



REQUEST FOR PROPOSAL FROM THE WORLD INITIATIVE FOR SOY IN HUMAN HEALTH (WISHH)

Question 1: Does WISHH require the contractor to be a marketing or advertising agency, or will a consortium combining sector expertise, campaign execution and monitoring capability be evaluated on equal terms?

Answer 1: WISHH will accept a consortium.

Question 2: Can a Netherlands registered firm act as prime contractor with a Ghana registered implementing partner, or must the prime contractor be licensed in Ghana?

Answer 2: WISHH will accept a Netherlands registered firm as a prime contractor.

Question 3: Are consortium bids involving more than two partners permitted?

Answer 3: Yes.

Question 4: Is subcontracting permitted after award, and must subcontractors be named and costed at proposal stage?

Answer 4: Yes. The level of effort for the sub-contractor and their deliverables must be clearly communicated in the proposal. The awardee must be part of the implementation.

Question 5: Does the special consideration for Women or Minority Owned Small Business entities apply only to holders of US Small Business Administration certification, or is there equivalent recognition for non US firms with comparable ownership profiles?

Answer 5: There is not an equivalent recognition for non-US firms with comparable ownership profiles.

Question 6: Is the maximum budget of USD 100,000 all inclusive, covering professional fees, media buy, production, event costs, travel, local taxes, VAT, and monitoring and evaluation?

Answer 6: The maximum budget is USD 100,000 and covers all expenses.

Question 7: Which cost categories are unallowable under the USDA Market Access Program for this contract?

Answer 7: All expenses must follow the USDA MAP regulations (<https://www.ecfr.gov/current/title-7/subtitle-B/chapter-XIV/subchapter-C/part-1485>). WISHH will work with the contractor to ensure that expenses are compliant.

Question 8: Is an advance payment available? Ghanaian media houses, printers and event vendors generally require payment in advance.

Answer 8: Yes, an advance payment will be available. Please note that initial payments will be sent 3-4 weeks after the submission of an accepted invoice and signed contract.

Question 9. Is there a cap on indirect costs or overhead recovery, and on what basis should overhead be calculated?

Answer 9: USDA has a standard 10 percent *de minimis* rate or if the institution has a NICRA letter we can accept with documented submission. Please note that the total project proposal cost should not exceed \$100,000 USD.

Question 10. We expect that the contract will be in USD, how do we deal with foreign exchange risk over the September 2026 to January 2027 period?

Answer 10: We acknowledge the potential foreign exchange risk associated with receiving payment in USD. However, currency fluctuations and associated FX costs are a normal part of conducting international business and should be appropriately considered and factored into the contractor's pricing. The agreed USD contract price should therefore account for this risk over the contract period..

Question 11. Is VAT and withholding tax recoverable within the budget ceiling, or must it be absorbed by the contractor?

Answer 11: The budget should not exceed USD 100,000.

Question 12. Is the primary target audience the end consumer, aquaculture producers or the trade channel, meaning hotels, restaurants, catering operators, institutional buyers and retail chains?

Answer 12: The contractor should use its expertise to identify the target audience.

Question 13. What geographic footprint does WISHH consider appropriately sized: Greater Accra alone, Accra and Kumasi, or national coverage?

Question 13: That should be recommended by the contractor in the proposal.

Question 14. May the campaign explicitly position Ghanaian farm raised tilapia relative to imported frozen tilapia, or is origin-based messaging considered sensitive?

Answer 14: Yes, that is acceptable.

Question 15. Is the mandate strictly promotional, or may a defined share of budget address adjacent barriers that suppress offtake, for example product form, cold chain, or producer to buyer linkage?

Answer 15: The contractor should focus on promotional efforts. Recommendations may be made for activities addressing adjacent barriers. Such recommendations would be addresses separate from the promotional campaign.

Question 16: To what extent should soy, or US soy specifically, feature in consumer facing messaging, as opposed to remaining a background programme objective?

Answer 16: For now, this will be a background program objective.

Question 17 Are there USDA branding, attribution or acknowledgement requirements that apply to promotional materials?

Answer 17: WISHH does not do branded campaigns. WISHH will work with the winning contractor on attribution and acknowledgement requirements if needed.

Questions 18: Does WISHH have a preference as to whether the campaign carries a WISHH identity, an industry association identity, or a neutral category identity?

Answer 18: A neutral identify is preferred.

Questions 19: Are there existing brand assets, taglines or visual identities from earlier WISHH activity in Ghana that should be carried forward?

Answer 19: No.

Question 20: What prior WISHH consumer research, baseline data or market studies in Ghana can the contractor build on?

Answer 20: WISHH has not conducted any such studies.

Questions 21: Have promotional or demand generation activities been implemented previously, and what results and lessons emerged?

Answer 21: WISHH has only done previous promotion activities for soy foods and poultry products.

Question 22: What is the current state of engagement with the Fisheries Commission and the Ministry of Fisheries and Aquaculture Development, and are government endorsements available to the campaign?

Answer 22: WISHH has limited engagement with these entities.

Question 23: Does a consumption or price baseline currently exist? If not, is baseline data collection an eligible cost within the budget ceiling?

Answer 23: There is no baseline data. Baseline data collection is an acceptable cost.

Question 24: Which indicators does WISHH report to USDA, so that the monitoring design can feed those directly?

Answer 24: WISHH will share KPI information with the winning contractor.

Question 25: Are proxy measures acceptable, for example participating farm sales volumes, farmgate price movement, retail sell through, and feed offtake?

Answer 25: Yes.

Question 26: What reporting cadence is expected during implementation?

Answer 26: WISHH conducts payments and reporting on a quarterly basis. Reports will likely be due October 10, January 10, and a final report will be due February 10. This will be partially dependent on the proposal timeline.

Question 27: What does the 15 percent weighting on Timing assess: speed of mobilization, realism of the proposed schedule, or fitting the schedule provided?

Answer 27: All three of these factors will be considered. It will be important that the implementer proposes a reasonable timeline, that can be managed with the available resources. There will not be an opportunity for extension so whatever is proposed must be completed, including administrative requirements.

Question 28: Will WISHH facilitate introductions to the relevant associations, fish farmers, processors and sellers, or will the contractor be responsible for identifying and recruiting these stakeholders?

Answer 28: WISHH will facilitate introductions to all relevant stakeholders in its network.

Question 29: How many stakeholder meetings/interviews does WISHH expect during Phase 1, and is there an expected methodology or format for the information-gathering exercise?

Answer 29: There is no expected number. The objective is to ensure the campaign implementer understands the challenges and develops a strategy that aligns with the needs of the industry.

Question 30: What existing market research, consumer insights, industry studies or previous campaign learnings will WISHH provide to inform Phase 1?

Answer 30: WISHH can make introductions for the needed KIIs and access to its network of industry experts.

Question 31: Is the contractor expected to conduct research directly with consumers, or is Phase 1 intended to focus primarily on industry stakeholders?

Answer 31: Stakeholders.

Question 32: Does WISHH already have hypotheses about why Ghanaian farm-raised fish is difficult to sell, for example pricing, consumer perception, availability, distribution, competition or consumer preferences, or is the contractor expected to determine this through Phase 1?

Answer 32: Yes, WISHH has some hypotheses, but expects the contractor to determine this with farmers in focus groups and other discussions.

Question 33: How much flexibility does the contractor have to determine the appropriate mix of activities based on Phase 1 findings? For example, could the final solution include a combination of: Digital/social, Influencers/creators, Consumer promotions, Sampling, Events, PR. Or are there specific activity types WISHH expects?

Answer 33: WISHH is open to accepting different types of activities.

Question 34: What specific consumer or commercial behaviour does WISHH want the activities to influence during the Christmas and New Year period—trial, purchase, frequency of consumption, substitution from other proteins, or overall tilapia consumption?

Answer 34: Phase 1 should inform this answer.

Question 35: Should the agency determine the priority geography based on Phase 1 findings, or does WISHH already have priority regions/cities?

Answer 35: Phase 1 can help to prioritize the geography.

Question 36: What turnaround time should we expect from WISHH for approval of the Phase 1 findings, activity strategy, creative materials and implementation plans?

Answer 36: Given the short turnaround WISHH will work to address this as quickly as possible.

Question 37: Does the \$100,000 maximum budget include all research, agency fees, production, media, influencers, events, activations and other third-party costs?

Answer 37: It includes everything.

Question 38: Are there any procurement, contracting, vendor onboarding, or approval requirements that could affect the timeline for implementing campaign activities?

Answer 38: Yes, there are always unanticipated delays and challenges. The contractor will need to be flexible. For example, new contractors will need to become familiar with WISHH's reporting requirements, compliance, and approval processes.

Question 39: Does WISHH have a defined target or percentage increase in tilapia consumption that the campaign is expected to achieve?

Answer 39: No.

Question 40: Should the January monitoring and evaluation phase be designed primarily to assess immediate campaign impact, or is WISHH also expecting recommendations and a framework for scaling the programme in 2027?

Answer 40: January should focus on assessing campaign impact, but final reporting should include recommendations for 2027.

Question 41: If Phase 1 research identifies that the primary barrier to tilapia consumption is not consumer awareness; for example, availability, pricing, distribution or product perception, will the agency have the flexibility to redirect the activity strategy accordingly?

Answer 41: Yes.

Question 42: Can two or more eligible entities form a consortium and submit a joint application for the project?

Answer 42: Yes.

Question 43: Are local or international Chambers of Commerce or non-profit organizations eligible to apply for the project?

Answer 43: Yes.

Question 44: What evidence does WISHH have that insufficient consumer demand is the primary constraint to increased sales of Ghanaian farm-raised tilapia, as opposed to factors such as pricing, distribution, cold-chain limitations, production planning, or market access? Is there a reason catfish should be excluded from the campaign, particularly given its growing popularity and use of similar aquaculture feed?

Answer 44: WISHH agrees that it is not necessarily a demand issue, but does see an opportunity to educate consumers about locally farmed tilapia and find ways to differentiate it. We would like to see Ghanaian consumers value the locally produced tilapia. WISHH sees this as a multiple year strategy and is focusing initial efforts on tilapia. Catfish will be considered for future efforts.

Question 45: Has ASA/WISHH identified priority consumer segments for the campaign, or is the contractor expected to determine the primary and secondary audiences through the research phase?

Answer 45: The contractor should identify.

Question 46: Is the campaign intended to operate nationally, or does ASA/WISHH expect the contractor to recommend priority markets or regions based on consumer research, budget, and potential impact?

Answer 46: Contractor should recommend priority markets or regions.

Question 47: Are there specific attributes WISHH wants consumers to associate with farm-raised tilapia, such as quality, nutrition, safety, freshness, affordability, or local economic benefits?

Answer 47: Whatever consumers will find most appealing.

Question 48: How much flexibility will the selected contractor have to develop the campaign's creative concept, messaging, identity, and overall communications strategy?

Answer 48: WISHH is looking for a contractor to take the lead on these items, but approvals will be required from WISHH HQ.

Question 49: Is the contractor expected to develop a campaign identity—including a logo, tagline, visual identity, and creative platform—or will ASA/WISHH provide these?

Answer 49: The contractor should work with WISHH to develop these.

Question 50: Does WISHH have preferred or required media channels, or is the contractor free to recommend the optimal channel mix based on the target audience and research findings?

Answer 50: The contractor should recommend.

Question 51: Does WISHH envision the campaign relying primarily on digital/social media, television, radio, out-of-home advertising, or a combination of traditional and digital channels? Who is responsible for collecting/providing sales and consumption data?

Answer 51: The contractor should propose the campaign activities.

Question 52: As Christmas and New Year are identified as priority periods, is WISHH open to experiential activities such as market activations, restaurant partnerships, chef collaborations, community events, and creator/influencer-led campaigns alongside traditional and digital media?

Answer 52: Yes.

Question 53: What is the primary measure of campaign success: increased awareness, improved perceptions, purchase intent, increased consumption, increased sales, or a combination of these?

Answer 53: The contractor needs to propose the measures of success, which will then be approved by WISHH.

Question 54: Will ASA/WISHH provide sales and market data for M&E, or is the selected contractor expected to design and collect this data?

Answer 54: The contractor will need to collect the data that is used in the M&E framework.

Question 55: What are WISHH's expectations regarding ownership, licensing, and future use of campaign concepts, photography, video, and other creative assets?

Answer 55: Please refer to the below language taken from WISHH's master agreement document.

- a. ASA Intellectual Property Rights- ASA owns all of its' intellectual property whether registered or unregistered, including without limitation, trademarks, trade dress, inventions, improvements, works of authorship, know-how, trade secrets, materials, processes, designs, and specifications, including all patents, patent applications and copyrights, data, content, software, methodologies, methods, techniques, concepts, systems and procedures provided to Contractor in connection with this Master Agreement, the concept and execution or rendering the Services hereunder ("ASA IP"). Contractor acknowledges that any unauthorized use or duplication of the ASA IP or Developed IP constitutes a violation of ASA's intellectual property rights and constitutes breach of this Master Agreement.

Contractor shall acquire no right, title or interest in the ASA IP, any of the ASA intellectual property or the ASA Confidential Information.

- b. Contractor Intellectual Property Rights- Contractor owns all of its' inventions, improvements, works of authorship, know-how, trade secrets, manufacturing processes, designs, and specifications, including all patents, patent applications and copyrights, data, content, software, methodologies, methods, techniques, concepts, systems and procedures ("Contractor IP"). ASA shall acquire no right, title or interest in the Contractor IP that was acquired, developed or created by, or licensed to, Contractor prior to the Effective Date or not a part of this Master Agreement and all intellectual property rights therein are and will remain the exclusive property of Contractor.
- c. Developed IP and Developed Materials- All copyrights, patents, trade secrets, or other intellectual property rights, whether registered or unregistered, associated with any ideas, concepts, techniques, inventions, processes, or works of authorship developed or created by Contractor or its personnel during the course of performing services for ASA hereunder (collectively, the "Work Product") will belong exclusively to ASA and will, to the extent possible, be considered a work made for hire for ASA within the meaning of Title 17 of the United States Code or the law of the applicable jurisdiction in which services are performed. Contractor automatically assigns, and will cause its personnel automatically to assign, at the time of creation of the Work Product, without any requirement of further consideration, any right, title, or interest it or they may have in such Work Product, including any copyrights or other intellectual property rights pertaining thereto. Upon request of ASA, Contractor will make such further actions, and will cause its personnel to take such further actions, including execution and delivery of instruments of conveyance, as may be appropriate to give full and proper ownership of the Work Product.
- d. Use- ASA recognizes that Contractor may wish to use and modify any Developed IP for purposes that do not interfere with the goals and objectives of ASA. In such case, Contractor may request in writing a license for certain Developed IP prepared specifically for ASA pursuant to this Master Agreement for use in a specific purpose, and ASA will consider all such requests in its sole discretion.

Question 56: Is this intended as a one-time campaign/pilot, or is there potential for extension into subsequent years? If so, should the campaign platform and media assets be designed for reuse?

Answer 56: WISHH would like to see this campaign done on a yearly basis.

Question 57: What is the PRF number for this tender?

Answer 57: Please skip this, there was no RFP number included in the RFP.