SUBNATIONAL CLIMATE FUND

Request for Proposals

Feasibility Study – Northern Côte d'Ivoire Fruit Transformation Unit

Version 28 November 2025

This document serves to provide an overview of the underlying project relevant to the Subnational Climate Fund (SCF), context on data availability and goals of the mandate, as well as an estimated scope of work requested from the consultant. Final details of the mandate should be covered by the subsequent proposal submitted by the consultant.

1. The Subnational Climate Fund

The SCF is a blended finance impact fund formed to pursue attractive risk-adjusted returns for private investors while generating measurable and certified environmental and social impacts. The Fund is focused exclusively on pursuing investments in mid-size climate infrastructure with nature-based solutions in various developing countries across Latin America and the Caribbean, Africa, the Mediterranean, and Asia. The Fund is managed by Pegasus Capital Advisors, a commercial Private Equity impact fund manager and further benefits from a separate, grant-funded Technical Assistance facility managed by The International Union for the Conservation of Nature (IUCN) and implemented by Catalytic, IUCN, and Gold Standard.

2. Context of the Potential Study Agreement

The Project Sponsor is an Ivorian agribusiness company established in 2019 and active in the processing of mangoes, pineapples, and bananas into natural dried fruits for export to European markets. The company operates in **Sinématiali, in the Poro region of northern Côte d'Ivoire**—a major mango-producing area where up to 60% of the harvest is currently lost post-harvest due to inadequate cold storage and processing capacity.

To address this challenge, the company plans to construct a new **fruit transformation unit** on **1.5 hectares of land** allocated by the local municipality. The new facility would process up to **45,000 tonnes of surplus fruit per year** into dried mango, pineapple, mango puree, and mango butter. It will include **cold storage** and **solar-powered energy systems** to enable year-round operations. The total investment is estimated at **USD 20–25 million**, with an expected unleveraged IRR of **13%**.

The project aligns with national priorities under Côte d'Ivoire's *Plan National de Développement (2021–2025)*, which promotes private-sector-led industrialization and agricultural value addition. It contributes directly to several **Sustainable Development Goals (SDGs)**, notably SDG 13 (Climate Action), SDG 8 (Decent Work and Economic Growth), and SDG 5 (Gender Equality).

A pre-feasibility study commissioned by the **Subnational Climate Fund (SCF)** in 2024 confirmed the project's strong climate, social, and economic potential, estimating annual avoidance of up to **97,600 tonnes of CO_2e** through reduced fruit waste and renewable energy use. However, the study also identified several information gaps that must be addressed before the project can reach financial close, particularly regarding technology selection, market dynamics, and operational logistics.

This Request for Proposals (RFP) therefore seeks to engage a qualified consulting firm to undertake a **Feasibility Study for the Transformation Unit**, focusing on capital expenditure validation, market and commercial viability, and operational feasibility, including cold-chain logistics and energy systems. The

study will refine key assumptions, develop a bankable financial model, and provide the foundation for investment structuring by prospective financing partners.

3. Scope of Work

This is a technical study that refines and validates assumptions around the (i) CAPEX requirements to deploy the model, (ii) the market access and price volatility, and (iii) the operational viability including logistics to ensure market access.

The consultant will deliver a comprehensive feasibility study structured around three interrelated workstreams:

A. CAPEX Validation and Technology Assessment

Objective: Develop a detailed cost and technology strategy for mango and pineapple processing expansion.

Key Activities:

- **Equipment and Technology Selection:** Review available technology options for dehydration, cold storage (3-4 refrigerated units), and solar PV systems. Assess efficiency, scalability, and suitability for local operating conditions. Provide vendor options and specifications.
- **Infrastructure Requirements:** Validate requirements for water supply, electricity grid connection, and wastewater management. Account for hydrological and climate risks, including Bandama River water variability and flood exposure.
- **Implementation Planning:** Identify potential local contractors or EPC firms. Develop construction phasing plan and timeline estimates.
- **Cost Breakdown:** Provide refined CAPEX breakdown (equipment, civil works, installation, contingencies) and indicative OPEX structure (energy, maintenance, labor, raw materials).

B. Market Analysis and Commercial Assessment

Objective: Evaluate market potential and commercial feasibility of mango, pineapple, and by-product processing.

Key Activities:

- **Market Analysis:** Conduct market analysis for dried mango, mango puree, mango butter, and pineapple derivatives in target markets (Europe, ECOWAS, Asia). Assess market size, growth trends, and entry barriers.
- **Competitive Benchmarking:** Identify major competitors and benchmark production costs, product quality standards, pricing, and export logistics capabilities.
- **Price Dynamics:** Review historical and projected price trends, seasonal volatility, and exchange rate risks (EUR/USD, XOF/USD). Assess market access conditions including tariffs, certifications, and trade agreements.
- **Supply Chain Integration:** Assess integration with existing fruit producers and cooperatives in the Poro region. Validate supply availability and quality standards for 200,000 tonnes of fresh fruit annually.

- **Revenue Projections:** Develop detailed revenue model with sensitivity analysis for price fluctuations, exchange rate risks, and capacity utilization scenarios.

C. Operational Viability and Logistics Assessment

Objective: Optimize operational flow from harvest to market, focusing on cold-chain storage, transport, and energy systems.

Key Activities:

- **Value Chain Mapping:** Map the complete value chain from harvest to export, including collection points, storage facilities, processing workflows, quality control, and distribution channels.
- **Cold Chain Design:** Design optimized cold-chain system detailing equipment specifications (capacity, energy efficiency), storage protocols, and temperature management throughout the value chain.
- **Energy System Design:** Size solar PV installation to meet projected energy demand (192,000 kWh/year). Design grid integration strategy and backup systems. Assess GHG emission reductions (Scope 2).
- **Logistics Optimization:** Assess transport requirements from collection to processing to port. Evaluate feasibility and cost implications of renewable-powered logistics (hybrid/electric refrigerated transport).
- **Workforce Planning:** Develop workforce plan estimating direct and indirect employment generation (targeting 400+ jobs, primarily for women). Address recruitment strategies, skills requirements, training needs, and infrastructure considerations (transport, facilities) to enable inclusive participation.
- **Risk Assessment:** Identify key operational risks (supply disruptions, equipment failures, quality issues, seasonal variability) and propose mitigation measures.

4. Deliverables

The consultant shall provide the following deliverables:

1. Inception Report (within 2 weeks of contract signature)

- Refined methodology and detailed work plan
- Review of existing data and identification of additional information needs
- Detailed stakeholder engagement plan
- Site visit schedule and logistics

2. Draft Feasibility Report (by week 6)

- Detailed analysis under each of the three workstreams (A, B, C)
- Preliminary findings and recommendations
- Identified technical, commercial, and operational risks with proposed mitigation measures
- Draft financial model

3. Final Feasibility Report (by week 8)

- Integrated and bankable feasibility study incorporating feedback from Catalytic, SCF, and the Project Sponsor

- Complete analysis across all three workstreams
- Full financial model in Excel, including:
    - 15-year projections (construction + operations)
    - Sensitivity analysis (price, FX, capacity utilization)
    - Scenario analysis (base, optimistic, pessimistic)
    - Key metrics: IRR, NPV, payback, DSCR
- Summary presentation (PowerPoint) suitable for investor discussions

Stakeholder Engagement

The consultant should plan for engagement with:

- Project Sponsor: Leadership (CEO) for detailed operational discussions
- Fruit Producers/Cooperatives: Representative sample of 10-15 producers to validate supply availability, pricing, quality standards, and collection logistics
- Local Authorities: Sinématiali Mayor and Sub-prefect for land allocation, municipal services, and permitting requirements
- Government Officials: Ministry of Agriculture representatives (desk review + targeted interviews) for policy alignment and export regulations
- Women's Associations: 1-2 representatives for workforce availability and gender plan inputs
- Other stakeholders as needed: National grid operator (CIE), potential financial partners, certification bodies

A detailed stakeholder engagement plan should be included in the Inception Report.

Site Visit Requirements

A comprehensive site visit was conducted by a consultancy firm in January-February 2025, covering facility inspection, site assessment, stakeholder meetings, and infrastructure evaluation. The findings from this visit will be made available to the selected consultant.

The consultant may propose an **optional site visit** if they determine it is necessary to validate specific technical assumptions or conduct follow-up stakeholder engagement. Any proposed site visit should be clearly justified in the proposal with specific objectives that were not covered in the January 2025 visit.

5. Requirements

Applicants should demonstrate in their proposal that their project team meets the following qualifications:

- Proven experience in agro-industrial feasibility studies, preferably in fruit processing, dehydration, or cold chain logistics in Sub-Saharan Africa.
- Technical expertise in renewable energy integration for agro-processing facilities.
- Demonstrated capacity in financial modelling and market analysis, including export competitiveness and price volatility assessments.
- Familiarity with gender-responsive employment frameworks and international environmental and social standards (e.g. IFC Performance Standards).
- Understanding of Ivorian investment, environmental, and trade regulations.
- Capacity to mobilize a multidisciplinary team and deliver results within a two-month period.

Evaluation Criteria	Weight
Technical Qualifications and Experience	40%
Workplan and Delivery Approach	25%
Management Plan and Key Staff	20%
Budget and Value-for-Money	15%
Total	**100%**

Technical Qualifications and Experience (40%): Assessed based on the qualifications listed in Section 5, with particular emphasis on agro-industrial feasibility experience in Sub-Saharan Africa, renewable energy integration, and financial modeling capacity.

Workplan and Delivery Approach (25%): Robustness of the project delivery proposal and ability to meet the requirements listed. The highest score will be given to firms who provide a clear timeline of deliverables and dedicate sufficient staff time to deliver the work within the two-month period.

Management Plan and Key Staff (20%): Clear project governance and management structure. Highest score will be given to firms who provide a clear organogram and delegation of activities according to team expertise.

Budget and Value-for-Money (15%): Reasonable and competitive cost given the scope of work. The highest score will be given to proposals that are within budget, present a clear and justified cost breakdown, and offer strong alignment between cost, quality, and expected results.

6. Indicative Timeline

Activity	Indicative Deadline
Launch of RFP	01-Dec-25
Deadline for Questions	10-Dec-25
Submission of Proposals	20-Dec-25
Evaluation and Contracting Finalized	09-Jan-26
Kick-off / Inception Meeting	14-Jan-26
Inception Report	28-Jan-25
Draft Feasibility Report	25-Feb-26
Final Report and Presentation	11-Mar-26

7. Form of Proposal & Requirements

Please prepare a brief proposal for the performance of this work, including the scope of work, project team and qualifications, and estimated costs.

1) **Scope of Work:** The scope of work should include a description of the specific activities that will be performed in order to accomplish the required tasks identified in Section 3. This should include any proposed site visits/reconnaissance, documents to be reviewed, interviews, etc. If the Consultant feels that additional tasks or components within a required task are suggested or warranted, these should be stated and delineated as “Optional Tasks”.
2) **Project team and qualifications:**
   This should include the name of the principal staff members and any sub-contractors, and a brief description of their role within the project team. Qualifications of staff should include relevant technical capabilities, full CVs, specific previous experience similar to this assignment, specific in-country experience and knowledge.
3) **Estimated costs:**

A total time and expenses cost estimate (not to be exceeded), in US Dollars, must be provided for the required scope of work. A breakdown of the estimated costs by task must also be presented in tabular format and should include Direct Labour Costs (number of hours or days per staff and their associated unit costs). If field visits are necessary, travel costs will be covered by the SCF separately from the consultancy fee under "Indirect Labour Costs". Please note that "Per Diems" are not an eligible expense under our travel expense policy. Please also note that Catalytic is exempt from VAT. Your financial proposal should therefore not include VAT.

4) **Contract & payments:**
The contract will be based on Catalytic's standard terms of engagement, fixing a total consultancy fee on lump-sum basis in US Dollars. Catalytic will pay the consultant in 2-3 instalments: E.g. one advance payment of 20% upon signature of the contract, one payment of 40% after delivery of the draft report, final payment of 40% after delivery of the final report.

5) **Conflicts of interest & KYC documentation:**
As part of the proposal, the Consultant shall also confirm that they do not have a conflict of interest and that they are in a position to provide an adequate, accurate and objective review. In addition, we will request an extract from the commercial registry and passport copy for a KYC / DD check for shortlisted candidates.

8. Submission

Please submit your proposal before **20 Dec 2025** by sending it to **project@catalyticfinance.org**