTS)</td><td>Total: 10 points</td></tr></table>	I	Criteria: CONSULTANT'S EXPERIENCE RELEVANT TO THE ASSIGNMENT (EXPERIENCE IN SIMILAR TYPE OF ASSIGNMENTS)	Total: 10 points
I	Criteria: CONSULTANT'S EXPERIENCE RELEVANT TO THE ASSIGNMENT (EXPERIENCE IN SIMILAR TYPE OF ASSIGNMENTS)	Total: 10 points		

SN	Sub Criteria	Score
1	Knowledge and experience in Project Planning.	10
	Experience in conducting project evaluations using participatory approached	20
Sub-Total		.../30

II	Methodology, Approach (understanding of the TOR, work plan)	
Sub-Total		.../30

III	QUALIFICATIONS OF KEY PERSONNEL	
	Minimum Qualification of key personnel ➤ Team Leader: BAC +5 in agric economics, or related field with at least 10 Years' experience ➤ Agronomist: BAC+5 in plant production and/or tropical crops or an equivalent certificate with at least 10 years experience. ➤ A Post-Harvest Food Processing and Preservation Engineer: BAC+5 in Food Processing Science with at least 5 years experience ➤ A Food Scientist: Food science or equivalent certificate with at least 5 years experience ➤ An Electro-Mechanical Engineer: BAC+5 in electrical, mechanical, Power Engineering or equivalent discipline with at least 5 years experience ➤ A Production / Project analyst: BAC+5 or MBA in Production/Operations management or Project management or an equivalent certificate with at least 5 years experience ➤ A Financial Analyst: A higher education or university certificate (Bac+5) in economics, preferably in financial management or an equivalent certificate, with at least 10 years' experience	40
Sub-Total	/40
Grand Total		100

Lot 2:

S/N	Criteria:	Score
1	Consultant's experience relevant to the assignment (experience in	30

		similar type of assignments)	
	2	Methodology	30
	3	QUALIFICATIONS OF KEY PERSONNEL Minimum Qualification of key personnel	40
	Total		100
	<p>The minimum technical score required is 75/100 points for Lots 1 and 2</p> <p>The formula used to establish the financial scores is the following : Given $S_f = 100 \times F_m / f$, S_f being the financial score, F_m the lowest bid and f the offer considered</p>		
5.10	<p>The respective weights attributed to the technical and financial bids are:</p> <p>Technical Score (T) = 0.75 and Financial Score (F) = 0.25</p>		
6.1	<p>In case of a tender with several lots, specify the number of lots a bidder is likely to win and define the methods of award: NA</p> <p>Negotiations shall take place at the following address: The MIDENO head Office located along ayaba street, opposite Mansfield Plaza Hotel, P.O. Box 442, Bamenda EMAIL: midenobda@yahoo.com; Tel: 237 233 336 378</p>		
7.2	<p>The start of the work shall be: The date of notification of the Administrative Service Order to start work</p>		

DOCUMENT NO.04: TECHNICAL BID MODEL TABLES

4A. Letter of submission of technical bid

4B. Bidder's references

4C. Bidder's observations and suggestions on the terms of reference and the data, services and installations to be furnished by the Project Owner

4D. Description of the proposed methodology and work plan to accomplish the mission

4E. Composition of the team and responsibilities of its members

4F. Model of curriculum vitae (CV) of the proposed specialized personnel

4G. Calendar of the specialized personnel

4H. Calendar of activities (work programme).

4A. Letter of Submission of Technical Offer

[Place, date]

TO: (Name and Address of Project Owner)

Sir/Madam

We the undersigned, are pleased to propose our services as service provider for [subject of the service] in accordance with invitation to tender of [date] and our bid. We hereby submit our Technical bid (specify the lot(s), where need be).

If negotiations take place during the period of validity of the bid that is before [date] we pledge to *negotiate* on the basis of the personnel proposed here. For us our bid is binding, subject to any modification resulting from the negotiation of the contract.

We know you are (not) bound by the proposals received.

Yours faithfully

Signature of empowered official:

Name and title of signatory:

Name of bidder:

Address:

4B: BIDDER'S REFERENCES

Services rendered during the last five (5) years which best illustrate your qualifications.

Using the form below, indicate the information requested for each relevant mission which your *enterprise/body* has obtained through a contract, either as a single enterprise or as a major member of a group of companies.

Name of Assignment:	Country:
Place :	Specialized personnel supplied by your enterprise/body(profiles :
Name of client	Number of employees who took part in the assignment:
Address	Number of months of Assignment:
Deadline	Duration of Assignment :
Start date <i>Month/year</i> Completion date <i>Month/year</i>	Approximate value of services (in FCFA)
Name of possible associates/partners	Number of months of specialist work furnished by associates :
Name and function of officials (Director/Coordinator of Project. Team Leader) :	
Description of the project	
Description of services rendered by your personnel	
Name of Bidder:	

4C: OBSERVATIONS AND SUGGESTIONS OF CONSULTANT ON THE TERMS OF REFERENCE AND DATA, SERVICES AND INSTALLATIONS TO BE FURNISHED BY PROJECT OWNER

On the Terms of Reference

- 1.
- 2.
- 3.
- 4.
- 5.

On the data, services and installations to be furnished by the Project Owner

- 1.
 - 2.
 - 3.
- Etc.

4D. DESCRIPTION OF THE METHODOLOGY AND WORK PLAN PROPOSED TO ACCOMPLISH THE MISSION

.....

.....

.....

.....

4E: COMPOSITION OF THE TEAM AND RESPONSIBILITIES OF ITS MEMBERS

1. Technical/Management Personnel

Name	Position	Tasks

2. Support Staff (Head Office and Local)

Name	Position	Tasks

4F: MODEL CURRICULUM VITAE (CV) OF THE PROPOSED SPECIALIZED PERSONNEL

Position.....
Name of bidder.....
Name of employee.....
Profession.....
Diplomas.....
Date of birth.....
Number of years of employment by bidder.....
Nationality.....
Membership of professional associations/groups.....
Specific duties.....

Main qualifications:

(In about half a page, give a summary of aspects of the employee's training and experience most useful to the tasks within the scope of the assignment, indicate the level of responsibility exercised by the employee during previous missions by specifying the date and place).

Training:

[In about half a page, summarize the university and other specialized studies by the employee by indicating the names and addresses of the schools and universities attended, with the dates of attendance as well as the diplomas obtained].

Attached documents:

- Certified true copy of the highest diploma and possibly an attestation from the professional corporation
- Attestation of availability

Professional Experience:

(In about two pages, draw up a list of employment exercised by the employee since the end of his studies in reverse chronological order, starting with the current position. For each position, indicate the dates, name of employer, title of position occupied and place of work. For the last ten years, specify in addition the type of activity performed and where needed be the names of clients likely to furnish references).
Knowledge of information technology (indicate the level of knowledge)

Languages:

Indicate for each language the level of knowledge: (mediocre/average/good/excellent, in relation to the reading/written/spoken aspects).

Attestation:

I, the undersigned, hereby truthfully certify that the information furnished above is a true testimony of my situation, qualifications and experience.

Date.....

Signature of employee and the empowered representative of the consultant!

Day/month/year.....

Name of employee.....

Name of empowered representative.....

4G: CALENDAR OF SPECIALIZED PERSONNEL

Name	Position	Reports to be furnished/activities	Months (in the form of bar diagrams)												Number of months
			1	2	3	4	5	6	7	8	9	10	11	12	
															Sub-total (1)
															Sub-total (2)
															Sub-total (3)
															Sub-total (4)

Full

time_____

Part

time_____

Reports to be

furnished/Activities_____

Duration_____

Signature_____

(Empowered representative)

Name_____

Position_____

Address)_____

4H: CALENDAR OF ACTIVITIES (WORK PROGRAMME)

A. SPECIFY NATURE OF ACTIVITY

Activity (task)	<i>[Month from start of mission]</i>												
	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	Etc.

B. COMPLETION AND SUBMISSION OF REPORTS

Reports	Date
1. Inception Report	
2. 1 st Draft Report	
3 Final Draft report	
4. Final Report	

DOCUMENT NO. 5: FINANCIAL BIDS MODEL TABLES

SUMMARY OF MODEL TABLES

- 5 A. Letter of submission of financial offer
- 5. B. Summary statement of costs
- 5. C. Distribution of costs by activity
- 5. D. Unit cost of key personnel
- 5. E. Unit cost of execution personnel
- 5. F. Distribution of remuneration by activity
- 5. G. Reimbursable costs by activity
- 5. H. Sundry costs for contracts payable by unit prices

5. A. Letter of Submission of Financial Bid

[Place, date,

To: [Name and address of Project Owner or Delegated Project Owner]

Sir/Madam,

We, the undersigned, have the honour to propose our services to you, as service provider for [title of services] in accordance with your invitation to tender No. [to be indicated] of [indicate date] and our bids (our technical and financial offers).

Find herewith our financial offer which stands at [amount in letters and figures as well as the lot(s) and the distribution in CFA francs/foreign currency where need be]. This amount is net of taxes, duties, dues which we have estimated at [amount(s) in letters and figures].

Our financial bid has force of obligation to us, subject to modifications resulting from negotiation of the contract up to the deadline of validity of the bid, that is, up till [date].

We are aware that you are not bound to accept any offer.

Yours sincerely,

Signature of empowered representative:

Name and title of signatory:

Name of bidder:

Address:

5B: SUMMARY STATEMENT OF COSTS

DESCRIPTION	AMOUNT	TOTAL
SUB TOTAL		
TAXES, DUTIES, DUES & OTHER FISCAL COSTS		
TOTAL AMOUNT OFFER		

5C: DISTRIBUTION OF COSTS BY ACTIVITY

ACTIVITY NO:	ACTIVITY:	DESCRIPTION:
PRICE COMPONENTS	AMOUNT	TOTAL
Remuneration		
Reimbursable Costs		
Sundry Costs		
SUB TOTAL		

5D: UNIT COSTS OF KEY PERSONNEL

NAMES	QUALIFICATION/FUNCTION	HOURLY COST	DAILY COST	MONTHLY COST

5E: UNIT COST OF EXECUTION PERSONNEL

NAMES	QUALIFICATION/FUNCTION	HOURLY COST	DAILY COST	MONTHLY COST

5F: DISTRIBUTION OF REMUNERATION BY ACTIVITY

ACTIVITY NO..... NAME.....

NAME	Position	Contribution	Exchange Rate Remuneration	Amount
Permanent Personnel				
Local Personnel				
External Personnel				
GRAND TOTAL				

5G: REIMBURSABLE COSTS BY ACTIVITY

ACTIVITY NO..... NAME.....

No	Description	Unit	Quantity	Unit Price	Total amount
1	International Air Travel	By Voyage			
2	Sundry Travel costs	By Voyage			
3	Living Allowance	Per Day			
4	Local Transport cost				
5	Office/Lodging/Office Service Rentals				
	GRAND TOTAL				

5H: SUNDRY COSTS

ACTIVITY NO..... NAME.....

No	Description	Unit	Quantity	Unit Price	Total Amount
1	Cost of Communication between And..... (Telephone, Fax, E-mail)				
2	Preparation, reproduction of reports				
3	Equipment: Vehicles, computers etc.				
4	Software				
5	Etc.				
	GRAND TOTAL				

DOCUMENT NO. 06: TERMS OF REFERENCE

MINISTRY OF AGRICULTURE AND RURAL DEVELOPMENT
MINISTERE DE L'AGRICULTURE ET DU DEVELOPPEMENT RURAL

REPUBLIC OF CAMEROON
Peace – Work – Fatherland

North West Development Authority

MISSION DE DEVELOPPEMENT DU NORD OUEST

P. O. BOX 442, BAMENDA

BAMENDA, THE.....

Tel: 23336 13 78

Fax: 23336 16 61

Email: midenobda@yahoo.com



No...../ MIDENO/B/.....

www.mideno.org

Terms of Reference for a Feasibility Study for an Agricultural Value Addition and Marketing Project (AGROVAMP), through the Promotion of Small Scale Food Processing in the Crop, Livestock and Fisheries subsectors in the North West Region, Cameroon

1. Background

The North West Development Authority known by its French acronym MIDENO is an Administrative Public Establishment created by Presidential Decree No. 81/350 of 13/08/81 and placed under the Technical Tutelage of the Ministry of Agriculture and Rural Development. It is endowed with a legal personality and financial autonomy. Amongst the specific responsibilities attributed to MIDENO in its Decree of creation are:

- To conduct studies;
- To educate and train farmers;
- To organize the community and promote the cooperative movement;
- To improve farming methods and set up pilot estates;
- To intensify plant protection campaigns;
- To improve livestock production;
- To grant and collect loans;
- To transform the socio-economic environment and improve the living conditions of the rural area;
- To conduct any study, research or operations connected with rural development in the North West Region.
- To obtain information that shall enable it achieve its purpose from any Government Service, body or Local Authority.

In the light of the above, MIDENO has designed five major rural development projects in the Region. The North West Province Integrated Rural Development Project (1982-1989). Phase II of the project was designed and due to the difficult financial situation of Cameroon with major donors, the project was not financed but was later reformulated and trimmed in magnitude and cost. The project ran from 1999 to 2002.

During the implementation of the reformulated second phase (MIDENO II-R) of the previous project, another project was conceived to consolidate the achievements of MIDENO II-R. This Project was called the Grassfield Participatory and Decentralized Rural Development Project (GP-DERUDEP from 2004 to 2010 funded by the African Development Bank. During the appraisal of this project the livestock subsector was left out due to limited funds but the feasibility study for a livestock project was enshrined in the GP-DERUDEP Project. This study gave rise to another project called the Livestock and Fisheries Development project (LIFIDEP). This project started in 2014 and is financed by the Islamic Development Bank (IDB). Also, due to the outstanding achievements and impact of GP-DERUDEP on the North West Populations, the African Development Bank decided to finance a second phase of the Project-Grassfield II which is ongoing. GP-IRDP which is an off-shoot of GP-DERUDEP II with funding from the IsDB is also ongoing while two other projects – the Value Chain development Project and the Support Project to combat Climate Change impact, renewable access and disaster risk management are well close to appraisal stage.

2. Rationale and Relevance of the Study and Project

The above mentioned projects have created significant impact in both the crop, livestock and fisheries production sector and the greatest challenge in the agricultural, livestock and fisheries sub sectors are not more in the downstream production activities but in the value addition and the ability to respond to the

changing demand in terms of quantity, quality and food safety. Only a few farmers in the Region are involved in some forms of small scale food processing, and even so there is no guarantee for the quality of the products. Many considerations affect small-scaled food processing and marketing in the Region requiring a detail first-hand study to inform any meaningful intervention in the sector. A lot of food is produced including maize, beans, cassava, vegetables, solanum potato but due to lack of processing capacity, most of the produce is sold at farm gate prices while a significant quantity gets lost due to the absence of appropriate post-harvest technologies that could support the poor farmers add value to their produce and enable them earn more income.

Considering the North West Region's challenges of food security, impact of climate change, and increasing food prices shocks on the already deteriorating situation of livelihood activities, the North West Region Development Authority (MIDENO) seeks to gradually expand its priorities from mainly accelerating agricultural productivity of small scale farmers to promoting small-scale agro-transformation (processing). Hence, creating new economic opportunities and new local market openings through value addition along the food chain, that is, from farm to plat. However, such reshapes in agricultural policy frameworks requires vivid understanding of the market from all participants in the agro-food chain. The actors in the chain- farmers, small scale-processors, traders, retailers, scientists and regulatory authorities- need to build sustainable economic linkages in order to achieve a successful food value-addition chain (Jackson, 1996).

Food security is an important global concern. About 80% of inhabitants of the rural communities in NWR are engaged in Agricultural activity, making Agriculture the main Economic activity of the Region. This activity accounts for the production of fruits, vegetables, cereals, tubers, beef, honey, milk, etc. With such high and diverse productivity by small scale farmers, a substantial return on investment (ROI) is expected. However, this is not usually the case as majority of these products are damaged because of inappropriate or unavailable post-harvest storage facilities, irregular power supply, poor farm to market road, poor knowledge of transformation and preservation technologies by the local farmers and unprecedented changes in climatic conditions. More so, even when the produce makes it to the market, farmers sell at giveaway prices towards the end of the day just to liquidate their stocks. Most of these perishables are dumped in situations where the farmer could not find a buyer. This result in huge losses in terms of food, labour, time and money making this sector vulnerable to issues of food insecurity.

Although majority of persons living in the NWR are engaged in Agriculture production, poverty still remains a big challenge for the region. 65% of the working population (25 -54 years) who constitute 31% of the total population are underemployed with a total monthly per capita expenditure of 18,922 FCFA and total monthly per capita expenditure on food of 10,000FCFA. More than 34% of households dedicate 65% or more of their total income to food purchase (WFP, 2017). The agro-food processing industry, because of its diverse post-harvest economic activities, plays a fundamental role in the creation of employment opportunities and income in developing communities. Farmers or farmer cooperatives that make use of processing services allow producers to take a share in the value addition created through processing. Therefore, developing and strengthening the link between agriculture and industry will help producers to assume and expand their markets particularly if they venture into new, non-traditional crops.

Small scale food processing has a strong impact on women. Traditionally, in Africa, women play a strong role in food production. Many women in the region are engaged in diverse traditional food processing activities such as smoking and drying fish, traditional corn beer brewing, palm wine selling, drying spices, processing soy milk powder, etc. This guarantees not only a reliable income for the women, but also strengthened their position within the family and in society. However, with limited women getting in to STEM (Science, Technology, Engineering and Mathematics) disciplines and coupled with technological advancements in food processing, a majority of women in the NWR finds themselves to be left out in Agro-transformation engineering. Small-scale processing provides women a perfect platform to reengage in food processing since the operations of micro-processing units usually requires very little technical knowledge.

Food quality and safety remains a major concern in small scale Agro-transformation setups. In order to fulfill its nutritional, cultural and social requirements, food should not only be produced, it should also be delivered to the ultimate consumer in an acceptable state (good quality and safe). WFP emphasizes on the need of appropriate nourishment and not mere feeding and more so, WHO also put a strong concern on public health nutrition. About 31% of children between 6 -59 months suffers from chronic malnutrition in Cameroon and 14 % of dead are due to cardiovascular diseases (WHO, NCD, Country Report, 2014). More so, food, if not properly handled, serves as an excellent vehicle for disease transmission. Although thermal processing techniques can destroy some pathogenic microbes, other microbial components such as bacteria spores and mycotoxins (carcinogens) are thermo stable and are of major concern in the food processing sector. Therefore, poor personal hygiene and sanitation practices (Good manufacturing practices) along lack of proper training in Hazard Analysis and Critical Control Points (HACCP) is a mighty hindrance to the implementation of safe small scale agro-food processing operations. More so, the government of Cameroon deliberated and adopted a new law on food safety in 2018 (Law No 2018/20 of 11 Dec 2018 Framework Law on Food Safety). This law reiterates the severity to observe absolute sanitation and hygienic practices in the food sector. This is crucial for NWR as 55% of households in the region have no access to improved toilets (WFP, 2017).

Despite the numerous problems that small scale processing enterprises face, they do enjoy some advantages and strengths over large units. Size wise, they are more suited to the small and diversified farming structure and often poorly develop road networks in rural communities. Also, small scale food transformation unit makes maximum use of their production capacity as the supply of raw materials from small scale farmers easily matches up with the processing unit capacity. Large scale processors often enter contract relationships with farmers to assure sufficient supplies of raw material of a defined quality standard. More importantly, large enterprises often have to rely on technologies that can only be serviced, maintained and operated with inputs (skills and spare parts) from industrialized countries, which places a heavy cost burden on the company. Whereas, small scale processing units can easily be locally fabricated, maintained and operated by persons with very little technical know-how.

Competition is a major threat to food processing companies. Market for processed food in North West Region, although rapidly growing, is still small and opened to neighboring fast growing economies like

Nigeria as well as the international market. Micro-scale agro-transformation entrepreneurs will have to compete with competitors from both within the country and from abroad in the market place. The flexibility of small scale processors to market orientation and raw material availability and supply gives them a competitive edge over large scale and foreign market entrants or competitors. The increasing use of processed products, especially dried food products both nationally and internationally opens up significant market opportunities small farmers in the Region provided that the required quality standards can be met.

Within this review framework, the North West Development authority believes that a Feasibility study for a project to evaluate small scale food processing in Agriculture, Livestock and Fisheries industry in the NWR of Cameroon is paramount and urgent. The goal of such a project will be to provide concrete first-hand information to support MIDENO's policy shift to promoting small scale Agro-transformation activities in the NWR of Cameroon.

This study is necessary to have concrete firsthand information on agro food transformation activity in the North West Region, the challenges faced and prospects to enable small scale food processors to scale up their capacities and enter the market with safe and quality products. It is expected that the study will culminate to the design of an Agricultural Value Addition and Marketing Project (AGROVAMP) for the North West Region. Such a project will provide small –scaled food processing with the opportunity to use modern, appropriate and affordable technologies to meet the processing needs of farmers without high capital outlays. Especially at a time when the ongoing sociopolitical crisis has sown havoc in the agricultural and livestock sectors which hitherto provided the only source of employment and livelihood for population of the Region, there is an urgent need for Community and Municipal revitalization following the aftermath of the crisis and the North West Development Authority sees this project initiative on food processing as a vital component of the local livability and sustainability.

3. Objectives of the Assignment

3.1 Main objective of the feasibility Study

The assignment involves conducting a comprehensive analysis of the agro food transformation sector in the North West Region to determine the feasibility of a Project to Promote Agricultural Value Addition and Marketing (AGROVAMP), involving the setting up and operationalization of a Regional Food Processing and Distribution Facility or Hub.

3.2 Specific Objectives for the feasibility study

- To determine the factors affecting small-scaled food processing and marketing in the Region through a detail first-hand study to inform any meaningful intervention in the sector
- Determine the constraints faced by farmers involved in small-scaled food processing in the Region
- Assess the market potential for agro food products in the Region
- Assess the technical, economic, financial, managerial, sociocultural and environmental viability of setting up a Sustainable Food Processing and Distribution Facility or Hub in the Region
- Assess gender considerations and other crosscutting needs in the food processing

- To identify technical, financial, economic, legal environment, quality, safety problems to be solve, their urgency and propose possible solutions
- Assess the involvement and role of women in small scale agro-transformation
- Identify and categorize skill gaps specific to particular Agro-transformation sectors
- Assess the level of involvement of internally displaced persons (IDPs) in food processing
- Identify the possibility of using renewable energy for agro processing
- Assess the kind of equipment needed for the fabrication, repair and maintenance of agro processing machines
- Identify specific, measurable, reliable key performance indicators of small scale agro-transformation business ventures
- and marketing activity
- To establish a complete project proposal ready for appraisal

4. Scope of Project Feasibility Study

The study involves conducting feasibility studies on small scaled food processing value chains of food crops, livestock and fisheries speculations in the North West Region and covers the entire North West Region. This study and the eventual project has in perspectives a number of crop and livestock value chains in the region such as corn, rice, beans, soya beans, potato, carrot, licks, sweet potato, cassava, plantain, cocoyam, oil palm, pawpaw, banana, pineapple, pear, watermelon, spices, herbs and medicinal plants, Mushroom, honey, fish, milk, meat, etc. As such the study is expected to cover the following areas with regards to value addition for these speculations: -

- **Assess the technological choices of standard technical routes and optimum transformation techniques.**
It will be necessary to define, based on workable assumptions, the size of infrastructure and confirm the technological choice (techniques), inputs and equipment specifications (transformation process, dimensioning of capacities and cost estimates) of small scale food processors in the study area. Within this context, the specific objective is crucial and the study will focus to: -
 - ii. Identify current agro-pastoral business ventures, duration of existence of the business or if current businesses have plans to engage in agro-pastoral and /or agro-transformation businesses (e.g. farmer (fruits and vegetables), farmer (livestock and poultry), Farmer (micro-transformation), Food technologist (food processing), etc.)
 - iii. Assess the awareness and willingness/interest of farmers to own a micro-processing unit or interest in a service that will engaged in the transformation and preservation of their raw materials
 - iv. Find out which items are most likely to be processed
 - v. Assess the type of facility or services currently used by local processors to meet up with their food processing needs (e.g. Restaurant, home kitchen, rental kitchen, etc.) and how frequent they use the facility for processing
 - vi. Identify the type(s) of processing equipment small-scale processors are in most need of (e.g. steam jacket kettle, standard range oven, commercial mixer, heat exchange chiller, dehydrators, etc.)
 - vii. Evaluate the level of interest/willingness of processors to buy locally grown raw materials and ingredients for their business and identify main ingredients essential to their products
 - viii. Evaluate the interest of agro-pastoral/food processors to use post-harvest storage facilities
 - ix. Assess food packaging constraints and packaging technology preferences of small scale food processors and their interest/willingness to use joint packaging or individual packaging facility

- x. Evaluate the existing local capacities for the fabrication of adapted equipment for food processing, especially the College of Technology of the University of Bamenda and the role this institution can play in the implementation of any eventual project on value addition.
- **Assessment of current market situation of processed food products**
The project viability and extent of socio-economic impact depends highly on available market opportunities. Within this context, a market study is important as part of the feasibility study. The market study will be necessary to:
 - i. Determine market opportunities and constraints of small scale food processing industries in the region
 - ii. Assess the variety of inputs specific to each actor along the food value chain
 - iii. Determine the pricing policy, strategies of actors involved in small scale food processing
 - iv. Investigate in detail the supply, distribution channels and market circuits of processed food in the region, as well as the logistics challenges of small scale agro-transformation businesses in the region
 - v. Analyze the market segmentation and positioning of processed food products in the region
 - vi. Evaluate the level of competition by products / product category in the market of small scale food agro-transformation (that is, market leaders, challengers, and followers)
 - vii. Appraise the level and impact of promotion and communication strategies currently used by small scale food processors
 - viii. Identify locally processed food products having potential markets in neighboring countries (especially, Nigeria)
 - ix. Description of market boundaries, structures, dynamics, actors, size, potential for expansion, systemic constraints within the markets and mitigation strategies
 - **Assessment of production potentials and trends**
In particular, the study will detailly assess the optimum availability of production inputs, trends in small scale agro-transformation and impact on employment, new products, generating demand and new needs created at all levels of the food value chain. Within this context, the study focus will be to: -
 - i. Conduct a value chain analysis for the selected speculations and assess the constraints and opportunities of supply chain demands and the potential impact on agro processing.
 - ii. Analyze surpluses in crop and animal production available for processing
 - iii. Highlight existing agricultural produce processing initiatives in the area (successful and unsuccessful ventures)
 - iv. Analyze socio-economic and demographic data (e.g. population trends, production trends, culinary traditions, urbanization, IDPs trends and the impact potentials of these trends on small scale agro-transformation)
 - v. Evaluate the impact of small-scale food processing on job creation and youth employment
 - vi. Assess the location of small scale food processing units and their principal sources of labor for such activities (rural/urban)
 - vii. Determine the human resource needs and technical skills requirements for small scale food processors
 - viii. Assess the value added to waste from small scale agro-transformation unit operations

- **Assessment of financial return of small scale agro-transformation businesses**
It is important to have an estimate of the investment costs of small scale processing facilities and infrastructures (including technologies chosen) and their incidence on the cost price of the final processed food products. In this regard, the study focus will be to: -
 - i. Estimate the return of investment (ROI) of small scale food processors in the study area
 - ii. Propose adequate economic solutions to ensure viability of small scale agro-transformation businesses
 - iii. Prepare an investment plan (business plan template), including a risk and sensitivity analysis for small scale food processing investors

- **Assessment of managerial model of small scale agro-transformation businesses**
MIDENO seeks to know how the business organization of small scale agro-food processing is organized and structured. In this regard, it is important for the study to be able to capture the following parameters: -
 - i. Identify existing or possibilities to create sustainable public private partnership between the government and small scale food processors in the region
 - ii. Assess if small scale food processors have existing business organigram
 - iii. Evaluate the interest and willingness of managers of small scale food processing businesses to participate or assign workers to participate in skill training, workshop or seminars on food processing
 - iv. Identify the type/legal status (e.g. NGO, Non-profit, full time, part time, etc.) of small scale agro-transformation businesses
 - v. The consultant should be able to propose a managerial model fostering Public Private Partnership between MIDENO and small scale agro-processing entrepreneurs
 - vi. Assess the relevance of the various infrastructures of MIDENO in the various Divisions within the framework of an agro processing project in the Region.

- **Assessment of environmental impact of small scale agro-transformation**
MIDENO is concern and very careful about activities that directly and indirectly impact the environment. Within this context, the consultant should be able to: -
 - i. Identify all potential impacts of small scale agro-transformation processing on the environment and assess them through an appropriate method that will ensure classification in order of importance
 - ii. Assess in detail mitigation strategies to control impacts with considerable contribution to environmental deterioration
 - iii. Propose feasible environmental monitoring plans
 - iv. Evaluate the physiochemical and biotic quality of waste disposed form small scale agro-transformation units
 - v. Identify environmental protection and waste disposal mechanisms put in place by small scale agro-transformation businesses

- **Assessment of the impact on public health and safety**
MIDENO is concern about knowing the implications of food processing practices on public health. In this regard, the consultant should be able to: -

- i. Assess the prevalence of food related diseases in the region
 - ii. Evaluate the levels implementation of Good Production Practices (GPP), that is observation of proper hygiene and sanitation conditions by small scale agro-transformation entrepreneurs in the region
 - iii. appraise the degree to which small scale food processors are aware of the 2018 Cameroon Food Law on Food safety
 - iv. Evaluate the level at which small scale food processors understand and implement Hazard Analysis and Critical Control Points (HACCP) concepts in their food production processes
 - v. Investigate and create awareness about issues of food fraud and adulteration among small scale food processors
 - vi. Identify potential public and private food quality and safety agencies in the region
 - vii. Identify food laboratories in the region and the range of food analysis they can perform
- **Assessment of the impact of small scale Agro-transformation on Socio-cultural activities**
Socio-cultural dimensions of food have a strong impact on the behavior (acceptance or rejection) of the food by a particular market. In this context, it is paramount for the consultant to be able to: -
 - i. Assess the role of women and youths in participating and promoting small scale agro-transformation activities
 - ii. Propose strategies to mitigate current skill gaps blocking women and youths from engaging in post-harvest agro-transformation activities
 - iii. Identify socio-cultural events organized by small scale food processors
 - iv. Identify and classify food processor associations, meetings, or gatherings
 - v. Identify various cultural taboos and stereotyped on different food products by the communities and how they can possibly affect the market for agro food products.

In addition, the study is expected to examine the proposed strategies outlined below in relation to how feasible they are in addressing the problems under this project whose proposed goal is to evaluate small scale food processing in Agriculture, livestock and fisheries industry in the North West Region of Cameroon.

- i. Training and capacity building of women and youths in adopting new and alternative livelihood opportunities as agro-transformation entrepreneurs
- ii. Strategies which involve unlocking the potentials of value creation and addition to agricultural products as a means of job creation and enhancing poverty alleviation.
- iii. Cleaner environment through promoting proper sanitation, waste disposal and management by small scale food processing actors
- iv. Adopting Good Manufacturing Practices (GMP) and serious hazard analysis and critical control points (HACCP) practices while readapting and organizing small scale food processing businesses
- v. Create awareness of the socio-economic and health dangers of a poorly handled food processing chain
- vi. Improve productivity, quality and safety of products of small scale agro-transformation entrepreneurs
- vii. Improve post-harvest technical trainings for small scale farmers

- viii. Put in a place a microenterprise development strategy for women and youths through organizing specialized short modular training programs in Agro-transformation of plant and animal base raw materials
- ix. Sensitizing stakeholders on issues relating to food quality, safety and public health nutrition
- x. Improve on infrastructures to promote food quality, safety and new product developments (e.g. Food laboratories, Micro-multipurpose food processing hubs, agro-transformation technical vocational training facilities, etc.).
- xi. Sensitizing stakeholders on importance of public private partnership in guaranteeing a sustainable agriculture value addition chain
- xii. Strategies to open new local and international markets for small scale agro-transformation entrepreneurs
- xiii. Strategies to facilitate appropriate transfer of technology to ensure sustainability of the project
- xiv. Identify possible renewable energy sources found in the Region that can be adapted for agro processing
- xv. A comprehensive project proposal for the AGROVAMP Project detailing the expected outcomes, outputs, activities and inputs/resources as well as strategy, technical, economic, financial, environmental and sensitivity analyses.
- xvi. The feasibility of setting up Small-scaled food processing facilities according to speculation and zone of production to be managed by farmers as the necessary and entry points to a major food distribution hub.
- xvii. The possibility of setting up an Agro Food Processing and Distribution Hub as a MIDENO Holding to actively, sustainably and profitably manage the aggregation, standardization, quality control, food safety, safe packaging and distribution of food products in the Region and beyond
- xviii. A strategy to strengthen the abilities of small scale food processors to satisfy wholesale, retail and institutional demand for safety and quality food
- xix. A strategy to strengthen the capacities of local entrepreneurs involved in the fabrication of food processing machines to improve their productivity efficiency and sustainability

5. Expected outputs of the feasibility study

The major expected outputs are: -

- A feasibility study report which establishes the technical, economic, financial, environmental, health and socio-cultural feasibility of the proposed project;
- A project Proposal document designed in conformity with international Standards of multilateral organizations like the world bank, AfDB, IsDB, European Union, IFAD or ITCILO Project Design Format which the economic and financial analysis-internal rate of return.

6. Reporting and Schedule of outputs and Deliverables of the Assignment

S/N	Deliverable	Deliverable Time Frame
1	An Inception Report	Two weeks after contract signing
2	Draft Feasibility Study Report including preliminary analysis, draft recommendations and outline for the project proposal	Consultant will propose timeframes for producing reports, and these will be considered as part of the evaluation process

3	Final Feasibility Study Report with Recommendations and annexes, -and draft Project Proposal	Three weeks after receiving comments on the draft feasibility study
4	Submission of Final Project Proposal Document designed in conformity with international Standards of multilateral organizations like the world bank, AFDB, IsDB, European Union, IFAD or ITCILO Project Design Format.	Three weeks after receiving comments on the draft project Proposal document

Inception Report

This report will contain a review of available information on the various issues relating to the subject and detailed methodology and work plan by the consultant to carry out the assignment. The work plan will specify the themes, the places and the period of implementation of the activities and the likely difficulties to be encountered and how to go about the difficulties if and whenever they arise.

Draft Feasibility Study Report

The consultant shall prepare based on its findings a preliminary report on different questionnaires for different stakeholders, the training of enumerators, testing of the questionnaires and preliminary analysis. The report will equally include difficulties encountered, lessons learnt, areas and methods of improvement should the same assignment be done again. Provision shall equally be made based on the difficulties encountered to recruit and train the enumerators and the necessary adjustments on the questionnaires after the testing and thus actualize the upcoming program of work. The comments and recommendation after review by MIDENO would be incorporated in the report.

Final Feasibility Study Report and draft project proposal

The draft final report of feasibility study shall be submitted three weeks after the review of the preliminary report. The draft shall be presented by the consultant at a stakeholder workshop to be convened by the Consultant at most one week after submission of the report. The stakeholders as mentioned above would make contributions to enrich the report. Thereafter, the final report shall be produced taking into consideration the inputs made during the stakeholder workshop. The Final report shall be submitted one week after the workshop.

Final Project Proposal Document

The final project proposal document shall conform to internationally accepted practice in project proposal writing.

7. Study methodology

The consultant is required to develop an appropriate working methodology for the study which must privilege participation, sharing of experiences and a broader consultation with major stakeholders as well as a wide range of approaches. Emphasis should be made on the appropriateness of any proposed

technology and how it will be transferred to the beneficiaries of the study and their participation. The methodology should include a Pre-feasibility study based on MIDENO's agro-development vision and strategy, existing documentation on agro-production and agro-processing, regional documentary resources and supplementary studies on the field.

It will be necessary to:

- i. Collect basic agro-pastoral production data of the region and ensure geo-localization with respect to the divisions and subdivisions: that is:-
 - a. Macro localization (proximity of urban centers, road links, existing infrastructure, climatology, etc.)
 - b. Micro localization (crop, animal raw material availability, natural and administrative constraints, human factors, accessibility, power supply, etc.), any social and environmental risks
- ii. Make an inventory and determine the location of existing human settlements (villages) and ensure demographic assessment
- iii. Identify and map out study area and determine its status (agricultural productivity, level of processing, number of registered small scale agro-transformation business, number of registered large scale agro-transformation businesses, etc.), identify authorities in charge of agro-transformation that will be impacted by the future project
- iv. Make a diagnosis of the existing situation (water resource availability, agricultural activity development potentials, state of existing agro-transformation facilities, state of agriculture and agro-processing cooperatives, potential investors, agro-processing service providers and other socio-economic infrastructures)
- v. Conduct post-harvest studies, so as to determine optimum agro-transformation potentials, crop and animal types, depending on the potentials, inputs need for agro-pastoral activities development, input needs for post-harvest activities development, and construction of support technical and social infrastructures (Agro-transformation training vocational centers, food laboratory and post-harvest handling, storage and transportation structures, etc.).
- vi. Analyze and choose priority and promising agricultural sub-sectors, initial estimates of production and potential for local processing and export of surpluses
- vii. Analyze aspects related to the local / regional environment and potential markets. This will consist in analyzing demand the market, as well as outlets for the expected production
- viii. Draw summary development plan of the region following its GPS coordinates
- ix. Propose, for each division / sub-division in the study area (NWR) partnership that will help to build the capacities of local village farmers and promote the development of youth and women entrepreneurs in small scale agro-transformation
- x. Ensure consultation with various stakeholders in the region, especially the population living in zones with added advantages that can easily provide leverage to small scale food processing activities, that is, existing agro-pastoral and food processing enterprises, local and customary authorities, and regional authorities. This will involve obtaining the points of view of various stakeholders on the future project and incorporating them into the study

8. Supporting Resources for the Study

The consultant will be responsible for all necessary arrangements to facilitate work. Primarily, the consultant shall be responsible for organizing office space, accommodation, communications, data collection, workshops, missions and other incidentals and associated costs. The Project Owner will provide implementation support for the assignment and introduce the consultant to relevant stakeholders.

The Project Owner will also provide required information on the institutional set up of MIDENO and its interventions.

9. Duration of Contract and Time Plan

The consultant should complete the feasibility study within a period of not more than 140 days following contract signing. The detailed work plan based on this time plan shall be proposed by the Consultant and validated by the Project Owner.

10. Institutional setup for the Realization of the Assignment

The North West Development Authority is headed by a Director General who is the Vote Holder and has overall responsibility in the management of the organization and to who the consultant is accountable. Meanwhile, the consultant shall work closely with the Director of the Technical Department who has the technical responsibility to initiate action on this activity, coordinate and supervise the realization of the assignment in accordance with the terms of reference, while reporting to the Director General. The Director of Administration and Finance shall ensure that payments under this assignment are properly and timely engaged in accordance with State Finance procedures and controlled by the Specialized Finance for payment.

11. Budget

This study is financed by the 2020 Public Investment Budget (PIB MINADER). The budget proposed for the execution of this job by the consultant shall include the Per Diem in Man-days; cost of transport; the cost of report of study; cost of lodging; cost of communication; cost of organizing a workshop to restate and validate the report of the feasibility studies and the project proposal, and other related expenditures.

12. Payment Schedule

The project Owner will effect payment to the consultant upon timely submission of the agreed deliverables. Payment shall be done through the Public treasury and in accordance with the state finance law

Deliverable	Payment Condition	Percentage Payment
An Inception Report	Upon approval of inception report by the Monitoring and Evaluation Committee and the Project Owner	20%
Draft Feasibility Study Report including preliminary analysis, draft recommendations and outline for the project proposal	Upon submission of draft Report	35%
Final Feasibility Study Report with Recommendations and annexes, and draft Project Proposal	Three weeks after receiving comments on the draft feasibility study	40%
Submission of final Project Proposal Document designed in conformity with international Standards of multilateral	One (1) month after the final reception	5%

(Final Bond) organizations like the world bank, AFDB, IsDB, European Union, IFAD or ITCILO Project Design Format.		
Total		100%

13. Required qualifications and experience of consultancy firm

All consultants wishing to apply for this job must provide information to ascertain that they are qualified to carry out feasibility studies and show proof that they have carried out a similar exercise, that they have the necessary expertise including personnel who shall be readily available. Consultants may also group themselves to execute the job.

The consultant will, in its technical proposal, provide the list and signed CVs as well as signed photocopies of national identity cards of the staff that it intends to mobilize for the requested services. It must present a multidisciplinary team of experts with the following profile:

- An Agro-economist: He/she must be an agro-economist and holder of a higher education or University certificate (Bac+5) in Economics, Agriculture Economics, or an equivalent certificate, be experience of at least 10 years in the design and implementation of similar projects, particularly the development of small scale agro-transformation. He/she must also provide evidence of experience in strategic planning and agricultural value chain development.
- An Agronomist: He/she must be holder of a higher education or university certificate (Bac+5) in plant production and/or tropical crops or an equivalent certificate, with proven experience of at least 10 years in the studies and management of agricultural production technical routes. Knowledge of the environment will be an advantage.
- A Post-Harvest Food Processing and Preservation Engineer: He / She must hold a higher education or University certificate in Food Processing Science (Bac +5), with proven experience in the studies of industrial processing techniques, design of small scale food processing unit operations, and manufacture of food processing products. This expert must have at least 5 years of experience in executing similar studies.
- A Food Scientist: He/She must hold a higher education or University certificate in Food science or equivalent certificate, with proven experience in Food product development, Food safety and quality assessment. This expert must have at least 5 years of experience in food consumer research, product development and feasibility studies related to the study.
- An Electro-Mechanical Engineer. S/he must be a holder of at least Bac+5 in electrical, mechanical, Power Engineering or equivalent discipline with proven experience of at least 5 years in power management, machine efficiency optimization, renewable energy. Knowledge on the application of solar energy in food processing industry will be an added advantage
- A Production / Project analyst: He / she must hold a higher education or University certificate (Bac+5 or MBA) in Production/Operations management or Project management or an equivalent certificate, with proven experience in project monitoring and evaluation. This expert must have at least 5 years in handling similar projects.
- A Financial Analyst: He/she must be holder of a higher education or university certificate (Bac+5) in economics, preferably in financial management or an equivalent certificate, with 10 years'

experience in market study and marketing consultancy and strategy. He/she must have provided at least two similar services.

14. Technical and financial proposals

The consultant will propose a technical file for the assignment as well as a financial proposal taking into considerations all the expenses necessary for the successful execution of the assignment.

15. Assessment of the proposal

The technical and financial proposals shall be assessed by an evaluation technical sub-committee appointed by the Director General of MIDENO upon the proposal of the Technical Director. The evaluation report and recommendations shall be submitted to the Project Owner.

16. Explanation of the Technical Proposal Evaluation Procedure

Using the criteria for the technical evaluation given in the RFP, the evaluation team gives each consultant proposal a technical score "St". the minimum technical score should be 75 to give greater relevance to technical quality. The criteria are as follows:

S/N	Criteria	Maximum Score
1	Consultants Qualification and experience relevant to the assignment (experience in the same or similar type of assignments) <ul style="list-style-type: none"> • Previous experience with similar projects • Experience working in similar areas and conditions • Demonstrated capacity of the consultant to carry out the assignment • Degree of specialization of individual team members • References from previous clients • Good organization and Management • Demonstrated capacity to deal with legal disputes- 	30
2	Proposed Methodology and Work Plans: <ul style="list-style-type: none"> • Demonstrated understanding of the assignment and its objectives • Responsiveness of proposed methodology and work plan to the ToR of the assignment • Demonstrated degree of innovativeness in the approach • Quality and clarity of proposed methodology • Demonstrated efficiency in resource utilization • Appropriateness, reliability and cost efficiency of proposed technology • Effectiveness of proposed coordination approach • Flexibility and adaptability • Timeliness of outputs 	30
3	Qualifications and competence of key staff <ul style="list-style-type: none"> • General qualification • Experience of individual staff working in similar assignments • Publications on relevant subjects • Degree of specialization in the assigned role in the assignment • General professional experience 	40
Total Score (St)		100

***Minimum Technical Score is 75 points**

17. Explanation of the Financial Evaluation Procedure

The financial evaluation is important, because MIDENO needs to verify if the consultant has committed the necessary budget to implement what is in its technical proposal. It also needs to verify if there are no computational errors in the cost figures, the number of man-months and the associated costs, and if the number of man-months is in accordance with the technical commitment. The differences would need to be valued and added to the financial proposal.

The lowest financial proposal thus calculated is "**Fm**" and gets a financial score "**Sf**" of 100 points. The financial scores "**Sf**" of the other proposals are proportional to Fm, and calculated with the following formula: $Sf = 100 \times Fm/F$ (F being the proposed price of the consultant).

North West Development Authority

MISSION DE DÉVELOPPEMENT DU NORD OUEST

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Terms of Reference for the Assessment of Relevance, Impact and the Sustainability of the Achievements of the Grassfield Participatory and Decentralized Rural Development Project Phase I (GP-DERUDEP I) Implemented in the North West Region

1. Background and of MIDENO and GP-DERUDEP I

The North West Development Authority known by its French acronym MIDENO is an Administrative Public Establishment created by Presidential Decree No. 81/350 of 13/08/81 and placed under the Technical Tutelage of the Ministry of Agriculture and Rural Development. It is endowed with a legal personality and financial autonomy. The Authority has an 11-member Board of Directors, with the Governor of the Region as Chairman. Amongst the specific responsibilities attributed to MIDENO in its Decree of creation are:

- To conduct studies;
- To educate and train farmers;
- To organize the community and promote the cooperative movement;
- To improve farming methods and set up pilot estates;
- To intensify plant protection campaigns;
- To improve livestock production;
- To grant and collect loans;
- To transform the socio-economic environment and improve the living conditions of the rural area;
- To conduct any study, research or operations connected with rural development in the North West Region.
- To obtain information that shall enable it achieve its purpose from any Government Service, body or Local Authority.

In the light of the mandate assigned to MIDENO by the Government as outlined above, MIDENO has designed five major rural development projects in the Region. The North West Province High Plateau Integrated Rural Development Project (1982-1989). Phase II of the project was designed and due to the difficult financial situation of Cameroon with major donors, the project was not financed but was later reformulated and trimmed in magnitude and cost. The project ran from 1999 to 2002.

During the implementation of the reformulated second phase (MIDENO II-R) of the previous project, another project was conceived to consolidate the achievements of MIDENO II-R. This Project was called the Grassfield Participatory and Decentralized Rural Development Project (GP-DERUDEP from 2004 to 2010 funded by the African Development Bank. During the appraisal of this project the livestock subsector was left out due to limited funds but the feasibility study for a livestock project was enshrined in the GP-DERUDEP Project. This study gave rise to another project called the Livestock and Fisheries Development project (LIFIDEP). This project started in 2014 and is financed by the Islamic Development Bank (IDB). A second phase of the project (Grassfield II) was prepared and funded by the African Development Bank which implementation is at the verge of completion while another project (GP-IRDP) conceived during the implementation of the Grassfield II and funded by the Islamic Development Bank is ongoing. In all, MIDENO is assuming the role of supervision over the implementation of the Projects by the various Project Management Units.

2. Rationale for the Impact Study

In 1990, the Government of Cameroon requested and secured funds for the financing of the North West Rural Development Project (MIDENO I) whose implementation was entrusted to MIDENO. The aim of the

project was to increase agricultural output and provide support to the most disadvantaged rural communities. Another project, North West Rural Development Project phase II was mounted. Unfortunately, from 1991 onwards, the Government of Cameroon faced a severe economic crisis that led to its inability to honour its debt service. This situation led to the imposition of sanctions by the funders and this second project was not funded as planned but was reformulated and called North West Rural Development Project Phase II Reformulated. (MIDENO II-R). This resulted to the partial execution of socio-community infrastructures initiated by the beneficiaries and feeder roads that were earmarked to be rehabilitated.

Due to unfavorable economic context and the noted delay in the implementation, the project was able to achieve significant results. However, the following lapses hampered the project's performance: - a) weak participation by beneficiaries in the design and management of the project; b) involvement of the executing agency in production and commercial activities; c) low grade staff in charge of accounts management and d) the weak performance of NGO's responsible for the management of the credit accounts.

It was within this backdrop of the achievements registered by MIDENO in the execution of the North West High Plateau Integrated Rural Development Project and the lapses mentioned above that MIDENO identified the need for the project; GP-DERUDEP and the Government of the Republic of Cameroon requested and obtained from ADB another loan to finance it. This new project was charged with filling the gaps left by MIDENO in the previous projects. The project had as sectorial goal to contribute to the reduction of poverty in the rural areas of the North West Region by reducing poverty by 10% the households living below the poverty line by the sixth year of the Project and implemented from 2004 to 2010. The project was divided in to four (4) components: -

- Agricultural Development Component
- Local Development Fund Component
- Capacity Building Component
- Project Implementation

Agricultural Development Component:

The objectives of this component were to improve agricultural outputs, improve yields, intensify the use of improved seeds and improved breeding stock. The following outputs were planned: -

- i. Rehabilitate IRAD Bambui/Mankon
- ii. Construct 16 vaccination crushes
- iii. Construct 39 sales points for marketing of agric products
- iv. Construct 34 slaughter houses
- v. Produce 13.25t of basic seeds for maize
- vi. Produce 102.5t of basic seeds for Irish Potatoes
- vii. Produce 5t of basic seeds for beans
- viii. Produce 3t of basic seeds for soybeans
- ix. Produce 55000 improved Cassava cuttings
- x. Produce 300kg of improved vegetable seeds
- xi. Produce 54.6t of basic seeds for rice
- xii. Produce 60,000 improved forestry seedlings
- xiii. Produce 40,2000 improved breeding stock for Chicken
- xiv. Produce 12,000 improved stock for piglets

The Local Development Fund (LDF) Component:

This component was put in place to construct accompanying social infrastructure that will ease living in the rural areas. The reason was that it would not make any sense if farmers' income were increased through increased production and increased yields when they were going to spend the money on social facilities in their communities. These Funds had to:-

- i. Rehabilitate 247km of farm to market roads
- ii. Rehabilitate 32 water supplies
- iii. Construct 32 water supplies
- iv. Construct 32 ware houses
- v. Construct 32 community welfare centers
- vi. Construct 6 health centers
- vii. Construct 51 classrooms
- viii. Rehabilitate 6 health centers
- ix. Ensure environmental mitigation at construction sites

Capacity Building and Professionalization of Village Communities

- i. Draw 140 Village Development Plans and incorporate in the Council Plans
- ii. Train 4,620 producers in various skills in the region
- iii. Strengthen 32 Agricultural Producer Organizations (APOs).

Project Implementation

- Project management
- Extension of the Office of MIDENO to accommodate the PMU of the Project

It is a little over 10 years since GP-DERUDEP Phase I was implemented. As such, this impact assessment is very important to enable stakeholders understand the relevance and sustainability of the outcomes and achievements of the project in the target communities in the North West Region. It should be underscored that one of the development intervention perspectives of MIDENO as the secular arm of the Government in the Agriculture and Rural Development of the Region is to consolidate the achievements of Projects. As such, the lessons learned through the implementation of the project will be shared with stakeholders and built into the conception and design of subsequent projects.

3. Objectives of the Assignment

3.1 Purpose of the ToR

The purpose of this ToR is to recruit a consultant to carry out an impact assessment to establish the relevance, impact and sustainability of the achievements of the Grassfield Participatory and Decentralized Rural Development Project Phase I (GP-DERUDEPI) executed in the North West Region.

3.2 Specific Objectives of the Assignment

- Assess the effectiveness of the project in reducing poverty in the North West Region as stated in the goal of the Project
- Assess the relevance of the achievements of the various components of the Project in terms of purpose, approach, modality of execution of the project and capacity of key implementing partners
- Assess the sustainability of the achievements of the project in the target Communities

- Draw lessons for the design, funding and implementation of subsequent projects

3.3 Expected Results

It is expected that the study establishes the relevance of project achievements, poverty impact, sustainability of the achievements establishes lessons and recommendations that could be built into the conception and design of future projects.

4. Methodology

The consultant for the study is expected to establish and use a suitable methodology for the realization of the assignment including the following:

- Focus group discussions workshops in various council areas in the Region
- Sample surveys
- Expert interviews with other key stakeholders
- Direct observations
- etc

5. Time Plan

The duration of the work is estimated at three months and a detailed work plan shall be proposed by the Consultant and validated by MIDENO.

6. Institutional setup

The North West Development Authority is headed by a Director General who has overall responsibility in the management of the organization and to who the consultant is accountable. However, the consultant shall be expected to interact with the PMU of GP-DERUDEP I based in MIDENO.

7. Reporting and schedule of deliverables

The study shall be executed over a maximum period of 3 months and the following reports shall be presented.

sn	Deliverable	Deliverable Time Frame
1	An Inception Report	Two weeks after contract signing
2	Draft Report including preliminary analysis, draft recommendations and outline for the project proposal	Consultant will propose timeframes for producing reports, and these will be considered as part of the evaluation process
3	Final Report with Recommendations and annexes,	Three weeks after receiving comments on the draft feasibility study

• Inception Report

The inception report will be submitted latest two weeks from commencement of assignment. This report will contain a review of available information on the various issues relating to the subject and detailed methodology and work plan by the consultant to carry out the assignment. The work plan will specify the themes, the places and the period of implementation of the activities and the likely difficulties to be encountered and how to go about the difficulties if and whenever they arise.

- **Draft Report**

Submitted two months after the inception report. The consultant shall prepare based on its findings a preliminary report on different questionnaires for different stakeholders, the training of enumerators and the testing of the questionnaires. The report will equally include difficulties encountered, lessons learnt, areas and methods of improvement should the same assignment be done again. Provision shall equally be made based on the difficulties encountered to recruit and train the enumerators and the necessary adjustments on the questionnaires after the testing and thus actualize the upcoming program of work. The comments and recommendation after review by MIDENO would be incorporated in the report.

- **Preliminary and Final Report**

The final report of the study shall be submitted three weeks after the review of the preliminary report. The preliminary report shall be presented by the consultant at a stakeholder workshop to be convened by the Consultant at most one week after submission of the report. The stakeholders as mentioned above would make contributions to enrich the report. Thereafter, the final report shall be produced taking into consideration the inputs made during the stakeholder workshop. The Final report shall be submitted one week after the workshop.

8. Qualification of the firm

All consultants wishing to apply for this job must provide information to ascertain that they are qualified to carry out feasibility studies and show proof that they have carried out a similar exercise, that they have the necessary expertise including personnel who shall be readily available. Consultants may also group themselves to execute the job.

The consultant will, in its technical proposal, provide the list and signed CVs as well as signed photocopies of national identity cards of the staff that it intends to mobilize for the requested services. It must present a multidisciplinary team of experts with the following profile:

- An Agro-Socio Economist as Team Leader: He/she must be an agro-economist and holder of a higher education or University certificate (Bac+5) in Economics, Agriculture Economics, or an equivalent certificate, be experience of at least 10 years in project Evaluation of similar projects.
- An Agronomist: He/she must be holder of a higher education or university certificate (Bac+5) in plant production and/or tropical crops or an equivalent certificate, with proven experience of at least 10 years in the studies and management of agricultural production technical routes. Knowledge of the environment will be an advantage.
- A Rural Engineer: He / She must hold a higher education or University certificate in Rural Engineering
- A Gender Specialist: He/She must hold a higher education or University certificate in Gender and development and at least 5 years of Experience in rural development in the North West Region.

9. Budget for the assignment

The budget proposed for the execution of this job, shall include the Per Diem in Man-days; cost of transport; the cost of report of study; cost of lodging; cost of communication; cost of organizing a workshop to reconstitute and validate the report of the feasibility studies and other related expenditures.

10. Institutional setup for the Realization of the Assignment

The North West Development Authority is headed by a Director General who is the Vote Holder and has overall responsibility in the management of the organization and to who the consultant is accountable.

Meanwhile, the consultant shall work closely with the Director of the Technical Department who has the technical responsibility to initiate action on this activity, coordinate and supervise the realization of the assignment in accordance with the terms of reference, while reporting to the Director General. The Director of Administration and Finance shall ensure that payments under this assignment are properly and timely engaged in accordance with State Finance procedures and controlled by the Specialized Finance for payment.

11. Place and duration of the consultancy

The consultancy shall be executed in the North West Region for duration of 3 months. The Consultant is expected to include the duration of execution of this job in his proposal.

12. Technical and financial proposals

The consultant will propose a technical file for the assignment as well as a financial proposal taking into considerations all the expenses necessary for the successful execution of the assignment.

Assessment of the proposal

The technical and financial proposals shall be assessed by an evaluation technical sub-committee. The evaluation report and recommendations shall be submitted to the Project Owner.

Explanation of the Technical Proposal Evaluation Procedure

Using the criteria for the technical evaluation given in the RFP, the evaluation team gives each consultant proposal a technical score "St". the minimum technical score should be 75 to give greater relevance to technical quality. The criteria are as follows:

	Criteria	Maximum Score
1	Consultants Qualification and experience relevant to the assignment (experience in similar type of assignments) <ul style="list-style-type: none"> • Previous experience with similar projects • Experience working in similar areas and conditions • Demonstrated capacity of the consultant to carry out the assignment • Degree of specialization of individual team members • References from previous clients • Good organization and Management • Demonstrated capacity to deal with legal disputes- 	30
2	Proposed Methodology and Work Plans: <ul style="list-style-type: none"> • Demonstrated understanding of the assignment and its objectives • Responsiveness of proposed methodology and work plan to the ToR of the assignment • Demonstrated degree of innovativeness in the approach • Quality and clarity of proposed methodology • Demonstrated efficiency in resource utilization • Appropriateness, reliability and cost efficiency of proposed technology • Effectiveness of proposed coordination approach • Flexibility and adaptability • Timeliness of outputs 	30

3	Qualifications and competence of key staff <ul style="list-style-type: none"> • General qualification • Experience of individual staff working in similar assignments • Publications on relevant subjects • Degree of specialization in the assigned role in the assignment • General professional experience 	40
	Total Score (St)	100
Minimum Technical Score is 75 points		

Explanation of the Financial Evaluation Procedure

The financial evaluation is important, because MIDENO needs to verify if the consultant has committed the necessary budget to implement what is in its technical proposal. It also needs to verify if there are no computational errors in the cost figures, the number of man-months and the associated costs, and if the number of man-months is in accordance with the technical commitment. The differences would need to be valued and added to the financial proposal.

The lowest financial proposal thus calculated is "Fm" and gets a financial score "Sf" of 100 points. The financial scores "Sf" of the other proposals are proportional to Fm, and calculated with the following formula: $Sf = 100 \times Fm/F$ (F being the proposed price of the consultant).

DOCUMENT NO. 07: SPECIAL ADMINISTRATIVE CONDITIONS (SAC)

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CHAPTER 1: GENERAL PROVISIONS

Article 1: Subject of tender (GAC supplemented)

The subject of this tender includes:

Lot 1: The recruitment of a Consulting Firm to carry out a Feasibility Study for an Agricultural Value Addition and Marketing (AGROVAMP), through the Promotion of Small Scale Food Processing in the Crop, Livestock and Fisheries subsectors in the North West Region of Cameroon

Lot 2: The recruitment of a consulting firm to carry out an Assessment of Relevance, Impact and the Sustainability of the Achievements of the Grassfield Participatory and Decentralized Rural Development Project Phase I (GIDERUDEP I) Implemented in the North West Region of Cameroon

Article 2: Award procedure (GAC supplemented)

This contract shall be awarded using a **Quality Cost Based Selection Method**

Article 3: Objectives

3.1: Lot 1: The assignment involves conducting a comprehensive analysis of the agro food transformation sector in the North West Region to determine the feasibility of a Project to Promote Agricultural Value Addition and Marketing (AGROVAMP), involving the setting up and operationalization of a Regional Food Processing and Distribution Facility or Hub.

Specific Objectives for the feasibility study

- To determine the factors affecting small-scaled food processing and marketing in the Region through a detail first-hand study to inform any meaningful intervention in the sector
- Determine the constraints faced by farmers involved in small-scaled food processing in the Region
- Assess the market potential for agro food products in the Region
- Assess the technical, economic, financial, managerial, sociocultural and environmental viability of setting up a Sustainable Food Processing and Distribution Facility or Hub in the Region
- Assess gender considerations and other crosscutting needs in the food processing
- To identify technical, financial, economic, legal environment, quality, safety problems to be solve, their urgency and propose possible solutions
- Assess the involvement and role of women in small scale agro-transformation
- Identify and categorize skill gaps specific to particular Agro-transformation sectors
- Assess the level of involvement of internally displaced persons (IDPs) in food processing
- Identify the possibility of using renewable energy for agro processing
- Assess the kind of equipment needed for the fabrication, repair and maintenance of agro processing machines
- Identify specific, measurable, reliable key performance indicators of small scale agro-transformation business ventures
- and marketing activity
- To establish a complete project proposal ready for appraisal

18. Scope of Project Feasibility Study

The study involves conducting feasibility studies on small scaled food processing value chains of food crops, livestock and fisheries speculations in the North West Region and covers the entire North West Region. This study and the eventual project has in perspectives a number of crop and livestock value chains in the region such as corn, rice, beans, soya beans, potato, carrot, licks, sweet potato, cassava, plantain, cocoyam, oil palm, pawpaw, banana, pineapple, pear, watermelon, spices, herbs and medicinal plants, Mushroom, honey, fish, milk, meat, etc. As such the study is expected to cover the following areas with regards to value addition for these speculations: -

- **Assess the technological choices of standard technical routes and optimum transformation techniques.**

It will be necessary to define, based on workable assumptions, the size of infrastructure and confirm the technological choice (techniques), inputs and equipment specifications (transformation process, dimensioning of capacities and cost estimates) of small scale food processors in the study area. Within this context, the specific objective is crucial and the study will focus to: -

- i. Identify current agro-pastoral business ventures, duration of existence of the business or if current businesses have plans to engage in agro-pastoral and /or agro-transformation businesses (e.g. farmer (fruits and vegetables), farmer (livestock and poultry), Farmer (micro-transformation), Food technologist (food processing), etc.)
- ii. Assess the awareness and willingness/interest of farmers to own a micro-processing unit or interest in a service that will engaged in the transformation and preservation of their raw materials
- iii. Find out which items are most likely to be processed
- iv. Assess the type of facility or services currently used by local processors to meet up with their food processing needs (e.g. Restaurant, home kitchen, rental kitchen, etc.) and how frequent they use the facility for processing
- v. Identify the type(s) of processing equipment small-scale processors are in most need of (e.g. steam jacket kettle, standard range oven, commercial mixer, heat exchange chiller, dehydrators, etc.)
- vi. Evaluate the level of interest/willingness of processors to buy locally grown raw materials and ingredients for their business and identify main ingredients essential to their products
- vii. Evaluate the interest of agro-pastoral/food processors to use post-harvest storage facilities
- viii. Assess food packaging constraints and packaging technology preferences of small scale food processors and their interest/willingness to use joint packaging or individual packaging facility
- ix. Evaluate the existing local capacities for the fabrication of adapted equipment for food processing, especially the College of Technology of the University of Bamenda and the role this institution can play in the implementation of any eventual project on value addition.

- **Assessment of current market situation of processed food products**

The project viability and extent of socio-economic impact depends highly on available market opportunities. Within this context, a market study is important as part of the feasibility study. The market study will be necessary to:

- i. Determine market opportunities and constraints of small scale food processing industries in the region
- ii. Assess the variety of inputs specific to each actor along the food value chain
- iii. Determine the pricing policy, strategies of actors involved in small scale food processing

- iv. Investigate in detail the supply, distribution channels and market circuits of processed food in the region, as well as the logistics challenges of small scale agro-transformation businesses in the region
- v. Analyze the market segmentation and positioning of processed food products in the region
- vi. Evaluate the level of competition by products / product category in the market of small scale food agro-transformation (that is, market leaders, challengers, and followers)
- vii. Appraise the level and impact of promotion and communication strategies currently used by small scale food processors
- viii. Identify locally processed food products having potential markets in neighboring countries (especially, Nigeria)
- ix. Description of market boundaries, structures, dynamics, actors, size, potential for expansion, systemic constraints within the markets and mitigation strategies

- **Assessment of production potentials and trends**

In particular, the study will detailly assess the optimum availability of production inputs, trends in small scale agro-transformation and impact on employment, new products, generating demand and new needs created at all levels of the food value chain. Within this context, the study focus will be to: -

- i. Conduct a value chain analysis for the selected speculations and assess the constraints and opportunities of supply chain demands and the potential impact on agro processing.
- ii. Analyze surpluses in crop and animal production available for processing
- iii. Highlight existing agricultural produce processing initiatives in the area (successful and unsuccessful ventures)
- iv. Analyze socio-economic and demographic data (e.g. population trends, production trends, culinary traditions, urbanization, IDPs trends and the impact potentials of these trends on small scale agro-transformation)
- v. Evaluate the impact of small-scale food processing on job creation and youth employment
- vi. Assess the location of small scale food processing units and their principal sources of labor for such activities (rural/urban)
- vii. Determine the human resource needs and technical skills requirements for small scale food processors
- viii. Assess the value added to waste from small scale agro-transformation unit operations

- **Assessment of financial return of small scale agro-transformation businesses**

It is important to have an estimate of the investment costs of small scale processing facilities and infrastructures (including technologies chosen) and their incidence on the cost price of the final processed food products. In this regard, the study focus will be to: -

- i. Estimate the return of investment (ROI) of small scale food processors in the study area
- ii. Propose adequate economic solutions to ensure viability of small scale agro-transformation businesses
- iii. Prepare an investment plan (business plan template), including a risk and sensitivity analysis for small scale food processing investors

- **Assessment of managerial model of small scale agro-transformation businesses**

MIDENO seeks to know how the business organization of small scale agro-food processing is organized and structured. In this regard, it is important for the study to be able to capture the following parameters: -

- i. Identify existing or possibilities to create sustainable public private partnership between the government and small scale food processors in the region
- ii. Assess if small scale food processors have existing business organigram
- iii. Evaluate the interest and willingness of managers of small scale food processing businesses to participate or assign workers to participate in skill training, workshop or seminars on food processing
- iv. Identify the type/legal status (e.g. NGO, Non-profit, full time, part time, etc.) of small scale agro-transformation businesses
- v. The consultant should be able to propose a managerial model fostering Public Private Partnership between MIDENO and small scale agro-processing entrepreneurs
- vi. Assess the relevance of the various infrastructures of MIDENO in the various Divisions within the framework of an agro processing project in the Region.

- **Assessment of environmental impact of small scale agro-transformation**

MIDENO is concern and very careful about activities that directly and indirectly impact the environment. Within this context, the consultant should be able to: -

- i. Identify all potential impacts of small scale agro-transformation processing on the environment and assess them through an appropriate method that will ensure classification in order of importance
- ii. Assess in detail mitigation strategies to control impacts with considerable contribution to environmental deterioration
- iii. Propose feasible environmental monitoring plans
- iv. Evaluate the physiochemical and biotic quality of waste disposed form small scale agro-transformation units
- v. Identify environmental protection and waste disposal mechanisms put in place by small scale agro-transformation businesses

- **Assessment of the impact on public health and safety**

MIDENO is concern about knowing the implications of food processing practices on public health. In this regard, the consultant should be able to: -

- i. Assess the prevalence of food related diseases in the region
- ii. Evaluate the levels implementation of Good Production Practices (GPP), that is observation of proper hygiene and sanitation conditions by small scale agro-transformation entrepreneurs in the region
- iii. appraise the degree to which small scale food processors are aware of the 2018 Cameroon Food Law on Food safety
- iv. Evaluate the level at which small scale food processors understand and implement Hazard Analysis and Critical Control Points (HACCP) concepts in their food production processes
- v. Investigate and create awareness about issues of food fraud and adulteration among small scale food processors
- vi. Identify potential public and private food quality and safety agencies in the region

- vii. Identify food laboratories in the region and the range of food analysis they can perform
- **Assessment of the impact of small scale Agro-transformation on Socio-cultural activities**
Socio-cultural dimensions of food have a strong impact on the behavior (acceptance or rejection) of the food by a particular market. In this context, it is paramount for the consultant to be able to: -
 - i. Assess the role of women and youths in participating and promoting small scale agro-transformation activities
 - ii. Propose strategies to mitigate current skill gaps blocking women and youths from engaging in post-harvest agro-transformation activities
 - iii. Identify socio-cultural events organized by small scale food processors
 - iv. Identify and classify food processor associations, meetings, or gatherings
 - v. Identify various cultural taboos and stereotyped on different food products by the communities and how they can possibly affect the market for agro food products.

In addition, the study is expected to examine the proposed strategies outlined below in relation to how feasible they are in addressing the problems under this project whose proposed goal is to evaluate small scale food processing in Agriculture, livestock and fisheries industry in the North West Region of Cameroon.

- i. Training and capacity building of women and youths in adopting new and alternative livelihood opportunities as agro-transformation entrepreneurs
- ii. Strategies which involve unlocking the potentials of value creation and addition to agricultural products as a means of job creation and enhancing poverty alleviation.
- iii. Cleaner environment through promoting proper sanitation, waste disposal and management by small scale food processing actors
- iv. Adopting Good Manufacturing Practices (GMP) and serious hazard analysis and critical control points (HACCP) practices while readapting and organizing small scale food processing businesses
- v. Create awareness of the socio-economic and health dangers of a poorly handled food processing chain
- vi. Improve productivity, quality and safety of products of small scale agro-transformation entrepreneurs
- vii. Improve post-harvest technical trainings for small scale farmers
- viii. Put in a place a microenterprise development strategy for women and youths through organizing specialized short modular training programs in Agro-transformation of plant and animal base raw materials
- ix. Sensitizing stakeholders on issues relating to food quality, safety and public health nutrition
- x. Improve on infrastructures to promote food quality, safety and new product developments (e.g. Food laboratories, Micro-multipurpose food processing hubs, agro-transformation technical vocational training facilities, etc.).
- xi. Sensitizing stakeholders on importance of public private partnership in guaranteeing a sustainable agriculture value addition chain
- xii. Strategies to open new local and international markets for small scale agro-transformation entrepreneurs
- xiii. Strategies to facilitate appropriate transfer of technology to ensure sustainability of the project

- xiv. Identify possible renewable energy sources found in the Region that can be adapted for agro processing
- xv. A comprehensive project proposal for the AGROVAMP Project detailing the expected outcomes, outputs, activities and inputs/resources as well as strategy, technical, economic, financial, environmental and sensitivity analyses.
- xvi. The feasibility of setting up Small-scaled food processing facilities according to speculation and zone of production to be managed by farmers as the necessary and entry points to a major food distribution hub.
- xvii. The possibility of setting up an Agro Food Processing and Distribution Hub as a MIDENO Holding to actively, sustainably and profitably manage the aggregation, standardization, quality control, food safety, safe packaging and distribution of food products in the Region and beyond
- xviii. A strategy to strengthen the abilities of small scale food processors to satisfy wholesale, retail and institutional demand for safety and quality food
- xix. A strategy to strengthen the capacities of local entrepreneurs involved in the fabrication of food processing machines to improve their productivity efficiency and sustainability

3.1: Lot 2:

The purpose of this ToR is to recruit a consultant to carry out an impact assessment to establish the relevance, impact and sustainability of the achievements of the Grassfield Participatory and Decentralized Rural Development Project Phase I (GP-DERUDEPI) executed in the North West Region.

Specific Objectives of the Assignment

- Assess the effectiveness of the project in reducing poverty in the North West Region as stated in the goal of the Project
- Assess the relevance of the achievements of the various components of the Project in terms of purpose, approach, modality of execution of the project and capacity of key implementing partners
- Assess the sustainability of the achievements of the project in the target Communities
- Draw lessons for the design, funding and implementation of subsequent projects

Article 4: Institutional Arrangements

The Director of the Technical Department (DTD) will be the contract Engineer in the realization of this assignment. As deemed necessary, the Director General of MIDENO on the proposal of the Contract Engineer can call on other experts within or out of MIDENO to contribute inputs into the process of implementing this TOR.

Article 5: knowledge of the services /works

5.1 Lot 1: The consultant acknowledges by the signature of this Jobbing Order that he has perfect knowledge of the services and works on which the Jobbing Order shall be carried out; that is, he is conversant with the procedures of the services and works **to carry out a Feasibility Study for an Agricultural Value Addition and Marketing Project (AGROVAMP), through the Promotion of Small Scale Food Processing in the Crop, Livestock and Fisheries subsectors in the North West Region of Cameroon**

5.2 Lot 2: The consultant acknowledges by the signature of this Jobbing Order that he has perfect knowledge of the services and works on which the Jobbing Order shall be carried out; that is, he is

conversant with the procedures of the services and works to carry out an **Assessment of Relevance, Impact and the Sustainability of the Achievements of the Grassfield Participatory and Decentralized Rural Development Project Phase I (GP-DERUDEP I) Implemented in the North West Region of Cameroon**

Article 6: Definitions and duties (article 2 of GAC supplemented)

6.1 General definitions

- The **Project Owner** shall be the **Director General of MIDENO**. He ensures the preservation of originals of **contract** documents and the transmission of copies to **ARMP** through the focal point designated to the effect
- The **Contract Manager** shall be the **Procurement Officer of MIDENO**. He ensures the respect of the administrative, technical, financial conditions and contractual time-limits.
- The **Contract Engineer** shall be the:
Lots 1 & 2: The Technical Director of MIDENO. He shall be responsible the technical follow-up of the contract.
- The Consultants shall be the **bidders (Lot 1 & 2) to whom the contracts have been awarded and have signed the contract document with the Project Owner**.

6.2 Security

- The Authority in charge of ordering payment shall be the **Director General of MIDENO**
- The authority in charge of the clearance of expenditures shall be the **DAF of MIDENO & Specialized Finance Controller of MIDENO**
- The body or official in charge of payment shall be the **Agence Comptable of MIDENO**
- The official competent to furnish information within the context of the execution of this contract shall be the **Director General of MIDENO (Project Owner)**

Article 7: Applicable language, law and regulation (GAC supplemented)

1. The language to be used shall be **English**.
2. The service provider shall be bound to respect the law, regulations and ordinances in force in the Republic of Cameroon both within his own organization and in the execution of the contract.
If in Cameroon the regulations, laws and administrative and fiscal measures in force at the date of signature of this contract are amended after the signature of the contract, the possible direct resulting costs shall be taken into account without gain or loss for either party.

Article 8: Standards (Article 3 of GAC supplemented)

The studies done in execution of this Jobbing Order shall be in conformity with the standards laid down in the Special Technical Conditions and where no standard is mentioned, to the authoritative standard on the issue and applicable in Cameroon; this standard shall be the most recent standard approved by the competent Authority. The consultant shall execute the studies taking into consideration the best practice in Cameroon

Article 9: Constituent documents of the contract (Article 8 of GAC)

The constituent contractual documents of this contract include:

1. The tender or commitment letter;
2. The supplier's tender and its annexes in all provisions not contrary to the Special Administrative Condition (SAC) and the Terms of Reference (ToR) referred to above;
3. The Special Administrative Conditions (SAC);
4. The Terms of Reference (ToR);

5. The particular elements necessary for the determination of the contract price include: the unit price schedule, the statement of all-in prices, detailed estimates, the breakdown of all-in prices and the sub-details of unit prices;
6. The Contract document
7. The General Administrative Conditions (GAC) applicable to intellectual services contracts as put in force by Order No. 033/CAB/PM of 13 February 2007;
8. The General Technical Conditions applicable to services forming the subject of the contract

Article 10: General instruments in force (GAC supplemented)

This contract shall be governed by the following general instruments:

1. Law N° 2019/023 of 24/12/2019 being the Finance Law of the Republic of Cameroon for the 2020 fiscal year;
2. Circular N° 00008349/C/MINFI of 30/12/2019 bearing on the instructions relating to the execution of the Finance Laws, the monitoring and control of the execution of the budget of the State and other public entities for the 2020 fiscal year;
3. Decree N° 2004/275 of 24 September 2004 to institute the Public Contracts Code and implemented by Circular No 004/CAB/PM of 30th December 2005;
4. Decree N° 2012/074 of 8th March 2012 relating to the setting up, organization and functioning of Tenders Boards;
5. Decree N° 2012/075 of 8th March 2012 on the organization of the Ministry of Public Contracts;
6. Decree N° 2012/076 of 8th March 2012 amending and supplementing some provisions of Decree No 2001/048 of 23rd February 2001 on the creation, the organization and functioning of the Public Contracts Regulatory Agency;
7. Decree N° 2013/271 of 5th August 2013 amending and supplementing some provisions of Decree No 2012/074 of 8th March 2012 on the creation, the organization and functioning of the Public Contracts Tender Boards;
8. Decree N° 2003/651/PM of 16 April 2003 laying down the procedures for the application of tax and customs regime of public contracts;
9. Circular Letter N° 003/CAB/PM of 18th April 2008 on the enforcement of rules governing the procurement, execution and control of public contracts;
10. Circular N° 0001/CAB/PR of 19th June 2012 on the procurement and control of the execution of public contracts;
11. Circular Letter N° 002/CAB/PM of 31st January 2011 on the improvement of the performance of the public contracts system;
12. Circular N° 003/CAB/PM of 31st January 2011 laying down procedures for changes in management of economic conditions of Public Contracts;
13. Standard norms;
14. Other instruments specific to the domain concerned in the contract

CHAPTER II: FINANCIAL CONDITIONS

Article 11: Communication (Articles 5 and 6 of GAC supplemented)

1. All notifications and written communication within the framework of this contract shall be sent to the following address: **The Director General, North West Development Authority, P.O. Box 442, Bamenda or through Email: midenobda@yahoo.com**

a. In the case where the service provider is the addressee: correspondences shall be validly addressed to the **Consultant**

b. In the case where the Project Owner is the addressee:

The Director General, North West Development Authority, P.O. Box 442, Bamenda or through Email: midenobda@yahoo.com with a copy addressed to the Contract Manager and Contract Engineer, where need be.

2. The contractor shall address all written notifications or correspondences to the **Director General, North West Development Authority, P.O. Box 442, Bamenda or through Email: midenobda@yahoo.com**

Article 12: Administrative Orders (Article 7 of GAC)

8.1. The Administrative Order to start execution shall be signed by the **Project Owner**

8.2. Administrative Orders with financial incidence likely to modify the time-limits shall be signed and notified by the **Project Owner**

8.3. Administrative Orders of a technical nature linked to the normal progress of the services and without financial incidence shall be signed directly and notified by the **Project Owner**

8.4. Administrative Orders serving as warnings shall be signed by the **Project Owner**.

8.5. The contractor has a time-limit of fifteen (15) days to issue reservations on any Administrative Order received. Having reservations shall not free the enterprise of executing the Administrative Orders received.

Article 13: Guarantees and Bonds

13.1. Final bond

The final bond shall be set at **5 % of the amount of the contract, exclusive of all taxes**. The guarantee must be returned or released within one month following the date of provisional acceptance of the report, following a release issued by the Project Owner upon request by the Consultant

13.2. Performance bond: NA

13.3. Guarantee of start-off advance: NA

Article 14: Amount of the contract (GAC supplemented)

The amount of this contract as it emerges from the attached is..... **[in figures]****(in letters)**CF francs inclusive of All Taxes;

VAT is: 19.25%

Amount exclusive of VAT.....

Amount of VAT.....

Article 15: Place and mode of payment (GAC supplemented)

In return for the payments to be done by the Project Owner to the service supplier under the conditions laid down in the contract, the service provider is bound by these provisions to execute the contract in accordance with the provisions of the contract.

The Project Owner shall release the sums due for this contract in the following way:

- a. For payments in CFA francs, by (amount in figures and) by credit into the **Account No.....** opened in the name of the service provider in the.....**bank**.
- b. For payments in foreign currencies by [amount in figures and letters] by credit into **Account No.....** opened in the name of the service provider in the.....**bank**

Article 16: Price variation (Article 16 of GAC)

16.1. Prices shall be firm.

- a. Payments on account made to the contractor as advances shall not be revisable:
- b. Revision shall be "frozen" upon expiry of the contractual time-limit, except in the case of price reductions.

16.2. Price updating modalities (where need be): NA

Article 17: Price revision formulae (article 17 of GAC): NA

Article 18: Price updating formulae (article 17 of GAC): NA

Article 19: Advances (Article 18 of GAC)

17.1. The Project Owner **shall not** grant a start-off **advance**

17.2. The time-limit for payment of the start-off advance is fixed **at**: NA

Article 20: Payment for services (Article 19 of GAC supplemented)**18.1. Scheduling of payments**

The amount of indicative payments on account shall be scheduled as follows:

Contract Name	Realizations	% payment
Lot 1: The recruitment of a Consulting Firm to carry out a Feasibility Study for an Agricultural Value Addition and Marketing (AGROVAMP), through the Promotion of Small Scale Food Processing in the Crop, Livestock and Fisheries subsectors in the North West Region of Cameroon	Inception report	20
	Draft project Proposal	35
	Final Project Proposal	40
	Submission and validation of the final report and the project proposal (Final Bond)	5
Total		100
Contract Name	Realizations	% payment
Lot 2: The recruitment of a consulting firm to carry out an Assessment	Inception report	20

Relevance, Impact and the Sustainability of the Achievements of the Participatory and Decentralized Rural Development Project Phase DERUDEP I) Implemented in the North West Region of Cameroon	Draft Feasibility study report	35
	Final Feasibility study report	40
	Submission and validation of the final Feasibility study report (Final Bond)	5
Total		100

The detailed accounts in (6) six copies shall be presented by the service provider in CFA *francs (or in CFA francs foreign currencies, if need be)* to the **Project Owner** including a request for payment.

The request for payment must clearly indicate the total amount of the contract, the amounts of money already received and the amount of the bill concerned.

Payments on account shall take place within thirty (30) days from the date of transmission to the competent accountant of the establishment giving entitlement to payment

Article 21: Interest on overdue payments (Article 20 of GAC)

Possible interests on overdue payments shall be paid by statement of sums due in accordance with Article 88 of Decree No. 2004/275 of 24 September 2004 to institute the Public Contracts Code.

Article 22: Penalties for delays (Article 29 of GAC supplemented)

20.1. The amount set for penalties for as follows:

- a. One two thousandth (1/2000th) of the initial contract amount all taxes inclusive per calendar day of delay from the first to the 30th day beyond the contractual time-limit;
- b. One, One thousandth (1/1000th) of the initial contract amount inclusive of all taxes per calendar day beyond the 30th day.

20.2. The cumulated amounts of penalties for delay shall be limited to ten (10%) percent of the initial contract amount inclusive of all taxes

Article 23: Tax and Customs Regulations (GAC supplemented)

Decree No. 2003/651 of 16 April 2003 defines the conditions for implementing the tax regulations and customs procedures applicable to public contracts.

These elements must be included in the costs which the service provider inputs on its running costs and constitute one of the elements of the sub-details of prices exclusive of taxes

All taxes inclusive prices shall mean VAT included.

Article 24: Stamp duty and registration of contracts (article 11 of GAC)

Seven (7) original copies of the contract will be stamped and at the cost of the Service Provider, in acceptance with the applicable regulations.

CHAPTER III: EXECUTION OF THE SERVICES

Article 25: Contract execution deadline (Article 20 of GAC)

25.1. The deadline for the execution of the services forming the subject of this contract shall be four (4) Months as follows:

Contract Name	Realizations	Duration(Months/weeks)
Lot 1: The recruitment of a Consulting Firm to carry out a Feasibility Study for an Agricultural Value Addition and Marketing Project (AGROVAMP), through the Promotion of Small Scale Food Processing in the Crop, Livestock and Fisheries subsectors in the North West Region of Cameroon	Inception report	2 weeks
	Draft Project Proposal	2 months 2 weeks
	Final Project Proposal	1 month
Total		4 months
Contract Name	Realizations	Duration
Lot 2: The recruitment of a consulting firm to carry out an Assessment of the Relevance, Impact and the Sustainability of the Achievements of the Grassfield Participatory and Decentralized Rural Development Phase I (GP-DERUDEP I) Implemented in the North West Region of Cameroon	Inception report	2 weeks
	Draft Feasibility study report	2 months 2 weeks
	Final Feasibility study report	1 month
Total		4 months

25.2. This time-limit runs from the date of notification of the Administrative Order to commence execution.

Article 26: Obligations of the Project Owner (GAC supplemented)

26.1. The Project Owner shall be bound to furnish the service provider all the information necessary for the execution of the mission and to guarantee him, at his cost, access to the project sites.

26.2. The Project Owner shall ensure the service provider protection against threats, insults, violence, assaults, abuse or defamation of which he may be victim because of the execution of the mission.

Article 27: Obligations of the service provider (GAC supplemented)

27.1. The service provider shall execute the services and fulfill his obligations in a diligent, efficient and economic manner in accordance with the standards, techniques and practices generally accepted in his domain of activity.

27.2. During the duration of the contract, the service provider shall not be committed directly or indirectly in professional or contractual activities likely to compromise his independence in relation to the missions assigned him.

27.3. In case of conflict of interest regarding a member of the team of the mission, the service provider must inform the Project Owner in writing and must replace the expert in question involved in the mission or contract. Conflict of interest shall mean any situation in which the service provider may benefit directly or indirectly for a contract awarded by the Project Owner in which he may be consulted or any other action in which he has sufficient personal or financial interests to compromise his impartiality in the accomplishment of his functions or in a way to unfavorably affect his judgment.

27.4. The service provider shall be bound by professional secrecy vis-a-vis third parties on information and other documents obtained or brought to his knowledge during the execution of the contract.

In this regard, documents established by the service provider during the execution of the contract cannot be published or communicated without the written approval of the Project Owner.

27.5. The service provider shall be bound, during the submission of the final report, to return all borrowed documents to the Project Owner.

27.6. The service provider as well as his associates or sub-contractors shall be forbidden within the duration of the contract and six (6) Months after its end, to furnish goods and services to the Project Owner resulting from the services or having a close relationship with the said services (except in execution of services or their continuation).

27.7. The service provider must take control of the professional costs and the coverage of all the risks of illness and accidents within the framework of his mission.

27.8. The service provider cannot modify the composition of the team proposed in his technical offer without the written approval of the Project Owner.

Article 28: Transport and Insurance (GAC supplemented): NA

Article 29: Execution Programme (GAC supplemented)

The execution programme must be with the terms of reference or specifications of the technical conditions.

Article 30: Approval of personnel (GAC supplemented)

If the Project Owner requests the replacement of a member of the team for duly established serious offence or for incompetence, the replacement shall be borne at the cost of the service provider within a maximum time-limit of fifteen (15) days.

The Project Owner reserves the possibility of refusing to approve a person proposed by the service provider but whose qualifications are inadequate

Article 31: Residence of the Consultant: For the purpose of the execution of this assignment, the consultant shall elect for the purpose of the execution of this Jobbing Order a residence in Bamenda.

CHAPTER IV: ACCEPTANCE

Article 32: The Acceptance Commission (Article 36 of CAG)

The Acceptance Commission shall be composed of the following members:

- Project Owner or his representative –Chairperson
- Contract Engineer- Rapporteur

- Contract Manager: **Member**
- Representative of MINMAP- **Observer**
- **The Stores Accountant - Member**
- Service Provider/Representative-**Member**

The members of the Acceptance Commission shall be appointed by a decision from the Project Owner

Article 33: Acceptance of Service (Article 36 of GAC)

The Project Owner shall pronounce the acceptance of the services if they meet the stipulations of the contract and where need be, after the opinion of the Technical Follow-up and Acceptance Commission. The date of effect of the acceptance shall be specified in the acceptance decision. Failing that, it is the date of notification of this decision that shall be taken into account. If there is need, this acceptance shall entail the transfer of ownership.

CHAPTER V: SUNDRY PROVISIONS

Article 34: Case of force majeure (Article 41 of GAC)

For the purpose of this contract, "Force Majeure" means an event beyond the control of service provider and not involving their fault or negligence and not foreseeable. Such events may include, but are not restricted to acts of MIDENO in its sovereign capacity, wars or revolution, fires, floods, epidemics and guarantee restrictions.

If a "Force Majeure" situation arises, the service provider shall promptly notify MIDENO in writing of such condition and the causes thereof. Unless otherwise directed by MIDENO in writing, the supplier shall continue to perform its obligations under the contract as far as is reasonably practical, and shall seek all reasonable alternative means for performance not prevented by the "Force Majeure" event

Article 35: Termination of the contract (Article 42 of GAC)

The contract may be terminated as provided for in Part III Paragraph IV of Decree No. 2004/275 of 24 September 2004 and equally under the conditions laid down in articles 42, 43, 44, 45, 46 and 47 of the GAC especially in cases of:

- Delay of more than fifteen (15) calendar days in the execution of an Administrative Order or unjustified stoppage of service of more than seven (7) calendar days;

- Delay in delivery of services resulting in penalties of more than 10 % of the amount of the service;
- Refusal to repeat poorly executed services;
- Default by the service provider;
- Persistent nonpayment for services

Article 36: Disagreements and disputes (Article 48 of GAC)

Where no amicable solution can be found for a disagreement, this disagreement is brought before the competent Cameroonian jurisdiction, subject to the following provisions of the Common law procedures.

Article 37: Production and dissemination of this contract

Twenty (20)] copies of this contract shall be produced at the cost of the contractor and furnished to Contract Manager.

Article 38: Entry into force of the contract (GAC supplemented)

This contract shall be final only upon its signature by the Project Owner. It shall enter into force as soon as it notified to the service provider by the Project Owner

DOCUMENT NO.08: MODEL CONTRACT

REPUBLIQUE DU CAMEROUN

REPUBLIC OF CAMEROON

Paix - Travail – Patrie

Peace - Work- Fatherland

[Indiquer le Maître d'Ouvrage][Indicate the Project Owner]

CONTRACT N°/C or JO, /CA/TB/ /IT.....

Awarded after Invitation to tender No.....IT.....CA/TB/OO of.....

For *[Indicate the quality of the services]*

HOLDER OF CONTRACT:*[indicate the holder and his full address]*

P.O. Boxat.....Tel.....Fax.....

Business Registry Taxpayer's No.....A issued at.....

SUBJECT OF CONTRACT : *[indicate the full subject of the supply]*

PLACE OF DELIVERY: *[indicate]*

AMOUNT IN CFA F

IAT	
EVAT	
VAT (19.25%)	
AIR (.....%)	
Net to be paid	

DELIVERY DEADLINE: *[In days, weeks, months or years]*

FINANCING:*[Indicate the source of financing]*

BUDGET HEAD:*[to be completed]}*

SUBSCRIBED ON:

SIGNED ON:

NOTIFIED ON:

REGISTERED ON:

Between:

The Republic of Cameroon, represented by *[indicate Project Owner]* Hereinafter referred to as "the Project Owner",

On the one hand,

And

The _____ (Company)

P.O. Box _____ Tel: _____ Fax: _____

Business Registry No. _____

Taxpayer's No. _____

Represented by M _____, its General Manager hereinafter referred to as the "Contractor"

On the other hand,

It has been agreed and settled as follows

SUMMARY

Part I : Special Administrative Conditions (SAC)

Part II : Special Technical Conditions (STC)

Part III : Schedule of Unit Prices (SUP)

Part IV : Details or Estimates

Page.....and last of Contract No.....C or JO/CA/TB/0000

[recall the method of award of contract]

HOLDER:

PRICE:*[recall in CFA francs inclusive of all taxes in figures and words]*

TIME-LIMIT:

Read and accepted by the Contractor Place of signature.....(date)
Signature of Project Owner Place of signature.....(date)
Registration

DOCUMENT NO.09: MODEL DOCUMENTS

ANNEX NO.1: MODEL TENDER

To be inserted as attachment to

I the undersigned,

Nationality:

Domicile;

Function:

By virtue of my powers as the General Manager, and having taken cognizance of the National Tender File
No..... [Indicate the type of service

Hereby declare the intention to bid for this invitation to tender

Done at.....on.....

Signature, name and stamp of bidder

ANNEX NO.02: MODEL BID BOND

Whereas the Service provider.....hereinafter referred to as the "bidder" has submitted his tender on.....for **[recall the subject of the invitation to tender]**, hereinafter referred to as "the tender".

We.....**[name and address of the bank]**, with head .office at **[bank's address]** hereinafter referred to as "the bank" hereby declare to guarantee payment to the Project Owner of the full amount of **[indicate the amount]** CFA francs, binding itself, its successors and assignees.

Signed and authenticated by the bank at....., on.....

The conditions of this commitment are as follows:

If the bidder retrieves his tender during the validity period specified by him in the tender;

or

If the bidder, having been notified of the award of the contract by the Project Owner during the validity period:

- a. Fails or refuses to sign the contract, even though required to do so;
- b. Fails or refuses to furnish the performance bond for the contract as provided for by the contract;

We commit ourselves to pay to the Project Owner an amount up to the maximum of the sum referred to above upon reception of the his first written request, without the Project Owner having to justify his request, given however, that in his request the Project Owner shall note that he is due the amount he is claiming because one or the other or both of the above condition(s) has (have) been fulfilled and he shall specify which condition(s) took effect.

This bond shall remain valid up till the thirtieth day inclusive following the end of the deadline for the validity of tenders. Any request by the Project Owner to cause it to take effect should reach the bank before the end of this validity period.

ANNEX NO. 03: MODEL FINAL BOND

Bank.....

Reference of the bond No.....

Addressed to (***Indicate the Project Owner and his address***) Cameroon, hereinafter referred to as the "Project Owner"

Whereas..... (***Name & Address of supplier***), hereafter referred to as "The Contractor" has committed himself, in execution of the contract referred to as "the Contract", to carry out (***Indicate the nature of the service***)

Whereas it is stated in the contract that the Contractor shall entrust to the Project Owner a final bond of an amount equal to (indicate the percentage between 2% & 5%) of the amount of the corresponding portion of the contract, as guarantee of the execution of his full obligations in accordance with the terms of the contract,

Whereas we have agreed to give the Contractor this guarantee,

We.....(***Name & address of bank***)

Represented by.....(***Name of signatories***),

Hereinafter referred to as "the bank", commit ourselves to pay the Project Owner, within a maximum deadline of eight (8) weeks, upon simple written request declaring that the contractor has not satisfied his contractual commitments within the meaning of the contract, without being able to defer the payment nor raise any contests for whatever reason, an amount up to the sum of.....(***in figures & words***).

We agree that no change or addendum or any other amendment to the contract shall free us of any obligation incumbent on us by virtue of this final bond and we hereby incline to any notification, addendum or change.

This final bond shall enter into force as soon as it is signed and as soon as the Project Owner notifies the contractor of the approval of the contract. It shall be released within a deadline of (indicate the deadline) from the date of the provisional acceptance of the services.

After this date, the bond shall be baseless and should be returned to us without the express request on our part.

Any request for payment formulated by the Project Owner by virtue of this guarantee should be done by registered mail with acknowledgement of receipt to reach the bank during the period of validity of this commitment.

This bond shall, for purposes of its interpretation, be subjected to Cameroon Law. Cameroon Courts shall be the only jurisdictions competent to rule on this commitment and its consequences

Signed and authenticated by the Bank

At.....on.....

(***Signature of the bank***)

**DOCUMENT NO. 10: LIST OF BANKING ESTABLISHMENTS AND FINANCIAL BODIES AUTHORISED TO
ISSUE BANK CAUTION IN PUBLIC CONTRACTS**

- 1. Société Générale de Banques au Cameroun (SGBC)**
- 2. Banque Internationale du Cameroun pour l'épargne et le Credit (BICEC)**
- 3. Société Commerciale de Banques-Cameroun (CA-SCB)**
- 4. Standard Chartered Bank Cameroon (SCBC)**
- 5. Afriland First Bank (AFB)**
- 6. Banque Atlantique du Cameroun (BAC)**
- 7. Ecobank Cameroon (EBC)**
- 9. Citibank N.A. Cameroon**
- 10. Commercial Bank of Cameroon (CBC)**
- 11. Union Bank of Cameroon (UBC)**
- 12. National Financial Credit Bank (NFC Bank)**
- 13. United Bank of Africa (UBA)**
- 14. Chanas Insurance**
- 15. Activa Insurance**
- 16. ZENITHE**
- 17. BGFI**