ANNEX A – Terms of Reference

B2B matchmaking, sales coaching and market orientation for Zimbabwean companies at Fruit Logistica 2027

Berlin, Germany – 3 to 5 February 2027

1. BACKGROUND

Established in 1964, the International Trade Centre (ITC) is the joint technical cooperation agency of the United Nations and the World Trade Organization (WTO) in charge of the sustainable promotion of trade and in particular of exports from developing countries and economies in transition. The goal of the ITC is to make businesses in developing countries more competitive in global markets, accelerate economic development and contribute to the achievement of the United Nations Sustainable Development Goals (SDGs). Thus, the organization contributes to the creation of jobs at the level of segments of agricultural value chains and promising services, especially for young people and women.

ITC's MTH project funded by the UK government supports small and medium-sized enterprises (SMEs) in Zimbabwe to improve their competitiveness and to access international markets, in particular the European Union (EU) and the United Kingdom (UK). The project works in partnership with national business support organizations, including ZimTrade, to strengthen the export capacities of SMEs and to activate market linkages with international buyers.

As part of this support, ITC is organising the participation of a Zimbabwean delegation of beneficiary companies at Fruit Logistica 2027 in Berlin, the leading global trade fair for the fresh produce business. ITC covers the travel, accommodation and ground transport of one representative per company. Prior to the fair, the delegation will visit UK retailers in London; that component is not part of this assignment.

2. PURPOSE OF THE ASSIGNEMENT

This Terms of Reference (ToR) outlines the requirements for organizing a structured B2B matchmaking and sales coaching programme for **six (6) Zimbabwean companies**, and an exhibition market orientation mission (EMOM) for **four (4) further Zimbabwean companies**, all beneficiaries of ITC's MTH project and participating in Fruit Logistica 2027 with ITC sponsorship. The initiative aims to connect these companies with qualified international importers, wholesalers, retailers, distributors, category managers and industry partners in the **fresh fruit and vegetable sector**, and to prepare them commercially to engage effectively with these buyers.

The matchmaking sessions, on-site sales coaching and market orientation mission will take place during **Fruit Logistica 2027, Berlin, 3 to 5 February 2027**. Meetings will be held at the Zimbabwe national stand coordinated by ZimTrade or at another meeting point at the fair agreed with ITC, to maximize industry presence and commercial opportunities.

3. PARTNER PROFILE REQUIREMENTS

- Must be a legally registered company (provide a registration certificate)
- Must demonstrate extensive experience in the successful organization of B2B matchmaking at international trade fairs, ideally at Fruit Logistica.
- Must demonstrate extensive experience in the international fresh produce and horticulture trade, with established buyer networks in Europe, including Germany and the United Kingdom.
- Must demonstrate experience working with exporters from Sub-Saharan Africa, ideally with the Zimbabwean horticulture sector.
- Must demonstrate the ability to deploy an experienced team on site in Berlin for the three days of the fair (one matchmaking consultant, one sales coach and one EMOM consultant).

4. OBJECTIVES

The programme aims to:

1. Develop the visibility and commercial credibility of the MTH beneficiaries among European and UK fresh produce buyers through direct engagement at Fruit Logistica 2027, positioning Zimbabwean companies as reliable suppliers and enabling faster entry into retail and distribution channels.

2. Prepare the participating companies commercially for the fair, through individual consultations and a practical sales workshop, and provide on-the-ground sales coaching during meetings to support negotiations, address commercial questions and enhance the likelihood of successful deal progression beyond the trade fair.

3. Facilitate targeted B2B matchmaking meetings between the six (6) Zimbabwean companies and qualified international companies, with a focus on Europe (including Germany and the UK) and other relevant import markets.

4. Provide each of the six (6) Zimbabwean companies with a **minimum of six (6) high-quality, relevant B2B matchmaking business meetings.**

5. Engage **at least twenty (20) unique external companies**, to ensure diversity and avoid excessive overlap in meetings.

6. Provide the four (4) EMOM companies with a guided market orientation programme at the fair, giving them practical insight into market trends, competitors and buyer requirements, and introductions to potential buyers and partners.

7. Ensure structured follow-up of the leads generated until 31 March 2027, to convert contacts into concrete commercial outcomes.

5. SCOPE OF WORK

The Service Provider is responsible for the full planning and execution of the programme. Tasks include:

5.1 Pre-Event Planning and Company Preparation

- Development of a company profile template, to be shared with and filled out by the six (6) companies to beneficiate from the B2B matchmaking.
- **Conduct individual consultations (approximately two hours each) with all ten (10) matchmaking and EMOM companies** to assess products, volumes and seasonality, certifications, target markets and commercial readiness. Develop standardized, buyer-oriented company profiles and consolidate the matchmaking matrix. These consultations will be conducted by videoconference.

5.2 Participant Targeting & Recruitment

- Identify, map and qualify priority commercial counterparts aligned with each company's product portfolio, among the exhibitors and visitors of Fruit Logistica 2027.
- Actively promote each of the six (6) companies beneficiating from the B2B matchmaking to targeted buyers (approximately one day of promotion per company), through direct outreach, sharing of company profiles and invitations to meet at the fair.
- Recruitment to include a diverse range of company types, including importers, wholesalers, retail chains and category managers, distributors, processors and packers among others, active primarily in Europe (including Germany and the UK) and in other relevant import markets.

5.3 Matching & Scheduling

- Design and execute a tailored B2B matchmaking pipeline for each of the six (6) companies, securing **a minimum of six meetings per firm during Fruit Logistica 2027.**
- Matchmaking to be based on commercial fit, market strategy, and growth potential, maximizing the quality and actionability of each interaction.
- In total, **a minimum of 20 unique external companies should be recruited to participate**, minimizing overlap of leads between participating beneficiaries.
- Prepare and distribute individual meeting agendas for the three fair days.

5.4 Event Execution

- On the first day of the event, the 3 February 2027, an in-person sales workshop is to be delivered for the participating companies, providing practical guidance on European and UK fresh produce buyer expectations, sales pitch, pricing and negotiation, conduct at the fair and post-fair follow-up. The Service Provider develops the content for this workshop and arranges the meeting room, technical equipment and catering for the workshop; date and location to be agreed with ITC.
- Deploy on site in Berlin, for the three fair days (3 to 5 February 2027), one matchmaking consultant and one sales coach.
- Ensure smooth coordination of meetings, time-keeping, rescheduling where needed, and participant flow.

- Support companies before, during and after meetings with hands-on sales coaching and commercial facilitation, helping clarify value propositions, address buyer concerns, and advance discussions toward concrete next steps; hold a short debrief with the companies at the end of each fair day.
- Exhibition market orientation mission (EMOM) for the four (4) EMOM companies, led by one EMOM consultant (two days of preparation and three days on site): pre-fair briefing on the fair and the target markets, a curated programme of guided visits to relevant exhibitors and halls, introductions to potential buyers and partners, and a daily debrief.

5.5 Communication & Promotion

- Manage communication with international buyers and Zimbabwean companies, in coordination with ITC.
- Provide pre-event briefing packages for the participating companies (meeting schedules, attendee lists, EMOM programme, venue details).
- Design and print a brochure presenting the participating companies, for distribution to buyers at the fair, and make a digital version available.

5.6 Monitoring, Follow-up, Evaluation & Reporting

- Track meeting attendance and completion.
- Follow up with the six (6) companies which beneficiated from the B2B matchmaking and their buyer contacts until 31 March 2027 (approximately two hours per company) to document the progress of leads and support next steps.
- Conduct short post-event feedback surveys.
- Provide a final report including:
    - List of all external companies engaged
    - Number and breakdown of meetings held
    - Summary of the EMOM programme and contacts made
    - Summary of outcomes and follow-up leads, including the status of leads at 31 March 2027
    - Recommendations for future editions

6. REQUIRED DELIVERABLES

The Service Provider must submit:

1. Deliverables for Pre-Event Planning and Company Preparation

A. Company Profile Template: a standardized template for collecting necessary information from the six (6) companies to beneficiate from the matchmaking services.

B. Six (6) Standardized Company Profiles: six (6) completed, buyer-oriented company profiles, developed based on **individual consultations** with each company.

C. Matchmaking Matrix: a consolidated matrix detailing the product-to-market fit, target buyers, and commercial readiness for each of the six (6) companies, used as the basis for B2B matchmaking.

2. Deliverables for Participant Targeting & Recruitment

D. Buyer Mapping, Qualification & Promotion List: a comprehensive list of priority commercial counterparts, identified, mapped and qualified for potential B2B meetings, including a record of the promotion and outreach carried out for each company.

3. Deliverables for Matching & Scheduling

E. Final B2B Meeting Schedule & Agendas: a complete set of individual meeting agendas for the three fair days, provided to each company, confirming **a minimum of 6 tailored B2B meetings per firm (minimum 30 meetings total) with at least 20 unique external companies.**

F. Final List of Recruited External Companies: a confirmed list of the 20 or more unique external companies recruited to participate in the B2B meetings.

4. Deliverables for Event Execution

G. Sales Workshop Report: documentation (e.g., presentation slides, agenda, and attendance list) confirming the in-person sales workshop was conducted.

H. Meeting Coordination and Sales Coaching Report: documentation and logistical proof (e.g., photos, brief report notes) confirming the successful execution of the B2B meetings, including coordination, time-keeping, and the hands-on sales coaching and facilitation provided during the fair.

I. EMOM Programme and Report: the EMOM programme shared with the four (4) EMOM companies before the fair, and a short report on its delivery (visits made, contacts and introductions, attendance).

5. Deliverables for Communication & Promotion

J. Pre-Event Briefing Packages: the complete package of materials distributed to the participating companies (e.g., final meeting schedules, attendee lists, EMOM programme, venue details).

K. Company Brochure: the printed brochure presenting the participating companies, with a digital version.

6. Deliverables for Monitoring, Follow-up, Evaluation & Reporting

L. Comprehensive Final Report: a detailed report submitted by 31 March 2027, including:

- Full list of all external companies engaged.
- Number and breakdown of all meetings held (with attendance tracking).
- Summary of the EMOM programme and contacts made.
- Summary of commercial outcomes and follow-up leads generated, with the status of leads at 31 March 2027.
- Recommendations for future editions.

7. PAYMENT

- ITC is exempted from paying VAT and any other form of taxes.
- As per ITC/UN standard terms of payment, payment is at 30 days following satisfactory delivery of the services and invoice receipt.

8. TIMELINE

Activity	Deadline
Project Kick-Off	Immediately upon contract signing
Individual company consultations, profiles and matchmaking matrix	December 2026
Buyer identification, recruitment and company promotion	December 2026 – January 2027
Company brochure finalised and printed	Before departure to Berlin (date to be agreed with ITC)
Final meeting schedules, EMOM programme and briefing packages	1 week before the fair (27 January 2027)
Sales workshop	At the start of the fair (date to be agreed with ITC)
Fruit Logistica: matchmaking, sales coaching and EMOM	3 – 5 February 2027
Follow-up with companies and buyers	By 31 March 2027
Final Report	By 31 March 2027

9. SUBMISSION INSTRUCTIONS

9.1. Submission Format

Proposals must be submitted electronically by the closing deadline. The submission must consist of two separate files:

1. **Technical Proposal** (File 1): Must not contain any pricing information.
2. **Financial Proposal** (File 2): Must contain all cost elements in EUR, USD or GBP.

9.2 Technical Proposal

The technical offer must include but not be limited to the following information:

- **A signed copy of ANNEX B** confirming the acceptance of the UN general conditions on contracts

- **Company Profile**: evidence of compliance with requirements outlined in paragraph 3. Must include a business registration certificate proving that the company is a legal entity.

- **Methodology and Work Plan**: clarity, feasibility, and quality of the proposed approach for executing deliverables. Provide the CVs of the people being delegated to deliver the services (matchmaking consultant, sales coach, EMOM consultant and project manager).

- **References and Examples:** evidence of having delivered at least 2 similar projects and provide references.

9.3 Financial Proposal

Please note that ITC, as part of the United Nations is exempt of VAT and any other form of taxes. The financial offer must therefore not include any taxes. Bidders are required to submit their financial statements offer separately from their technical offer.

The financial offer must include a detailed breakdown of all costs as well as a total cost that covers all the services under the related assignment, must be inclusive of all the costs associated with the provision of the required services as detailed in this document. 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 METHODOLOGY

The offers will be evaluated on the technical aspects on a pass/fail method for the requirements stated in paragraphs 3,5 and 6. The contract will then be awarded to the lower cost offer that meets all technical requirements.