

**REQUEST FOR QUOTATION – INDIVIDUAL CONSULTANCY TO DEVELOP AWF RWANDA’S 5 YEAR STRATEGIC PLAN**

**AWF BACKGROUND.**

African Wildlife Foundation (AWF) is an international NGO working across the continent of Africa, developing African conservation leadership and implementing programs that focus on safeguarding areas of high conservation value through a holistic suite of programs that conserve wildlife, protect land, improve the lives of local people and leverage conservation enterprises to promote sustainable economic growth that does not come at the expense of Africa’s natural heritage.

AWF is proud to have partnered with the Government of Rwanda (GoR) and people living in the Virunga for more than four decades resulting in increasing populations of endangered mountain gorillas and improved human livelihoods starting in 1981 when we co-founded the Mountain Gorilla Project (MGP).

AWF has secured a budget to the volcanoes program and intends to apply the proceeds of this budget to eligible payments under the contract for which this Request for proposal is issued. This procurement process will be conducted in accordance with the RFP procurement method contained in the Organization procurement Guidelines and the procedures described herein.

Interested and eligible applicants are invited to submit both a Technical Proposal and a Financial Proposal. The Technical Proposal should clearly describe the applicant’s understanding of the assignment, the proposed approach and methodology, and relevant experience, while the Financial Proposal should provide a detailed and transparent cost breakdown in accordance with the requirements of this solicitation.

**Preparation of Proposals:** You are requested to send proposals for the Services by completing, signing and returning:

- Vendor Information form
- three performance certificates of similar assignments from recognized institutions
- RRA Tax clearance

**Validity of Quotations:** The quotation validity required is 15days.

**Date of deadline:** 24<sup>th</sup>February 2026Time of deadline: 17h00(local time).

**Submission address:** The quote should be submitted entirely in electronic format (email) in PDF to following address: [procurement@awf.org](mailto:procurement@awf.org)

Any queries should be addressed to the above email not later than 13<sup>th</sup> February 2026.

*For Jean Luc RUKWAYA*  
box SIGN 1R9YZ9PL-1JY5PWXZ

Patrick Nsabimana  
Country Coordinator  
African Wildlife Foundation



## **Terms of Reference for Individual Consultancy to develop AWF Rwanda's 5-Year Strategic Plan**

### **1. Background and Context**

#### **1.1 About African Wildlife Foundation (AWF)**

The African Wildlife Foundation (AWF) is Africa's oldest and largest international conservation organization, established in 1961 with over 60 years of conservation and development expertise across the continent. AWF's vision is for an Africa where sustainable development includes thriving wildlife and wild lands as cultural and economic assets for Africa's future generations.

#### **1.2 AWF's Global Strategic Framework (2020-2030)**

AWF operates under three overarching strategic goals:

- **Conservation Leadership:** African and Global Leadership shifts policy, planning and finance to leverage wildlife and wild lands as essential to development
- **Landscape Programs:** Africa's ecosystems and the services they provide are conserved, protected and restored
- **Species Protection:** Africa's wildlife is conserved in-situ

#### **1.3 AWF in Rwanda**

AWF has a significant presence in Rwanda, particularly through:

- Long-standing partnership in mountain gorilla conservation at Volcanoes National Park
- Co-founding role in the International Gorilla Conservation Program (IGCP)
- Community-based conservation initiatives including the SACOLA community trust
- Support for the pioneering Sabyinyo Silverback Lodge model
- Current support in the Volcanoes National Park expansion initiative
- Cohosting with the Government of Rwanda through the Ministry of Environment the Africa Protected Areas Congress (APAC) 2022 in Kigali

## **1.4 Rwanda's Conservation Context**

Rwanda is home to 65% of mountain gorillas in the transboundary Virunga Massif and has demonstrated strong commitment to conservation through:

- Successful mountain gorilla population recovery
- Integration of conservation with tourism and economic development
- Progressive environmental policies and green growth initiatives
- Leadership in regional conservation cooperation

## **2. Purpose and Objectives**

### **2.1 Overall Purpose**

To engage a qualified strategic planning individual consultant to develop a comprehensive 5-year strategic plan (2025-2030) for AWF's Rwanda country office that aligns with AWF's global strategic vision and Rwanda's national conservation priorities.

### **2.2 Specific Objectives**

1. Conduct comprehensive situational analysis of Rwanda's conservation landscape and AWF's current position
2. Facilitate inclusive stakeholder engagement processes with government, communities, partners, and private sector
3. Develop strategic priorities and interventions aligned with AWF's three strategic goals and AWF Rwanda's existing interventions
4. Create implementation framework with clear targets, indicators, and resource required
5. Establish monitoring and evaluation systems for strategy implementation
6. Ensure integration with national environment/conservation policies and regional conservation initiatives

## **3. Scope of Work**

### **3.1 Phase 1: Situational Analysis and Stakeholder Mapping**

**Key Activities:**

- Review AWF's historical and current work in Rwanda
- Analyze Rwanda's policy and institutional landscape for conservation
- Assess biodiversity conservation priorities and threats
- Map key stakeholders including government agencies, communities, CSOs, private sector, and development partners
- Identify opportunities for alignment with national strategies (Vision 2050, NBSAP, GGCRS,, NDCs, CNFS...)
- Conduct SWOT analysis of AWF's position in Rwanda

**Deliverables:**

- Comprehensive situational analysis report
- Stakeholder mapping and engagement report
- Baseline assessment of AWF's Rwanda program

**3.2 Phase 2: Stakeholder Consultation and Visioning**

**Key Activities:**

- Conduct consultative workshops with:
  - Rwanda Development Board, REMA, RFA, RGF and Ministry of Environment
  - Local communities (particularly around Volcanoes National Park)
  - Private sector partners and tourism operators
  - Conservation partners and NGOs
  - AWF staff and leadership
- Facilitate visioning exercises to define Rwanda program aspirations
- Validate AWF's comparative advantages and unique value proposition
- Identify strategic partnerships and collaboration opportunities

**Deliverables:**

- Stakeholder consultation report
- Summary of vision and strategic priorities from consultations
- Partnership mapping and recommendations

### 3.3 Phase 3: Strategic Framework Development

#### Key Activities:

- Develop strategic framework aligned with AWF's three global goals
- Define specific objectives, outcomes, and key results for Rwanda
- Design interventions addressing:
  - **Conservation Leadership:** Capacity building, policy advocacy, leadership development
  - **Landscape Programs:** Ecosystem conservation, community livelihoods, human-wildlife conflict mitigation
  - **Species Protection:** Mountain gorilla and other species conservation, anti-poaching, wildlife monitoring
- Integrate rights-based approach and community ownership principles
- Ensure climate change adaptation and mitigation considerations
- Develop a 5-year resource mobilization strategy (In consideration of the current AWF's fundraising strategy)
- Ensure that conservation go hand in hand with creating opportunities for people to living in harmony with nature without jeopardizing their need.

#### Deliverables:

- Draft 5-year strategic plan framework
- Theory of change and results framework
- Strategic intervention portfolio
- 5-year resources mobilization strategy

### 3.4 Phase 4: Implementation Planning and Validation

#### Key Activities:

- Develop detailed implementation plan with timelines, milestones and Key Performance Indicators (KPIs).

- Design monitoring, evaluation, and learning framework
- Create risk assessment and mitigation strategies
- Develop resource requirements and funding strategy
- Facilitate validation workshops with key stakeholders
- Incorporate feedback and finalize strategic plan

**Deliverables:**

- Complete 5-year strategic plan document
- Implementation roadmap and annual work plans
- M&E framework with indicators(KPIs) and targets
- Resource mobilization strategy
- Risk management framework

## **4. Consultant Profile and Qualifications**

### **4.1 Essential Qualifications**

- Advanced degree in strategic planning, conservation, international development, environmental sciences or related field.
- Minimum 8 years' experience in strategic planning, and policy alignment and coherence, programmatic and landscape-based approaches
- Minimum 10 years' experience working in conservation and/or sustainable development in Africa
- Demonstrated experience in Rwanda's development and conservation sector
- Strong understanding of rights-based approaches and community engagement principles
- Experience with multi-stakeholder processes and participatory planning methodologies
- Excellent facilitation, communication, and analytical skills

- Fluency in English and Kinyarwanda (French is an advantage)

#### 4.2 Desirable experience

- Previous experience with AWF or similar international conservation organizations
- Knowledge of Rwanda conservation and tourism development
- Experience with landscape-scale conservation planning
- Understanding of climate change adaptation and mitigation in conservation contexts
- Familiarity with donor requirements and proposal development
- Experience in policy analysis and advocacy
- Experience in sustainable financing for biodiversity and natural resources
- Track record of successful strategy implementation and M&E system design

#### 4.3 Core Competencies

- **Strategic thinking:** Ability to synthesize complex information and develop coherent strategic frameworks
- **Stakeholder engagement:** Skilled in managing diverse stakeholder interests and building consensus
- **Facilitation:** Expert in group dynamics and participatory planning processes
- **Cultural sensitivity:** Understanding of Rwandan culture
- **Systems thinking:** Ability to understand interconnections between conservation, development, and governance
- **Results orientation:** Focus on practical, measurable outcomes and implementation feasibility

#### 5.1 AWF Support

AWF will provide:

- Access to organizational documents, reports, and data
- Facilitation of stakeholder introductions and meetings
- Logistical support for field visits and workshops
- Administrative support for document production and dissemination

- Technical backstopping from AWF regional and global teams

## 6. Timeline and Deliverables

### 6.1 Overall Timeline

**Duration:** 60 days spread in 4 months from contract signing

### 7.2 Key Milestones and Deliverables

Phase	Timeline	Key Deliverables	Review & Approval
<b>Phase 1</b>	10 days spread in Months 1	<ul style="list-style-type: none"> <li>• Situational analysis report</li> <li>• Stakeholder mapping</li> <li>• Baseline assessment</li> </ul> Integration of inputs and comments	Review from AWF team and approval from AWF Country Coordinator
<b>Phase 2</b>	10 days spread in Months 1-2	<ul style="list-style-type: none"> <li>• Stakeholder consultation report</li> <li>• Vision and priorities summary</li> <li>• Partnership recommendations</li> </ul> Integration of inputs and comments provided	Review and Validation by technical working group
<b>Phase 3</b>	25 days spread in Months 2-3	<ul style="list-style-type: none"> <li>• Draft strategic framework</li> <li>• Theory of change</li> <li>• Intervention portfolio</li> </ul> Integration of inputs and comments	Review and validation by Technical Working Group
<b>Phase 4</b>	15 days spread in Months 3-4	<ul style="list-style-type: none"> <li>• Complete strategic plan</li> <li>• Implementation roadmap</li> <li>• M&amp;E framework</li> <li>• Resource Mobilization strategy</li> <li>• Submission of final draft report, integration of comments and inputs from validation workshop.</li> <li>• submission of final strategic</li> </ul>	Review and Validation by stakeholders

### 7.3 Deliverable Standards

All deliverables must:

- Be delivered in English
- Follow AWF's branding and formatting guidelines
- Include executive summaries for reports
- Be validated through stakeholder feedback processes
- Include clear recommendations and next steps
- Be suitable for presentation to donors and partners

## 8. Budget and Payment Schedule

### 8.1 Budget Components

The consultant should provide comprehensive budget covering:

- **Professional fees:** Based on daily rates and time allocation
- **Travel and accommodation:** Including field visits and stakeholder meetings
- **Communication and dissemination:** Printing,
- **Other direct costs:** As justified and approved

### 8.2 Payment Schedule

- **25%** upon completion of Phase 1 deliverables
- **20%** upon completion of Phase 2 deliverables
- **30%** upon completion of Phase 3 deliverables
- **25%** upon final deliverable approval and completion

## 9. Application Requirements

### 9.1 Technical Proposal (Maximum 15 pages)

1. **Understanding of the assignment:** Demonstration of comprehension of objectives and context
2. **Proposed methodology:** Detailed approach and process design

3. **Work plan and timeline:** Specific activities, milestones, and schedule
4. **Stakeholder engagement strategy:** Approach to inclusive participation
5. **Risk assessment and mitigation:** Identification of potential challenges and solutions
6. **Quality assurance:** Measures for ensuring high-quality deliverables

## 9.2 Financial Proposal

1. **Detailed budget:** Breakdown by budget categories and phases including tax
2. **Daily rates:** Professional fees structure
3. **Cost assumptions:** Clear basis for cost calculations
4. **Payment terms:** Acknowledgment of proposed payment schedule

## 9.3 Consultant Credentials

1. Academic certificates
2. **CV and qualifications:** Detailed background and experience
3. **Relevant experience:** Previous similar assignments with results achieved (at least 3 proven completion certificates)
4. **References:** Three professional references from similar work
5. **Writing samples:** Examples of strategic planning documents produced

## 10. Application Process

### 10.1 Submission Requirements

- **Deadline:** 24<sup>th</sup> February 2026
- **Format:** Electronic submission in PDF format
- **Language:** English
- **Email subject:** "AWF Rwanda Strategic Plan Consultant - [Applicant Name]"
- **Contact:** [rwprocurement@awf.org](mailto:rwprocurement@awf.org)



## **VENDOR INFORMATION SHEET**

In our effort to ensure efficiency in processing vendor payments, AWF has adopted a procurement system that ensures vendors are paid through an electronic funds transfer (EFT). Please provide the requested information crucial in ensuring that we achieve this goal.

### **VENDOR DETAILS**

Vendor Name: \_\_\_\_\_

Physical address: \_\_\_\_\_

Postal Address: \_\_\_\_\_

State/Town: \_\_\_\_\_ Country: \_\_\_\_\_

Phone contacts: \_\_\_\_\_ Fax: \_\_\_\_\_

Email address: \_\_\_\_\_ Website: \_\_\_\_\_

Contact Person \_\_\_\_\_

Type of goods/services: \_\_\_\_\_

Federal ID No or PIN No. or TIN No. \_\_\_\_\_ VAT No. \_\_\_\_\_

### **BANK DETAILS**

Account Name: \_\_\_\_\_

Account Number: \_\_\_\_\_

Currency of Payment: \_\_\_\_\_

Bank Name and Branch: \_\_\_\_\_

Swift Code: \_\_\_\_\_

### **Acknowledgement:**

This information has been provided by:

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_