

RSwitch Limited
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20 February 2026

TERMS OF REFERENCE (TOR)

PROVISION OF STRATEGIC COMMUNICATIONS, CONTENT CREATION & SOCIAL MEDIA MANAGEMENT SERVICES

1. Background and Context

RSwitch Ltd is the national electronic payments switch of Rwanda, mandated to drive interoperability, financial inclusion, and adoption of national payment products such as eKash and SmartCash.

As RSwitch enters a new phase of institutional maturity and market ambition, there is a deliberate shift toward centralized strategic communications, strong cultural coherence, and intelligence-led market engagement. To support this transformation, RSwitch seeks to engage a creative and strategic agency to operate as an executional extension of its Internal Strategic Communications & Market Intelligence Unit (ISC&MIU).

The selected agency will not operate as a transactional vendor, but as a thinking partner—challenging ideas, co-creating strategy, and translating institutional intent into compelling market action.

2. Objectives of the Assignment

The objectives of this engagement are to:

- Strengthen the visibility, clarity, and consistency of RSwitch, eKash, and SmartCash narratives across all channels.
- Drive measurable growth in awareness, adoption, usage, and trust of national payment products.
- Support a culture shift toward insight-driven, coordinated, and purpose-led communications.
- Enable RSwitch to scale execution without fragmenting meaning, while keeping strategic intelligence centralized.

3. Scope of Work

The agency will provide the following services:

3.1 Content Creation

- Production of a minimum of two (2) video contents per week aligned to approved strategy and campaigns.
- Design of one (1) interactive/static poster per week for digital platforms.
- Development of animated content upon request (minimum one animation bi-weekly, subject to campaign needs).
- Event-based content production, where videos, visuals, and formats are adapted to the nature, audience, and objectives of each event.
- Content must be culturally grounded, market-relevant, and aligned with national pride, financial inclusion, and Turi kumwe values.

3.2 Social Media Management

- Full management of RSwitch social media platforms: X (Twitter), Instagram, LinkedIn, and the setup and activation of TikTok.
- Management of YouTube Shorts and long-form YouTube content.
- Development and execution of a content calendar aligned to campaigns, events, and institutional priorities.
- Community management, including audience engagement, moderation, and response coordination.
- Demonstrated growth in followers, reach, engagement, and content performance.

3.3 Reporting, Analytics & Market Intelligence

- Deployment of reporting and tracking tools that link communications performance to business outcomes, including transactions, leads, or adoption indicators where applicable.
- Monthly performance reports covering reach, engagement, growth, and insights.
- Ability to clearly track, explain, and defend numbers with evidence.
- Provision of qualitative market insights drawn from audience behavior, content performance, and campaign results.

3.4 Strategic Partnership & Collaboration

- Operate as an extension of the internal marketing and communications function.
- Engage actively in strategic discussions, challenge assumptions, and contribute ideas beyond execution.
- Demonstrate independent thinking and problem-solving capability (non-"yes-man" approach).
- Align closely with the strategic direction set by the ISC&MIU while bringing external perspective and creativity.

3.5 Event Coverage & Activation Support

Provide full event coverage, including:

- Highlight videos
- Live tweeting / live posting
- Photography with live editing
- Ability to work in fast-paced, high-visibility environments with minimal supervision.
- Ensure content from events feeds into broader campaigns and long-term storytelling.

3.6 Coordination & Governance

- Participate in structured bi-weekly coordination meetings with RSwitch.
- Maintain clear workflows, approvals, and turnaround times.
- Adhere to agreed brand, tone, and strategic guardrails.

4. Deliverables

Key deliverables include:

- Weekly video and poster content as specified.
- Campaign-specific animations and visual assets.
- Event coverage materials delivered within agreed timelines.
- Monthly analytics and performance reports.
- Strategic input and recommendations documented where relevant.
- Presentable decks and visual materials suitable for internal and external stakeholder presentations.

5. Duration of Assignment

The assignment is expected to run for an initial period of six (6) months, renewable subject to performance and institutional needs.

6. Qualification & Eligibility Requirements

Interested agencies must demonstrate:

- Valid trading license and statutory compliance documents.
- Proven experience (minimum 5 years preferred) in content creation, social media management, and campaign execution.
- Strong portfolio of video, animation, and digital storytelling work.
- Experience working with corporate, public sector, or financial services institutions is an added advantage.
- Availability of a dedicated team with clear roles (strategy, creative, production, account management).

7. Evaluation Criteria

Proposals will be evaluated based on:

- Understanding RSwitch's mandate, products (eKash & SmartCash), and market context.
- Quality and clarity of the proposed methodology and execution approach.
- Demonstrated creativity, originality, and strategic thinking.
- Past performance and relevance of portfolio.
- Capacity to track, analyze, and link communications outputs to business outcomes.
- Cost competitiveness and overall value for money.

In addition, shortlisted agencies will be required to:

- Make a formal presentation outlining how they intend to transform RSwitch's communications and market engagement.
- Submit creative sample work branded for eKash and SmartCash, including:
 - Sample videos
 - Sample posters or animations
 - Present their ideas using well-designed, professional decks suitable for executive-level presentations.

8. Payment Terms

Payment terms will be defined in the contract agreement and tied to agreed deliverables and reporting milestones.

9. Submission Details

Interested bidders are invited to submit their technical and financial proposals to:

RSwitchTenderCommittee@rswitch.co.rw copy info@rswitch.co.rw

Physical submissions should be delivered to:

RSwitch Limited Headquarters
 KG 563 St, Plot 1200 – Kacyiru
 P.O. Box: 615
 Kigali, Rwanda

NB Bids to be submitted both online and physically at the RSwitch Office by 6 March 2025 before 5pm and tender public opening will occur the morning after submission at 10am at the RSwitch offices

Working Hours: 09:00 – 17:00, Monday to Friday

ANNEX

Proposals shall be submitted in the format outlined below. Each section will be evaluated independently and weighted as indicated. Failure to comply with the prescribed structure may result in disqualification.

1. Company Documentation & Institutional Capacity – 15%

Bidders must submit the following:

- RDB Registration Certificate
- RSSB Compliance Certificate
- Valid Tax Clearance Certificate
- At least three (3) reference letters dated **not earlier than 2024**
- Company profile and portfolio
- Proposed team composition, including CVs, short bios, and relevant experience
- Team structure, client service flow, and account management model

This section will assess institutional credibility, stability, and delivery capacity.

2. Methodology & Strategic Approach – 25%

Bidders must present a clear and structured methodology, including:

- Content strategy and content pillars
- Creative and narrative approach aligned to national infrastructure positioning
- Social media management framework
- Measurement, reporting, and performance tracking methodology
- Approach to collaboration, challenge, and strategic co-creation with RSwitch

This section will assess strategic depth, thinking quality, and alignment with RSwitch's institutional mandate.

3. Creative Deck & Branded Samples – 35%

Bidders must submit a **presentation-ready creative deck** that includes:

- Branded mock-ups for **eKash** and **SmartCash**
- Static, motion, and/or video content samples
- Examples of short-form content, event visuals, and animations

All creative work must demonstrate clarity, consistency, and suitability for executive and public-facing presentation.

4. Financial Proposal – 15%

A detailed financial submission outlining:

- Cost breakdown by service category
- Assumptions and exclusions
- Value-for-money justification aligned to the proposed scope

5. Presentation & Negotiation – 10%

Shortlisted bidders will be invited to:

- Present their strategic and creative proposal to the evaluation committee
- Demonstrate clarity of thought, strategic maturity, and cultural fit
- Engage in scope, delivery, and performance negotiations