

## TERMS OF REFERENCE

**Project name:** Advanced Cross-river Capacities for Trade, UNDP

**Description of the TOR:** **AdTrade: Provision of export promotion services for the companies from the banks of Nistru River**

**Starting date of assignment:** August 2020

**Duration of the assignment:** 6 months

### A. OBJECT OF PROCUREMENT

In the framework of Advanced Cross-river Capacities for Trade Project (AdTrade), financed by Sweden and implemented by UNDP, exporting and ready to export companies from both banks of the Nistru river were selected to receive technical assistance as an effort to foster their capacities for abroad trade. Among business services to be provided by the project are: development of companies' marketing and sales strategies, identification of the target market and potential customers, improvement of the capacities of sales and export departments, development of company's identity, development of new marketplaces or integration in the existing ones, as well as, support in implementation quality management standards, consultancy for export capacities of the selected Small and Medium Sized Enterprises(SMEs) from the both banks of Nistru river.

The provided support will have a long-term impact on the cross-river cooperation and exports, allowing left bank enterprises (especially the SMEs) to access trade mechanisms available on the right bank, ensuring a tailored support to build necessary knowledge and skills.

This competition is launched to identify the company that will perform analyses of new markets, identify target market and potential customers and support the selected SMES to increase their sales and improve export capacities.

### B. GOALS AND EXPECTED OUTCOMES

The consulting company will perform a range of services aiming to develop marketing and sales capacities of export-led companies from the both banks of Nistru river. As a result of the provided support, the selected SMEs from the both banks of Nistru river will develop their export capacities and will develop long term relations with the customers from the foreign markets. The profile of the companies is presented in the Table 1 below.

#### Key Activities and Outputs

In order to achieve the goals set under this assignment, the vendor(s) shall carry out the below activities:

- Develop marketing and sales plan and elaborate action plans for export promotion for 10 companies from the both banks of Nistru river. At this stage, export audit of each company will be conducted in order to understand its level of readiness for export operations and analyses of the opportunities for exports on foreign target markets;
- Conduct capacity development activities for sales department of 6 companies, through mentorship and coaching for the export manager and the key salespersons in the company.

- Support 6 to develop their develop information materials about their products or services in English language;
- Support 4 companies from the both banks of Nistru river to identify export partners. This will be done by defining the profile of potential partner/s on foreign market, qualitative selection of potential partners in target market according to profile of potential partner, organization of B2B meetings, on-line, and facilitation of establishment of the cooperation with customers.

Table 1: Profile of the beneficiaries and the corresponding tasks

Company short profiles	Task 1	Task 2	Task 3
1. Processed agriculture, 56 employees, has export experience, situated on the left bank	1		
2. Primarily agri-food production, 120 employees, has exporting experience, situated on the left bank	1		
3. Agri-food production, 44 employees, no export experience, situated on the left bank	1		
4. Primary agriculture, 20 employees, has exports experience, situated on the left bank	1	1	
5. Agri food producer, 6 employees, no exporting experience, situated on the left bank	1		
6. Exporter of primary agricultural production, 7 employees, situated on the left bank	1	1	
7. Primary agriculture production, 112 employees, has export experience, situated on the left bank	1		
8. Textiles and apparel, 12 employees, no export experience, situated on the left bank		1	
9. Processing industry, 5 employees, no export experience, situated on the left bank			1
10. Agri-food, 6 employees, has export experience, situated on the right bank		1	
11. ITC, 5 employees, has export experience, situated on the right bank			1
12. Apparel, 48 employees, has export experience, situated on the on the right bank	1		
13. Processing industry, 78 employees, has exporting experience, situated on the right bank	1	1	1
14. Processing industry, 25 employees, no expiring experience, situated on the right bank	1	1	
15. Processing services, 4 employees, has exporting/sales experience, situated on the right bank			1
<b>Totals</b>	<b>10</b>	<b>6</b>	<b>4</b>

The selected services provider will offer the following services, mentioned in the table below.

Table 2: Task, deliverables and the deadlines

Inception	Estimative workdays (w/d)	Deadline
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<ul style="list-style-type: none"> <li>- Adjust and agree on the methodology;</li> <li>- Adjust the work plan and time frames;</li> <li>- Plan logistical aspects for the data collection, arrange meetings with 10 beneficiaries;</li> <li>- Elaborate draft training materials for sales departments.</li> </ul> <p><b>Deliverables</b></p> <p>Inception report, which will contain the methodology, work plan and the draft of the training material.</p>	10 w/d	31 August, 2020
<b>Task 1: Development of Sales and Marketing plans for 10 companies from the both banks of Nistru river</b>	120 w/d	<b>Deadline</b>
<ul style="list-style-type: none"> <li>- Conduct export audit of the companies;</li> <li>- Analyse the opportunities on foreign target markets for exports for the companies;</li> <li>- Develop Sales and Marketing plans;</li> <li>- Support the companies to elaborate an action plan for export development</li> </ul> <p><b>Deliverables</b></p> <p>10 sales and marketing plans</p> <p>10 action plans for exports development</p>		31 October, 2020
<b>Task 2: Development sales capacities for 6 companies from the both banks of Nistru river</b>	36 w/d	
<ul style="list-style-type: none"> <li>- Conduct a capacity needs assessment of each company and develop a capacity development action plan;</li> <li>- Offer capacity development support for the sales departments and the export manager through mentorship, coaching and trainings. Conduct an evaluation of impact of the training and coaching on the sales departments.</li> <li>- Support the companies from the both bank of Nistru river to develop information materials about their products or services in English language;</li> </ul> <p><b>Deliverables</b></p> <p>6 Capacity needs assessment and capacity development improvement plans;</p> <p>6 commercial offers, presentations in English language</p> <p>Final evaluations of the capacity development measure.</p>		30 November, 2020
<b>Task 3: Identification of partners on foreign markets for 4 companies from the both banks of Nistru river</b>	96 w/d	

<ul style="list-style-type: none"> <li>- Select potential partners in one target market for each of the 4 companies according to profile of potential partner;</li> <li>- Contact selected potential customers and present the product or service/s. Develop a database on potential partners;</li> <li>- Organize on-line meetings (up to 3 meetings for each company) with the potential partners for each company;</li> <li>- Facilitate that at least 1 contract per company is signed.</li> </ul> <p><b>Deliverables</b></p> <p>4 databases on potential partners</p> <p>A report on the results (contacts established, offers sent, contracts signed)</p>		31 January 2021
Total	262 w /d	

### C. SCHEDULE OF PAYMENTS

The payments to the Contractor shall be done upon approval and acceptance of the deliverables by the AdTrade Project Manager. Payments to cover Administrative (management and operational) costs shall be linked to instalment and shall be transferred as per the schedule agreed with the AdTrade Project upon the signing of the Agreement.

#### *Tentative Payments Schedule (subject to negotiation with the Contractor)*

Instalment	Instalment value as share of proposed amount for consulting services	Tentative payment date	Payment due upon successful completion of Tasks
1. Inception report	10 %	31 of August, 2020	Inception phase
2. The First progress report	30%	31 October, 2020	Task 1
3. Second progress report	50%	5h December, 2020	Task 2
4. Final Report	10%	31th January 2021	Tasks 3

### D. Reporting Requirements

The contractor will submit all reports according to the AdTrade Project requirements and guidelines in English. The format of reports shall be agreed at the first stage of the contract implementation. AdTrade reserves the right to make further changes and clarifications in initially proposed templates.

Types of reports:

- 1) **Inception report** to be delivered after approval of the inception phase;
- 2) **The first progress report** - to be delivered after approval deliverables from Task 1;
- 3) **The second progress report** - to be delivered after approval deliverables from Task 2;
- 4) **Final narrative report, to be delivered after approval of the Task 3, will** include a summary of activities and results, lessons learned and conclusions after the implementation of Task 1-3.

The AdTrade Project reserves the right to initiate spot-checks of beneficiaries to conduct interviews and receive feedback on the quality of the contractor's work.

## **E. COMMUNICATION AND VISIBILITY**

Any public reference to the AdTrade Project or UNDP and any other supporting programmes, as well to any products created under the agreements signed with benefiting companies shall be subject to prior approval of the Project team.

## **F. INSTITUTIONAL ARRANGEMENTS**

The Contractor will be awarded a contract with UNDP for the delivery of services applied for and will work under the overall supervision of AdTrade Manager/officer. Agendas and other materials pertinent to target audience shall be developed and submitted either in Russian, Romanian or English.

Contractor will be responsible for arranging all necessary transportation, IT and logistical arrangements, obtaining all needed permissions and establishing and maintaining of good working relationships with all involved parties. Please, ensure that all kind of translation costs (written and oral) shall be arranged by the Contractor (in Transnistria region the predominant population is Russian-speaking and the documentation is kept in Russian language). The services will be offered in accordance with gender mainstreaming and transparency principles.

## **G. DURATION OF WORK**

- a) The estimated duration of works is maximum 6 months. The expected time of commencement of contract is end of August 2020;
- b) UNDP will require maximum of 14 (fourteen) days (depending on the implementation stage) to review the deliverables, provide comments, approve or certify acceptance of deliverables.

## **H. QUALIFICATIONS OF THE SUCCESSFUL SERVICE PROVIDER AT VARIOUS LEVELS**

- Legal entity officially registered on the right or the left banks (business association, business support organizations, NGOs, business development service providers, etc.) with proven experience in the area of business support services, is eligible to apply.
- Active on the market for at least 3 years, with proven experience in export promotion, organizing trainings and providing consultancy services to business sector representatives on the left bank;
- Previous experience in export promotion, organizing trainings and providing consultancy services to business sector representatives on the left bank;
- Possess available experienced and qualified team of experts with sociological backgrounds and experience in designing and implementing economic researches in particular, in trade related

subjects. Capacity to involve adequate quantity of trained and qualified staff, demonstrated by their CVs;

- Experience of implementing at least 5 projects of similar complexity. At least 2 references letters to be provided;
- Experience in cooperation with UN agencies;
- Proven experience in consulting and business support services for the businesses from the left bank, described in the company profile.

**Evaluation criteria:**

Summary of Technical Proposal Evaluation Forms		Score Weight	Points Obtainable
1.	Bidder's qualification, capacity and experience	35%	350
2.	Proposed Methodology, Approach and Implementation Plan	30%	300
3.	Key Personnel qualifications and professional background	35%	350
<b>Total</b>			<b>1000</b>

The Offeror shall include in the submitted **technical offer** inter alia, the methodological approach, as well as an approach and the implementation plan are relevant and representative for the final scope, corresponding to the objective and scope of work described above.

Also, the Offeror should provide information on the staff involved in the project and their qualifications. The engagement of qualified staff with work experience in providing consultancy and trainings to export-led companies is a must. It is required to explicitly describe the qualification of people employed in key functions.

Recommended composition of the expert team: project manager, at least 2 dedicated experts researches, one training and coaching specialist and an assistant for the data collection. Resumes of key people shall be submitted.

**Key Personnel:**

1. Project Manager – 1 person (Responsibilities: Planning of project activities, Implementation of project activities, Drafting, endorsing of Reports and their submission to UNDP);
2. Research expert – 2 persons (Responsibilities: data analyses of foreign markets, processing of the data, develop the analytical documents);
3. Capacity development expert (Responsibilities: provision of consultancy and trainings, development of training material).

The above-proposed composition of the key-personnel is considered enough for implementing the proposed tasks.

**1. Minimum Requirements for a Project Manager:**

- Master's degree or equivalent (5 years of University studies) in economy and related sciences;

- At least 10 years of work experience in business development, consulting and research;
- Specific work experience as project manager for the similar projects of at least 5 years;
- Specific experience in offering business development support to the companies from the Transnistria region;
- Fluent in English, Romanian and Russian;
- Any related certifications held in the area of export management and project management will be considered an advantage.

## 2. Minimum Requirements for the research experts:

- At least 7 years of work experience in business development, consulting and research;
- Specific work experience as in development analytical papers on marketing, sales, export related subjects for the private sector;
- Fluent in English, Romanian and Russian;
- Any related certifications held in the area of export will be considered an advantage.

## 3. Minimum Requirements for the experts for the capacity development expert:

- At least 7 years of work experience in business development, consulting and research;
- At least 5 years specific work experience as in trainings, coaching and mentoring in sales for private sector representatives;
- Specific work experience with the companies from the Transnistria region;
- Fluent in Romanian and Russian;
- Any related certifications held in the area of export and business development will be considered an advantage.