

ANNEX A — TERMS OF REFERENCE

Design and Product Enhancement Training on Craft MSMEs in Gambia

EU Youth Empowerment Project — Tourism and Creative Industries

RFQ Reference	RFQ 2200342444 — ITC Procurement Section
Programme	EU Youth Empowerment Project — Tourism & Creative Industries
Implementing Agency	International Trade Centre (ITC) — Geneva
Country	The Gambia — GBA · West Coast Region · Provinces

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1. LIST OF ACRONYMS

BDS	Business Development Services
EU	European Union
GBA	Greater Banjul Area
ITC	International Trade Centre
KPIs	Key Performance Indicators
MSMEs	Micro, Small, and Medium-sized Enterprises
ToR	Terms of Reference
UN	United Nations
WCR	West Coast Region
WTO	World Trade Organization

2. BACKGROUND

2.1 Context

The International Trade Centre (ITC), a joint agency of the United Nations and the World Trade Organization, implements the EU Youth Empowerment Project -- Tourism and Creative Industries in partnership with the Government of The Gambia and funded by the European Union. The project supports youth and women through entrepreneurship and business development in the tourism and creative industries sectors.

Under this initiative, the **Andandorr Programme** supports MSMEs, with a specific focus on craft producers. The craft sector, encompassing beading, basketry, wood carving, pottery, accessories, leather work, and silver smithing, holds significant potential for job creation and economic diversification. However, many artisans lack the design skills, product development knowledge, and market orientation needed to compete effectively in local and international markets. This Terms of Reference (ToR) addresses the need for specialized training to enhance the design quality, product value, and market readiness of craft products.

2.2 Objectives of the project

EU-YEP Tourism and Creative Industries aim to strengthen the competitiveness, inclusiveness and sustainability of The Gambia's tourism and creative industries while creating employment and entrepreneurship opportunities for youth and women. This tender specifically aims to uplift the craft sector by improving the design, quality, and marketability of its products.

3. PURPOSE AND OBJECTIVE OF THE TENDER

3.1 Purpose

ITC seeks to select qualified service providers to design and deliver a structured Design and Product Enhancement Training programme for craft producers operating in the craft subsector. The programme aims to build the capacity of artisans in design, product innovation, and quality improvement to create products that are competitive, contemporary, and meet market demands. Services shall apply internationally recognised methodologies and coaching approaches aligned with ITC standards.

3.2 Objectives of the successful contractor

- To design and deliver a practical, hands-on training programme focused on design thinking, product innovation, and market-oriented product enhancement for artisans in the specified craft areas.
- To equip artisans with the skills to improve product quality, functionality, aesthetics, and packaging, thereby increasing their products' value and competitiveness.
- To facilitate the development of new or improved product lines that are aligned with current market trends (local, tourist, and export).
- To train artisans in basic costing and pricing to ensure profitability.

4. SCOPE OF WORK

Under the EU-YEP Tourism and Creative Industries, the selected service provider shall deliver a comprehensive, practical training programme to artisans (MSMEs) within the craft sector in The Gambia.

The assignment includes the design and delivery of a curriculum covering design fundamentals, product enhancement, quality control, material sourcing, costing, packaging, and a final hands-on workshop to develop new product prototypes. The provider shall also support the monitoring of beneficiary performance against agreed KPIs, including product innovation, quality improvement, and market readiness. The focus is on the following craft areas: Beading & Accessories, Basketry, Wood Carving, Pottery, Leather Work, and Silver Smithing.

Services will be delivered in the Greater Banjul Area in line with ITC programme objectives and gender inclusion requirements.

5. TECHNICAL SPECIFICATIONS, DELIVERABLES AND KPIs

The detailed scope of work, expected deliverables, training modules and Key Performance Indicators (KPIs) for every lot are not fully reproduced in this section. To avoid duplication and ensure a single authoritative source, full lot-by-lot specifications are set out in Appendix B (Craft Training Lots), which forms an integral part of this Terms of Reference. Vendors and applicants shall refer to that appendix when preparing their technical and financial proposals.

VENDORS MUST READ — Refer to Appendix B (Lots 1–10) for the complete and binding technical specifications, deliverables and KPIs. Any conflict between this summary and the appendix shall be resolved in favour of the appendix.

5.1 Summary of Appendix B --- Design and Product Enhancement Training on Craft Areas

Appendix B covers the Design and Product Enhancement Training for craft MSMEs, located across the Greater Banjul Area, West Coast Region, and Provinces. It contains ten (10) lots, each focusing on specific craft areas. Each lot block in the appendix sets out the full scope of work, expected deliverables, the training-module list, and the indicative timeline.

Lot	Scope	Target	Stream
LOT 1	Advanced Techniques and Product Enhancement Training for Beading & Accessories	20 Artisans	Training
LOT 2	Innovative Fiber Fusion & Structural Design Training for Basketry	20 Artisans	Training

LOT 3	Precision Carving, Surface Finishing & Functional Art Training for Wood Carving	20 Artisans	Training
LOT 4	Ceramic design, Glazing & Production Training for Pottery	20 Artisans	Training
LOT 5	Precision Pattern Making, Edge Finishing & Durable Construction Training for Leather Work	20 Artisans	Training
LOT 6	Advanced Silversmithing & Jewellery Fabrication Training	20 Artisans	Training
LOT 7	Upskilling Fashion, design and Tailoring	20 Fashion Designers	Training
LOT 8	Upskilling Event Management	20 Event Managers	Training
LOT 9	Upskilling Salon & Hairdressing	20 Beauty practitioners and Hairdressers	Training
LOT 10	Upskilling Health and Beauty: Cosmetics	20 MSMEs	Training

Refer to Appendix B --- Specific Tasks and Deliverables, for the full lot-by-lot specifications.

5.2 Summary of Common Training Modules (per lot, adapted to craft-specific needs):

- Design Fundamentals and Trends:** Introduction to design principles (colour, form, texture), understanding local and international market trends for the specific craft, and design inspiration from Gambian cultural heritage.
- Product Enhancement and Innovation:** Techniques for product improvement (durability, functionality, aesthetics), development of new product lines, and adaptation to tourist and export market demands.
- Quality Control and Production Standards:** Establishing quality benchmarks for materials and finished products, ensuring consistency, and reducing defects.
- Sustainable Material Sourcing:** Understanding sustainable and ethical sourcing of raw materials (e.g., for basketry, wood, leather) and waste reduction techniques.
- Costing, Pricing, and Profitability:** Introduction to calculating production costs, pricing strategies for different markets (B2B, B2C, Export), and understanding profit margins.
- Packaging and Presentation:** Designing appropriate packaging that protects the product and enhances its perceived value, including branding and labelling considerations.
- Hands-on Workshop and Prototype Development:** A practical workshop where artisans apply learned skills to create a new or significantly improved product prototype under expert guidance.

5.3 Common rules across all lots

- Bidders may apply for a maximum of two (2) lots.
- Training cohorts shall not exceed twenty (20) participants to allow for effective hands-on training.
- Training programmes shall provide a minimum of eight (8) hours of contact per day.
- The list of participants will be provided by ITC.
- All deliverables must be inclusive of gender requirements.
- Trainers must have proven expertise in their respective craft areas, in addition to training experience.
- The training must include a strong practical component, culminating in a final products exhibition or showcase. Detailed KPIs (number of new/improved product prototypes developed, percentage of participants reporting improved product quality and pricing understanding) are specified per lot in the corresponding appendix.

6. ITC SUPERVISION AND GUIDANCE

ITC will provide overall coordination and technical oversight for the training programme. ITC will be responsible for identifying and providing the list of selected beneficiaries and for monitoring the implementation of training activities to ensure alignment with programme objectives and quality standards. The service provider reports directly to the Head of Programmes, who oversees delivery and ensures compliance with the agreed Terms of Reference. ITC will review and validate the training schedules, work plans, and reports submitted by the contractor.

7. QUALIFICATIONS, COMPETENCIES AND EXPERIENCE REQUIRED

7.1 Pre-requisites (mandatory requirements)

Bidders must meet ALL five (5) mandatory requirements. Any FAIL --- even on a single criterion --- results in rejection of the proposal without further technical scoring. Use the right-hand column as your self-check.

☐	Code	Mandatory requirement
☐	M1	Acceptance of ITC / UN General Terms and Conditions (Annex B).
☐	M2	Business-registration certificate provided.
☐	M3	Minimum two (2) references for previous work in delivering design or product development training in the craft lots applied for.
☐	M4	Proven certification of facilitators / trainers with minimum five (5) years of international experience in the craft sector for the trainers
☐	M5	Proven record of minimum five (5) years of previous work on the lot applied for.

7.2 Desirable expertise

Institutional capacity and experience

- Demonstrated experience in delivering design, product enhancement, or craft development training relevant to the programme area applied for.
- Proven experience implementing programmes in The Gambia or in the subregion
- Demonstrated experience supporting MSMEs and artisans in the creative and cultural sectors.
- Strong understanding of the craft and tourism ecosystem in The Gambia, including familiarity with ITC and partner programmes.
- Demonstrated capacity of product development supported by a portfolio of completed work (e.g., product samples, case studies, or before/after examples)

Team composition and expertise

- ≥ 1 qualified technical expert with an advanced diploma or equivalent in Design, Fine Arts, Product Development, or a related field.
- Core team with strong experience delivering similar training or product-development programmes.
- Trainers / facilitators with proven experience and a portfolio in the specific craft area applied for (e.g., beading, basketry, leather work, etc.).

Technical and methodological capacity

- Demonstrated ability to prepare high-quality technical proposals with a strong practical and hands-on focus.
- Proven capacity to design and implement practical design and prototyping methodologies.
- Ability to develop a clear programme schedule and work plan aligned with ITC requirements.
- Experience in delivering results-oriented capacity-building programmes that lead to tangible product improvements.

8. PAYMENT TERMS AND SCHEDULE

8.1 Schedule

Deliverables shall be completed within two (2) months upon signature of the contract. The execution of tasks may not start before the contract has been signed. Courses are expected to be delivered through October 2026 and final reports and other deliverables as described in APPENDIX B can be delivered in November 2026.

Bidders are expected to be able to provide the courses at any time in October 2026. ITC will confirm the exact schedule once the contract is awarded and signed.

8.2 Payment

ITC will only make payment based on satisfactory achievement of specific deliverables. ITC does not make advance payments and is exempt from VAT and any other form of taxes.

As per ITC / UN standard terms of payment, payment is made within thirty (30) days following satisfactory delivery of the services and receipt of invoice.

9. SUBMISSION GUIDELINES FOR PROPOSALS

Bidders can submit proposals for 2 Lots maximum. The proposals should be separated per individual Lot, meaning bidders are expected to submit a technical and financial proposal for each Lot they want to bid for. The technical and financial proposals must be separated, meaning there should be NO COST information on the technical proposals.

ITC may select a bidder's proposal for only one Lot, even if proposals for 2 Lots were submitted. The conditions/pricing for each Lot need to be valid whether ITC selects both or just one Lot proposal.

9.1 Technical proposal

The technical proposal should include, but is not limited to, the following:

- Company / organisation brief description: legal name, legal status, address, contact name and email, signatory, UNGM registration ID (mandatory), size, number of employees, organisational set-up and branch network.
- Annex B --- ITC General Terms and Conditions, dated and signed.
- Legal form and incorporation (registration certificate).
- Previous experience: bidder's track record in design and product development training for MSMEs, plus two (2) references for similar services on the lot applied for (scope, objectives, outcomes, client, contract duration, year).
- Team composition and assignment of tasks per member.
- CVs of dedicated team members, indicating English level (Mother Tongue / Fluent / Intermediate / Beginner)). CVs must highlight craft-specific expertise.
- Work plan and proposed training schedule, including a detailed description of the hands-on workshop component.
- Examples of past training materials and participant product outputs (e.g., portfolio).
- Any additional document supporting the technical evaluation.
- Tentative timeline and estimated completion date from receipt of purchase order.

9.2 Financial proposal

The financial proposal must include a total cost and a breakdown of all individual costs, covering all the services under the related assignment. The financial proposal must be inclusive of all the costs associated with the provision of the required services as detailed in this document and APPENDIX B. It should cover logistic costs related to the trainer (accommodation, travel, etc.) and material for the trainings.

Please note that ITC will provide breakfast and lunch on training days for the trainers, so these costs should not be factored in your financial proposal.

ITC will not be responsible for any other costs associated with provision of deliverables, that have not been indicated in the submitted offers, and any other related costs shall be all inclusive.

10. EVALUATION OF PROPOSALS

Proposals will be evaluated for each individual Lot. ITC may select a proposal for only one Lot even if the bidder submitted proposals for 2 Lots.

10.1 Methodology

Each proposal will be assessed first on its technical merits (including legal requirements) and subsequently on its financial proposal. ITC first reviews the technical aspects, followed by the financial review of technically compliant vendors.

The technical offer must cover all aspects and tasks required in the technical specifications above and must NOT include any cost or price.

10.2 Technical mandatory pre-requisites

If the technical proposal fails any of the five mandatory pre-requisites, it will not be considered further.

☐	Code	Mandatory requirement
☐	M1	Acceptance of ITC / UN General Terms and Conditions (Annex B).
☐	M2	Business-registration certificate provided.
☐	M3	Minimum two (2) references for previous work in delivering design or product development training in the craft lots applied for.
☐	M4	Proven certification of facilitators / trainers with minimum five (5) years of international experience in the craft sector for the trainers
☐	M5	Proven record of minimum five (5) years of previous work on the lot applied for.

10.3 Technical scoring

The maximum technical score is 70 points. Compliance with the criteria will be assessed and graded according to the scoring guide for each criterion.

Technical score summary

Item	Points
Maximum technical score	70 points
Minimum technical score required to qualify for financial evaluation	50 points

Only bidders scoring $\geq 50 / 70$ in the technical evaluation will proceed to the financial evaluation stage.

Technical evaluation grid

35	1. THE COMPANY — Technical capacity and experience	
	10	Demonstrated technical capacity in craft product design, development, or enhancement (e.g., in-house designers/technicians, tools/equipment, methodology used)
	10	Demonstrated experience coaching craft businesses
	10	Demonstrated experience in product development/enhancement for craft businesses, supported by a portfolio of completed work (e.g., product samples, case studies, or before/after examples)
	5	Experience linking craft business to other value chains particularly tourism.
25	2. THE TEAM — Composition and experience	
	5	Fluent in English and a trainer and local translator fluent Local language capacity (Mandinka / Wolof / Jola / Fula)
	5	Qualified expert with advanced diploma (or equivalent) in Design, Fine Arts, or related field relevant to the lot applied for
	5	Core team experience in product development of the selected lot
	5	Trainer / facilitator has 5 years' experience in the specific craft area (e.g., beading, basketry, etc.)
	5	Women's empowerment in the team
10	3. THE SOLUTION — Quality of the technical offer	
	5	Proposal completeness and responsiveness to the ToR
	5	Methodology and work plan, strength of practical/hands-on components and prototype development approach
TOTAL TECHNICAL SCORE (out of 70) with QUALIFYING THRESHOLD (≥ 50 / 70; 71 %)		

10.4 Financial evaluation

Only tenders that have obtained at least 50 out of 70 points in the technical evaluation qualify for the financial evaluation. Vendors are requested to submit a financial offer indicating the overall total cost of the project, in the currency selected in Annex C. ITC accepts payment after services have been satisfactorily rendered.

The lowest-cost compliant proposal receives 30 points. The financial score for proposal P is calculated as follows:

$$\text{Financial Score of proposal P} = (30 \times \text{Lowest Cost Proposal}) \div \text{Cost of Proposal P}$$

The contract will be awarded to the most economically advantageous tender, per the 'best value for money' method (70 % technical + 30 % financial). ITC reserves the right not to select any tender if amounts exceed the envisaged budget.

11. PROCUREMENT TIMELINE

Milestone	Indicative date
Publication of the tender documents	17 August 2026
Clarification on ToR — deadline	23 August 2026
Publication of Answers	27 August 2026
Submission of Proposal deadline	6 September 2026
ITC evaluations	7-20 September 2026
Notification of award	21 September 2026
Signing of contract	25 September 2026
Expected contract start	28 September 2026

All dates are indicative. ITC reserves the right to adjust the schedule and will communicate any change as an addendum to all bidders simultaneously.