

INVITATION TO BID

Procurement Of Consultancy Services for Digitally Enabled, Women-Led Food Delivery Aggregation (Micro Franchise) Model

Re-Bid Number (027/26/SNV)

Terms Of Reference (ToR)

Project Name	LIWAY II	SAP No. (budget line)	SP2336-4.02
Organizer (SNV staff name)	Dereje Agize & Samson Gizaw		
Place/s of the activity	Addis Ababa, Ethiopia		
Duration	Start Date: signing of contract	End Date: within Five (5) months from the date of contract signing.	
Background and Context	1. Background and Context		
	Livelihoods Improvement for Women and Youth (LIWAY II) is a 4-year program (March 2025 – December 2028) funded by the Government of Sweden and implemented by a consortium SNV and Mercy Corps. LIWAY aims to contribute to sustainable poverty reduction and social stability in Addis Ababa by increasing incomes through its four interrelated market systems including Labor, Micro and Small Enterprises (MSE), Medium and Large Enterprises (MLE), and Skills. improved wage and self-employment opportunities, primarily targeting poor women and youth.		
	Addis Ababa’s urban landscape is rapidly evolving, driven by the growth of e-commerce and on-demand delivery services alongside rising demand for convenient, affordable, and diverse food options. Yet the supporting marketplace infrastructure remains fragmented and unsustainable. Last-mile delivery relies heavily on internal combustion engine (ICE) motorbikes, whose volatile fuel prices and high maintenance costs significantly reduce riders’ earnings. At the same time, many home-based food producers and small-scale restaurants struggle to grow due to weak market linkages and limited access to digital platforms. These challenges disproportionately affect poor women and youth, particularly women operating informal food businesses who face restrictions on mobility, limited market visibility, and exclusion from mainstream delivery applications.		

Purpose of the Assignment	The purpose of this assignment is to design, pilot, and validate a digitally enabled, women-led food aggregation hub model in Addis Ababa that connects home-based women producers and neighbourhood food businesses with urban consumers, addresses market access barriers, and creates green last-mile employment opportunities for youth riders. The intervention will establish and test a commercially viable aggregation hub system that can serve as a foundation for the future development and replication of locally owned micro-franchise units. General Objective To design, pilot, and validate a scalable and commercially viable Market Systems Development (MSD)-aligned food aggregation hub framework that integrates localized food production with green mobility platforms in Addis Ababa. The initiative aims to sustainably increase the incomes of marginalized women and youth by strengthening localized market connectivity, reducing digital exclusion, and improving the efficiency of green last-mile logistics. Through proof of concept and demonstration of commercial viability, the aggregation hub model will create a pathway for the gradual development and replication of micro-franchise businesses in Ethiopia. Specific Objectives The service provider is expected to address the following specific objectives, utilizing its market expertise to propose the most effective, flexible, and non-duplicative implementation approach: Design and Operationalize the Aggregation Hub Framework Establish women-led neighbourhood aggregation hubs that collect, market, quality-assure, and coordinate the distribution of food products produced by home-based women entrepreneurs, while developing systems that can be replicated as future micro-franchise units. Leverage Green Mobility and EV Logistics Networks Develop partnership models with existing green mobility providers that enable youth delivery riders to use electric vehicles (EVs) for aggregated food delivery, reducing logistics costs, improving operational efficiency, and increasing riders' net earnings. Deploy Low-Barrier Digital Market Linkages Utilize existing digital platforms, messaging tools, lightweight applications, and commercial partnerships to connect informal food producers with consumer and institutional demand while avoiding duplication of existing technologies and reducing barriers to participation. Build Technical and Operational Capacity Provide targeted support for home-based women producers and hub operators, including food safety and hygiene standards, business management, customer service, quality assurance, and hub operations management. Test and Validate a Pathway to Micro-Franchising Assess the commercial viability, operational performance, and scalability of the aggregation hub model and develop a practical roadmap for its gradual replication and transition into locally owned micro-franchise businesses operated by women entrepreneurs.
Scope of Work	The assignment will conduct rapid market scoping, design, pilot, and validate a women-led food aggregation hub model that connects home-based food producers with urban consumers through existing green logistics and digital platforms. As franchising and micro-franchising are still emerging concepts in Ethiopia, the pilot will test a commercially viable aggregation hub model and develop a roadmap for its future replication and gradual transition into locally owned micro-franchise businesses. Key Areas: Market Scoping & Design: Assess market opportunities and design a women-led aggregation hub model integrated with green logistics and e-mobility services.

	- Digital Integration: Leverage existing digital platforms, messaging tools, and Job Tech solutions to facilitate market access for women producers. - Pilot & Scale-Up: Train producers and hub operators, implement and monitor the pilot, and develop a sustainability and scale-up strategy for future micro-franchise replication.
Expected Outcomes and Results	- Enhanced Market Access and Income Generation: Establish and pilot women-led food aggregation hubs that connect 500 home-based women producers, 100 neighbourhood food businesses, and 300 green delivery riders, resulting in increased market participation and improved incomes. - Strengthened Digital and Market Linkages: Create commercially viable partnerships with existing digital, e-commerce, and green mobility platforms, improving market access, logistics coordination, and business sustainability beyond project support. - Validated Aggregation Hub Model for Scale: Build the technical and operational capacity of producers and hub operators, validate the commercial viability of the aggregation hub model, and develop a practical roadmap for replication and future transition into locally owned micro-franchise businesses.
Key Deliverables	Deliverable 1: Inception Report & Hub Design - Rapid market mapping, aggregation hub model, partnership strategy, and pilot implementation plan. Deliverable 2: Pilot Launch & Partnership Development - Establish partnerships, train women producers and hub operators, and operationalize pilot aggregation hubs with digital and green logistics linkages. Deliverable 3: Pilot Evaluation & Scale-Up Roadmap - Assess pilot performance, validate the business model, document lessons learned, and develop a roadmap for replication and future micro-franchise expansion.
MSD sustainability and consideration	The intervention will adopt a Market Systems Development (MSD) approach that strengthens and incentivizes existing market actors rather than creating donor-dependent structures. By leveraging existing digital platforms, food businesses, and private green logistics providers, the intervention will improve market access for women producers while reducing last-mile delivery costs. The model focuses on building the capacity of market actors, validating a commercially viable aggregation hub system, and creating a sustainable pathway for replication and future micro-franchise expansion without continued project support.
Duration of the Assignment:	The assignment is expected to be completed within Five (5) months from the date of contract signing.

Proposal Evaluation Criteria

The following criteria will be employed for the evaluation of the proposals: -

a) Technical Criteria for evaluation (weight: 70 %)

A pre-defined technical criterion will be employed for the evaluation of applicants. Failure to secure 60% in the technical criteria (i.e. 42 Points out of the 70) will automatically disqualify the applicant.

Technical Qualifications	Scoring Criteria	Max. Score
1. Page Limit on Technical Proposal	The technical proposal should not be more than 10 pages. CVs and other supporting documents should be included as annexes. Proposals that exceed this page limit may be automatically disqualified.	Mandatory
2. Solid Experience and Knowledge	Applicants should demonstrate proven experience in designing and implementing inclusive urban market interventions, with particular emphasis on: • Proven experience in Market Systems Development (MSD), enterprise development, and sustainable livelihood interventions. • Strong technical expertise in digital market platforms, JobTech solutions, e-mobility, green logistics, and urban food value chains. • Demonstrated experience in supporting women-led and informal micro-enterprises to access digital markets, business services, finance, and commercial networks. • Experience in building partnerships with private sector actors, including digital platforms, logistics providers, and market aggregators. • Established policies and practices on safeguarding, data protection, and responsible business conduct.	20
	✓ Minimum three (3) years of demonstrated experience in the informal food sector, digital marketplace solutions, e-mobility/EV ecosystems, and business linkage facilitation. ✓ Proven track record in implementing similar assignments that connect micro and small enterprises with markets, digital platforms, logistics providers, and commercial partners. ✓ Experience working with women-led enterprises, aggregation models, or inclusive business initiatives is an added advantage.	20
	- 2 to 3 years of relevant experience	15
	- 1-2years of relevant experience	5
	- Less than 1 year of relevant experience	0
3. Quality of Technical Proposal	The proposal should demonstrate a clear understanding of the assignment objectives, supported by a practical methodology and realistic work plan, with particular focus on: • Practicality, innovation, and feasibility of the proposed women-led aggregation hub model and its integration with existing digital platforms and green mobility services. • Market-driven and field-based implementation approaches, emphasizing direct market linkages, aggregation, partnership development, and commercial transactions rather than classroom-based training. • Strong alignment with the operational realities of informal food businesses, digital marketplaces, and last-mile delivery systems in Addis Ababa. • A clear pathway for validating the aggregation hub model and assessing its potential for future replication and micro-franchise expansion.	20
	- Proposal clearly demonstrates a full understanding of the assignment with a high-quality, detailed methodology and work plan	20
	- Proposal indicates a partial understanding of the assignment	15
	- Proposal does not indicate a clear understanding of the assignment	0

4. MSD Sustainability Framework and	Evaluation of the long-term viability and strategic alignment of the intervention, specifically: • Viability of the proposed commercial revenue-generation and cost-recovery designs (e.g., commissions, delivery fees, swapping fees). • Strength of the institutional transition and permanent hosting plan with private market actors and public infrastructure managers. • Robustness of inclusivity frameworks tailored for poor urban women and youth demographics.	10
	Proposal offers an exceptional, highly viable strategy for sustainability, cost-recovery, and demographic inclusivity	10
	Proposal offers an acceptable strategy, but lacks depth in either the transition plan or inclusivity frameworks	5
	Proposal lacks a viable sustainability or MSD strategy	0
5. Team Capacity and Composition	Applicants should propose a multidisciplinary team with relevant expertise in market systems development, business development, and green logistics, with assessment focusing on: • Academic qualifications and practical experience of key experts in Market Systems Development (MSD), digital market systems, e-mobility, and urban food value chains. • A balanced mix of expertise in green logistics (EV/BaaS solutions), business development, aggregation models, and enterprise growth support. • Demonstrated experience in implementing field-based market linkage, partnership development, and MSME support interventions. • Adequate field-level staffing and resource allocation to effectively implement the pilot. • Strong local engagement capacity, including fluency in Amharic and experience working with informal women-led businesses and urban micro-enterprises.	20
	- A well-composed team demonstrates strong expertise and an ideal balance across all required technical and language areas	20
	- Team composition is acceptable, but lacks demonstrated expertise or depth in one or two key areas	10
	- Team composition is missing more than half of the required expertise or field-level capabilities	0
Total Technical Score		70

b) Financial Evaluation Criteria (weight: 30%)

- ✓ The financial proposal, submitted in a separate document should be simple, and the proposals shall indicate all applicable taxes separately in a clear manner.
- ✓ If Applicants are legally registered consulting firms (copy of annexing of business license, tax registration certificate or any other legal documents need to be submitted). If the supplier is a Local supplier SNV shall deduct either 3% (if the company has valid license and tin number) or 30% (if the company has no tin number and/or license) of the contract amount in lieu of withholding tax and duly paid to relevant inland authority.
- ✓ Financial Proposal need to be submitted in Birr.

Important Notes:

- ✓ technical and financial proposals will be submitted separately in marked separate envelopes. Only proposals that have a point of 42/70 and above in the technical proposal are eligible for financial evaluation.
- ✓ Proposals that have scored 42 /70 on the technical proposal will have their financial proposals evaluated out of 30 and only shortlisted candidates will be contacted.

Interested and experienced individuals or firms are expected to meet the following requirements:

Required Qualifications:

1) Institutional and Technical Experience

- MSD and Partnership Facilitation: Proven experience in applying Market Systems Development (MSD) approaches and facilitating sustainable public-private partnerships that strengthen market systems and create lasting economic opportunities.
- Aggregation Hub and Market Linkage Experience: Minimum 3-5 years of experience in designing and implementing aggregation, market linkage, enterprise development, or inclusive business models that connect informal producers and MSMEs with markets, digital platforms, and commercial partners.
- Green Logistics and E-Mobility Integration: Demonstrated expertise in urban green logistics, e-mobility solutions, EV delivery systems, and partnerships with logistics providers to improve last-mile delivery services.
- Digital Market Solutions: Proven experience in deploying digital solutions that enhance market access, business linkages, customer acquisition, and operational efficiency for informal businesses and women entrepreneurs.
- Informal Food Sector Experience: At least 3 years of demonstrated experience working in the informal food sector, including food aggregation, quality assurance, distribution systems, and support to women-led food enterprises.

2) Methodology and Sustainability

- ✓ **Aggregation Hub Operating Model:** Demonstrated capacity to design and operationalize women-led food aggregation hubs, including sustainable business models, cost-recovery mechanisms, and user-friendly digital solutions tailored to informal women producers and youth delivery riders.
- ✓ **Field-Based Implementation:** Proven experience using practical, market-driven approaches that emphasize live market linkages, business coaching, partnership facilitation, digital platform integration, and on-the-job support rather than classroom-based training.
- ✓ **Addis Ababa Market Integration:** Strong understanding of Addis Ababa's food market ecosystem, with the ability to connect aggregation hubs with existing digital platforms, green logistics providers, buyers, and local supply chains.
- ✓ **Scalability and Sustainability:** Demonstrated ability to validate commercially viable business models, assess market demand and willingness to pay, and develop a clear roadmap for replication and expansion beyond project support.

3) Governance and Capacity

- Responsible Business Conduct: Established and verifiable policies on corporate ethics, safeguarding, data protection, and responsible management of informal sector participant data.
- Language & Reporting Alignment: Strong institutional communication capacity, including professional English proficiency for high-level technical reporting and key stakeholder engagement, paired with full Amharic fluency among field teams for direct hub operations and community trust-building.

Note: Preference will be given to proposals that demonstrate active, pre-existing networks with Addis Ababa's digital aggregators and e-mobility sectors for immediate hub integration, a clear operational commitment to field-based hub coordination over conventional classroom training, and a highly viable commercial model ensuring post-pilot hub adoption independent of donor subsidies.

A. Team Lead: Micro-Franchise Hubs & Systems Expert

Core Experience & Technical Expertise:

- **Academic Background:** Bachelor's or master's degree in business administration, Economics, Management, Marketing, Entrepreneurship, or a related field.
- **Enterprise and Market Development Experience:** Demonstrated experience in MSME development, business diagnostics, market linkage facilitation, aggregation models, and supporting women- and youth-led enterprises.
- **Relevant Professional Experience:** Minimum **3-5 years of experience for master's degree holders** (or **7+ years for bachelor's degree holders**) in implementing MSD, enterprise development, digital market access, green jobs, or inclusive business interventions.
- **Track Record in Similar Assignments:** Participation in at least **five similar assignments** involving market systems development, business development services, digital solutions, green logistics, food value chains, or market linkage initiatives.
- **Local Context and Communication Skills:** Strong understanding of Addis Ababa's urban market ecosystem and fluency in **Amharic**, with proven experience engaging informal businesses, women entrepreneurs, and private-sector partners.

B. Illustrative Evidence of Institutional Capability

Track Record of Past Performance:

- Applicants must submit detailed documentation for at least 3 relevant assignments successfully executed within the last 7 years, demonstrating a proven track record in micro-franchise network design or green last-mile integration.
- For each referenced assignment, the proposal must explicitly provide project title, client organization, execution year, country of implementation, brief strategic objective, specific institutional role, and measurable systemic outcomes/impacts.

Professional References:

- Submission of at least two formal client referees who can directly verify the firm's technical performance, quality of deliverables, and expertise in micro-franchising and market systems linkages.

Submission of Proposals

The proposal must be submitted in **two separate**, clearly marked categories:

1. Technical Proposal (Maximum 10 pages, excluding annexes)

The applicant must submit a comprehensive, structured Technical Proposal demonstrating their ability to design and scale an integrated micro-franchise hub network that connects women-led food production with ongoing e-mobility initiatives. It must contain:

- **Cover Letter (Maximum 1 Page):**

- ✓ **Expression of Interest:** Clearly demonstrate the applicant's interest and commitment to designing, piloting, and scaling a women-led food aggregation hub model integrated with digital platforms and green logistics solutions.

- ✓ **Capability Summary:** Provide a brief overview of the firm's or consultant's technical expertise and experience in Market Systems Development (MSD), enterprise development, digital market solutions, business linkages, and green logistics.
- ✓ **Relevant Experience:** Present verifiable evidence of successfully implementing similar assignments within the last five years, particularly in MSD, digital platforms, market linkage facilitation, food value chains, e-mobility, green jobs, or inclusive business development initiatives.

- **Detailed Technical Proposal:**

- ✓ **Understanding of the Assignment:** Demonstrate a clear understanding of the assignment objectives, including how women-led food aggregation hubs can strengthen market access for informal food producers, create employment opportunities for youth, and leverage digital platforms and green logistics to improve market efficiency.
- ✓ **Sector Knowledge and Local Context:** Demonstrate a strong understanding of Addis Ababa's urban food, digital marketplace, and green logistics ecosystem, including opportunities and constraints affecting women entrepreneurs, delivery services, and emerging e-mobility solutions.
- ✓ **Practical Implementation Methodology:** Present a practical and field-based implementation approach focused on market linkage facilitation, aggregation hub operations, partnership development, digital platform onboarding, and business coaching rather than classroom-based training.
- ✓ **Scalability and Sustainability:** Demonstrate how the proposed approach will validate a commercially viable aggregation hub model and establish a clear pathway for replication, sustainability, and future micro-franchise expansion.

2. Comprehensive Work Plan & Resource Allocation

- **Hub Deployment & Activity Timeline:** Submit a highly clear, logical work plan for the entire lifecycle of the assignment, complete with specific, realistic timelines for desk design, multi-stakeholder partnership brokerage, field-level hub deployment, and pilot testing.
- **Task Mapping and Team Allocation:** Include a transparent, matrix-style resource allocation plan that breaks down specific team member responsibilities for each milestone.
- **LOE Breakdown:** Detail the estimated level of effort (man-days) per team member allocated to each individual phase and component of the assignment.

3. Updated Curriculum Vitae (CVs) & Compliance Statements

- **Language Proficiency:** Explicit written confirmation within the CVs demonstrating excellent written and spoken proficiency in both English (for strategic reporting and presentations) and Amharic (for field-level operational execution and community trust-building) among all key personnel.
- **Ethical and Institutional Standards:** Clear documentation certifying that all proposed candidates and field staff will strictly adhere to consortium policies, data protection regulations, child safeguarding principles, and core corporate values (including SNV and Mercy Corps compliance standards).

● **Financial Proposal (in Birr). This is mandatory; otherwise, the consultants will be rejected.**

- **Breakdown of all Relevant Cost Elements:**

- Provide a clear, itemized breakdown of all anticipated costs.
- For each cost element, include:
 - Description (e.g., Professional Fees, Daily Subsistence Allowance, Travel Costs, Communication Costs, Report Production etc).
 - Unit (e.g., day, trip, unit, people etc).
 - Number of Units (e.g., total man-days, number of trips etc).
 - Unit Cost (e.g., daily rate, cost per trip etc).
 - Total Cost for each item.
- Personnel Costs / service Fees:

- Indicate the daily rate for each professional team member.
- Specify the number of days each team member will be engaged for the assignment.
- Travel Costs:
 - Itemize travel expenses, including domestic travel within Addis Ababa, Ethiopia.
- Communication and Other Costs:
 - Include costs for communication (e.g., mobile, internet for data collection/reporting) and any other miscellaneous expenses necessary for the assignment's completion.

Submission Guidelines and Application Submission Date:

Both the **Technical** and **Financial** proposals should be sent **separately**, only through ettenders@snv.org

Therefore, SNV will **expect two submission emails** that are for the technical and financial offers. Both email subjects must contain the name of the assignment and proposal type. If the consultants miss the submission procedure, they will be automatically **rejected**.

Title of the specific assignment: **Digitally enabled, Women-led Food Delivery aggregation (Micro franchise) Model**

SNV will **be rejected** for proposals submitted without indicating the title of the assignment “**Digitally enabled, Women-led Food Delivery aggregation (Micro franchise) Model**” in the subject of the email.

For any clarification or questions, use the following email: Samson Gizaw sgizaw@snv.org

Proposals must be received by SNV no later than **October 15, 2026, 17:00 PM, (5:00 PM)**, close of business.

SNV Ethiopia, Roosevelt St. on the way from AU to Mexico Square, telephone: +251 (0)11 616 6232, P.O. Box 40675, Addis Ababa | Ethiopia

SNV Ethiopia reserves the right to accept or reject any or all bids.