
TERMS OF REFERENCE
DIGITAL TRANSFORMATION TRAINING AND COACHING - SHETRADES AND UPS
PROJECT – NIGERIA

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1. Background

The International Trade Centre (ITC) is a joint agency of the United Nations and World Trade Organization based in Geneva. ITC's mission is to enable small business export success in developing and transition- economy countries, by providing, with partners, sustainable and inclusive development solutions to the private sector, trade support institutions (TSIs) and policymakers.

The International Trade Centre launched the SheTrades initiative to create an ecosystem of integrated solutions that empower women economically through greater integration in trade and investment. The Initiative ensures that the right capacities and conditions are present for women to trade and that they are supported by an ecosystem of market partners and effective support organizations. At the same time, SheTrades works to remove inequalities in the trade policy space that hinder women's participation.

2. Objective of the SHETRADES & UPS PROJECT

Funded by The UPS Foundation, the SheTrades and UPS Women Exporters Programme (WEP) launched in 2019 aims to facilitate the participation of women-led businesses in trade. Through targeted technical assistance and collaboration with key public and private stakeholders, the programme boosts the competitiveness of women-led businesses in Mexico, Vietnam, Indonesia and Nigeria, while expanding their access to markets and investments. The programme also extends its impact globally, by creating and disseminating online learning tools and resources.

3. Required Services

The required services are to build capacities related to digital literacy and trade in Nigeria. The objective is to promote digitization among businesses in both traditional and non-traditional sectors, i.e. encouraging businesses to begin operating in the digital space and leverage available technologies to facilitate business development, analytics, sales, marketing etc. ITC expects the Contractor to train and mentor, via webinars and customized coaching sessions, within nine (9) months to at least three hundred (300) local women entrepreneurs (WLBs) from across various sectors.

Curriculum

The training curriculum must cover the following four themes which are essential to business's success in digital marketplaces:

- 1. Introduction to Digital Tools and Technologies**
 - a. Overview of essential digital tools for business management
 - b. Introduction to digital transformation and its relevance for business growth
 - c. Innovative thinking in the digital age
- 2. Fundamentals of Data Analytics**
 - a. Understanding data analytics and its importance
 - b. Practical tools for data collection and analysis
 - c. Making informed decisions using data-driven insights
 - d. Using AI like ChatGPT for market analysis and interpret data analysis outputs.
- 3. Introduction to Machine Learning and AI**
 4. Demystifying AI: What is it and isn't
 5. Applications of AI in Everyday Life
 6. Understanding Machine Learning and its Importance
 7. Ethical considerations
- 4. Supercharging digital marketing with A**
 8. Leveraging digital channels for marketing
 9. Using AI for customer insights and personalized marketing

10. Leveraging AI for content creation and SEO optimization

Under the overall guidance of the Head of the Women and Trade Programme, and the direct supervision of the SheTrades & UPS Project Manager, the Contractor will undertake the following.

Key Considerations in Curriculum Design

Desired Outcomes of the Project

In designing the training programme, the selected bidder must take into consideration two desired outcomes of the project:

- That women entrepreneurs have implemented changes to their business practices to integrate digital tools and solutions such as data analytics, AI etc.
- That women entrepreneurs have learned how to incorporate digital tools and technologies into their business operations.

Profile of Women Entrepreneurs for Small Group coaching

- The pool of women-led businesses comprises businesses with different levels of digital literacy, level of export experience, products and services, amount of resources, etc. Accordingly, to ensure that small group coaching is effective and produces concrete results for WLBs, the contractor may categorise the businesses based on one or more of the abovementioned characteristics.

Programme Structure

- The training programme **must comprise the below components:**
 - Webinars (**open to all WLBs**)
 - One in-country workshop with a total of 100 participants to dive deeper into the topics introduced in the webinars, with a focus on applying AI for business management, data analytics, and digital marketing. The workshop should also facilitate peer-to-peer learning and networking.
 - Small group coaching in groups comprising 5 women-led businesses (open to a **maximum of 10 selected WLBs in Nigeria**). These sessions should provide tailored support in implementing AI/Machine Learning into their business operations.

4. Scope of Services

Using a proven and suitable methodology, the Contractor will be required to undertake the following specific tasks:

Output 1:

The Contractor will deliver **four** online trainings in topics presented above, via three webinars, to 300 WLBs in Nigeria, in the period of **two (2) months** after the signature of the contract. Selection of beneficiaries will together with ITC (participants with basic digital skills and online presence). The proposed curriculum will be subjected to review by ITC and the contractor is expected to incorporate all feedback provided by ITC to revise the curriculum. Implementation will only begin once ITC has given the final approval of the revised curriculum.

Activities under this output would include:

- Design, review and validate content of the online trainings with the ITC project team (Headquarters and field staff);
- Conduct the online trainings via webinar at dates, and times agreed with ITC. Online platforms to deliver webinars, to be provided by Contractor.
- Submit presentation (PowerPoint and/or PDF), participants lists, links to recorded webinar, evaluation (by participants) of webinar, and results obtained (evaluation form template to be provided by ITC);

Output 2:

The Contractor shall organize and execute an in-country workshop intended for 100 participants, aimed at expanding the concepts and practices introduced during the webinar series. This hands-on workshop is scheduled to take place within four (4) months following the contract signature, after receiving ITC's final approval of the curriculum. The Contractor is responsible for delivering technical content that adheres to high standards of quality and relevance. **The venue and catering will be managed by ITC, allowing the contractor to focus on the educational experience.**

Activities under this output would include:

- Collaborate closely with ITC to design and validate the workshop's content, ensuring it meets the established learning objectives and quality standards.
- Facilitate the workshop over the course of maximum two days, offering sessions at times agreed upon with ITC. The Contractor will be expected to provide all necessary materials required for the workshop's successful execution.
- Submit a report detailing the activities conducted, which should include the content delivered (in formats such as PowerPoint and/or PDF), attendance records, feedback from participants, and the overall results achieved. Evaluation templates to be provided by ITC.

Output 3:

The Contractor, in a period of **seven (7) months** after the signature of the contract, will provide online **coaching** sessions (3 coaching sessions per group for a duration of 2 hours each) to **10 women entrepreneurs**. Each session will have a **maximum of five** WLBs. Sessions to all participants will be delivered after the completion of the Outputs 1 and 2. Each session will provide depth insights related to the topics covered in the webinar. Activities under this task would include:

- Cluster WLBs participants in groups five or less, based on profiles, digital readiness, and product/services offered (Selection criteria to be established together with ITC);
- Conduct online coaching sessions at dates and times agree with WLBs. Provide customized guidance to participants in topics covered during the webinar, ensuring they have the tools and knowledge to apply AI in their businesses. Submit the links to recorded sessions.

Output 4:

With the guidance of the Contractor, and after all the coaching sessions are finished, each WLB would incorporate AI/ML into their specific business model and operations to automate processes, enhance productivity and drive growth. No later than one month after the delivery of the last online coaching session, the Contractor will follow up with each WLB trained and coached, and report on their developed digital strategy and the changes related to the digital transformation implemented.

- Conduct follow ups (via emails, whatsapp etc.) to all participants, to provide further guidance and to monitor the development of the AI/ML strategy and the implementation of operational changes related to the topics covered during the webinars and coaching sessions.
- Submit a final report on all activities delivered, including individual reports per WLBs with AI/ML strategy, highlighting the implemented changes and impact on business growth. Template to be provided by ITC.

5. Contract Details

Contract duration

The total duration for the contract is estimated to be **nine months** starting from the contract award. The work is planned to start as soon as possible after signing of the contract.

Expected Deliverables and timelines under the contract

- Output 1 must be completed within **2 months** after signature of the contract;
- Output 2 must be completed within **4 months** after the signature of the contract;
- Outputs 3 and 4 must be completed within **3 months** after completion of tasks 1 and 2;
- Payments will be released monthly upon delivery of specific milestones to ITC satisfaction;
- Delivery schedules to be agreed with the contractor.

Months 1-2	Months 3-4	Months 7-9
Design, review and validate content of the online trainings with the ITC project team (Headquarters and field staff).	Facilitate an in-country workshop over the course of maximum two days, validating content and timings with ITC project team.	Cluster WLBs participants in groups five or less, based on profiles, digital readiness, and product/services offered.
Conduct the online trainings via webinar at dates, and times agreed with ITC.	Submit a report detailing the activities conducted, which should include the content delivered (in formats such as PowerPoint and/or PDF), attendance records, feedback from participants, and the overall results achieved. Evaluation templates to be provided by ITC.	Conduct online coaching sessions at dates and times agreed with WLBs. Submit links to recorded sessions.
Submit presentations, links, evaluation and participation data on each webinars delivered.		Follow-up and submit a final report on all activities delivered.

Payment

ITC will pay the service provider upon receipt of monthly invoices and confirmation that the services and reports have been delivered to ITC satisfaction.

Language

The trainings must be delivered in English. The reporting and communicating language with ITC must be in English.

6. Content of the Proposal

The bidder must submit proposal that contains the following information:

- Company description
- Mission statement
- Organisational setup and branch network
- Legal form and incorporation

- Experience
- Previous experience in managing similar scheme including references.
- And any supporting documents needed

Qualifications, Competencies and experience required:

- Sound knowledge on ICT sector, digital economy, AI, machine learning, data analytics or related technologies.
- Proven experience in designing and delivering training programs, particularly in AI, data analytics, and digital transformation.

7. Evaluation Methodology

ITC will only consider the bids that have passed the mandatory preliminary criteria:

- Acceptance of United Nations General Terms and Conditions.

Each proposal will be assessed first on its technical merits as per the “pass/Fail” criteria. The criteria of evaluation are in table below.

The technical offer must cover all aspects and tasks described in section 4 Scope of Work and provide all the supported documentation.

ITC first reviews the technical aspect of the offer, followed by the review of the financial offers provided by the technically compliant vendors.

In making the final decision, ITC considers both technical and financial aspects. Award is given based on the “lowest-priced, technically acceptable offer” evaluation methodology.

Offers not fulfilling the requirements or deviating from them may be rejected from the selection process.

EVALUATION CRITERIA	
MANDATORY CRITERIA	
Bidding company accepts the United Nations General Terms and Conditions of Contracts	
Bidding company is able to carry out all activities and deliverables and produce all materials in professional English. Please provide proof of level.	

OTHER CRITERIA	
1	The company - Technical capacity experience and indicators
1.1	Minimum 2 years of experience of building digital capacities and strategies of SMEs in Nigeria with 3 references provided.
1.2	Proven understanding or experience in working with women-led businesses – share links/examples of past work

2	The Team
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2.1	Detailed profiles (Ex. CV) of the facilitators/trainers with minimum 2 (two) years of experience is provided.	
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3	The proposal - Quality of the technical offer	
3.1	Description of process flow and project schedule to successfully organize and complete the assignment.	

8. Financial projections for the Proposal

The bidder must also submit financial projections against each deliverable. Please use the table below to complete this section.

Financial Proposal RFQ – Digital Transformation

DELIVERABLE 1 - Online Trainings (Webinars)		Your comments, if any	Unit	Unit Description	Unit Price	Total
Task 1	Design, review and validate content of the online trainings with the ITC project teams		1		-	-
Task 2	Conduct the online trainings via webinar		4		-	-
Task 3	Submission of reports related to trainings		1		-	-
Total without VAT (USD)						-
DELIVERABLE 2 – In-country workshop		Your comments, if any	Unit	Unit Description	Unit Price	Total
Task 1	Design and validate the workshop's content with the ITC project teams		1		-	-
Task 2	Facilitate the workshop over the course of maximum two days, offering sessions at times agreed upon with ITC.		1		-	-
Task 3	Submit a report detailing the activities conducted.		1		-	-
Total without VAT (USD)						-
DELIVERABLE 3 - Online Coaching Sessions		Your comments, if any	Unit	Unit Description	Unit Price	Total
Task 1	Cluster WLBs participants in groups of five companies or less		2		-	-
Task 2	Conduct online coaching sessions (One per cluster per webinar-topic) and submit recordings		6		-	-
Total without VAT (USD)						-
DELIVERABLE 4 - Change of Operational Behaviour and Wrap-up		Your comments, if any	Unit	Unit Description	Unit Price	Total
Task 1	Final follow-up per WLB and submission of individual reports on digital strategy (plan) and changes implemented by each coached enterprise		10		-	-
Task 2	Submit final report on all activities delivered		1	0	-	-
Total without VAT (USD)						-
GRAND TOTAL ALL DELIVERABLES					USD	-