

Terms of Reference (ToR) - Technical expertise for project implementation:

“Initiative for a sustainable and strategic Blue Economy in Angola”

Lead Expert in quality and food safety compliance for fishery products

May 2026

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1. GENERAL OVERVIEW

1.1. Expertise France presentation

Expertise France is France's public agency and interministerial actor in charge of international technical cooperation, the second-largest in Europe. As a subsidiary of Agence Française de Développement Group (AFD Group), it designs and implements projects that sustainably strengthen public policies in developing and emerging countries. Expertise France works in key areas of development: governance, security, climate change, health, education, and more. Alongside its partners, it contributes to achieving the Sustainable Development Goals (SDGs). Know-how in common.

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1.2. Context of the project

The project aims to contribute to Angola's economic and export diversification through the promotion of a strategic and sustainable blue economy, including the conservation and sustainable management of marine resources.

- Component 1 (implemented by Camões I.P.): The national capacity to preserve and sustainably manage marine biological resources in a context of climate change is strengthened.
- Component 2 (implemented by FIAP and FAO): Sustainable aquatic food value chains are professionalized to improve inclusion and sustainability, including by adopting circular economy principles.
- Component 3 (implemented by Expertise France): Aquatic food products meet quality and safety standards, with appropriate certification and traceability, and are promoted on local, regional, and international markets.

Expertise France, as a key partner of the consortium (with FIAP as lead, Camões I.P., and FAO), is responsible for the implementation of Component 3 of the project, with a budget of nearly €6 million. Expertise France will mobilize a multidisciplinary team based in Angola and France, in close coordination with consortium partners and Angolan authorities (Ministry of Fisheries, INAPEM, etc.). Expertise France's engagement in the Action will have the following outputs contributing to Outcome 3:

- Implementation of quality control systems, certification, traceability mechanisms and adherence to international standards for aquatic food products;
- Strengthened capacity of the institutions of the National Quality Infrastructure (NQI) involved in the quality and safety of aquatic food products;
- Easily identified, branded and promoted aquatic food products from Angola on local, regional and international markets

2. OBJECTIVE OF THE EXPERTISE

The consultant will be primarily responsible to provide technical assistance and expertise for the strengthening of the national fisheries product quality control and certification system in Angola. This intervention is structured around three complementary areas:

(i) assessment, revision, and modernisation of the institutional and regulatory framework of the Competent Authority (CA) and its official quality control and certification system, while assessing, providing solutions and lead the establishment of an integrated system able to accommodate the artisanal fisheries and the aquaculture sub-sectors in the existing (or in a new) quality control system;

(ii) development and implementation of a capacity building program aimed at improving the technical skills of institutional actors (inspectors, trainers) but also those of key industry and private actors operating in the fisheries sector on aspects related to food quality and safety, hygiene and HACCP; and

(iii) support the implementation of a national quality seal (including a traceability system) aimed at facilitating market access and promoting Angolan aquatic products.

The expert will be responsible for ensuring a 'risk-based'¹ and a "sustainability-oriented"² methodological approach throughout the value chain and will guarantee the technical consistency of all interventions related to quality control and certification, and support the project team in the revision of project and technical related documents.

The main objectives of the consultancy are to:

- Strengthen the existing Competent Authority (CA) and official Quality Control and Certification System framework: assess the current structure, and review and update the CA inspection, audit and certification protocols to ensure its alignment with international requirements and best practices, using a risk-based approach.
- Design and operationalise an Integrated Control and Certification System (ICCS): assess the available options and develop the institutional architecture, procedures, and framework for a system that integrates the artisanal fisheries and aquaculture sub-sectors, either integrating the existing one or as a parallel system.
- Strengthen the technical capacities of institutional actors: train the Competent Authority's inspectors and auditors (DNRM-DI) in the new protocols, as well as the new/integrated ICCS officers on inspection and audit of fisheries operators.
- Support in the design and implementation of a survey on hygiene and sanitary handling and preservation practices of fishery products in Angola: contribute to the design of the survey and implementation of a monitoring and quality control mechanism to assure the quality and that the objectives of the survey are met, as well as to provide technical support in the design of a Strategic Operational Plan, which will be an output of the survey.
- Develop and implement a national Training of Trainers (ToT) program in HACCP: design of the program, development of the training materials, structuring a progressive educational pathway (with three levels of complexity) with materials adequate for illiterate trainees, and ensuring the certification of the trainers and the deployment of the training to other entities and operators in the industry.
- Support the implementation of commercial promotion tools: contribute to the creation of a national quality label and the organisation of professional events (trade fairs, seminars) to promote Angolan products on local, regional and international markets.

¹ Risk-based approach is central pillar of regulatory compliance. Key principle: tailoring control and monitoring measures to the nature and level of identified risk (identification, assessment, management, and control).

² In consideration of the long-term viability and durability of the actions undertaken, notably once the project is completed

- Facilitate the observation and transfer of international best practices: support the organisation and supervise study missions to third countries (exporters to the EU) enabling Angolan managers and technicians to observe effective control systems and operational quality infrastructures.
- Provide technical support for project implementation: this technical support will be focused on the preparation / revision of project documents, on the design / update of an implementation strategy from a technical perspective, on the revision and validation of other experts outputs and on the preparation of feasibility reports and identification of specific requirements regarding proposals originated from the Value Chain Assessment and Market Studies conducted under Component 2 (by FIAP).

The activities described below will be prioritised in coordination with the Project Manager, based on project implementation needs, institutional readiness and sequencing constraints.

3. SCOPE OF WORK

The tasks described below are indicative and may be adjusted during implementation in agreement with Expertise France, depending on project priorities and constraints. The consultant will be responsible for the following:

<p>3.1 Implementation of quality control systems, certification, traceability mechanisms and adherence to international standards for aquatic food products</p>
<p>3.1.1. Strengthening the existing Competent Authority and Official Control System for the inspection, audit approval of fish business operators and export certification of fishery products</p> <ul style="list-style-type: none"> → Assessment of organizational structure of the existing Competent Authority, while assessing its adequacy and alignment with international requirements and standards → Revision of CA relevant documentation, such as DG SANTE audit reports, annual inspection reports, existing protocol and regulatory framework, etc. → Conduct a gap assessment in terms of organizational structure, capacity-building and required regulatory / legislation updates → Assessment of the viability of creating an inspector career and of the available options → Audit the existing Official Control System (OCS) and the CA, providing clear recommendations for improvement → Development of a strategic plan for improvement of the food safety export conditions in the country and on how to make it operational → Follow-up and assess the adoption of recommendations during the lifetime of the project → Production of reports to feed other experts affected to the project, such as : legislation expert (focus on revision of OCS / CA regulatory framework and the regulatory background for a fish inspector career); and the information systems expert (responsible for the development and establishment of a digital information system able to perform the inspection, audits and certification processes)
<p>3.1.2. Development of an Integrated Control and Certification System (ICCS)</p> <ul style="list-style-type: none"> → Assessment and presentation of available options for the establishment of an integrated Control and Certification System able to absorb the artisanal fisheries and aquaculture sub-sectors, either as an add-on to the existing system or via alternative solutions. This system must include small-scale fishing and aquaculture, covering both compliance with quality/safety requirements and the related control procedures. → Discuss and seek for a decision with the relevant institutions on a system that can integrate the artisanal fisheries

- Design of the architecture, operational procedures, and technical requirements and specifications for the regulations of the new ICCS system (which will be used by the Legislation & Policy Expert to develop the regulations of the system)
- Lead the establishment of the new system, with regular audits / evaluations that can assess, along the lifetime of the project, the sustainability and resilience capacity of the system, providing clear recommendations on improvements / actions needed from the relevant authorities involved

3.1.3 Improving fish hygiene, handling and preservation conditions

- Provide technical support in the design of a survey focused on the current hygienic-sanitary conditions of handling, processing, and preservation of fishery products and aquaculture in Angola, which will be conducted by a third party
- Design and participate (jointly with project team) in the technical supervision of the survey, ensuring its objectives and quality are met
- Contribute with technical inputs to the development of the Strategic Operational Plan to be developed as an output of the survey

3.2 Strengthened capacity of the institutions involved in the Official Control System (OCS) of Fish and Fishery Products in Angola

3.2.1. Capacity building / Training of the CA / OCS inspectors

- Development of a training curriculum, training materials, and a program for fish quality inspectors / auditors designed to address the gaps assessment conducted and to ensure an adequate knowledge and understanding of the proposed updated and improved system, protocols, and regulations (as per 3.1.1.)
- Implementation of the training program, including an on-the-job training component with application of the knowledge acquired to real cases (inspections / audits). The program shall include both an in-depth training cycle for new recruits and refresher courses for pre-existing inspectors / auditors
- Organisation and participation on a study-tour program abroad to observe best practices in terms of the Competent Authority, control system and industrial infrastructure (host country to be defined).

3.2.2 HACCP ToT and industry Training (Capacity building for INAIP)

- Capacity Assessment to INAIP and other HACCP related institutions (e.g. : INIQ)
- Design of a modular and progressive training programme on HACCP and risk assessment, including the course curriculum and training materials, and based on three levels of complexity (Basic HACCP learning, Medium level - HACCP development plans, High level - HACCP systems application & verification)
- Implementation of the in-depth HACCP training programme for INAIP (possible participation of other entities as per government's decision / request)
- Support for future trainers (training of trainers) with field monitoring and skills validation with a view to their certification
- Provide technical inputs for the development of a digital platform that can allow the development of a digital database for HACCP certified trainers

3.3 Easily identified, branded and promoted aquatic food products from Angola on local, regional and international markets.

3.3.1. Product Promotion and marketing

- Support the selection and participation of Angolan companies and local entities in national and international trade fairs, and support the organisation of a national trade fair dedicated to fishery products.

<ul style="list-style-type: none"> → Support the selection and participation of local / regional / international companies in local fairs / events to showcase infrastructure and technologies that can be adapted / absorbed by the local market
3.3.2 Quality Seal creation
<ul style="list-style-type: none"> → Drafting of the implementation rules, technical requirements and specifications for the development of the regulatory framework of the quality label. → Facilitation of participatory workshops and dissemination/information sessions for stakeholders.
COMPONENT 2: Attractiveness of the fishing value chain (FIAP)
2.1. Enhanced institutional and professional capacity of fisheries value chain actors
<ul style="list-style-type: none"> → Conduct and update comprehensive assessments of aquatic food value chains to establish baseline data, identify bottlenecks, and determine training and technical assistance needs
2.2. Improved attractiveness of the aquatic food value chain to public and private investments
<ul style="list-style-type: none"> → Development and Implementation of training on cold storage and processing (under the quality & hygiene perspective) → Conduct specific workshops on guidance in cold storage and processing requirements

In the technical proposal, the Consultant may also propose any other information that can be considered important to achieve the objective of this mission. The information that will be included in the technical offer will be on the basis of the attached Document of Action (DoA).

4. DELIVERABLES

The deliverables listed in this ToR are indicative. The exact scope, deliverables, timeline and level of effort will be defined in each purchase order.

The consultant is expected to deliver the following:

Indicative schedule of consulting services and deliverables.

Activity	Deliverable	By	Total # days estimated
3.1 Implementation of quality control systems, certification, traceability mechanisms and adherence to international standards for aquatic food products			
3.1.1. Strengthening the existing Competent Authority and Official Control System for the inspection, audit approval of fish business operators and export certification of fishery products	a) Assessment report on CA, including a gap assessment and the study of options for the creation of an inspector career	a) 31 August 2026	85 days
	b) Audit report on the OCS and CA	b) 31 August 2026	
	c) Strategic Plan for Improvement of food safety export conditions	c) 15 December 2026	
	d) Follow-up plan establishing monitoring tools and calendar	d) 15 December 2026	
	e) Set of recommendations for improvement and maintenance of the OCS system overtime	e) 15 December 2026	
	f) Technical report for the legislation expert following the revision of the CA / OCS	f) 31 October 2026	
	g) Technical report for the information systems expert focused on technical requirements for the development of a platform to support the CA / OCS operations	g) 30 September 2026	
3.1.2. Development of an Integrated Control and Certification System (ICCS)	a) Assessment report on viable options for the development of a new Integrated Quality Control System (integrating artisanal fisheries and aquaculture)	a) 28 February 2027	75 days
	b) Monthly reports on the development of discussions / negotiations with MINPERMAR (and other relevant authorities involved) on the decision	b) March to May 2027	

Activity	Deliverable	By	Total # days estimated
	<p>based on the options presented</p> <p>c) Proposal on study tour destination (with clear mapping of learning objectives, program, costs involved, and expected achievements)</p> <p>d) Study-tour Report</p> <p>e) Proposal for the new system's architecture (including operational procedures, organigram, regulations and interaction with existing system)</p> <p>f) Implementation / Establishment Plan for the new system</p> <p>g) Quarterly audit reports (assessing the capacity of sustainability of the new system, providing clear recommendations for Improvement)</p>	<p>c) 28 February 2027</p> <p>d) 10 days after the tour</p> <p>e) 30 June 2027</p> <p>f) 30 June 2027</p> <p>g) Every 3 months (during 2028 and 2029)</p>	
3.1.3 Improving fish hygiene, handling and preservation conditions	a) Weekly technical supervisory reports during implementation of the survey and draft of the strategic plan (including quality control check, risk assessment, mitigation measures)	a) During survey (expected in Oct / Nov / Dec 2026)	15 days
3.2 Strengthened capacity of the institutions involved in the Official Control System (OCS) of Fish and Fishery Products in Angola			
3.2.1. Capacity building / Training of the CA / OCS inspectors	<p>a) On-the-job training reports</p> <p>b) Training curriculum, program, and materials</p> <p>c) Implementation Plan</p> <p>d) Training reports</p> <p>e) Study-Tour program proposal (with clear mapping of learning objectives, program, costs involved, and expected achievements)</p> <p>f) Study-tour report</p>	<p>a) 15 December 2026</p> <p>b) 31 March 2027</p> <p>c) 31 March 2027</p> <p>d) 10 working days after training concluded</p> <p>e) 15 December 2026</p>	150 days

Activity	Deliverable	By	Total # days estimated
		f) 10 working days after return	
3.2.2 HACCP ToT and industry Training (Capacity building for INAIP)	a) Capacity Assessment report b) Training curriculum, program, and materials c) Implementation Plan d) Training reports	a) 31 August 2026 b) 30 November 2026 c) 30 November 2026 d) 10 working days after training concluded	100 days
3.3 Easily identified, branded and promoted aquatic food products from Angola on local, regional and international markets.			
3.3.1. Product and Promotion marketing	a) List of potential companies and relevant authorities to participate in international fairs (including selection criteria used and validation by local authorities) b) List of potential regional / international companies to participate in national fairs (including selection criteria used and validation by local authorities)	a) 15 December 2026 (possibly to be revised every end of the year) b) 15 December 2026 (possibly to be revised every end of the year)	10 days
3.3.2 Quality Seal creation	a) Report on technical requirements needed for the quality seal b) Plan on possible workshops and dissemination sessions (including list of participants, calendar, program, topics to be covered, etc)	a) 30 June 2027 b) 30 June 2027	10 days
COMPONENT 2: Attractiveness of the fishing value chain (FIAP)			
2.1. Enhanced institutional and professional capacity of fisheries value chain actors			
Conduct and update comprehensive assessments of aquatic food value chains to establish baseline data, identify bottlenecks, and determine training and technical assistance need	a) Feasibility and evaluation reports	Based on demand by FIAP (estimated a total of 15 days across the implementation period spread in 2027 and 2028)	15 days
2.2. Improved attractiveness of the aquatic food value chain to public and private investments			

Activity	Deliverable	By	Total # days estimated
Development and Implementation of training on cold storage and processing (under the quality & hygiene perspective)	a) Training content and materials b) Training plan c) Training report	Based on demand by FIAP (estimated a total of 10 days spread during 2027)	10 days
Crosscutting			
Provide technical support on the preparation / revision of project documents, on the design / update of an implementation strategy from a technical perspective	a) Technical revision and inputs on specific documents (Annual reports, presentations, preparation for technical meetings, etc) b) Revised Implementation Framework / Plan	a) During crucial periods of implementation (Annual report: Nov-Dec; Technical Meetings: Mar/Jul/Nov). b) Every 6 months	40 days
Support to project team in the revision and validation of other project experts outputs / deliverables	a) Revised Technical revision and inputs on specific documents (Annual reports, presentations, preparation for technical meetings, etc)	Based on demand by project team	30 days

All deliverables shall be subject to validation by Expertise France. In case of non-compliance, the expert shall revise the deliverables within a reasonable timeframe without additional cost.

5. DURATION OF THE ASSIGNMENT

The assignment is expected to last **40 months**, starting from the date of the contract signature and the estimated maximum needed work is **540 working days**.

The estimated number of working days is indicative and does not constitute a commitment.

6. PROFILE

The Consultant should meet the following qualifications and experience:

Category

- Senior consultant with at least twenty years' professional experience in key technical and advisory roles

Qualifications

- Advanced university degree (Master's or equivalent) in a relevant field such as: fisheries, aquatic food science and technology, veterinary science, food biochemistry, food engineering, or any scientific discipline related to food safety.

General professional experience

- Solid knowledge and practical application of the European Union's health legislation (the "hygiene package"), particularly with regard to official control systems, the food chain and the specific criteria applicable to fishery products.
- In-depth knowledge of food safety management systems (HACCP), good hygiene practices and Codex Alimentarius standards for fishery products.
- Proven expertise in fishing technologies, from capture to processing, including good handling practices on board and on land to preserve quality.
- Proven ability to interact and communicate with all stakeholders in the sector: small-scale and industrial fishing professionals, processors, official control officers and competent authorities.
- Strong training engineering skills: curriculum design, development of teaching materials, facilitation of training sessions, and team mentoring.

Specific professional experience:

- Extensive experience in the organisation and implementation of official control systems (based on risk analysis). Skills in carrying out audit and inspection missions in accordance with European standards.
- Proven experience in providing technical support to non-EU countries with a view to enabling them to export fishery products. This includes diagnosing production chains, bringing infrastructure (landing sites, vessels, processing units) into compliance and strengthening the competent authorities.
- Advanced expertise in post-harvest technologies applied to different segments of the sector: small-scale fishing (improvement of landing sites), vessels (semi-industrial and freezer vessels) and processing/cold storage units.
- Participation in the design and implementation of diagnostic studies of the fisheries sector value chain, including analysis of flows, post-catch losses and bottlenecks.
- Experience in the development of information systems applied to official control systems.
- Experience in Angola with the key project's partner institutions

Expertise in the following areas is particularly necessary:

- Implementation, verification and auditing of HACCP systems, as well as prerequisite programmes (PRPs) and standard operating procedures (SOPs/SSOPs).
- Operation, organisation and strengthening of Competent Authorities.
- In-depth knowledge of international standards (ISO 22000).
- Mastery of certification and accreditation concepts in the context of agri-food exports.
- Experience in conducting surveys and collecting data specific to the fisheries sector.
- Ability to communicate technical information and transfer know-how to actors in the field.
- Expertise in developing training programmes.

Skills

- Strong leadership and ability to work independently while integrating effectively into a multidisciplinary and multicultural team.
- Excellent interpersonal skills, diplomacy and negotiation skills to facilitate dialogue between the public and private sectors.
- Initiative and proactivity in identifying needs and proposing solutions adapted to the local context.
- Perfect command of Portuguese and English (minimum C1 level), both written and spoken, essential for communicating with technical partners and local stakeholders, analysing documentation and drafting technical documents.
- Ease in public speaking and presenting technical concepts to diverse audiences.
- Proficiency in IT tools (Office suite, communication and presentation software).

7. APPLICATION PROCESS

Interested candidates are requested to submit the following documents:

- A detailed CV, including a list of relevant assignments completed.
- A technical proposal outlining the methodology and approach.
- A financial proposal detailing the daily fees of the candidate for the assignment.

The candidate selection process will be based on the following criteria:

- Minimum of twenty years' of professional experience in proven key technical and advisory roles
- Candidate's skills relevant to the assignment (specifically with solid knowledge and practical application on: EU health / food safety legislation; development and strengthening of Competent Authorities and Official Control and Certification Systems in developing countries; audit and development of HACCP management systems)
- Previous experience in Angola and good knowledge of understanding of Angolan fisheries sector and its Official Control and Certification System
- Perfect command of Portuguese and English (minimum C1 level), both written and spoken
- Candidate's understanding of the challenges of a delegated cooperation project

8. ORGANISATION

The consultant will collaborate with the EF team implementing the project, particularly with the Team Leader and the Deputy Team Leader based in Luanda and will report to the Team Leader of the project.

A Framework Service Contract for an individual expert will be signed, based on purchase orders, with unit prices calculated on a daily fee basis. The work expected can be partly home-based but it will also be complemented by several missions in Angola and possibly abroad (duration and modalities to be defined in the purchase orders).

The Framework Contract does not constitute a commitment to order any minimum volume of services. Services will be commissioned exclusively through purchase orders, which will define the specific scope, deliverables, timeline and budget.

The project Team will handle mission logistics.

Mission logistics, including travel, accommodation and per diem arrangements, will be organised by the project team in accordance with the provisions defined in each purchase order.

