

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

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

Key expert in Fish Hygiene, Quality Management Systems, and Technical Audits

August 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 overall objective of this assignment is to strengthen Angola's fish quality and food safety system by providing technical assistance, institutional capacity building and specialized training

in the areas of fish hygiene, Quality Management Systems (QMS), technical auditing and certification.

The expert will contribute to improving compliance with national and international quality standards, while supporting the development of the fisheries value chain and the competitiveness of the fisheries products at local, regional and international levels.

To achieve this objective, the consultant will implement a work programme structured around the following five areas of intervention:

- 1) Capacity building in audit and certification of Quality Management Systems and technical quality audits of products / companies
- 2) Capacity building to the inspectors / auditors of the new (future) ICCS
- 3) ToT Program on good fish handling and preservation practices for operators / fishers (through capacity building for CEFOPESCA and INAIP)
- 4) Involvement on Promotion and marketing of fish and fishery products - with participation in international fairs
- 5) Involvement in the technical assistance and capacity building to INAPEM - responsible for the provision of business development support services

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

3. SCOPE OF WORK

The activities described below are indicative and may be adjusted during implementation in agreement with Expertise France, and depending on project priorities and constraints. To note that the tasks described below follow the numbering and the order of the project activities and that for the purpose of the work of the consultant, only relevant activities were considered. During this assignment, the consultant will be responsible for the following:

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

3.2.4 Capacitation in Audit and Certification of the Quality Management Systems (QMS) and Technical Quality of products / Industry

Tasks to be implemented :

- ➔ Conduct a capacity gap assessment (including INAIP staff in QMS auditing and assistance skills, industry needs assessment, and the role / interaction of INAIP with other certification actors / institutions – ex. INIQ)
- ➔ Gap assessment workshop presentation – INAIP, industry, and others as relevant, including presentation of the capacity building program to be implemented
- ➔ Design and Development of a tailored auditor training program + an industry training and assistance program for previously selected companies (includes development of necessary materials – training materials and manuals – and pre and post training assessment / evaluation)
- ➔ Identification of participants (future auditors) and companies to be included in the program, following the Industry visits and preliminary needs assessment
- ➔ Prepare a monitoring tool to be applied as a follow-up tool to INAIP and to the companies participating in the training program after their participation in the program
- ➔ Implementation of training program:

○ Phase I - Implementation of Training Program and follow-up with practical audits to selected companies, providing capacity to INAIP ((including on-the-job training and refresher training) ○ Phase II - Implementation of industry program (Industry initial training course -following the preliminary identification of companies) ○ Phase III – Support in program implementation through TA and follow-up (covering both industry and INAIP) ➔ Phase IV – Support in program implementation through INAIP Report Reviews and Industry documentation review
Objectives and methodology: Capacitate INAIP to be able to train the industry in the development of Quality Management Systems, and related organizational plans and controls to improve their quality processes. At the end of the activity, INAIP technicians shall be capable to perform technical audits to assess if quality objectives are being achieved (in particular the quality audit core), examine how the company plans, implements, controls, and improves its quality processes, and to assess if the QMS has been properly designed. INAIP will therefore be capacitated with a tool (the audit) to allow the identification of nonconformities, provide recommendations for improvement, strengthen internal controls, mitigate quality risks, and maintains (or ideally raises) the trust of customers, regulators, and other relevant stakeholders.
3.2.5 Capacity building for the new National ICCS (Integrated Control and Certification System)
Tasks to be implemented : ➔ Development of training program for inspectors / auditors (based on the designed control system and respective created checklists by Activity 3.1.3) – includes the preparation of training materials based and adapted on background knowledge from other training materials developed within the project (see note below) ➔ Implementation of training program for inspectors / auditors: ○ Inspector on-the-job training (4 initial courses, each comprising 5 day Courses) – to be held in the most relevant locations for the implementation of the ICCS (may eventually be: Namibe, Benguela, Luanda, Soyo) with the inspectors which will be covering the ICCS in the respective location ○ Follow-up - continuous program, including consolidation activities and calibration of the inspector (trainees)
Objectives and methodology: This activity is strictly linked with the output of activity 3.1.3, which will be performed by the project Lead Key Expert. Activity 3.1.3 will focus in the development / creation of a quality control system able to cover the artisanal fisheries (currently underregulated) as well as to develop all the necessary regulatory framework. Therefore, the Expert 2 is expected to build on the outputs of the Lead Key Expert and prepare / adapt the training program and respective materials based on the outputs of Act 3.1.3. The main expected result of this activity is to ensure the inspectors of the foreseen ICCS (3.1.3) will gain capacity for an effective implementation and operation of the ICCS.
3.2.6 ToT Program on good fish handling and preservation practices for fishermen / Operators / Certification of individuals, Operators and Trainers
Tasks to be implemented : ➔ Design and development of training curriculum and preparation of materials for the Training of Trainers (5-days training) and for the trainer of operators / fishers (2-days training) ➔ Phase I - Implementation of ToT Program (5-days training): ○ 2 x 5 days courses, followed with refreshers course and possibly more ToT covering other pool of trainers ➔ Phase II - Training of operators / fishers by trainers formed during phase I (2-days training): ○ 2 trainings (of 2-days each) per trainer ○ includes supervisory and performance evaluation of the trainers by Key Expert 2 and/or by National Expert ➔ Phase III – Certification of Trainers and creation of Trainers Database ○ Successful trainers will be certified (target = 30 certified trainers) ➔ Phase IV – Assessment and Quality Control of the Program implementation

○ The training program and certification / supervisory system, shall be evaluated during/after the first 10 sessions of the Training Program, in order to make potential adjustments as necessary (contents, training methodology and communication, etc) ➔ Phase V – Certification of individuals (operators / fishers) ○ Certification of individuals might also consider an evaluation of performance of fishers in the working environment and the application of the practices disseminated. <u>To be analysed and decided on how to do it during implementation of the action</u>
Objectives and methodology: Main objective is to implement a Training of Trainers (ToT) programme for the angolan institutions involved in the delivery of technical assistance and training to the industry operators and fishers in Angola. The final list of ToT participants will be confirmed by MINPERMAR at a later stage, but it is expected to include staff from CEFOPESCA and INAIP. The ToT programme will focus on good hygiene, preservation, and processing practices for fish and fishery products, with particular attention to the needs of illiterate and less-educated beneficiaries. Training materials and delivery methods will therefore be adapted to the specific characteristics, literacy levels, and learning needs of the target communities and operators. The ToT methodology will combine theoretical and practical training and following the ToT, the participating trainers will be required to deliver the adapted training to pre-identified fishers and industry operators. Their performance will be assessed during the delivery of these sessions, and trainers who successfully demonstrate the required competencies will receive certification. The ultimate goal is to establish a pool of 30 certified trainers capable of independently replicating and delivering the training to operators along the Angolan coast. By the end of the project, the programme aims to have trained approximately 600–900 operators / fishers, thereby supporting the sustained dissemination of good hygiene, preservation, and processing practices across Angola.
3.3 Easily identified, branded and promoted aquatic food products from Angola on local, regional and international markets
3.3.1 Fish and Fisheries products promotion and marketing
Tasks to be implemented : ➔ Support the participation of Angolan companies in International Sea Food Fairs ○ pre-identification of companies with higher potential to scale-up through the export market ○ screening of identified companies ○ provide support in the preparation of company portfolios (only for selected companies) ➔ Participation in the fair with Team Angola ○ Support in the draft of the agenda for the participation in selected fairs ○ Key Expert 2 will accompany the team to the fair and support
Objectives and methodology: The main objective of the activity is to promote Angolan seafood companies and their products in international markets, with a particular focus on the European Union (EU) market. Other priority markets may also be identified by MINPERMAR during the implementation of the project, based on market opportunities and the sector's export potential. The project will support the participation of (at least) five selected Angolan seafood companies in relevant national, regional, and international trade fairs. Key Expert 2 will support the identification and selection of the most suitable companies, taking into consideration their products, export potential, market readiness, and alignment with the target markets. The support will also include preparatory activities to ensure that the selected companies are adequately prepared to participate effectively in the fairs and maximise opportunities for business development, networking, and market access. These activities may include guidance on product presentation, promotional materials, market positioning, buyer engagement, and other practical aspects related to international trade fair participation.
COMPONENT 2 (FIAP): Attractiveness of the fishing value chain
2.1.3. Technical assistance to INAPEM, for the provision of business development support services – including direct support to the National Network of Incubators – and on other possible needs previously identified
Tasks to be implemented : ➔ Training needs assessment for INAPEM staff ➔ Development of contents and materials on basic hygiene and food safety requirements ➔ Conduct basic training on hygiene and food safety requirements

Objectives and methodology: In complement to Component 2 of the Project, to be implemented by **FIAP and FAO**, Component 3 will provide technical assistance to support the training of INAPEM staff on quality and hygiene-related topics. The activity will also assess the potential integration of these topics into INAPEM's existing manuals and training curricula, with a view to strengthening the institution's capacity to promote good quality and hygiene practices among relevant seafood sector operators.

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 ¹	Total days ²
3.2. Strengthened capacity of the institutions involved in the Official Control System (OCS) of Fish and Fishery Products in Angola			
3.2.4 Capacitation in Audit and Certification of the Quality Management Systems (QMS) and Technical Quality of products / Industry	a) Capacity gap assessment Report (including INAIP and industry)	a) 31 Oct 2026	40 days
	b) Gap assessment workshop (including list of participants – disaggregation by age / gender -, program / agenda, presentation(s) - PPT or similar -, workshop report, action plan)	b) 15 Nov 2026	
	c) Auditor Training Program materials (includes Training plan, manuals, and pre and post training assessment / evaluation tools)	c) 30 Nov 2026	
	d) List of pre-identified and selected participants (future auditors) and companies for the program	d) 30 Nov 2026	
	e) Auditor's monitoring tool (for INAIP and for the companies participating in the training)	e) 15 Dec 2026	
	f) Phase I – Auditor Training Program: ○ Training Program report (includes list of participants – disaggregation by age / gender -, program / agenda, photos of training activities); ○ Practical Audit reports performed to selected companies	f) 28 Feb 2027 Feb 2029 Set 2029	45 days
	g) Phase II - Implementation of industry program: ○ Industry initial training course report	g) 30 Abr 2027	15 days
	h) Phase III – Support in program implementation: ○ TA reports and follow-up visit reports	h) 30 Jun 2027 Set 2028 May 2029	35 days
	i) Phase IV – Support in program implementation: ○ INAIP Report reviews ○ Industry documentation reviews	i) 31 Jan 2027 Mar 2028 Jul 2028	30 days
Total number of days per activity			165 days

¹ estimated

² estimated

Activity	Deliverable	By ¹	Total days ²
3.2.5 Capacity building for the new National ICCS (Integrated Control and Certification System)	a) Training Program materials for inspectors / auditors (includes Training plan, manuals, and pre and post training assessment / evaluation tools)	a) 31 May 2027	10 days
	b) Inspector on-the-job training (4 initial courses, each comprising 5 day Courses): - Training Program report (includes list of participants – disaggregation by age / gender -, program / agenda, photos of training activities) - Audit / Inspection reports carried as a result of the on-the-job training	b) Feb 2028	25 days
	c) Follow-up / continuous program, including consolidation activities and calibration of the inspector (trainees): Follow-up report	c) Aug 2028	25 days
Total number of days per activity			60 days
3.2.6 ToT Program on good fish handling and preservation practices for fishermen / Operators / Certification of individuals, Operators and Trainers	a) Training Program materials for the Training of Trainers (5-days training) and for the trainer of operators / fishers (2-days training), including: Training plan, manuals, and pre and post training assessment / evaluation tools) for the Training of Trainers (5-days training) and for the trainer of operators / fishers (2-days training)	a) 31 Mar 2027	10 days
	b) Phase I - Implementation of ToT Program (5-days training): Training report (includes list of trainees – disaggregation by age / gender -, program / agenda, photos of training activities)	b) Jun 2027 Jun 2029	30 days
	c) Phase II – Training of Operators (2-days training): - Training report (includes list of trainees – disaggregation by age / gender -, program / agenda, photos) - Supervisory reports for each training conducted - Performance evaluation of trainers for each trainer (with clear evaluation criteria)	c) Aug 2027 Out 2027 Jun 2028	60 days
	d) Phase III – Certification of Trainers: - Database with trainers (distinguishing successful and unsuccessful trainers) - Copy of certificates issued (and signed by responsible authorities) - Photos of the delivery of certificates to successful trainers	c) Aug 2027 Out 2027 Jun 2028	0 days (activity will be part or as a result of the previous activity6060
	e) Phase IV – Assessment and quality control of the program implementation:	d) Set 2027	2 days

Activity	Deliverable	By ¹	Total days ²
	Assessment report (w/ clear conclusions and recommendations for improvement)		
	f) Phase V – Certification of individuals: - Database with trainers (distinguishing successful and unsuccessful trainers) - Copy of certificates issued (and signed by responsible authorities) - Photos of the delivery of certificates to successful trainees	f) 31 Mar 2027	0 days (activity will be part or a result of activity d)
Total number of days per activity			102 days
3.3 Easily identified, branded and promoted aquatic food products from Angola on local, regional and international markets			
3.3.1 Fish and Fisheries products promotion and marketing	a) Support the participation of Angolan companies in International Sea Food Fairs: - List of pre-identification companies with potential to scale-up through the export market - Screening of identified companies - Information requested for company portfolios	a) 30 Nov 2026	3 days
	b) Participation in International Sea Food Fairs with Team Angola: - Agenda during participation in the fair (identified authorities / companies for meetings and for potential visits) with clear objectives / expected outputs identified for the participation and for the proposed meetings - Fair participation report (with photos, links created, etc.)	b) From Apr/May 2027 until end of project (to be defined according to the selected fair(s))	20 days
Total number of days per activity			23 days
COMPONENT 2 (FIAP / FAO): Attractiveness of the fishing value chain			
Result 2.1 — Enhanced institutional and professional capacity of fisheries value chain actors			
2.1.3. Technical assistance to INAPEM, for the provision of business development support services – including direct support to the National Network of Incubators – and on other possible needs previously identified	a) Training needs assessment report (identifying clearly the main gaps regarding hygiene and food safety / quality knowledge and with clear recommendations on which training is needed, the duration, and the main learning objectives)	a) Abr 2027	2 days
	b) Training Program materials adequate to the needs of the trainees (might include development of a specific section in the INAPEM training manual – to be confirmed with FIAP / FAO during implementation)	b) Nov 2027	10 days
	c) Training report (includes list of trainees – disaggregation by age / gender -, program / agenda, photos)	c) Out 2028	10 days
Total number of days per activity			22 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 **37 months**, starting from the date of the contract signature and the estimated maximum needed work is **372 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:

Years of experience

- Senior consultant with at least fifteen (15) years of professional experience as a senior auditor and trainer

Qualifications

- Advanced university degree (Master's or equivalent) in a relevant field such as: food sciences, biology, chemistry, food safety, food technology or any scientific discipline related to the position
- Specialization and/or track-record experience in the following certification systems: Quality Management Systems (ISO 9001 series), Food Safety Management Systems (ISO 22000 series)
- Certified auditor
- Certified trainer

General professional experience

- Extensive track-record of international auditing standards (namely Quality Management System - QMS) with significant experience in quality and technical audits
- In-depth experience in project implementation, technical assistance and training in the fields of intervention (seafood, hygiene, quality) of the assignment
- Relevant international experience in the fisheries and aquaculture sector
- Mentoring and trainer with diversified experience, including fishery stakeholders

Specific professional experience:

Auditing of international standards schemes

- Excellent domain of certification systems, in particular Quality Management and Food Safety Systems (QMS & ISO 22000)
- In-depth knowledge of certification standards and certification systems referential
- Proved extensive experience in auditing in the above certification schemes and possibly others
- Proved in-depth experience in delivering training in the above international standards

Fish hygiene and fish quality training

- Strong knowledge of EU food hygiene regulations, and international standards (e.g. CODEX, ISO standards, etc), in particular fish handling, processing and preservation requirements (covering fish from fisheries, aquaculture, and small-scale / artisanal supplies), and integration with HACCP and respective food safety controls
- Comprehensive understanding of fish quality handling, processing and preservation technology in diverse geographical environments
- Good domain of standard and market requirements for assurance of fish hygiene and quality
- Proven track-record of developing training programs, materials and delivery of training courses, in particular in fish hygiene / quality, handling and preservation and processing (covering small-scale operators, fish processors and fish inspectors)
- Ability to communicate with different industry and sector stakeholders - fishermen, fishing boat crew, fish handlers, processors, fish inspectors and industry quality control staff

Skills

- Good interpersonal and communication skills (able to interact effectively with government, private sector and others stakeholders in a multidisciplinary and multicultural environment)
- Demonstrates strong initiative and the ability to work independently, while collaborating effectively and contributing positively to a team
- 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
- Strong writing, presentation and report writing skills
- Proficiency in IT tools (Office suite, communication and presentation software)

Key additional assets³

- Degree in fish resources and/or fisheries
- Specialization in other certification systems (apart from the ones mentioned in the qualifications)
- Previous experience in Angola

7. APPLICATION PROCESS

7.1. Documentation requested

Interested candidates are requested to submit the following documents:

- CV
- List of relevant assignments completed

³ To be considered as an evaluation element of the profile of the candidate

- Documentation proving the qualifications of the candidate (diplomas, certificates) and previous assignments relevant for the position (professional references, completion certificates, etc.)

7.2. Eligibility criteria

Candidates eligible for the position should fulfil all the below criteria:

- Minimum of 10 years as a senior auditor and trainer
- Advanced university degree (Master's or equivalent) in a relevant field such as: food sciences, biology, chemistry, food safety, food technology or any scientific discipline related to the position
- Specialization and/or track-record experience in the following certification systems: Quality Management Systems (ISO 9001 series); Food Safety Management Systems (ISO 22000 series)
- International experience in the fisheries sector

7.3. Shortlisted applicants

Only shortlisted candidates will be contacted. The selection process may take up to **30 days following the application deadline**.

Shortlisted candidates will be required to submit a **technical note** outlining their understanding of the position and the assignment, as well as the main challenges they anticipate in carrying out the work.

8. ORGANISATION

The consultant will collaborate with the EF team implementing the project, particularly with the Team Leader and the Deputy Team Leader (both 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 and by the contract.

