



AFRICAN WILDLIFE
FOUNDATION

Kigali, ¹⁵ JANUARY 2025

Ref: N: 09 / AWF - RW - 01 / 2025

Request for Proposal Letter (Consulting Services)

Name of Assignment: Community-Based Tourism Expert for Smart Green Village Tourism Center Pilot Project

RFP Reference No.: AWF-RW-R0418-002

Grant No.: R0418

Country: RWANDA

Date: JAN 25

The African Wildlife Foundation (AWF) has been allocated grant funds (the "Grant") to support community livelihood around Volcanoes national park and intends to apply the funds to eligible payments under the contract for which this Request for Proposals is issued.

AWF now invites proposals to provide the following consulting services (hereinafter called "Services"): *Community-Based Tourism Expert for Smart Green Village Tourism Center Pilot Project*. More details on the Services are provided in the Terms of Reference (Section 7).

A firm will be selected under Quality and Cost Based Selection procedures and in a Full Technical Proposal (FTP) format as described in this RFP

The RFP includes the following documents:

- Section 1 - Request for Proposals Letter
- Section 2 - Instructions to Consultants and Data Sheet
- Section 3 - Technical Proposal - Standard Forms
- Section 4 - Financial Proposal - Standard Forms
- Section 5 - Terms of Reference

Details on the proposal's submission date, time and address are provided in section 2 of this RFP.

Yours sincerely,


Patrick Nsabimana
Rwanda Country Coordinator
African Wildlife Foundation



AWF Rwanda Country Office
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kigali@awf.org | www.awf.org



TENDER DOCUMENT

Section 2. Instructions to Consultants

E. Data Sheet

ITC Reference	A. General
A.1	Method of selection : QCBS
A.2	Financial Proposal to be submitted together with Technical Proposal: Yes The name of the assignment is: Community-Based Tourism Expert for Smart Green Village Tourism Center Pilot Project
A.3	A pre-proposal conference will be held No
B. Preparation of Proposals	
B.1	This RFP has been issued in the <u>English</u> language. Consultant will submit the Proposal in the language stated above. All correspondence exchange shall be in <u>English</u> language.
B.2	The Proposal shall comprise the following: Technical Proposal: (1) TECH-1 (2) TECH-2 (3) TECH-3 (4) TECH-4 (5) TECH-5 (6) TECH-6 AND



	<p>Financial Proposal</p> <p>(1) FIN-1 (2) FIN-2 (3) FIN-3 (4) FIN-4</p>
B.3	<p>Participation of Sub-consultants, Key Experts and Non-Key Experts in more than one Proposal is permissible</p> <p>Yes</p>
B.4	<p>Proposals shall be valid until 90 days from the date of submission</p>
B.5	<p>Clarifications may be requested no later than 10 days prior to the submission deadline.</p> <p>The contact information for requesting clarifications is: kigali@awf.org</p>
B.6	<p>Shortlisted Consultants may associate with</p> <p>(a) non-shortlisted consultant(s): Yes</p> <p>Or</p> <p>(b) other shortlisted Consultants: Yes</p>
B.7	<p>The Financial Proposal shall be stated in the following currencies: RWF</p>
<p>C. Submission, Opening and Evaluation</p>	
C.1	<p>The Proposals must be submitted no later than:</p> <p>Date: __, 17 February 2025</p> <p>Time: __ 14:00 local time</p>
C.2	<p>The opening shall take place at:</p> <p>Street Address: AWF Office at Kigali Height Building</p> <p>Floor, room number : 2nd Floor</p> <p>City : Kigali</p>



	<p>Country : Rwanda Date: same as the submission deadline Time: 15:00</p>																																		
C.3	<p>Criteria, sub-criteria, and point system for the evaluation of the Full Technical Proposals:</p> <table border="0" style="width: 100%;"><thead><tr><th></th><th style="text-align: right;"><u>Points</u></th></tr></thead><tbody><tr><td>(i) Specific experience of the Consultant (as a firm) relevant to the Assignment:</td><td style="text-align: right;">[30]</td></tr><tr><td>ii) Adequacy and quality of the proposed methodology, and work plan in responding to the Terms of Reference (TORs):</td><td style="text-align: right;">[30]</td></tr><tr><td colspan="2"><p><i>[Notes to Consultant: the Client will assess whether the proposed methodology is clear, responds to the TORs, work plan is realistic and implementable; overall team composition is balanced and has an appropriate skills mix; and the work plan has right input of Experts]</i></p></td></tr><tr><td>(iii) Key Experts' qualifications and competence for the Assignment:</td><td></td></tr><tr><td colspan="2"><p><i>[Notes to Consultant: each position number corresponds to the same for the Key Experts in Form TECH-6 to be prepared by the Consultant]</i></p></td></tr><tr><td>a) Position K-1: [Team Leader]</td><td style="text-align: right;">[10]</td></tr><tr><td>b) Position K-2: [Training and Capacity Building Specialist]</td><td style="text-align: right;">[5]</td></tr><tr><td>c) Position K-3: [Tourism Operations Manager]</td><td style="text-align: right;">[5]</td></tr><tr><td>d) Position K-4 : [Community Engagement Officer]</td><td style="text-align: right;">[5]</td></tr><tr><td>e) Position K-5: [Finance and Administration Officer]</td><td style="text-align: right;">[5]</td></tr><tr><td colspan="2" style="text-align: right;">Total points for criterion (iii): [30]</td></tr><tr><td colspan="2"><p>The number of points to be assigned to each of the above positions shall be determined considering the following three sub-criteria and relevant percentage weights:</p></td></tr><tr><td>1) General qualifications (general education, training, and experience): [20 %]</td><td></td></tr><tr><td>2) Adequacy for the Assignment (relevant education, training, experience in the sector/similar assignments) : _____ [70%]</td><td></td></tr><tr><td>3) Relevant experience in the region (working level fluency in local language(s)/knowledge of local culture or administrative system, government organization, etc.):</td><td style="text-align: right;">[10 %]</td></tr><tr><td style="text-align: right;">Total weight:</td><td style="text-align: right;">100%</td></tr></tbody></table>		<u>Points</u>	(i) Specific experience of the Consultant (as a firm) relevant to the Assignment:	[30]	ii) Adequacy and quality of the proposed methodology, and work plan in responding to the Terms of Reference (TORs):	[30]	<p><i>[Notes to Consultant: the Client will assess whether the proposed methodology is clear, responds to the TORs, work plan is realistic and implementable; overall team composition is balanced and has an appropriate skills mix; and the work plan has right input of Experts]</i></p>		(iii) Key Experts' qualifications and competence for the Assignment:		<p><i>[Notes to Consultant: each position number corresponds to the same for the Key Experts in Form TECH-6 to be prepared by the Consultant]</i></p>		a) Position K-1: [Team Leader]	[10]	b) Position K-2: [Training and Capacity Building Specialist]	[5]	c) Position K-3: [Tourism Operations Manager]	[5]	d) Position K-4 : [Community Engagement Officer]	[5]	e) Position K-5: [Finance and Administration Officer]	[5]	Total points for criterion (iii): [30]		<p>The number of points to be assigned to each of the above positions shall be determined considering the following three sub-criteria and relevant percentage weights:</p>		1) General qualifications (general education, training, and experience): [20 %]		2) Adequacy for the Assignment (relevant education, training, experience in the sector/similar assignments) : _____ [70%]		3) Relevant experience in the region (working level fluency in local language(s)/knowledge of local culture or administrative system, government organization, etc.):	[10 %]	Total weight:	100%
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	<p>(iv) Transfer of knowledge (training) program (relevance of approach and methodology)</p> <p style="text-align: right;">Total points for criterion (iv): [5]</p> <p>(v) Participation by nationals among proposed Key Experts [5]</p> <p>Total points for the five criteria: 100</p> <p>The minimum technical score (St) required to pass is: 70</p>
	Public Opening of Financial Proposals
C.4	Following the completion of the evaluation of the Technical Proposals, the Client will notify all Consultants of the location, date and time of the public opening of Financial Proposals.
C.5	<p>The single currency for the conversion of all prices expressed in various currencies into a single one is RWF</p> <p>The official source of the selling (exchange) rate is <u>Rwanda Central Bank</u></p> <p>The date of the exchange rate is opening date of financial proposals</p>
C.6	<p>The lowest evaluated Financial Proposal (Fm) is given the maximum financial score (Sf) of 100.</p> <p>The formula for determining the financial scores (Sf) of all other Proposals is calculated as following:</p> <p>$Sf = 100 \times Fm / F$, in which "Sf" is the financial score, "Fm" is the lowest price, and "F" the price of the proposal under consideration.</p> <p>The weights given to the Technical (T) and Financial (P) Proposals are:</p> <p>T = 70%, and</p> <p>P = [30%]</p> <p>Proposals are ranked according to their combined technical (St) and financial (Sf) scores using the weights (T = the weight given to the Technical Proposal; P = the weight given to the Financial Proposal; T + P = 1) as following: $S = St \times T\% + Sf \times P\%$.</p>
	D. Negotiations and Award



D.1	Expected date and address for contract negotiations: Date: 5 March 2025 Address: AWF Kigali Office
D.2	Expected date for the commencement of the Services: Date: 15 March 2025

Section 3. Technical Proposal - Standard Forms

(Notes to Consultant shown in brackets { } throughout Section 3 provide guidance to the Consultant to prepare the Technical Proposal; they should not appear on the Proposals to be submitted.)

Checklist of Required Forms

FORM	DESCRIPTION	Page Limit
TECH-1	Technical Proposal Submission Form.	1
TECH-1 Attachment	If the Proposal is submitted by a joint venture, attach a letter of intent or a copy of an existing agreement.	1
TECH-2	Consultant's Organization and Experience.	3
TECH-2A	A. Consultant's Organization	1
TECH-2B	B. Consultant's Experience	3
TECH-3	Comments or Suggestions on the Terms of Reference and on Counterpart Staff and Facilities to be provided by the Client.	
TECH-3A	A. On the Terms of Reference	1
TECH-3B	B. On the Counterpart Staff and Facilities	1
TECH-4	Description of the Approach, Methodology, and Work Plan for Performing the Assignment	5
TECH-5	Work Schedule and Planning for Deliverables	1
TECH-6	Team Composition, Key Experts Inputs, and attached Curriculum Vitae (CV)	5

TECHNICAL PROPOSAL SUBMISSION FORM

[Location, Date]

To: [Name and address of Client]

Dear Sirs:

We, the undersigned, offer to provide the consulting services for [Insert title of assignment] in accordance with your Request for Proposals (RFP) dated [Insert Date] and our Proposal. [Select appropriate wording depending on the selection method stated in the RFP: "We are hereby submitting our Proposal, which includes this Technical Proposal and a Financial Proposal sealed in a separate envelope" or, if only a Technical Proposal is invited "We hereby are submitting our Proposal, which includes this Technical Proposal only in a sealed envelope."].

{if the Consultant is a joint venture, insert the following: We are submitting our Proposal a joint venture with: {Insert a list with full name and the legal address of each member, and indicate the lead member}. We have attached a copy {insert: "of our letter of intent to form a joint venture" or, if a JV is already formed, "of the JV agreement"} signed by every participating member, which details the likely legal structure of and the confirmation of joint and severable liability of the members of the said joint venture.

{OR

If the Consultant's Proposal includes Sub-consultants, insert the following: We are submitting our Proposal with the following firms as Sub-consultants: {Insert a list with full name and address of each Sub-consultant.}

We hereby declare that:

- a) All the information and statements made in this Proposal are true and we accept that any misinterpretation or misrepresentation contained in this Proposal may lead to our disqualification by the Client.
- (b) Our Proposal shall be valid and remain binding upon us until [insert day, month and year
- (c) We have no conflict of interest
- (d) Our Proposal is binding upon us and subject to any modifications resulting from the Contract negotiations.

We undertake, if our Proposal is accepted and the Contract is signed, to initiate the Services related to the assignment no later than the date indicated in ITC of the Data Sheet.

We understand that the Client is not bound to accept any Proposal that the Client receives.

We remain,

Yours sincerely,

Signature (of Consultant's authorized representative) {In full and initials};

{For a joint venture, either all members shall sign or only the lead member, in which case the power of attorney to sign on behalf of all members shall be attached}



Form TECH-2

CONSULTANT'S ORGANIZATION AND EXPERIENCE

Form TECH-2: a brief description of the Consultant's organization and an outline of the recent experience of the Consultant that is most relevant to the assignment. In the case of a joint venture, information on similar assignments shall be provided for each partner. For each assignment, the outline should indicate the names of the Consultant's Key Experts and Sub-consultants who participated, the duration of the assignment, the contract amount (total and, if it was done in a form of a joint venture or a sub-consultancy, the amount paid to the Consultant), and the Consultant's role/involvement.

A - Consultant's Organization

1. Provide here a brief description of the background and organization of your company, and - in case of a joint venture - of each member for this assignment.

B - Consultant's Experience

1. List only previous similar assignments successfully completed in the last (5) years.
2. List only those assignments for which the Consultant was legally contracted by the Client as a company or was one of the joint venture members. Assignments completed by the Consultant's individual experts working privately or through other consulting firms cannot be claimed as the relevant experience of the Consultant, or that of the Consultant's partners or sub-consultants, but can be claimed by the Experts themselves in their CVs. The Consultant should be prepared to substantiate the claimed experience by presenting copies of relevant documents including contract and performance certificates.

Duration	Assignment name/& brief description of main deliverables/outputs	Name of Client & Country of Assignment	Approx. Contract value (in US\$ equivalent)/ Amount paid to your firm	Role on the Assignment
{e.g., Jan.2009-Apr.2010}	{e.g., "Improvement quality of.....": designed master plan for rationalization of; }	{e.g., Ministry of, country}	{e.g., US\$1 mill/US\$0.5 mill}	{e.g., Lead partner in a JV A&B&C}
{e.g., Jan-May 2008}	{e.g., "Support to sub-national government....." : drafted secondary level regulations on.....}	{e.g., municipality of....., country}	{e.g., US\$0.2 mil/US\$0.2 mil}	{e.g., sole Consultant}



Form TECH-3

COMMENTS AND SUGGESTIONS ON THE TERMS OF REFERENCE, COUNTERPART STAFF, AND FACILITIES TO BE PROVIDED BY THE CLIENT

Form TECH-3: comments and suggestions on the Terms of Reference that could improve the quality/effectiveness of the assignment; and on requirements for counterpart staff and facilities, which are provided by the Client, including: administrative support, office space, local transportation, equipment, data, etc.

A - On the Terms of Reference

{improvements to the Terms of Reference, if any}

B - On Counterpart Staff and Facilities

{comments on counterpart staff and facilities to be provided by the Client. For example, administrative support, office space, local transportation, equipment, data, background reports, etc., if any}



DESCRIPTION OF APPROACH, METHODOLOGY, AND WORK PLAN IN RESPONDING TO THE TERMS OF REFERENCE

Form TECH-4: a description of the approach, methodology and work plan for performing the assignment, including a detailed description of the proposed methodology and staffing for training, if the Terms of Reference specify training as a specific component of the assignment.

(Suggested structure of your Technical Proposal (in FTP format):

- a) Technical Approach and Methodology
- b) Work Plan
- c) Organization and Staffing

- a) **Technical Approach and Methodology.** (Please explain your understanding of the objectives of the assignment as outlined in the Terms of Reference (TORs), the technical approach, and the methodology you would adopt for implementing the tasks. Please do not repeat/copy the TORs in here.)
- b) **Work Plan.** (Please outline the plan for the implementation of the main activities/tasks of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Client), and tentative delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing your understanding of the TOR and ability to translate them into a feasible working plan. A list of the final documents (including reports) to be delivered as final output(s) should be included here. The work plan should be consistent with the Work Schedule Form.)
- c) **Organization and Staffing.** (Please describe the structure and composition of your team, including the list of the Key Experts, Non-Key Experts and relevant technical and administrative support staff.)

WORK SCHEDULE AND PLANNING FOR DELIVERABLES

N°	Deliverables (D-..)	Months												TOTAL
		1	2	3	4	5	6	7	8	9	n		
D-1	{e.g., Deliverable #1: Report A													
	1) data collection													
	2) drafting													
	3) inception report													
	4) incorporating comments													
	5) delivery of final report to Client}													
D-2	{e.g., Deliverable #2:.....}													

TEAM COMPOSITION, ASSIGNMENT, AND KEY EXPERTS' INPUTS

N°	Name	Expert's input (in person/month) per each Deliverable (listed in TECH-5)								Total time-input (in Months)		
		Position	D-1	D-2	D-3	D-...	Home	Field	Total		
KEY EXPERTS												
K-1	(e.g., Mr. Abbbb)	[Team Leader]	[Home]	[2 month]	[1.0]	[1.0]						
			[Field]	[0.5 m]	[2.5]	[0]						
K-2												
K-3												
n												
										Subtotal		
NON-KEY EXPERTS												
N-1			[Home]									
			[Field]									

FORM TECH-6

(CONTINUED)

CURRICULUM VITAE (CV)

Position Title and No.	{e.g., K-1, TEAM LEADER}
Name of Expert:	{Insert full name}
Date of Birth:	{day/month/year}
Country of Citizenship/Residence	

Education: {List college/university or other specialized education, giving names of educational institutions, dates attended, degree(s)/diploma(s) obtained}

Employment record relevant to the assignment: {Starting with present position, list in reverse order. Please provide dates, name of employing organization, titles of positions held, types of activities performed and location of the assignment, and contact information of previous clients and employing organization(s) who can be contacted for references. Past employment that is not relevant to the assignment does not need to be included.}

Period	Employing organization and your title/position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
{e.g., May 2005-present}	{e.g., Ministry of, advisor/consultant to... For references: Tel...../e-mail.....; Mr. Hbbbb, deputy minister}		

Membership in Professional Associations and Publications: _____

Language Skills (indicate only languages in which you can work): _____

Adequacy for the Assignment:

Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
{List all deliverables/tasks as in TECH- 5 in which the Expert will be involved}	

Expert 's contact information: (e-mail, phone.....)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available, as and when necessary, to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

{day/month/year}

Name of Expert
Date

Signature

{day/month/year}

Name of authorized
Date

Signature

Representative of the Consultant
(the same who signs the Proposal)

Section 4. Financial Proposal - Standard Forms

{Notes to Consultant shown in brackets { } provide guidance to the Consultant to prepare the Financial Proposals; they should not appear on the Financial Proposals to be submitted.}

Financial Proposal Standard Forms shall be used for the preparation of the Financial Proposal according to the instructions provided in Section 2.

- FIN-1 Financial Proposal Submission Form
- FIN-2 Summary of Costs
- FIN-3 Breakdown of Remuneration, including Appendix A "Financial Negotiations - Breakdown of Remuneration Rates" in the case of QBS method
- FIN-4 Reimbursable expenses

FORM FIN-1
FINANCIAL PROPOSAL SUBMISSION FORM

[Location, Date]

To: [Name and address of Client]

Dear Sirs:

We, the undersigned, offer to provide the consulting services for [Insert title of assignment] in accordance with your Request for Proposal dated [Insert Date] and our Technical Proposal.

Our attached Financial Proposal is for the amount of {Indicate the corresponding to the amount(s) currency(ies)} {Insert amount(s) in words and figures}, [Insert "including" or "excluding"] of all indirect local taxes in accordance with ITC in the Data Sheet. The estimated amount of local indirect taxes is {Insert currency} {Insert amount in words and figures} which shall be confirmed or adjusted, if needed, during negotiations. (Please note that all amounts shall be the same as in Form FIN-2).

Our Financial Proposal shall be valid and remain binding upon us, subject to the modifications resulting from Contract negotiations, for the period of time specified in the Data Sheet, ITC 12.1.

We understand you are not bound to accept any Proposal you receive.

We remain,

Yours sincerely,

Signature (of Consultant's authorized representative) (In full and initials):

FORM FIN-2 SUMMARY OF COSTS

Item	Cost			
	[Consultant must state the proposed Costs in accordance with ITC 16.4 of the Data Sheet; delete columns which are not used]			
	{Insert Foreign Currency # 1}	{Insert Foreign Currency # 2, if used}	{Insert Foreign Currency # 3, if used}	{Insert Local Currency, if used and/or}
Cost of the Financial Proposal				
Including:				
(1) Remuneration				
(2) Reimbursables				
Total Cost of the Financial Proposal:				
[Should match the amount in Form FIN-1]				
Indirect Local Tax Estimates - to be discussed and finalized at the negotiations if the Contract is awarded				
(i) {insert type of tax e.g., VAT or sales tax}				
(ii) {e.g., income tax on non-resident experts}				
(iii) {insert type of tax}				
Total Estimate for Indirect Local Tax:				

FORM FIN-3 BREAKDOWN OF REMUNERATION

A. Remuneration

No.	Name	Position (as in TECH-6)	Person-month Remuneration Rate	Time Input in Person/Month (from TECH-6)	{Currency # 1- as in FIN-2}	{Currency # 2- as in FIN-2}	{Currency# 3- as in FIN-2}	{Local Currency- as in FIN-2}
Key Experts								
K-1			[Home]					
			[Field]					
K-2								
Non-Key Experts								
N-1			[Home]					
N-2			[Field]					

		Total Costs				
--	--	-------------	--	--	--	--

FORM FIN-4 BREAKDOWN OF REIMBURSABLE EXPENSES

B. Reimbursable Expenses								
N ^o	Type of Reimbursable Expenses	Unit	Unit Cost	Quantity	{Currency # 1- as in FIN-2}	{Currency # 2- as in FIN-2}	{Currency# 3- as in FIN-2}	{Local Currency- as in FIN-2}
	{e.g., Per diem	{Day}						
	{e.g., International flights}	{Ticket}						
	{e.g., In/out airport transportation}	{Trip}						
	{e.g., Communication costs between insert place and insert place}							
	{ e.g., reproduction of							
	{e.g., Office rent}							
							
	{Training of the Client's personnel - if required in TOR}							
Total Costs:								

Legend:

"Per diem allowance" is paid for each night the expert is required by the Contract to be away from his/her usual place of residence. Client can set up a ceiling.

Section 7. Terms of Reference

Community-Based Tourism Expert for Smart Green Village Tourism Center Pilot Project

1. Background

The Government of Rwanda (GoR), through the World Bank-funded Volcanoes Community Resilience Project (VCRP), is planning to establish the Smart Green Village Eco-Tourism and Recreational Zone as a transformative initiative in the Volcanoes region. This project emerges from the strategic expansion of Volcanoes National Park by 733.5 hectares, which necessitates the resettlement of 510 households into a model smart green village. The tourism center is designed to serve as a cornerstone of the community's economic revitalization strategy, creating sustainable non-land-based livelihood opportunities while preserving and celebrating local cultural heritage.

Rwanda's tourism sector has demonstrated remarkable growth, with visitor numbers reaching 1.48 million in 2023, marking a 35% increase from the previous year. Tourism revenues have shown strong recovery, reaching \$620 million in 2023, with the leisure segment accounting for 38% (\$236 million) of total revenues. The Volcanoes region, in particular, remains a primary driver of Rwanda's tourism success, receiving approximately 35,000 visitors annually, representing about 30% of all visitors to Rwanda's national parks.

Before proceeding with the full-scale investment in the Smart Green Village Eco-Tourism and Recreational Zone, the African Wildlife Foundation (AWF) is supporting the GoR in implementing a pilot phase of the community tourism center. This strategic approach aims to:

1. Test and validate the operational model and service offerings on a smaller scale
2. Build essential capacity among community members who will eventually manage and operate the full-scale facility
3. Develop and refine standard operating procedures and management systems
4. Generate practical insights and lessons learned to inform the full-scale implementation
5. Establish initial market presence and build relationships with key tourism stakeholders

The pilot phase will focus on testing key components of the planned center, including:

- Cultural experience programming and performance spaces
- Artisan workshop operations and marketplace dynamics
- Training and skills development programs
- Basic hospitality services
- Community engagement and benefit-sharing mechanisms

This pilot initiative is critical for:

- Minimizing operational risks in the full-scale implementation

- Ensuring community readiness and capability
- Developing effective management systems
- Building market awareness and demand
- Establishing strategic partnerships with tour operators and other stakeholders

The African Wildlife Foundation seeks to engage a qualified Community-Based Tourism Expert to establish and manage this pilot center for a period of two years. The expert will be responsible for renting and setting up a suitable facility, implementing core services, training community members, and documenting lessons learned to inform the full-scale project implementation.

This assignment requires a balanced approach between immediate operational success and long-term capacity building, ensuring that the pilot phase effectively demonstrates the viability of the community tourism center concept while building a strong foundation for the larger Smart Green Village Eco-Tourism and Recreational Zone development.

2. Objectives of the Assignment

2.1 Overall Objective

The overall objective of this assignment is to establish and manage a pilot community tourism center that will test the operational model, build community capacity, and generate practical insights to inform the full-scale implementation of the Smart Green Village Eco-Tourism and Recreational Zone. The pilot phase will serve as a proof of concept and learning platform while creating immediate economic opportunities for the target community.

2.2 Specific Objectives

2.2.1 Establishment and Operations

- Identify and secure an appropriate rental facility that can accommodate core tourism activities and training programs
- Set up and operationalize a scaled version of the tourism center with essential equipment and materials
- Develop and implement standard operating procedures for all center activities
- Establish basic administrative and financial management systems
- Create and maintain proper documentation of all operational processes and lessons learned

2.2.2 Community Capacity Building

- Identify and select community participants based on transparent criteria and community consultation
- Design and deliver comprehensive training programs for at least 100 community members in:
 - Cultural performance and interpretation

- Traditional crafts production and marketing
- Basic hospitality services
- Customer service and tourism operations
- Business management and entrepreneurship
- Financial literacy and record keeping
- Establish mentorship and practical learning opportunities through hands-on involvement in center operations
- Develop training materials and manuals that can be used for future capacity building

2.2.3 Product Development and Testing

- Design and test a minimum of five core tourism products/experiences based on the planned full-scale center offerings
- Develop pricing strategies and test market acceptance
- Establish quality control mechanisms for all products and services
- Create systems for product improvement based on visitor feedback
- Document product performance and market response

2.2.4 Market Development and Stakeholder Engagement

- Develop and implement basic marketing strategies to attract visitors to the pilot center
- Establish relationships with key tourism stakeholders, including:
 - Tour operators and travel agencies
 - Hotels and accommodation providers
 - Tourism associations and networks
 - Local government authorities
 - Conservation organizations
- Create feedback mechanisms for all stakeholder groups
- Build a database of potential partners for the full-scale project

2.2.5 Performance Monitoring and Learning

- Design and implement a monitoring and evaluation framework for the pilot phase
- Track and analyze key performance indicators including:
 - Visitor numbers and satisfaction levels

- Revenue generation and financial sustainability
- Community participation and capacity development
- Product quality and market acceptance
- Operational efficiency and effectiveness
- Document challenges, solutions, and best practices
- Provide recommendations for the full-scale project implementation

2.2.6 Sustainable Operations Framework

- Develop systems for sustainable community engagement and benefit-sharing
- Establish environmental management practices
- Create frameworks for cultural authenticity and preservation
- Design mechanisms for continued community capacity building
- Develop transition plans for scaling up to the full project

2.3 Expected Outcomes

By the end of the two-year pilot phase, the assignment should achieve:

1. A fully functional pilot tourism center demonstrating the viability of the concept
2. A core group of trained community members capable of delivering quality tourism services
3. Tested and refined tourism products with demonstrated market acceptance
4. Established relationships with key tourism stakeholders
5. Comprehensive documentation of operational procedures and lessons learned
6. Clear recommendations for full-scale project implementation
7. Basic financial sustainability with demonstrated revenue generation potential
8. Established systems for community benefit-sharing and participation

3. Scope of Work

The CBT Expert will be responsible for the following activities across three main implementation phases:

3.1 Pre-Implementation Phase (3 months)

3.1.1 Site Selection and Setup

- Conduct a detailed assessment of potential locations for the pilot center
- Identify and secure an appropriate rental facility that meets the following criteria:

- Accessible location with proximity to tourist routes
- Adequate space for core activities (minimum 300-400 square meters)
- Basic infrastructure (water, electricity, internet connectivity)
- Potential for outdoor activities
- Reasonable rental terms within budget parameters
- Negotiate and finalize rental agreements
- Develop floor plans and space utilization strategies
- Identify and procure necessary equipment and materials

3.1.2 Community Engagement and Planning

- Conduct initial community meetings and sensitization
- Develop transparent criteria for community participant selection
- Establish a community advisory committee
- Create detailed implementation plans with community input
- Design benefit-sharing mechanisms
- Develop initial training schedules and programs

3.1.3 Systems Development

- Design basic operational procedures and manuals
- Establish administrative and financial management systems
- Create monitoring and evaluation frameworks
- Develop safety and risk management protocols
- Design quality control mechanisms
- Establish documentation systems

3.2 Implementation Phase (18 months)

3.2.1 Center Operations

- Oversee daily operations of the pilot center
- Manage staff and community participant schedules
- Ensure proper maintenance of facilities and equipment
- Implement safety and security protocols
- Monitor service quality and visitor satisfaction

- Manage inventory and supplies
- Handle administrative and financial matters

3.2.2 Training and Capacity Building

- Conduct skills assessment of selected community participants
- Deliver structured training programs in:
 - Cultural tourism product development
 - Traditional craft production and marketing
 - Customer service and hospitality
 - Basic business management
 - Health and safety procedures
 - Environmental conservation
 - Financial management
- Provide ongoing mentoring and support
- Evaluate training effectiveness and adjust programs as needed
- Document training outcomes and participant progress

3.2.3 Product Development and Management

- Design and test tourism products including:
 - Cultural performances and demonstrations
 - Traditional craft workshops
 - Guided cultural tours
 - Interactive cultural experiences
 - Local food experiences
- Establish pricing strategies
- Implement quality control systems
- Gather and incorporate visitor feedback
- Refine and adjust products based on market response

3.2.4 Marketing and Stakeholder Relations

- Develop and implement basic marketing strategies
- Create promotional materials

- Establish relationships with tour operators and travel agencies
- Network with local tourism businesses
- Manage stakeholder communications
- Handle visitor inquiries and bookings
- Maintain stakeholder database

3.2.5 Financial Management

- Manage operating budget
- Track revenue and expenses
- Implement financial controls
- Maintain financial records
- Handle community benefit distributions
- Prepare financial reports
- Monitor financial sustainability indicators

3.3 Evaluation and Transition Phase (3 months)

3.3.1 Performance Assessment

- Conduct comprehensive evaluation of pilot operations
- Analyze visitor statistics and feedback
- Review financial performance
- Assess community capacity development
- Evaluate product performance and market acceptance
- Document operational challenges and solutions

3.3.2 Documentation and Reporting

- Compile operational manuals and procedures
- Document best practices and lessons learned
- Prepare training materials and guides
- Create detailed recommendations for full-scale implementation
- Develop transition plans
- Prepare final project report

3.3.3 Knowledge Transfer

- Train community members in management roles
- Document all processes and procedures
- Transfer operational systems and documentation
- Conduct handover meetings with stakeholders
- Establish continuation plans
- Provide recommendations for scaling up

3.4 Cross-Cutting Responsibilities

Throughout all phases, the CBT Expert will:

- Ensure strong community participation and engagement
- Maintain regular communication with AWF and key stakeholders
- Submit required reports and documentation
- Monitor and mitigate risks
- Ensure environmental sustainability
- Maintain cultural authenticity
- Promote gender equality and social inclusion
- Apply adaptive management approaches
- Document lessons learned and best practices

3.5 Support and Coordination

The CBT Expert will:

- Work closely with AWF project team
- Coordinate with local government authorities
- Liaise with tourism stakeholders
- Collaborate with community leaders
- Engage with relevant government agencies
- Network with conservation organizations
- Maintain relationships with tourism industry partners

4. Expected Deliverables

The CBT Expert will be required to submit the following deliverables throughout the assignment period:

4.1 Inception Phase Deliverables (Month 1)

4.1.1 Inception Report

- Detailed work plan with timelines
- Implementation strategy
- Stakeholder engagement plan
- Risk assessment and mitigation strategies
- Monitoring and evaluation framework
- Budget allocation plan
- Team structure and responsibilities
- Reporting templates and schedules

4.1.2 Site Selection Report

- Assessment of potential locations
- Evaluation criteria and scoring
- Cost-benefit analysis
- Recommended location with justification
- Facility requirements and modifications
- Space utilization plan
- Equipment and materials list
- Setup timeline and budget

4.2 Pre-Implementation Phase Deliverables (Months 2-3)

4.2.1 Operational Setup Documents

- Standard Operating Procedures (SOPs) manual
- Administrative and financial management systems
- Health and safety protocols
- Environmental management guidelines
- Quality control procedures
- Staff and volunteer handbooks
- Training needs assessment report
- Community engagement strategy

4.2.2 Training and Development Plans

- Comprehensive training curriculum
- Training materials and manuals
- Capacity building schedule
- Assessment and evaluation tools
- Mentorship program framework
- Skills development roadmap
- Knowledge transfer strategy

4.3 Implementation Phase Deliverables (Months 4-21)

4.3.1 Regular Operational Reports

- Monthly progress reports including:
 - Visitor statistics and feedback
 - Financial performance
 - Training activities and outcomes
 - Product development progress
 - Marketing activities
 - Stakeholder engagement
 - Challenges and solutions
 - Community participation metrics
 - Environmental compliance

4.3.2 Quarterly Performance Reports

- Detailed analysis of:
 - Key performance indicators
 - Financial sustainability metrics
 - Community benefit distribution
 - Product performance evaluation
 - Market response analysis
 - Training outcomes assessment
 - Environmental impact assessment
 - Stakeholder feedback summary

4.3.3 Operational Documents

- Updated SOPs and manuals
- Product development documentation
- Marketing materials and plans
- Partnership agreements
- Training completion certificates
- Quality assessment reports
- Risk management updates
- Environmental compliance reports

4.4 Evaluation and Transition Phase Deliverables (Months 22-24)

4.4.1 Final Evaluation Report

- Comprehensive assessment of:
 - Pilot project achievements
 - Financial performance analysis
 - Community impact evaluation
 - Market response analysis
 - Environmental impact assessment
 - Stakeholder feedback compilation
 - Lessons learned documentation
 - Best practices identification
 - Challenges and solutions

4.4.2 Transition Documentation

- Complete operations manual
- Financial management handbook
- Training program documentation
- Marketing and promotion guide
- Stakeholder engagement strategy
- Risk management framework
- Environmental management plan

- Community benefit-sharing mechanism
- Quality control system

4.4.3 Scale-Up Recommendations

- Detailed recommendations for full-scale implementation
- Gap analysis and mitigation strategies
- Resource requirements assessment
- Implementation timeline and phases
- Budget projections and financial models
- Risk assessment and management plan
- Stakeholder engagement framework
- Monitoring and evaluation system

4.5 Format and Submission Requirements

4.5.1 Document Standards

- All documents must be submitted in both hard copy and electronic format
- Reports should be written in clear, professional English
- Use of visual aids (charts, graphs, photos) where appropriate
- Proper referencing and attribution
- Professional formatting and presentation
- Executive summaries for major reports

4.5.2 Submission Timeline

- Inception Report: End of Month 1
- Setup Documentation: End of Month 3
- Monthly Reports: By the 5th of each following month
- Quarterly Reports: Within 15 days of quarter end
- Final Report and Documentation: Two weeks before contract end

4.5.3 Quality Requirements

- All deliverables must be:
 - Professional in presentation
 - Comprehensive in content

- Evidence-based
- Action-oriented
- Practical and implementable
- Clear and concise
- Properly reviewed and edited

4.5.4 Review and Approval

- All major deliverables subject to review by AWF
- Feedback to be incorporated within agreed timeframes
- Final versions to be approved by designated authority
- Electronic and physical copies to be archived properly

The CBT Expert is expected to maintain high standards of professionalism in all deliverables and ensure they provide practical value for both the pilot phase and future full-scale implementation.

5. Required Team Composition and Qualifications

The consulting team shall consist of the following key positions:

5.1 Team Leader/CBT Development Specialist (1 position)

Required Qualifications

- Master's degree in Tourism Management, Business Administration, or related field
- Minimum 8 years of experience in tourism development
- At least 5 years of experience in managing community-based tourism projects

Key Responsibilities

- Overall project leadership and coordination
- Strategic planning and implementation
- Stakeholder relationship management
- Quality assurance and reporting
- Team supervision and management
- Liaison with AWF and government stakeholders

5.2 Training and Capacity Building Specialist (1 position)

Required Qualifications

- Bachelor's degree in Education, Adult Learning, or related field
- Minimum 5 years of experience in training and capacity building
- Experience in developing training materials and curricula
- Fluency in Kinyarwanda and English

Key Responsibilities

- Design and implement training programs
- Develop training materials and manuals
- Conduct training needs assessments
- Monitor and evaluate training outcomes
- Mentor community participants
- Document training processes and results

5.3 Tourism Operations Manager (1 position)

Required Qualifications

- Bachelor's degree in Tourism, Hospitality Management, or related field
- Minimum 5 years of experience in tourism operations management
- Experience in product development and quality control
- Strong customer service background

Key Responsibilities

- Day-to-day center operations management
- Product development and testing
- Quality control implementation
- Customer service oversight
- Operational systems development
- Health and safety management

5.4 Community Engagement Officer (1 position)

Required Qualifications

- Bachelor's degree in social sciences, Community Development, or related field
- Minimum 3 years of experience in community mobilization
- Must be fluent in Kinyarwanda

- Strong facilitation and communication skills

Key Responsibilities

- Community mobilization and engagement
- Benefit-sharing mechanism implementation
- Conflict resolution and management
- Community feedback collection
- Local stakeholder coordination
- Cultural authenticity maintenance

5.5 Finance and Administration Officer (1 position)

Required Qualifications

- Bachelor's degree in finance, Accounting, or Business Administration
- Minimum 3 years of experience in financial management
- Experience with project accounting and reporting
- Proficiency in financial management software

Key Responsibilities

- Financial management and reporting
- Administrative systems management
- Budget tracking and control
- Procurement management
- Record keeping and documentation
- Staff administration

5.6 Cultural Arts and Crafts Specialist (Part-time)

Required Qualifications

- Proven expertise in traditional Rwandan arts and crafts
- Minimum 5 years of experience in artisanal training
- Strong understanding of local cultural heritage
- Experience in quality control and product development

Key Responsibilities

- Artisanal skills training

- Product quality control
- Cultural program development
- Traditional knowledge documentation
- Crafts production supervision
- Market linkage for artisanal products

5.7 Marketing and Sales Officer (Part-time)

Required Qualifications

- Bachelor's degree in marketing, Business, or related field
- Minimum 3 years of experience in tourism marketing
- Strong digital marketing skills
- Experience in product pricing and promotion

Key Responsibilities

- Marketing strategy implementation
- Tour operator relationships
- Digital marketing management
- Sales and booking management
- Market research and analysis
- Promotional material development

5.8 Key Team Requirements

Language Skills

- Team Leader: Fluent in English, basic Kinyarwanda
- Other team members: Fluent in both English and Kinyarwanda
- French language skills are an advantage for any team member

Location Requirements

- Core team members must be based at the project site
- Part-time specialists can work on a scheduled basis

Team Dynamics

- Demonstrated ability to work in multicultural environments
- Strong teamwork and collaboration skills

- Problem-solving orientation
- Flexibility and adaptability
- Cultural sensitivity and awareness

5.9 Support Staff

The core team will be supported by:

- Security Personnel (2)
- Cleaners (2)
- Maintenance Staff (1)
- These positions will preferably be filled from the local community

9. Selection Criteria

9.1 Technical Evaluation (70 Points)

9.1.1 Company/Organization Profile (10 points)

- Legal status and registration (1 point)
- Years of relevant experience (3 points)
- Track record in CBT development (3 points)
- Previous work in Rwanda/East Africa (2 points)
- Financial stability (1 point)

9.1.2 Proposed Methodology and Work Plan (20 points)

- Understanding of the TOR and project context (4 points)
- Clarity and feasibility of proposed approach (4 points)
- Innovation in proposed solutions (3 points)
- Risk assessment and mitigation strategies (3 points)
- Implementation timeline and work plan (3 points)
- Monitoring and evaluation framework (3 points)

9.1.3 Team Composition and Qualifications (30 points)

Team Leader/CBT Development Specialist (10 points)

- Educational qualifications (2 points)
- Years of relevant experience (3 points)
- Similar project experience (3 points)

- Leadership capabilities (2 points)

Key Technical Team Members (15 points)

- Training Specialist qualifications and experience (3 points)
- Operations Manager qualifications and experience (3 points)
- Community Engagement Officer qualifications and experience (3 points)
- Finance Officer qualifications and experience (3 points)
- Technical Specialists qualifications and experience (3 points)

Team Composition (5 points)

- Balance of skills and expertise (2 points)
- Local language capabilities (2 points)
- Gender balance (1 point)

9.1.4 Knowledge Transfer and Sustainability (10 points)

- Training methodology (3 points)
- Community engagement approach (3 points)
- Documentation and knowledge management (2 points)
- Sustainability strategies (2 points)

9.2 Financial Proposal Evaluation (30 Points)

9.2.1 Budget Components (15 points)

- Clarity and completeness of budget (3 points)
- Realistic cost estimations (4 points)
- Value for money (4 points)
- Cost effectiveness of proposed solutions (4 points)

9.2.2 Financial Management (15 points)

- Clear financial reporting mechanisms (5 points)
- Budget monitoring systems (5 points)
- Financial control measures (5 points)

10. Application Process

10.1 Required Documentation

10.1.1 Technical Proposal

The technical proposal must include:

1. Organizational Profile (max 5 pages)
 - Company registration documents
 - Tax compliance certificate
 - Company profile and structure
 - Past relevant experience
 - Two years of audited financial statements
 - Professional indemnity insurance
2. Technical Approach (max 15 pages)
 - Understanding of the assignment
 - Detailed methodology
 - Work plan with timeline
 - Implementation strategy
 - Risk management approach
 - Monitoring and evaluation framework
 - Quality assurance plan
3. Team Composition (max 10 pages)
 - Team structure and organization
 - CVs of key team members (max 3 pages each)
 - Time allocation matrix
 - Team deployment schedule
 - Roles and responsibilities
 - Certificates and qualifications
4. Similar Experience (max 5 pages)
 - Detailed description of 3 relevant projects
 - Client references
 - Project outcomes and impact
 - Lessons learned

10.1.2 Financial Proposal

Must be submitted in a separate sealed envelope/file including:

1. Detailed budget breakdown
2. Unit costs and quantities
3. Payment schedule
4. Financial management approach
5. Budget notes and justifications

10.1.3 Supporting Documents

- Company registration certificate
- Tax clearance certificate
- VAT registration (if applicable)
- Professional certifications
- Insurance certificates
- Partner agreements (if any)
- Bank reference letter