Terms of Reference for Hiring a service provider to deliver Enterprise Development Training by Interactive Voice Response (IVR)-Based Learning.

1. Activity Overview

Title:	Hiring a service provider to deliver Enterprise Development Training by Interactive Voice Response (IVR)-Based Learning.
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	CARE
E-mail address:	care.rw@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 Plc. 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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CARE International in Rwanda seeks to engage a qualified service provider for entrepreneurship content and deliver structured digital entrepreneurship training through an Interactive Voice Response (IVR) platform, complemented by SMS reminders, and feedback mechanisms. The digital learning model will provide scalable, inclusive, and flexible access to entrepreneurship education for MSE owners across all SERVE districts.

3. Purpose of the Assignment

The purpose of this assignment is to design, adapt, host, and deliver entrepreneurship development training through an IVR and SMS-based learning platform to 2,500 SERVE-supported MSEs while generating participation and learning analytics to support enterprise growth monitoring

4. Objectives of the Assignment

The service provider will:

1. Register and onboard 2,500 SERVE-supported MSEs onto the IVR learning platform.
2. Adapt SERVE entrepreneurship curriculum into interactive voice-based learning modules.
3. Deliver structured entrepreneurship and financial literacy content through IVR and SMS.
4. Facilitate self-paced learning accessible through any mobile phone, including basic feature phones. All IVR calls, call-backs, and SMS will be free of charge for learners (toll-free or reverse-billed), with airtime costs covered by the service provider.
5. Monitor learner engagement and completion rates.
6. Collect learner feedback and knowledge assessment data, disaggregated by sex, age group and disability status, and provide accessible options (e.g. SMS/text versions of lessons and quizzes) for learners with hearing impairments.
7. Conduct baseline and endline knowledge assessments through IVR. Changes in business practices and income will be measured through the SERVE MIS, not the IVR platform.
8. Provide analytics and reports to CARE and SERVE partners to inform adaptive management.

5. Scope of Work

The service provider shall undertake the following activities and deliver the corresponding outputs:

Component	Key Activities	Deliverables
A. Beneficiary Registration and Onboarding	Upload beneficiary database, verify participant contacts, segment learners, and orient participants on IVR platform access.	2,500 MSEs registered and onboarded on the IVR platform.
B. Content Adaptation and Production	Adapt Entrepreneurship Development training content into IVR-friendly scripts, produce audio lessons in Kinyarwanda, develop quizzes and SMS reminders, and obtain CARE approval.	14 approved IVR learning modules, 14 audio lessons, and approved SMS package.
C. IVR Training Delivery	Host training content on the IVR platform, deliver lessons through automated calls, enable learner call-	IVR training delivered to 2,500 MSEs.

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	back access, send reminders, and monitor participation.	
D. IVR Platform Requirements	Provide a platform with outbound IVR calls, inbound call-back functionality, SMS integration, learner tracking dashboard, completion analytics, downloadable reports, and real-time monitoring.	Functional IVR platform with reporting and monitoring capabilities.
E. Monitoring and Learning Assessment	Conduct baseline assessment, administer module quizzes, track engagement and completion, conduct monthly progress reports, and implement endline assessment.	Baseline report, 4 monthly progress reports, monitoring survey reports, and endline assessment report.
F. Reporting and Assignment Close-Out	Compile implementation results, learning findings, challenges, recommendations, and final performance analysis.	Final assignment report submitted and approved.

The 14 core modules will follow the SERVE Enterprise Development curriculum so that learners receive the same messages through IVR, in-person training and B2B mentorship. Indicative modules, to be finalised with CARE during content adaptation: (1) entrepreneurial mindset and business opportunities; (2) business planning and goal setting; (3) record keeping; (4) costing, pricing and profitability; (5) cash-flow management; (6) saving and reinvesting in the business; (7) accessing and managing credit; (8) marketing and customer care; (9) digital marketing and digital payments; (10) market linkages, aggregation and contracts; (11) quality, post-harvest handling and value addition; (12) hiring and managing workers in line with Dignified and Fulfilling Work standards; (13) business risk management and climate resilience; (14) formalisation, taxes and growth planning. A lesson is one IVR call of about 5–7 minutes; a module is complete when all its lessons have been played and its quiz answered.

6. Expected Outcome

The IVR-based Enterprise Development Training program successfully equips 2,500 youth-led MSEs with practical entrepreneurship, financial literacy, and business growth skills through an accessible digital learning platform. As a result, participating entrepreneurs demonstrate improved business knowledge (measured through IVR assessments) and, as tracked through the SERVE MIS, increased adoption of good business practices and enhanced capacity to grow and sustain their enterprises. The program also generates reliable data on learner participation, engagement, completion rates, and learning outcomes to support evidence-based decision-making and future scale-up of digital learning interventions.

7. Performance Indicators (KPIs)

The service provider shall be measured against the following indicators:

- At least 2,500 MSEs registered on the platform.
- At least 85% of registered MSEs with verified phone numbers successfully reached through IVR (at least one lesson completed).
- At least 80% of scheduled lessons listened to in full (average across learners reached).
- At least 80% of learners reached complete all 14 core modules.

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- At least 90% participant satisfaction rate. All indicators reported by sex, age group and disability status.
- Monthly analytical reports are submitted on time.
- Endline assessment completed and approved.

8. Responsibilities

The selected firm will:

- Lead content adaptation and digital production.
- Manage the IVR platform.
- Deliver all IVR and SMS communications.
- Conduct surveys and analytics.
- Provide technical support.
- Submit timely reports.
- Comply with Law No. 058/2021 of 13/10/2021 relating to the protection of personal data and privacy: obtain learners' informed consent at registration, host learner data in Rwanda, use it only for this assignment, and return or delete all personal data at the end of the contract (with written confirmation to CARE).

CARE / SERVE Team

CARE will:

- Provide entrepreneurship training materials.
- Provide the participant database under a data-sharing agreement.
- Review and approve training content.
- Facilitate coordination with partners.
- Monitor implementation and approve deliverables.

9. Required Qualifications

The service provider must demonstrate:

- Key personnel (CVs required): a Team Leader with a graduate degree in a relevant field and experience managing digital learning projects; a Content/Instructional Design Specialist with entrepreneurship expertise and fluency in Kinyarwanda; an IVR Platform/Technical Lead; and an M&E/Data Analyst responsible for assessments, analytics and reporting.
- Proven experience in delivering digital learning solutions, including Interactive Voice Response (IVR), mobile learning, e-learning, or technology-enabled training programs.
- Demonstrated experience working with entrepreneurship development, business development services, financial literacy, youth livelihood, or enterprise development programs.
- Ability to manage large beneficiary databases and automated messaging systems. Proven capacity to host and manage large-scale IVR learning platforms serving at least 5,000 beneficiaries or more.

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- Experience in content adaptation, audio production, voice recording, and localization of training materials into Kinyarwanda.
- Proven experience in Rwanda implementing voice-based learning or digital communication campaigns. At least 5 years of experience delivering IVR or digital learning programs.
- Ability to provide IVR outbound calls, inbound call-back functionality, SMS integration, learner tracking, and real-time reporting.
- Demonstrated experience in learner monitoring, knowledge assessments, data analytics, and performance reporting.
- Strong project management, coordination, and stakeholder engagement skills.
- Availability of qualified technical and training personnel throughout the assignment period.
- At least three references or completion certificates from similar assignments successfully implemented.
- Strong written and spoken English and Kinyarwanda.
- Ability to provide technical support, troubleshooting, and continuous platform maintenance during implementation.
- Registered company with valid business registration, RRA tax clearance certificate, RSSB clearance certificate, and VAT registration certificate (where applicable).
- Experience working with CARE, Mastercard Foundation, government institutions, or other development partners will be an added advantage.

10. Proposed Timeline

Deliverables	Deliverable and Evidence	Timeframe
Finalize contract between CARE and Service Provider	Signed Contract	Week 1
Submission of existing SERVE MSE database to Service Provider	Beneficiary Database Received	Week 1
Registration, verification, and onboarding of 2,500 SERVE MSEs onto IVR platform	Verified Beneficiary Database and Registration Report	Weeks 1-3
Content adaptation, scripting, translation, recording, and approval of IVR modules and SMS messages	Approved Content Package and Audio Files	Weeks 2-6
Platform configuration, testing, and deployment	Functional IVR Platform and Test Report	Weeks 5-6
Launch of IVR entrepreneurship learning campaign	Launch Report	Week 7
Delivery of Entrepreneurship Development IVR modules and SMS reinforcement messages	Monthly Progress Reports and Analytics Dashboard	Months 2-3
Continuous learner engagement, reminders, quizzes, and feedback collection	Monthly Participation and Engagement Reports	Months 2-5
Monitoring surveys and learning assessments	Survey Reports	Months 3 and 5

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Deliverables	Deliverable and Evidence	Timeframe
Joint review meetings with CARE and SERVE team	Meeting Reports and Action Points	Monthly
Endline assessment and learner satisfaction survey	Endline Assessment Report	Month 6
Submission of final implementation report and analytics dashboard	Final Report and Lessons Learned Report	End of Month 6

11. Payment Schedule

Milestone	Payment
Contract signing and workplan approval	20%
Content adaptation and platform setup completed	20%
Completion of IVR training delivery (paid pro rata to the number of learners reached and completing the core modules)	30%
Submission and approval of final report	30%

12. Reporting and Supervision

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

13. 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);

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- 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.