CARE International in Rwanda

Terms of Reference for hiring a Service Provider to Onboard SERVE-Supported MSEs onto Digital Market Platforms and Facilitate Market Linkages.

1. Activity Overview

Title:	**Digital market linkage facilitation services**
Country of Assignment	Rwanda
Project name	SERVE
Implementer	CARE International
Location	Country Level- Covering All SERVE Districts : Rwamagana, Kayonza, Ngoma, Kirehe, Rulindo, Gakenke, Nyabihu, Rubavu, Huye and Nyamagabe across the 4 provinces of Rwanda.
Contracting Organization	**CARE International in Rwanda**
Duration of assignment	**6 Months (December 2026- May 2027)**
Contact Person	Entreprise Development Technical Advisor
E-mail address:	**RWA.Procurement@care.org**

2. Background

CARE is a leading humanitarian organization fighting global poverty. We seek a world of hope, tolerance and social justice, where poverty has been overcome, and people live in dignity and security. CARE International aims to be a global force and a partner of choice within a world movement dedicated to ending poverty.

CARE International in Rwanda is implementing Supporting and Enhancing Resilient and Viable Employment Opportunities (SERVE) is a five-year program (2023–2027) implemented in partnership with the Mastercard Foundation, led by CARE Rwanda together with DUHAMIC-ADRI, Pro-Femmes Twese Hamwe (PFTH), the Association of Microfinance Institutions in Rwanda (AMIR), and Urwego Finance. The program aims to create dignified and fulfilling work for 80,000 predominantly female youth (aged 16–35) in agricultural Micro and Small Enterprises (MSEs) across ten districts of Rwanda, working across four primary value chains (French beans, chilli peppers, tomatoes, and poultry). Maize and Irish potato were added during implementation as rotational crops in an adaptive management response to support crop rotation and regional suitability. The program builds the capacity of MSE owners through an integrated package of financial literacy, business skills, agricultural training, and access to finance.

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As part of this initiative, CARE Rwanda seeks to engage a qualified service provider to facilitate digital market linkages and onboard SERVE-supported MSEs into existing digital marketplaces and business platforms, enabling enterprises to access wider markets, increase sales, and strengthen their competitiveness. Platforms may include existing Rwandan digital marketplace solutions such as e-commerce, business networking, and market information systems. The service provider will name the target platforms in its technical offer (for example, national e-commerce marketplaces, agricultural trading platforms, and social commerce channels such as WhatsApp Business), and CARE will confirm them at inception. Preference will be given to platforms with no or low fees for MSEs; any listing or subscription fees during the contract will be covered by the service provider, and the offer must explain how MSEs will cover or avoid these fees after the contract ends.

3. Overall Objective

To increase market access and sales of at least 500 SERVE-supported youth-led MSEs (at least 70% women-led) through digital market linkage, so that by 28 May 2027 at least 300 (60%) are active on digital platforms and at least 70% report new buyers or additional sales.

4. Specific Objectives

The service provider will:

1. Assess the digital market readiness of SERVE-supported MSEs, including access to smartphones and data among women-led MSEs, and provide assisted options (shared devices at cooperative or aggregation points, agent-assisted listing, SMS/USSD ordering) for women with limited phone access.
2. Onboard selected MSEs onto relevant digital market platforms.
3. Strengthen entrepreneurs' capacity to use digital marketing and e-commerce tools.
4. Facilitate direct linkages between MSEs and buyers.
5. Improve visibility and promotion of MSE products and services through digital channels.
6. Support enterprises to access national and regional market opportunities.
7. Track digital market engagement and sales performance among participating enterprises.

5. Scope of Assignment

Scope Area	Key Activities / Responsibilities	Deliverables
A. Enterprise Assessment and Selection	• Assess digital readiness and market potential of participating MSEs. • Segment enterprises based on products, value chains, and market opportunities. • Identify suitable digital marketplace solutions for onboarding.	• Assessment report detailing digital readiness, market opportunities, and recommended onboarding approach. • MSE onboarding and segmentation plan.
B. MSE Onboarding onto Digital Platforms	• Register and onboard MSEs onto selected digital market platforms. • Create enterprise profiles and product listings. • Upload business information, products, and	• MSEs successfully registered and active on selected digital market platforms.

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Scope Area	Key Activities / Responsibilities	Deliverables
	promotional content. • Support enterprises to activate and manage their accounts.	• Enterprise profiles and product listings completed.
C. Capacity Building on Digital Marketing and E-Commerce	Train participating MSEs on: • Marketing fundamentals. • Social media marketing. • Product photography and online presentation. • Customer engagement and customer care. • Online sales management. •E-commerce principles. • Digital payment systems. • Order fulfillment and logistics management.	• MSEs trained and supported to effectively utilize digital commerce and online marketing practices. • Training reports and participant attendance records.
D. Buyer-Seller Linkages	• Identify potential buyers, aggregators, processors, wholesalers, retailers, and exporters. • Facilitate Business-to-Business (B2B) connections. • Organize market linkage events and networking sessions. • Support enterprises in negotiating business opportunities and partnerships.	• Buyer-seller linkage events conducted. • Partnerships and business connections established between MSEs and market actors. • Market linkage report.
E. Market Promotion and Visibility	• Develop digital promotional campaigns. • Support product showcasing through online platforms. • Organize virtual product exhibitions and promotional campaigns. • Increase visibility of SERVE-supported enterprises and products.	• Digital marketing and promotion campaigns implemented. • Increased visibility and online presence of participating enterprises. • Campaign performance report.
F. Performance Tracking and Reporting	Monitor and report on: • Number of MSEs onboarded. • Number of active users. • Number of products listed. • Buyer engagements generated. • Sales transactions facilitated. • Revenue generated through digital channels. • Number of market linkages established.	• Monthly performance tracking reports. • Dashboard of key performance indicators (KPIs). • Final implementation and results report documenting outcomes and lessons learned.

6. Expected Deliverables

1. Inception report with methodology, workplan, onboarding plan and confirmed target platforms approved by CARE.
2. Digital market readiness assessment completed.
3. At least 500 SERVE-supported MSEs onboarded onto digital platforms.
4. MSE digital profiles and product listings created.
5. Digital marketing and e-commerce training delivered.
6. Buyer-seller networking events facilitated.
7. Strategic partnerships established with market platforms and buyers.
8. Monthly analytics and performance reports submitted.

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9. Final digital market linkage report produced.

7. Key Performance Indicators

- 500 MSEs onboarded to digital market platforms, of which at least 70% are women-led.
- At least 60% (300) of onboarded enterprises actively using the platform (at least one listing update, buyer interaction, or sale per month).
- At least 1,500 products and services listed online.
- Minimum 200 business-to-business linkages established.
- Increased online visibility and customer engagement among participating enterprises.
- At least 70% of onboarded MSEs record new buyers or additional sales through digital channels by 28 February 2027, with the number and value of sales reported against the baseline from the readiness assessment. Sales will be verified through platform transaction records, buyer confirmations, invoices, or mobile-money records, with a sample spot-checked by CARE.

8. Responsibilities

Service Provider Responsibilities	CARE Rwanda / SERVE Team Responsibilities
Conduct enterprise assessments and diagnostic evaluations of participating MSEs.	Provide and maintain the participant database and beneficiary information.
Deliver onboarding, training, coaching, and capacity-building services to participating enterprises.	Facilitate mobilization, communication, and engagement of target enterprises.
Facilitate digital market linkages and connections between enterprises, buyers, service providers, and other ecosystem actors.	Review and approve implementation plans, work schedules, and training materials.
Provide ongoing technical support, mentorship, and business advisory services to enterprises throughout the assignment.	Monitor implementation quality, progress, and compliance with project requirements.
Produce periodic performance reports, analytics dashboards, success stories, and final assignment reports.	Support coordination and stakeholder engagement with district authorities, private sector actors, and project partners.
Maintain accurate records of participant engagement, training completion, and enterprise performance data.	Provide technical guidance and feedback to ensure alignment with SERVE objectives and expected outcomes.
Ensure data protection, confidentiality, and quality assurance throughout service delivery, in line with Law No. 058/2021 of 13/10/2021 relating to the protection of personal data and privacy. Obtain each MSE's written consent before publishing	Facilitate access to relevant project resources, tools, and coordination platforms when necessary.

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Service Provider Responsibilities	CARE Rwanda / SERVE Team Responsibilities
business information, photos or contact details online.	

9. Required Qualifications

Interested firms should demonstrate:

- Minimum 3 years of experience in digital commerce, e-marketplaces, market systems development, or enterprise development.
- Proven experience onboarding MSMEs onto digital platforms.
- Experience facilitating market linkages and buyer engagement.
- Strong knowledge of Rwanda's digital entrepreneurship ecosystem.
- Capacity to provide analytics and performance monitoring.
- Existing partnerships with e-commerce platforms, private sector actors, or buyers.

10. Reporting Requirements

The service provider shall submit:

- Inception Report.
- Enterprise Assessment Report.
- Monthly Progress Reports.
- Training Reports.
- Market Linkage Reports.
- Platform Analytics Reports.
- Final Completion Report.

11. Proposed Timeline

Activity	Dec 26	Jan 27	Feb 27
Inception and planning	✓		
Enterprise assessment	✓		
MSE onboarding	✓	✓	
Digital marketing training	✓	✓	
Buyer-seller linkage activities		✓	✓
Digital promotion campaigns		✓	✓
Monitoring and reporting	✓	✓	✓
Final report submission			✓

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12. Expected Result

Through this assignment, SERVE-supported enterprises will strengthen their participation in digital markets, improve customer acquisition, access new buyers, increase sales opportunities, and enhance their competitiveness, contributing to enterprise growth and dignified and fulfilling work outcomes for youth.

13. Payment Schedule

Milestone	Payment
Approval of the inception report and workplan	20%
Onboarding of 500 MSEs (30% on approval of the onboarding report) and active MSEs (30% paid pro rata to MSEs verified active, up to the target of 300)	60%
Final report submission	20%

14. Reporting and Supervision

The assignment will be supervised by the **SERVE Enterprise Development Technical Advisor in collaboration with Digitalization Technical Advisor** and SERVE Project Management. All deliverables shall be reviewed and approved by CARE International in Rwanda before payment processing.

16. How to apply

All applicants should include the following:
Interested candidates are requested to submit their application files electronically no later than.....to the following e-mail address: RWA.Procurement@care.org

The application file should contain the following documents:

- Detailed Curriculum Vitae of the proposed team and/or profile or of the firms who are proposing to carry out the work (if a team is envisaged, ensure the repartition of roles is clearly explained);
- A technical offer, a proposal with a clear timeframe and a description of the proposed methodology for each specific objective of these TORs, and detailing how the deliverables will be achieved;
- A financial offer detailing the various costs associated with the delivery of the above services per each category i.e. development and/or adaptation of each material or tool; training and coaching services. Itemized daily rates for each consultant type are required. Financial offer shall be submitted in PDF format and must be a separate document from the technical;
- Evidence of the consultant's experience in a similar assignment: Copies of similar assignments (with evidence for good completion of the previous similar assignments);
- Consultant firm profile; VAT registration certificate; RRA tax clearance certificate; RSSB tax clearance certificate (when applicable).

Applicants are responsible for ensuring that their proposals and budgets are received by the CARE Procurement team following the instructions, terms, and conditions described in this TOR. Failure to adhere to instructions described in this ToR may lead to disqualification of an offer from consideration.

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