

# **Terms of Reference for the Recruitment of a Consulting Firm to Develop a City Development Strategy for CoK and District Development Strategies (2024 – 2029) for 27 Districts**

---

## **1. About DAI**

DAI is an employee-owned global development company. For 40 years, we have worked on the frontlines of international development, tackling fundamental social and economic development problems caused by inefficient markets, ineffective governments, and instability. Currently, DAI is delivering results that matter in some 60 countries. Our integrated development solutions turn ideas into impact by bringing together fresh combinations of expertise and innovation across multiple disciplines—crisis mitigation and stability operations, democratic governance and public sector management, agriculture and agribusiness, private sector development and financial services, economics and trade, HIV/AIDS and disease control, water and natural resources management, and energy and climate change. Our clients include international development agencies, international lending institutions, private corporations and philanthropies, and national governments.

### **About Rwanda TAF**

The Rwanda Technical Assistance Facility (TAF) is a four-year (2021–2025) FCDO-funded project and a component of the Strengthening Public Financial Management and Revenue Collection (SPARC) programme, which broadly aims to support the Government of Rwanda (GoR) on a range of priorities across the public sector policy revision agenda. The TAF aims to support the GoR through provision of short- and longer-term technical expertise to support institutional change and human capital development as critical parts of implementing Rwanda’s second generation of reforms focused on improved outcomes on service delivery, economic growth, and poverty reduction. The project will work with the FCDO and GoR to:

1. Identify politically savvy technical assistance opportunities.
2. Manage and deliver high-quality technical assistance via short-term assignments or longer-term embedded advisory support.
3. Monitor delivery and evaluate the impact of the technical assistance.

---

## **2. Background**

Over the past two decades, Rwanda has made significant strides in economic development and social progress. Comprehensive District Development Strategies (DDSs) are essential to sustain this momentum and address local challenges. The DDSs will align with national policies and frameworks while addressing the specific needs and aspirations of the district's population. This assignment will be implemented in four lots to optimize efficiency and ensure targeted support.

---

### 3. Objective of the Assignment

- To develop comprehensive District Development Strategies (DDSs) for each of the 27 districts and a City of Kigali City Development Strategy (CDS) that align with national priorities set out in the Second National Strategy for Transformation (NST2) and 2024–2029 Sector Strategic Plans (SSPs).
  - To integrate locally identified priorities from citizens and other stakeholders at decentralized levels in the districts' development priorities.
  - To enhance further stakeholder engagement and foster community participation.
- 

### 4. Scope of Work (Each firm can bid on a maximum of 2 lots only)

The assignment is divided into four lots:

- **Lot 1:** Eastern Province (includes Nyagatare, Gatsibo, Kayanza, Rwamagana, Bugesera, Ngoma, Kirehe Districts).
- **Lot 2:** Western Province (includes Nyamasheke, Rusizi, Karongi, Ngororero, Rutsiro, Rubavu, Nyabihu).
- **Lot 3:** Southern Province (includes Kamonyi, Muhanga, Ruhango, Nyanza, Huye, Nyamagabe, Gisagara, Nyaruguru).
- **Lot 4:** Northern Province and City of Kigali (includes all districts in Northern Province: Rulindo, Gakenke, Musanze, Burera, Gicumbi, and all districts in the City of Kigali: Nyarugenge, Kicukiro, Gasabo).

The consultants will be responsible for the following tasks in assigned lot/s:

- Conduct a comprehensive DDSs (2017-2024) review to highlight key achievements, persistent challenges, and lessons learned.
- The firms should demonstrate how they will deliver the development strategies according to the roadmap the Ministry of Local Government will provide.
- Support district and provincial authorities in understanding and utilizing the DDS elaboration guidelines and greening DDSs guidance issued by MINECOFIN and MINALOC.
- Review the NST2, all the SSPs, district local economic development strategies, and Thematic Strategies to ensure alignment between the objectives in the respective DDSs and CDS and the various strategies for the period 2024–2029.
- Conduct comprehensive situation analyses of assigned districts covering all economic, social, governance, and environmental aspects, including their vulnerability to climate change.
- Organize and facilitate consultative workshops with citizens and other stakeholders in districts as part of the DDSs and CDS elaboration process to primarily identify local priorities and develop contextualized theories of change aligned to the overarching NST2 ToC.
- Suggest innovations and strategic areas of focus that might help the districts meet the desired green growth and socio-economic transformation (District authorities shall validate their relevance before inclusion in the draft documents).
- Organize and facilitate technical sessions with district authorities as part of the elaboration and validation processes to, among other things, review local priorities and strategic interventions, and develop results chains, M&E frameworks, implementation

plans, and strategy costing.

- Cost the DDSs and CDS in line with guidance provided from MINECOFIN and MINALOC.
  - Develop a comprehensive monitoring and evaluation framework and implementation plan for the DDSs and CDS.
  - Support the District in preparing and submitting the various drafts and the final DDSs and CDS to MINECOFIN and MINALOC in accordance with set deadlines and ensuring the strategies meet various requirements including integration of key actions from the Green Growth and Climate Resilience Strategy (GGCRS), Sustainable Development Goals (SDGs), among other key strategic policies.
- 

## 5. Reporting

Team leaders of the consulting firms will report to District Executive Secretaries and work closely with MINALOC, which will coordinate all the necessary technical and logistical support for this assignment, and MINECOFIN, which will provide mostly technical oversight and backstopping. All deliverables will be quality assured by a designated team from MINALOC and MINECOFIN, supported by a technical team at the TAF, and approved by the Permanent Secretary of MINALOC. Once approved, the consulting firms will submit all finalized deliverables to the TAF team leader for payment.

---

## 6. Deliverables (Per Lot)

- **Inception Report:** Detailing the approach and methodology to be used in line with the guidelines and roadmap provided by the ministry, a work plan, and any other details determined necessary during the inception phase.
  - **Draft Development Strategies:** Draft DDS and CDS documents for all assigned districts and CoK that will have been reviewed and endorsed by district authorities supporting the elaboration process.
  - **Final Development Strategies:** Final DDS and CDS documents incorporating feedback gathered through stakeholder validation exercises.
- 

## 7. Duration of the Assignment

The assignment must be completed within 60 days of contract signing for each lot.

---

## 8. Qualifications and Experience

Consultant teams should meet the following criteria:

- **Educational Requirements:** A Master's degree in Economics, Development Studies, Environmental Economics, Social Sciences, Public Finance, or a related field. A PhD is an added advantage.
- **Experience:**
  - o At least 5 years of relevant experience in developing strategic plans at national or sub-national levels.

- o Experience in facilitating strategic planning processes and working with local governments.
  - o Experience in reviewing and developing public policies and strategies, particularly in the areas of governance, decentralization, climate resilience, and gender equality.
  - **Knowledge and Skills:**
    - o Sound understanding of governance systems, decentralization, and the policy landscape in Rwanda.
    - o Knowledge of the political and legal frameworks of decentralization, as well as mechanisms for intra- and inter-institutional cooperation.
    - o Strong understanding of cross-cutting issues such as green growth, climate resilience, gender equality, and disability mainstreaming.
  - **Language Proficiency:** Fluency in English and Kinyarwanda is essential. French is a plus.
  - **Prior Experience:** Experience working in Rwanda or other developing countries is highly desirable.
- 

## 9. Submission of Proposals

Interested consulting firms must submit the following for each lot they are bidding on:

- **Technical Proposal:** Detailing the understanding of the assignment, methodology, work plan, and CVs of consultants. Include at least three certificates of completion for similar assignments.
- **Financial Proposal:** Detailing the costs of the assignment.
- **CVs of Consultant(s):** Highlighting relevant experience.
- **Samples of Similar Assignments:** Including certificates of completion.

**Submission Deadline:** All proposals must be submitted no later than 31st January 2025, by 12:00 PM (Kigali local time). Late submissions will not be considered.

### Submission Email:

- Primary Email: [Info\\_RTAF@dai.com](mailto:Info_RTAF@dai.com)
  - CC: [Clarisse\\_Himbaza@dai.com](mailto:Clarisse_Himbaza@dai.com)
  - Subject Line: "Recruitment of a Consulting Firm to Develop a City Development Strategy for CoK and District Development Strategies (2024–2029) for 27 Districts."
- 

## 10. Evaluation Criteria

Proposals will be evaluated based on:

1. **Technical Proposal (70%):**
  - o Understanding of the assignment and proposed methodology.
  - o Relevant qualifications and experience of team members.
  - o Completion of similar assignments.
2. **Financial Proposal (30%):**
  - o Cost breakdown and team members' level of effort.

---

## **11. Payment Schedule**

Payments will be made as follows:

- 20% upon submission and approval of the inception report.
- 40% upon submission and approval of Draft Development Strategies.
- 40% upon submission and approval of Final Development Strategies.

---

## **12. Additional Notes**

- Firms may only bid for a maximum of two lots.