

Terms of Reference

IDH Sustainable Trade Initiative

Marketing and branding support to beneficiary SMEs in Rwanda

1. Introduction

IDH Sustainable Trade Initiative (“IDH”) accelerates and up-scales sustainable trade by building impact-oriented coalitions of front running companies, civil society, governments, knowledge institutions and other stakeholders in several commodity sectors. We convene the interests, strengths, and knowledge of public and private partners in sustainability commodity programs that aim to mainstream international and domestic commodity markets. We jointly formulate strategic intervention plans with public and private partners and we co-invest with partners in activities that generate public goods.

On basis of these Terms of Reference (“**ToR**”), IDH aims to select a consultant firm specialised in providing marketing and branding support to six selected SMEs under IDH's Horti-Export phase II program in Rwanda.

The consultant will work with IDH’s Project Implementation Team (“**PIT**”: the team that actively oversees, supports, and measures the progress of implementation activities) and provides hands-on support to selected SMEs to build their in-house know-how to be able to scale up, and become commercially viable and supply horticultural and processed products targeting local, regional, and premium export markets.

The consultant will carry out this assignment in the period of **21st August to 21st October 2023 (2 months of consultancy)**. This assignment is based in Rwanda.

2. Background

Using a market led approach, IDH is implementing a ‘Market-led SMEs and smallholder farmer business support project in Rwanda - Phase II’ under its Value Chain Development program (the “Program”); to be implemented until May 2024. The Program is aimed at creating new good jobs with a focus on women and youth and improving the working conditions of workers in SMEs involved in Rwanda’s horticulture sector, and to improve farmers’ livelihoods through enhanced production of high value horticulture crops. This will contribute to the commercialization of Rwanda’s horticulture sector, and access to local, regional and export premium markets.

Through this Project, IDH will work closely with a group of Rwandan SMEs and cooperatives to improve production volumes and quality, build technical and management capacity, further professionalize operations, and to support these cooperatives in meeting both local, regional, and premium export market requirements.

3. ASSIGNMENT

The overall objective of this assignment is to provide marketing and branding support to six horticulture SMEs (SOUK IG Ltd., Virunga Biotech Ltd., DAVET Ltd., PRODEV Kayonza Ltd., Agasaro Organic Ltd., ZEAN Ltd, hereinafter referred to as the “**SMEs**”) under the Program in Rwanda, and to support these SMEs in developing standardized marketing tools which enable them to access international, regional, and local markets.

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This marketing support should build on the technical and business advisory support provided to the SMEs under the Program. This assignment will be conducted between **21st August to 21st October 2023** (2 months of consultancy).

The specific objectives:

1. To enhance the development of a comprehensive branding strategy for the SMEs, the following improvements can be made:
 - a. Ensure that each SME possesses all essential elements of a brand identity, including a logo, website, brand manual, and promotional items. Additionally, provide guidance on leveraging these elements to drive business growth and strengthen the organization.
 - b. In addition to equipping the SMEs with the necessary branding tools, facilitate the co-creation of a company briefing document that highlights the unique strengths and offerings of each individual SME.
2. To develop an effective content and communication strategy across online platforms, the following improvements can be made:
 - a. Provide SMEs with a detailed framework or guideline that specifically outlines the process of creating impactful content strategies for different online platforms, including LinkedIn, Twitter, Instagram, and websites.
 - b. Emphasize social media marketing, website content management, and the utilization of public relations to effectively market their company.
 - c. Encourage SMEs to actively engage in hands-on practice by creating their own posts and developing a content posting schedule tailored to their target audience and platform preferences.
3. To improve market orientation, development, and customer acquisition:
 - a. Identify reliable sources of market entry requirements and establish collaborations with international organizations for effective market linkages.
 - b. Implement both cold and warm customer acquisition strategies to reach new prospects and nurture existing relationships.

The consultant will work to ensure coordination with SMEs and facilitate the seamless transfer of technical know-how regarding market requirements and specific customer needs.

4. THE REQUESTED DELIVERABLES FOR THIS SPECIFIC ASSIGNMENT

The Consultant will undertake the following steps:

1. Collect information about the SMEs' markets and market requirements and work with the SMEs to update their marketing strategies and define clear tools for improved market positioning.
2. Conduct a marketing assessment of the SMEs to establish their unique selling points (USPs), target markets, and steps to initiating and securing long-term market linkages, and advise the SMEs on the development of an in-house marketing strategy. This assessment should include in-person meetings or calls with each of the SMEs.
3. Develop a comprehensive visual identity of the SMEs' marketing tools, including logo, business card, flyer, website, product labels, branding guidelines. With focus on PRODEV Kayonza Ltd., Agasaro Organic Ltd., ZEAN Ltd. These should reflect the market dynamics of the SMEs' preferred/target markets.
4. Develop a framework to guide social media engagements (target audience, preferred channels and best strategies, tone, images), and cocreate a short series of social media posts to run a campaign and provide advice on website design and social media listings.



5. Provide support and coaching to the SMEs on social media and digital marketing, leveraging the existing GIZ Rwanda Digitizing Global Trade Platform to develop a Market Information System (MIS) and online and physical market platforms for SMEs to explore and use.
6. Provide a follow-up template to each SME to collect informative metrics and monitor progress on implementing the marketing and branding support service.

5. Selection Procedure

The procedure will be as follows:

1. Publication of the ToR
2. Option to submit questions regarding the assignment and the ToR. Questions will be answered via an information notice that will be shared with all consultants that indicated their interest in the assignment or submitted questions.
3. Evaluation of the proposals by the evaluation committee. The evaluation committee will evaluate the proposals based on the selection criteria as published in this ToR.
4. IDH may request shortlisted applicant(s) to pitch their proposal to the evaluation committee. This is optional and will not be a requirement for all applicants handing in a proposal. Pitch session can be physically or virtually.
5. Decision on selection of the consultant.
6. Inception meeting with the selected consultant.

The schedule below indicates the timelines for the tender procedure:

Tender Process	Timeline
Terms of Reference published	28 th July 2023
Closing date questions*	3 rd August 2023
Deadline for submission of Proposals	9 th August 2023
Pitching of Proposal by Consultant (on request)	11 th August 2023
Selection of Service provider	14 th August 2023
Start of assignment	21 st August 2023

* Proposals submitted after the deadline will be returned and will not be considered in the tender procedure.

** IDH may request shortlisted consultant firm to a pitch session at the IDH Rwanda Office, in Kigali or via video conference.

After the deadline to submit a proposal has passed, the evaluation committee will evaluate the proposals.

The proposals will first be tested for completeness:

- The absence of the documents referred to in Section 8 of this document can lead to exclusion from further participation in the tender procedure. This is also the case when minimum requirements listed in this ToR are not met.
- If the proposal is complete, the selection committee will evaluate the proposal based on the criterion as mentioned in Section 8.



The assignment will be awarded to the service provider with the most economically advantageous tender. This is determined based on the evaluation criteria price and quality.

IDH will reject the proposal if any illegal or corrupt practices have taken place in connection with the award or the tender procedure.

Questions

questions regarding the assignment or the ToR can be submitted until 3rd August 2023, 5pm CAT (UTC+02:00), by e-mail to ndayitabi@idhtrade.org. With the express mention: "Questions tender Marketing and branding support to beneficiary SMEs in Rwanda".

Questions must be submitted in the English language and using the Template Question Form, attached to this ToR as annex 2.

The submitted questions will be grouped, anonymized, and combined in an information notice. This notice will be sent to all consultants in a reply to the e-mail in which the questions were submitted.

The responsibility for the timely and accurate submission of the questions lies with the service provider. When IDH indicates that questions have not been received by IDH before the indicated deadline, the service provider must demonstrate that the questions were sent timely.

6. Proposal requirements

IDH is requesting the service providers to hand in a proposal of maximum 5 pages (excluding company biographies, CVs, sample work and references). The proposal must be handed in a MS Word or PowerPoint version next to a PDF submission to facilitate any copy-and-pasting of content that we may need during evaluation.

The proposal must at least include:

Content:

1. A succinct, well-documented approach that demonstrates the Consultant's understanding of each of the following components:
 - i. Marketing - Marketing and branding requirements for the SMEs
 - ii. Strategy - Strengthen local, regional, and international export competitiveness and business development, whilst ensuring the SMEs' social media strategy effectively communicates suitable and motivating messages. The consultant should optimize online marketing tools as long as product branding, focusing on the SMEs' marketing objectives, to drive success in reaching their target audience.
2. Maximum of three client references and a sample of previous work relevant to the deliverables in this ToR.
3. An overview of the project team, including the CVs of the project team members
4. Budget presented in Euros (incl. VAT) with a break-down of days/rate per project team member.
5. Statement on Ground for exclusion (see section 7 below)

Administrative:



6. Completed detail request form (annex 3)
7. Copy of most recent (audited) financial accounts
8. Statement of acceptance draft contract (annex 6)

The proposal must be submitted to Serge Ndayitabi at ndayitabi@idhtrade.org before 9th August 2023 at 5 pm CAT (UTC+02:00).

7. Qualifications and experiences

The consultant needs to have the following experience knowledge and expertise:

- At least 5 years' experience in both strategic and operational marketing with practical experience in marketing management, the definition of marketing strategies, and operational implementation.
- At least 5 years' experience of advisory in relevant marketing functions in (or with) private companies in the agricultural sector. Experience working in the export and trade, or fruit and vegetables is preferable. At least 10 years of work experience, at least 5 years of which should be in trade-related topics, with a significant component of marketing or branding work in a professional capacity (as an employee, consultant, or academic)
- Experience working in export-oriented agricultural supply chains in Rwanda is required, preferably fruit and vegetables.
- Extensive understanding and knowledge of innovative and best practices in branding and marketing communications.

The Consultant needs to have the following skills:

- Preferably having produced marketing reference materials on marketing planning and marketing execution that can be used by organizations such as SMEs.
- Effective stakeholder management.
- Ability to collaborate and communicate with team members effectively.
- Agri-business management and efficient operational skills especially in supporting SMEs.

The Consultant needs to have the following characteristics:

- Relevant degree or qualifications in marketing and/or business development.
- Extensive relevant experience.
- Marketing communication skills: ability to explain concepts of branding and marketing to an audience of businesspeople.
- Excellent verbal and written English communication skills.

The proposal must be submitted to Serge Ndayitabi at ndayitabi@idhtrade.org before 9th August 2023 at 5 pm CAT (UTC+02:00).

8. Testing and weighing

The assignment will be awarded to the service provider with the most economically advantageous tender. The most economically advantageous tender is determined on the basis of the evaluation criteria of price and quality.



Grounds for exclusion

1. Service providers shall be excluded from participation in this tender procedure if:
 - a. they are bankrupt or being wound up, are having their affairs administered by the courts, have entered into an arrangement with creditors, have suspended business activities, are subject of proceedings concerning those matters, or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations.
 - b. they or persons having powers of representation, decision-making or control over them have been convicted of an offence concerning their professional conduct by a judgment which has the force of res judicata;
 - c. they have been guilty of grave professional misconduct proven by any means which the IDH can justify;
 - d. they have not fulfilled obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which they are established, or with those of the Netherlands or those of the country where the contract is to be performed;
 - e. they or persons having powers of representation, decision making or control over them have been the subject of a judgment which has the force of res judicata for fraud, corruption, involvement in a criminal organization, money laundering or any other illegal activity.

Service providers must confirm in writing that they are not in one of the situations as listed above.

2. Service providers shall not make use of child labor or forced labor and/or practice discrimination and they shall respect the right to freedom of association and the right to organize and engage in collective bargaining, in accordance with the core conventions of the International Labor Organization (ILO).

Minimum criteria

Consultant firm or proposals not fulfilling the minimum criteria will be excluded from the tender procedure and will not be assessed against other criteria.

- 1 *The proposal budget doesn't exceed the maximum budget presented in the ToR (EUR. 23.000; Incl. VAT).*
- 2 *Demonstrated experience in working with SMEs to develop commercially viable produce value chains in Rwanda that supply local, regional, and export markets.*
- 3 *Demonstrated marketing experience in working in or with private sector companies in the processing, production, and export of horticulture products to premium international, regional, and local markets.*

Proposals that meet these criteria will then be evaluated through the following selection criteria:

Scoring and weighing

The evaluation criteria are compared and weighed according to the procedure below. This concerns a general outline of the scoring methodology and an explanation on how the Service provider can demonstrate compliance with the requirements.



Step 1 – Criterion Quality

Evaluation scores will be awarded for each of the components. The evaluation committee will score each component unanimously.

The proposal will be assessed based on the following selection criteria:

Component	Criteria	Max. Grading
1	Proposal overall The extent to which the proposal meets the requirements set out in Section 3 above and throughout this document. Can the Service provider deliver the requirement deliverables? Will the Service provider be able to deliver a comprehensive solution?	5
2	Design and Development process The extent to which the Service provider demonstrates that a clear design and development process will be followed and IDH is adequately consulted for input during the design and development. The extent to which it is clear what is required of IDH in terms of human resources, digital assets and other input to deliver the project without being too onerous on our staff.	5
3	Track record The extent to which the Service provider presents the required level of expertise and knowledge to fulfil the requirements both at team member and company level. To extent to which the Service providers gives a clear description of the project team, relevant (delivering similar projects) experience of team members and time allocation per team member. [Relevant experience in non-profit sector is advantageous.]	5

The evaluation committee will unanimously score each component by assigning scores from 1 to the maximum grading, with the maximum grading representing optimal performance on the component and 1 representing extremely poor performance on the respective component.

Step 2 - Criterion price

A combined price in Euros (Incl. VAT) is to be presented. This is to be broken down by team member rate and hours.

The criterion of assessment is “the best price for the proposed level of quality” with a maximum grading of 5.

Step 3 - Weighting

The final score will be weighted 70% on Quality and 30% on Price.

If scores of service providers are equal, priority will be based on the total scores that were given for the Criterion Quality. The assignment will be awarded to the service provider that has received the highest score for the Criterion Quality. If the evaluation of the Criterion Quality does not lead to a distinction, the score for the component “Proposal overall” will be decisive. If this does not lead to a distinction, the ranking will be determined by the drawing of lots.

Award



Once IDH has decided to which Service provider it intends to award the assignment, a written notification thereof is sent to all Service providers participating in the tender procedure.

The Service provider is contracted via a letter of assignment, following IDH's template (Annex 4).

9. Communication and Confidentiality

The Service provider will ensure that all its contacts with IDH, with regards to the tender, during the tender procedure take place exclusively in writing by e-mail to Serge Ndayitabi via e-mail to ndayitabi@idhtrade.org, the Service provider is explicitly prohibited, to prevent discrimination of other consultant firms and to ensure the diligence of the procedure, to have any contact whatsoever regarding the tender with any other persons of IDH than the person stated in the first sentence of this paragraph.

The documents provided by or on behalf of IDH will be handled confidentiality. The Service provider will also impose a duty of confidentiality on any parties that it engages. Any breach of the duty of confidentiality by the Service provider or its engaged third parties will give IDH grounds for exclusion of the Service provider, without requiring any prior written or verbal warning.

All information, documents and other requested or provided data submitted by the Service provider will be handled with due care and confidentiality by IDH. The provided information will after evaluation be filed as confidential and will not be returned to the Service provider.

10. Disclaimer

IDH reserves the right to update, change, extend, postpone, withdraw, or suspend the ToR, this tender procedure, or any decision regarding the selection or contract award. IDH is not obliged in this tender procedure to make a contract award decision or to conclude a contract with a participant.

Participants in the tender procedure cannot claim compensation from IDH, any affiliated persons or entities, in any way, in case any of the afore-mentioned situations occur.

By handing in a proposal, participants accept all terms and reservations made in this ToR, and subsequent information and documentation in this tender procedure.

11. Annexes

Annex 1: [additional information assignment – if relevant]

Annex 2: Template Question Form

Annex 3: Detail request form

Annex 4: Letter of Assignment

Annex 5: IDH General Terms and Conditions for services

Annex 6: Statement of acceptance draft contract