

***CATHOLIC RELIEF SERVICES - UNITED STATES CATHOLIC CONFERENCE OF  
BISHOPS***

**TENDER FOR HIRING A CONSULTANT/FIRM TO REVISE THE  
NATIONAL EARLY CHILDHOOD DEVELOPMENT (ECD) POLICY FOR  
RWANDA**

**Title: Hiring a consultant/firm to revise the national Early Childhood  
Development (ECD) policy for Rwanda**

**Tender Reference Number: CRS-Rwanda 006- FY26-TN/2026**

**Procurement Method: Open Tender**

**Date of Issue: February 18, 2026**

**Date of Submission: March 3, 2026**

**TENDER NOTICE FOR HIRING A CONSULTANT/FIRM TO REVISE EARLY CHILDHOOD  
DEVELOPMENT (ECD) POLICY FOR RWANDA  
NO. CRS-Rwanda 006- FY26-TN/2026**

**1. Background and Context**

Early childhood development (ECD) in the first few years of life lays the foundation for a child's future health, education, labor market productivity, and well-being. According to recent estimates, 250 million (or 43%) of children under five in low- and middle-income countries risk not reaching their development potential because of extreme poverty, malnutrition, and violence. The benefits of investing in ECD are high, for every 1 RWF invested in early childhood is estimated to return 56 RWF to the economy in the form of socio-economic benefits, with potential benefits including better health, improved cognitive development and schooling outcomes, and, eventually, increased wages and productivity; and the potential to stop the inter-generational transmission of poverty and malnutrition.

The Government of Rwanda has made significant progress in advancing Early Childhood Development (ECD) over the past decade, guided by the 2016 National ECD Policy. Since then, major institutional, demographic, and sectoral changes have taken place, including:

- The establishment and operationalization of the National Child Development Agency (NCDA) as the lead institution for ECD coordination.
- Expansion of ECD service delivery models such as ECD facilities, home visiting programs, and integrated MIYCN-ECD platforms across districts.
- Growing national emphasis on ECD facilities accessibility and quality assurance, nutrition, stunting reduction, child protection, positive parenting, disability inclusion, digital transformation, and strengthened community systems.
- Updates in global frameworks, such as the Nurturing Care Framework (2018), WHO/UNICEF guidance for digital ECD, disability inclusive standards, and improved approaches to early learning and parenting.
- The need for a unified multi-sectoral system linking education/brain stimulation, health, nutrition, WASH, child and social protection, positive parenting, and community development.

In light of these shifts, a new National ECD Policy will provide a coherent, forward-looking, evidence-based foundation for Rwanda's ECD agenda for the next decade. This ToR outlines the scope and requirements for an experienced consultant (National) to revise National Early Childhood Development Policy for Rwanda. Additionally, the revised ECD Policy will explore emerging opportunities in the IECD sectors and beyond and propose required strategies to improve the IECD services at all levels. To this end, with support from CRS, the NCDA is hiring an individual or a team of consultants to revise the ECD policy aligned to the national strategy for transformation 2 (NST2) and other government goals.

Below are key preliminary works that will be considered in the process of the ECD Policy revision:

- Desk review of existing national policies, strategies, NST2, vision 2050, surveys, and assessments
- A Mid-Term Review of the NCDA strategic Plan conducted in 2022;

- The final evaluation of the NCDA Operational Plan 2018-2024 finalized in December 2025;
- Expected to build upon the findings from the MTR and explore effective implementation of MTR recommendations;
- Ahead of the revision ECD Policy, thematic, consultative retreats took place in early 2026 that led to the definition of the priorities for the revised policy.
- MIGEPROF and NCDA will do their best to gather and share required and available documents and data with the evaluators during the inception phase.

## 2. Purpose of the Consultancy

The purpose of this consultancy is to lead the design, drafting, validation, and finalization of a revised National Early Childhood Development (ECD) Policy that:

1. Responds to emerging national priorities and systems reforms.
2. Aligns with the mandates of NCDA, the Ministry of Gender and Family Promotion and the Ministry of Education
3. Provides a comprehensive, multi-sectoral framework for the development of children from conception to 6 years, with linkages to early primary years.
4. Establishes clear governance, financing, coordination, and accountability mechanisms at national and decentralized levels.
5. Integrates digital, inclusive, and evidence-driven approaches to ECD service delivery.

## 3. Objectives of the Assignment

### 3.1 Primary Objective

To design and produce a modernized, coherent, and actionable National ECD Policy aligned with Rwanda's vision for a human-capital-driven, knowledge-based economy.

### 3.2 Specific Objectives

1. Conduct a situational analysis of Rwanda's ECD landscape, including assessment of services, systems, financing, workforce, digital readiness, inclusion, and multisector coordination.
2. Review the 2016 ECD Policy and identify gaps in relation to current national priorities and global evidence.
3. Review lessons from the previous policy by integrating findings from the NCDA strategic plan's Mid-Term Review (MTR) and the evaluation of the Operational Plan 2018-2024.
4. Lead a high-quality participatory consultation process with all key stakeholders.
5. Draft a full National ECD Policy, including vision, mission, guiding principles, policy pillars, service models, governance arrangements, and implementation approach.
6. Propose a policy-level monitoring, evaluation, and learning framework.
7. Ensure alignment with national and global strategies (e.g., SDGs, NST2, National Family and Nutrition Policy, Education Sector Plan, health and Social Protection policies, Integrated Child Rights policy).

8. Draft and validate the strategic plan through stakeholder consultations, validation workshops, and iterative reviews.
9. Finalize and secure approval of the strategic plan by ensuring endorsement from NCDA leadership and relevant authorities

#### 4. Scope of Work

The consultant will undertake the following tasks:

##### 4.1 Desk Review

- Review of existing national policies, strategies, assessments, and legal frameworks related to ECD, maternal and child health, nutrition, early learning, WASH, child protection, disability inclusion, positive parenting and social protection.
- Review of district planning tools, Imihigo indicators, and MIGEPROF/ NCDA operational documents.
- Review of global and regional frameworks (Nurturing Care Framework, SDGs, CRC, CEDAW, AU Agenda 2063, WHO & UNICEF ECD guidelines).

##### 4.2 Situational Analysis

- Mapping of current ECD service delivery models, workforce, infrastructure, financing flows, digital systems, and coordination mechanisms.
- Identification of key achievements, challenges, gaps, and opportunities.
- Documentation of best practices and innovations (e.g., Nurturing Care Hubs, digital ECD pilots, clustering model, etc)

##### 4.3 Stakeholder Consultations

Facilitate structured consultations with:

- MIGEPROF, NCDA, MINEDUC, MINISANTE, MINALOC, MINICOFIN, MINAGRI, MININFRA, MINICT, MINIJUST, other their affiliated institutions,
- Local government authorities (Province, District, Sector)
- Development partners and UN agencies
- Civil society and academia
- Faith-based organizations
- Private sector and ECD service providers
- Children representatives, Parents and caregivers

##### 4.4 Drafting of the New ECD Policy

The policy should include:

1. Vision, mission, and guiding principles

2. Policy goal and specific objectives
3. Policy pillars aligned with Nurturing Care Framework
4. Integrated ECD service delivery models
5. Governance, coordination, and accountability frameworks
6. Workforce development and standards for service quality
7. Digital transformation agenda for integrated ECD services
8. Equity, gender, and disability inclusion strategy
9. Financing approach and resource mobilization mechanisms
10. Results-based monitoring and evaluation (M&E) framework
11. Risk mitigation and sustainability measures

#### 4.5 Validation and Finalization

- Present the draft to the technical working group (TWG) and senior leadership for review.
- Facilitate validation workshops at national and decentralized levels.
- Incorporate feedback and produce a final version.

#### 5. Expected Deliverables

1. Inception Report with methodology, workplan, and consultation framework.
2. Comprehensive Situational Analysis Report (including evidence synthesis).
3. Draft National ECD Policy (Version 1).
4. Revised Draft (Version 2) incorporating stakeholder inputs.
5. Final National ECD Policy, professionally formatted
6. Policy Brief (2–4 pages) summarizing key elements for decision-makers.
7. Presentation slides for Ministerial and stakeholder briefings.

#### 6. Duration of the Assignment

The consultancy is expected to take **up to 45 days**, subject to consultation scheduling and ministerial timelines. A proposed timeline with specific milestones and the detailed work plan will be presented in the inception report for review and approval by NCDA and MIGEPROF.

#### 7. Required Qualifications of the Consultant (National)

- Advanced degree (Master's or PhD) in Public Policy, Early Childhood Development, Public Health, Education, Social Sciences, or a related field.
- Minimum 10 years of experience in national policy development, systems design, or strategic planning for government agencies, UN bodies, or major NGOs
- Demonstrated expertise in ECD, child development, multisector coordination, or human capital development.
- Proven experience working with government ministries and development partners.
- Strong analytical, facilitation, writing, and communication skills.

- Rwanda-based stakeholders and Kinyarwanda language capacity are an added advantage.

## 8. Reporting and Coordination

The consultant will:

- Report directly to NCDA/MIGEPROF with day-to-day coordination through the DGs/Head of Departments.
- NCDA will facilitate access to documents, stakeholders, and required data, and will be in charge of approving the different deliverables and reports.
- Coordinate with CRS (as technical partner) at all stages
- ECD Technical Working Group will review draft outputs and provide guidance

## 9. Payment Schedule

A standard deliverables-based payment schedule may be applied:

- 20% upon approval of inception report
- 20% upon submission of situational analysis
- 20% upon submission of draft policy
- 40% upon acceptance of final policy by NCDA/MIGEPROF

## 10. Application Requirements

Interested consultants or firms must submit:

1. Technical Proposal – outlining approach, methodology, understanding of the assignment, and detailed work plan.
2. Financial Proposal – detailing consultancy fees and estimated expenses.
3. CV and Relevant Experience – highlighting past strategy development assignments.
4. At least two examples of similar work are complete
5. Contact information for two professional references, with the following details about the references: (a) name, (b) position, (c) company, (d) phone number, (e) email address

### 10.1 Submission Details

Interested and qualified consultants are invited to submit their proposals electronically to the Catholic Relief Services as outlined below.

### 10.2 Submission Email & Subject Line

Proposals should be sent via email to: **Email:** [rwandabids@crs.org](mailto:rwandabids@crs.org) with **Subject Line:** “*Consultant to revise the National Early Childhood Development (ECD) Policy for Rwanda*” All applications must be submitted **no later than March 3, 2026**, at 5:00 PM local time.

Late submissions will not be considered.

## 11. Evaluation Criteria

### 11.1. Technical Evaluation

Category	Technical Evaluation Criteria	Weighting
<b>Education and qualifications</b>	Advanced degree (Master’s or PhD) in Public Policy, Early Childhood Development, Public Health, Economics, Education, Social Sciences, or a related field.	<b>10</b>
<b>Experience</b>	Proven experience in ECD, child development, multisector coordination, or human capital development.	<b>20</b>
<b>Methodology and approach</b>	<ul style="list-style-type: none"> <li>Clarity and appropriateness of the proposed methodology considering the scope of the assignment.</li> <li>Demonstration of understanding the assignment, approach, and methodology</li> </ul>	<b>40</b>
<b>Workplan</b>	<ul style="list-style-type: none"> <li>Adequacy of the work plan in covering all key aspects outlined in the scope of work within the specified timeline.</li> <li>Clarity and completeness in defining tasks, activities, and milestones related to the assignment</li> </ul>	<b>10</b>
<b>Sub-Total -Technical</b>		<b>70</b>
Total for Financial proposal in Rwandan Franc (Value for money based on fee rates, inputs, and total costs of the assignment) with VAT included		<b>30</b>
<b>TOTAL</b>		<b>100</b>

N.B: The minimum technical score for the consultant to pass the technical stage is 70%.

- Tw = % Weight of technical score (70%)
- Fw = % Weight of financial score (30%)
- The financial score for each consultant will be calculated using the following formula: the financial weight is 30%.
- Financial score (FS) = (LF x 100)/ Fi
- LF = The lowest financial proposal.
- Fi = The proposal to be evaluated.

### 11.2. Financial evaluation

The winning consultant will be determined by combining the technical score and financial score as per the following formula:

- Final score (S):  $(TS \times Tw\%) + (FS \times Fw\%)$  where:
- S= Final score
- TS = Technical score
- FS = Financial score
- Tw = % Weight of technical score (70%)
- Fw = % Weight of financial score (30%)

**All bidders are advised that this tender does not constitute in any way commitment on the part of CRS or its agents, for any service requested.**

Done at Kigali on February 17, 2026

**Batanage Charlotte**

Acting Country Manager, CRS Rwanda





# SUPPLIER / SERVICE PROVIDER CODE OF CONDUCT

Catholic Relief Services (CRS) has committed to the principles of responsible sourcing and we expect our suppliers and service providers to fully follow the applicable contractual obligations to include CRS terms & conditions, local and relevant/otherwise applicable laws and to adhere to internationally recognized environmental, social, and corporate governance standards. We also expect our suppliers to implement these standards with their suppliers and subcontractors, as inspired by the United Nations Global Compact initiative, the United Nations Guiding Principles and Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, ETI Base Code, and applicable CRS' Policies, Procedures and Standards.

## 1) SOCIAL

- Prohibit all forms of harassment, sexual harassment, exploitation and abuse, including sexual exploitation and abuse, and trafficking in persons.<sup>1</sup> All sexual activity with a child, defined as person under the age of 18 years, is considered sexual abuse regardless of local age of consent.
- Have mechanisms in place to actively prevent, address, and respond to harassment, sexual harassment, exploitation, and abuse, including sexual exploitation and abuse, and trafficking in persons.
- Support the protection of internationally proclaimed human rights and prohibit forced, bonded, and involuntary labor and child labor.
- Do not recruit or employ children under the age of 15 years. Do not recruit or employ children under 18 years for work that is mentally or physically dangerous or interferes with schooling.
- Treat employees with dignity and respect and supply a workplace that is safe and hygienic, complies with national laws, and is free from discrimination on the basis of race, gender, age, religion, sexuality, culture or disability.
- Provide accessible and confidential reporting mechanisms for employees and other stakeholders to report concerns or suspicions of any forms of harassment, abuse and exploitation described above and potentially unlawful practices by management or employees.
- Commit to protecting reporters or whistleblowers from retaliation.
- Uphold the freedom of association and the right to collective bargaining as set out within applicable laws.
- Ensure wages and working hours meet national legal standards.

## 2) GOVERNANCE

- Abide by all applicable national and international trade laws and regulations including but not limited to antitrust, trade controls, and sanction regimes.
- Consider business integrity as the basis of business relationships.
- Prohibit all types of bribery, corruption, money laundering and terrorism financing
- Forbid gifts to private or public officials that aim to influence business decisions or otherwise encourage them to act contrary to their obligations.
- Respect the privacy and confidential information of all your employees and business partners

as well as protect data and intellectual property from misuse.

- Have data protection and managements standards in place that address data collection, safeguarding, sanitation and disposal. The data owner is aware of the data provision terms and conditions and supplies consent as per [CRS Responsible Data Values and Principles](#)
- Implement a proper Compliance Management policy and procedure, which facilitate compliance with applicable laws, regulations, and standards.

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<sup>1</sup> Refer to pages 6 and 7 of CRS' Policy on Safeguarding for further details on prohibited exploitative conduct, including procurement of commercial sex, employment practices, and relationships with beneficiaries that are exploitative or abusive.

### 3) ENVIRONMENT

- Follow all applicable environmental, health and safety regulations.
- Promote the safe and environmentally sound development, manufacturing, transport, use and disposal of your products.
- Ensure by using proper management policies and procedures that product quality and safety meet the applicable requirements.
- Protect your employees' and neighbors' life and health, as well as the public at large against hazards inherent in your processes and products.
- Use resources efficiently, apply energy-efficient and environmentally friendly technologies and reduce waste, as well as emissions to air, water, and soil.

Because CRS is a recipient of numerous grants or contracts provided by governmental, public, and private donors, all suppliers and service providers are hereby notified that other donor-specific compliance measures may be included in the legal instrument through which goods or services are procured.

CRS reserves the right to conduct due diligence audits or assessments to ensure your compliance and will take reasonable steps to investigate or otherwise take appropriate action to address concerns. CRS reserves the right to terminate any relationship for non-adherence to the abovementioned requirements. Should you have any concerns or suspicions of any forms of harassment, abuse and exploitation described above and in CRS' Safeguarding Policy, illegal or improper conduct, CRS requires you to report through any of the following channels:

- CRS Management
- CRS Whistleblower site: <http://bit.ly/crshotline>
- Email: [alert@crs.org](mailto:alert@crs.org)
- Phone/Skype: 1-866-295-2632
- Toll free for CRS Rwanda : 8007
- Mail: (mark  
"Confidential")  
Attention: General  
Counsel Catholic Relief  
Services

228 W. Lexington  
StreetBaltimore,  
MD 21201

Ensuring the principles of sustainable development in our supply chain is important to CRS. We hope that as our partner you show your commitment via compliance with your own code of conduct or company policies that embrace these standards.

In accepting business from CRS in the form of a purchase order, contract, or agreement, you are implicitly accepting your organization's roles and responsibilities outlined in this document.

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

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

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

