



STATE TRADING CORPORATION

OPEN NATIONAL BIDDING

**Consultancy Services for the Review of
Existing Retail and Marketing Activities
for STC's Selected Food Commodities**

Procurement Reference No: ONB/STC/2026/06

28 April 2026

STATE TRADING CORPORATION

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Request for Proposal

Procurement Reference No: ONB/STC/2026/06

LETTER OF INVITATION

Dear Sir/Madam,

Subject: Consultancy Services for the Review of Existing Retail and Marketing Activities for STC's Selected Commodities

1. You are hereby invited to submit your technical and financial proposals for provision of Consultancy Services, which could form the basis for future negotiations and ultimately, a contract between you and the State Trading Corporation. Please refer to paragraph 8 below concerning the method and the deadline for submission of your proposals.
2. The purpose of this assignment is the appointment of a consultant to provide Consultancy Services for the Review of Existing Retail and Marketing Activities for STC's Selected Food Commodities.
3. The following documents are enclosed to enable you to submit your proposal:
 - (a) the Terms of Reference (TOR) (Annexure 1); and
 - (b) supplementary information for consultant (Annexure 2);
 - (c) sample of contract to be customized upon award (Annexure 3).
4. Any request for clarification should be forwarded via the following e-mail address: a.shewraj@stcmu.com. Request for clarifications should be received at latest two (2) working days prior to the deadline set for submission of proposals in paragraph 8.
5. The Government of the Republic of Mauritius requires that bidders/suppliers/contractors participating in the procurement in Mauritius observe the highest standard of ethics during the procurement process and execution of contracts.
6. **Eligibility**
 - 6.1 (a) A consultant that is under a declaration of ineligibility by the Government of Mauritius in accordance with applicable laws at the date of the deadline for bid submission and thereafter shall be disqualified.
 - (b) Proposals from consultants appearing on the ineligibility lists of African Development Bank, Asian Development Bank, European Bank for Reconstruction and Development, Inter-American Development Bank Group and World Bank Group shall be rejected.

Links for checking the ineligibility lists are available on the PPO's website: ppo.govmu.org

 - (c) Consultants should submit a statement on past and present declaration of ineligibility, if any, by any international agency or any termination of contract for unsuccessful completion of assignment, giving adequate details to enable a fair assessment.

7. Qualification and Relevant experience

- (a) Minimum Qualification: Cambridge A - Level (HSC) or equivalent qualifications acceptable to Board. (10 marks)
- (b) At least 8 years' experience in sales/retail management, commercial strategy and marketing. (15 marks)
- (c) Strong background in business development of Fast-Moving Consumer Good (FMCGs). (15 marks)
- (d) Experience in merchandising and supply chain strategies. (10 marks)
- (e) Experience in the planning and coordination of product distribution and inventory management. (10 marks)
- (f) Excellent communication and stakeholder engagement abilities. (10 marks)

NOTE: Potential bidders shall submit relevant documentation in support of the above qualifications and relevant experience.

8. Submission of Proposals

Bids should be submitted either:

- i. on the following secured email addresses: tender-services@stcmu.com; or
- ii. by depositing in the Bid Box H located in the **Registry Section** in a single envelope, clearly marked ***“Consultancy Services for the Review of Existing Retail and Marketing Activities for STC’s Selected Food Commodities”*** with the Procurement Reference Number: ***ONB/STC/2026/06*** and addressed to the **General Manager, State Trading Corporation, 55, Business Zone, Ebene Cybercity 72201, Ebene, Reduit, Mauritius** with the Bidder’s name and address at the back of the envelope; or
- iii. Sent by post, in a sealed single envelope, clearly marked ***“Consultancy Services for the Review of Existing Retail and Marketing Activities for STC’s Selected Food Commodities”*** with the Procurement Reference Number: ***ONB/STC/2026/06*** and addressed to the **General Manager, State Trading Corporation, 55, Business Zone, Ebene Cybercity 72201, Ebene, Reduit, Mauritius** with the Bidder’s name and address at the back of the envelope.

The deadline for the submission of bids is: **Friday 12 May 2026 at 14hrs.**

9. Bid Opening

The bids submitted on email tender-services@stcmu.com will be opened together with the bids received in Tender Box H and by post at State Trading Corporation, 55, Business Zone, Ebene Cybercity 72201, Ebene, Reduit, Mauritius as from **14:10 hrs on 12 May 2026.**

Bidders or their representatives may attend the Bid Opening, if they choose to do so.

10. Deciding Award of Contract

Qualification and experience of the consultants shall be considered as the paramount requirement. The proposals will be evaluated on the basis of a maximum of 70 marks for Technical Proposals and 30 marks for Financial proposals. Proposals from consultants should score at least 50 marks for the Technical Proposals to be retained for further consideration.

Only those consultants scoring a total of 70 marks on the overall assessment shall be considered for the assignment. Negotiations will start with the Consultant scoring the highest marks and if negotiation is not successful, negotiation will start with the next best ranked Consultant and so on until an agreement is reached. Should you be contacted for negotiations, you must be prepared to furnish the detailed cost break-down and other clarifications to the proposals submitted by you, as may be required to adjudge the reasonableness of your price proposals.

11. Please note that the State Trading Corporation is not bound to select any of the bidder's submitting proposals.

12. Validity of proposals

You are requested to hold your proposal valid for **60** days from the deadline for submission of proposals during which period you will maintain without change, your proposed price. The State Trading Corporation will make its best efforts to finalize the agreement at the earliest within this period.

13. Please note that the cost of preparing a proposal and of negotiating a contract is not reimbursable as a direct cost of the assignment.

14. Timelines

The engagement will commence upon signature of contract and must be completed within twelve (12) months, with phased deliverables and regular progress reviews.

15. Tax Liability

Please note that the remuneration which you receive from this contract will be subject to normal tax liability in Mauritius.

Potential bidders are requested to contact the Mauritius Revenue Authority at the following address to obtain the relevant information in this respect.

Mauritius Revenue Authority
Ehram Court, Cnr Mgr. Gonin & Sir Virgil Naz Streets, Port Louis, Mauritius
Tel: +230 207 6000 ●Fax: +230 207 6053
Email: largetaxpayer@mra.mu
●Website: <http://mra.mu>

16. The Consultant shall meet the cost of any insurance and/or medical examination or treatment required by him/her in the course of performing the services.

17. We commit ourselves to maintain the highest standard of integrity and ethical principles during all stages of the procurement cycle.

18. The State Trading Corporation would like to thank you for considering this invitation for submission of proposals.

Yours faithfully,



Mrs A. Shewraj
Ag. Procurement Manager

TERMS OF REFERENCE

1. Background

The establishment of the **Sales and Retail Division** is a direct response to the Government's objective of safeguarding national food security and mitigating the impact of global inflationary pressures.

As a key instrument in the national fight against increasing prices, the State Trading Corporation (STC) will need to leverage its institutional power as a "bulk buyer", bypassing multiple layers of middle-market distributors and ensuring that some essential commodities - like Fast Moving Consumer Goods (FMCG), lands in the country at lower cost, thus passing these savings directly to the general public to maintain purchasing power.

At the same time, the State Trading Corporation (STC) also seeks to have its own internal distribution to carry out direct delivery to retail outlets. This will enable STC to eliminate additional costs and propose interesting margins to retailers. Accordingly, it is of utmost importance that adequate resources are provided internally and new commercial policies are set up to enable direct dealing with retailers.

Given that the specific technical competencies required for this initiative are not currently available within the organisation's internal talent pool, it is proposed that an external consultant be engaged to ensure the project's successful delivery.

2. Objectives

The Consultant will lead the institutional design of the Sales and Retail Division, ensuring it integrates seamlessly with the STC's existing structures while adopting the agile procurement and marketing needs of the FMCG market. The consultant will also need to continuously review and support the division, as the conditions in the FMCG market keep on evolving regularly.

3. Scope of Work

- **Establishment and Structuring of the STC Retail and Marketing Division:**

Design the optimal organisational structure for the new division, defining key roles, responsibilities, and reporting lines tailored to the STC's mandate.

Develop a three-year strategic roadmap to transition the STC from a traditional commodity supplier to a modern, consumer-centric retail entity.

- **STC Brand Strengthening and Identity Transformation:**

Conduct a comprehensive review of STC's retail and marketing activities.

Formulate a cohesive branding strategy to enhance the STC's corporate image, ensuring it reflects reliability and quality across all consumer touchpoints.

- **Diversification into New Fast-Moving Food Products:**

Identify high-potential fast-moving food products that align with the STC's mission to provide essential goods at competitive prices.

Curate a strategic product portfolio for the STC, focusing on high-turnover items that meet national demand and quality standards.

4. Key Deliverables and Payment Terms

Reports	Key Deliverables	Payment (%)
1. Inception Report	Submission of a detailed work plan, finalised methodology, and a 12-month implementation timeline.	10%
2. Diagnostic Review	Report detailing the findings from the review of STC's current retail and marketing activities, identifying "capability gaps" and brand equity.	20%
3. Organisational Blueprint	Organigram of the new Retail and Marketing Division, including job specifications, resource requirements, and reporting lines.	20%
4. Brand Identity & Positioning Strategy	A strategic document paving the way for a more modern STC brand and enhance consumer trust.	20%
5. Staff Capacity Building & Training Report	Scheduling workshops and knowledge-transfer sessions provided to STC personnel to ensure long-term internal management.	20%
6. Final Compendium	Submission of the final validated manuals and a long-term sustainability roadmap for STC Board	10%

5. Methodology

- **Phase I: Discovery and Diagnostic Audit**

Conduct a comprehensive review of STC's retail and marketing activities.

Identify "capability gaps" between the STC's current commodity-focused operations and the requirements of a modern FMCG retail division.

- **Phase II: Strategic Design and Framework Development**

Architect the STC Retail and Marketing Division, defining specific job moles, Key Performance Indicators (KPIs), and inter-departmental reporting lines.

Design a modernised STC Brand Identity Strategy to support the transition into competitive retail markets.

- **Phase III: Implementation Support and Knowledge Transfer**

Supervise the pilot launch of selected fast-moving food products to test the effectiveness of the new STC procedures.

Conduct intensive capacity-building workshops for STC staff to ensure the internal team can manage the NPD and marketing cycles independently.

Perform a post-launch review to refine the STC's retail operations based on real- world market feedback.

- **Phase IV: Final Validation and Handover**

Submit the final "STC Retail & Marketing Guidelines" containing all validated manuals and strategies.

Provide a long-term sustainability roadmap for the STC Board, outlining future growth opportunities in the retail sector.

6. Duration of Assignment

Estimated duration: 12 Months

With phased deliverables and regular progress reviews.

7. Reporting and Supervision

The consultant will report to the General Manager.

Regular progress updates (weekly)

Final presentation to senior management and Board.

8. Evaluation Criteria

Relevant experience in the Fast-Moving Consumer Goods (FMCG) sector.

Understanding of retail and marketing of FMCGs.

Ability to help the corporation develop new business and supply chains.

Experience in product distribution and Inventory management.

Proposed Budget.

9. Budget and Payment Terms

The contract price for this consultancy will be fixed. This price must be all inclusive and is to include all consulting assistance, the production of all deliverables, all consumables and all travelling expenses.

Payment be based on key deliverables in line with standard practice of bidding exercise for consultancy. (Refer to Section 4)

Details of payment to be agreed prior to signature of the contract.

10. Confidentiality

The consultant must maintain strict confidentiality regarding all related business and commercial data, strategies, operations and information pertaining to STC.

Annexure - 2

SUPPLEMENTARY INFORMATION FOR CONSULTANTS

Proposals

1. Proposals should include the following information:

(a) Technical & Qualifications Proposals

- (i) An outline of the qualifications and relevant experience – please refer to Paragraph 7 of the Letter of Invitation, in the format given in **FORM F-2** (attached).
- (ii) Any comments or suggestions of the consultant on the Terms of Reference (TOR).
- (iii) A description of the manner in which the consultant would plan to execute the work.
- (iv) The consultant 's comments, if any, on the documentation to be provided by the STC.

(b) Financial Proposals

The financial proposal should be given in the format of **Bid Form** at **FORM F-3** (attached).

FORM F-1

From: _____

To: _____

Sir

Consultancy Services for the Review of Existing Retail and Marketing Activities for STC's Selected Food Commodities

I/We _____ herewith enclose Technical and Financial Proposals for selection as Consultant for the (-----*name of public body*-----).

I/we undertake that, in competing for (and, if the award is made to me/us, in executing) the above contract, I/we will strictly abide by the Conduct for bidders and Contractors as provided under the Public Procurement Act 2006 of Mauritius.

I/we hereby certify that we have taken steps to ensure that no person acting for us or on our behalf will engage in any type of fraud and corruption during our participation in the bidding process and we commit ourselves to observe the same principles if the contract is awarded to me/us and during its execution. We understand that transgression of the above is a serious offence and appropriate actions will be taken against me/us.

Yours faithfully

Signature: _____
Full name: _____
and address: _____

FORM F-2

ASSIGNMENTS OF SIMILAR NATURE SUCCESSFULLY COMPLETED

1. Outline of qualifications and relevant experience on assignments of similar nature:

Sl.No	Name of assignment	Name of Project	Owner or Sponsoring agency	Cost of Project	Date of Commencement	Date of Completion	Was assignment satisfactorily completed

Bid form

To: General Manager,
 State Trading Corporation,
 55, Business Zone, Ebene Cybercity 72201,
 Ebene, Redit

Dear Sir/Madam:

**Subject: Consultancy Services for the Review of Existing Retail and Marketing Activities for
 STC's Selected Food Commodities**

(a) We, the undersigned, submit our proposals to provide consultancy services in accordance with your Letter of Invitation dated [*Insert Date*]. Our Financial Proposal is as detailed below:

Item No	Brief Description	Amount Exclusive of VAT MUR
I.	Consultancy Services for the Review of Existing Retail and Marketing Activities for STC's Selected Food Commodities	

(b) Our Financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal.

(c) We understand you are not bound to accept any Proposal you receive.

We remain,

Yours sincerely,

Authorized Signature [*In full and initials*]: _____

Name and Title of Signatory: _____

Name of Firm: _____

Address: _____

Annexure 3

Sample of contract to be customized upon award

CONTRACT No. _____

SERVICE CONTRACT

BETWEEN

(.....) PUBLIC BODY

AND

----- CONSULTANT

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THIS SERVICE CONTRACT entered into this [date], between the(hereinafter called the "Client") and (hereinafter called the "Consultant").

WITNESS THAT:

WHEREAS the [...Public body....] has determined the need to procure the services described, implied or referred to in this Contract, subject to the terms and conditions hereinafter set forth;

WHEREAS the Consultant represents and affirms that he/she possesses the requisite experience, qualifications, capability and skill to perform the said services;

NOW THEREFORE the parties hereto have agreed as follows:

ARTICLE I
SCOPE OF SERVICES

1.1 The services to be performed by the Consultant under this Contract (hereinafter called the "Services") are those described in the Terms of Reference attached hereto as Annex I to the present Contract. The Terms of Reference shall form an integral part of this Contract.

ARTICLE II
COMMENCEMENT OF SERVICES AND DURATION OF CONTRACT

2.1 *The Consultant shall commence the Services on [date] upon signature of the present Contract, and shall carry out the Services in a manner most suited to the requirements of the Contract and in accordance with the schedules and time limits established under the Terms of Reference (annex I) or indicated by the [public Body].*

2.2 The Services shall be for XXXXX calendar days, or whatever period as indicated by the [... ..public body.....], beginning on the date of commencement of the Services, and ending not later than XXXX.

ARTICLE III
DUTIES OF THE CONSULTANT

3.1 The Consultant shall perform the services with all due care, diligence and efficiency, in accordance with the highest standards of professional competence, organization and responsibility, and in a manner acceptable to the [Public Body]).

3.2 The Consultant shall:

(a) regularly report to, and obtain direction and guidance from the [Public body] on all matters arising from or relating to the present Contract;

(b) promptly comply with such instructions as may be issued from time to time by the [Public body] in connection with the performance of the services.

3.3 The Consultant shall perform the services to the satisfaction of the Public body in accordance with the Terms of Reference and at such intervals as the Public body may require.

3.4 The Consultant shall keep and maintain accurate and complete accounts in respect of expenditure incurred under the present Contract in such form and detail as shall be satisfactory to the [public body] for the purposes of making payment or settlement under the Contract, where applicable.

- 3.5 The Consultant shall meet the cost of any insurance and/or medical examination or treatment required by him/her in the course of performing the services.
- 3.6 The Consultant shall seek and obtain any visas or residence permits that he/she may require to carry out the services and perform his/her obligations under the present Contract. The *[Public body]* shall, as necessary, assist the Consultant in obtaining such visas and/or permits.

ARTICLE IV
PAYMENT FOR THE SERVICES

- 4.1 The *[Public body]* shall pay to the Consultant, in respect of the services, the various amounts specified in Annex II to this Contract (hereinafter referred to as the "Contract Amount").
- 4.2 The Contract Amounts shall be paid to the Consultant in accordance with the modalities specified in Annex II to the present Contract, which forms an integral part hereof.

ARTICLE V
CONFIDENTIALITY AND OWNERSHIP OF DOCUMENTS

- 5.1 All documents, statistics, reports, data and other information provided, created, obtained or made available to the Consultant in connection with or by virtue of the present Contract, shall be treated as confidential by the Consultant, and the Consultant shall not be entitled to use or make copies of them for any purpose that is not related to the present Contract.
- 5.2 The documents, statistics, reports and data under the preceding paragraph shall, upon the completion of Services or termination of this Contract, be promptly returned to the *[Public body]*.
- 5.3 Any study, report or other material, graphic, software or otherwise, prepared by the Consultant for the Client under the Contract shall belong to and remain the property of the Client. The Consultant may retain a copy of such documents and software.

ARTICLE VI
ASSIGNMENT AND SUB-CONTRACTING

- 6.1 Except with the prior written consent of the *[Public Body]*, the Consultant shall not:
- (a) in whole or in part, assign, transfer or otherwise dispose of, his/her rights or obligations under the present Contract;
 - (b) sub-contract, or otherwise transfer responsibility for, the whole or any part of the Services.

ARTICLE VII
LIABILITY OF THE CONSULTANT

- 7.1.1 The Consultant shall abide by, and take all measures necessary to enable him/her comply with all laws and regulations in force in any place where the Services are to be wholly or partially performed.
- 7.2 The Consultant shall be fully liable for the consequences of any error or omission on his/her part or for any damage caused by negligence on his/her part in carrying out the Services or performing his/her obligations under the present Contract.

ARTICLE VIII
FORCE MAJEURE

8.1 *Neither party to the present Contract shall be responsible for any delay or failure to perform the obligations under the Contract if the delay or failure is attributable to force majeure.*

8.2 In the event of force majeure which delays performance of the whole or any part of the present Contract for more than sixty (60) days, either party shall have the right, by notice in writing to the other party, to terminate the Contract.

8.3 For purposes of this Article, an event of force majeure shall mean an unforeseen and unavoidable event beyond the reasonable control and contemplation of the party invoking the existence of such event, and which impacts directly on the discharge of the obligation under the Contract.

ARTICLE IX

TERMINATION OF CONTRACT

9.1 The *[Public Body]* may, upon giving not less than seven (7) days' notice in writing to the Consultant, terminate the present Contract for cause if the Consultant has failed to perform the Services or to comply with his/her other obligations under the Contract.

9.2 The *[Public Body]* may terminate this Contract for its convenience at any time upon a determination that because of changed circumstances the continuation of the contract is not in the public interest.

9.3 The Consultant may terminate the present Contract if the *[Public Body]* has, within a period of forty five (45) days after the due date, failed to pay any amount due to him/her in respect of which no dispute has arisen.

9.4 The parties hereto may by mutual agreement terminate this Contract.

9.5 If the present Contract is terminated under this Article, the *[Public Body]* shall be liable only for payment, in accordance with the payment provisions of the Contract, for the Services actually rendered prior to the effective date of termination, together with such other amounts incidental to the termination as may be reasonable in the circumstances. The Consultant shall not be entitled to recover anticipated profits on the completion of the contract.

ARTICLE X

DISPUTE SETTLEMENT

10.1 Any dispute arising out of or in connection with the present Contract shall, unless it is amicably settled, be decided upon by the *[CEO of the Public Body]* who shall transmit his decision in writing to both parties.

10.2 Any dispute between the Parties as to matters arising pursuant to this Contract which cannot be settled amicably within sixty (60) days after receipt by one Party of the other Party's request for such amicable settlement, may be submitted by either Party for arbitration under the applicable law.

ARTICLE XI

MODIFICATION OR AMENDMENT

11.1 Except by mutual agreement in writing between the parties, no change, modification or amendment shall be made to the present Contract.

11.2 Notwithstanding the preceding paragraph, the Public body may at any time order or require changes in the scope of the Services. If such changes add to or reduce the cost of the Services, the Contract Amount shall be adjusted accordingly.

ARTICLE XII
EFFECTIVE DATE

- 12.1 The present Contract shall enter into force on the date of its signature by both parties.
- 12.2 Unless terminated under Article VIII or IX above, the present Contract shall expire upon completion of the Services and the discharge of all obligations arising out of or under the Contract.

ARTICLE XIII
CHANNEL OF COMMUNICATIONS AND NOTICE

- 13.1 For the purposes of the present Contract, the authorized representative of the *[Public Body]* shall be the XXXXXX or such other officer as he may designate for this purpose.
- 13.2 Any communication, notification, submission, notice, demand or request under the present Contract shall be deemed to have been duly transmitted if it shall have been delivered by hand, mail, or facsimile by either party to the other at the appropriate address indicated below, or at such other address as that other party may have indicated:

For the (Public Body) :

Mail Address : _____

For the Consultant :

Mail Address : _____

Telephone : _____

E-mail : _____

ARTICLE XIV

GOVERNING LAW

- 14.1 This Contract shall be governed by, and construed in all respects in accordance with, the Laws of Mauritius.

IN WITNESS WHEREOF the parties hereto have caused the present Contract to be signed in their respective names in two original counterparts in English/French on the date first above written.

FOR THE Public Body

FOR THE CONSULTANT
