

Faith knows
no bounds



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

**TENDER FOR HIRING A CONSULTANT/FIRM FOR THE
DEVELOPMENT OF THE NATIONAL CHILD DEVELOPMENT
AGENCY (NCDA) STRATEGIC PLAN (2025 – 2029)**

**Title: Hiring a consultant/firm for the development of the National Child
Development Agency (NCDA) Strategic Plan (2025 – 2029)**

Tender Reference Number: CRS-Rwanda 007- FY26-TN/2026

Procurement Method: Open Tender

Date of Issue: February 24, 2026

Date of Submission: March 9, 2026

**TENDER NOTICE FOR HIRING A CONSULTANT/FIRM FOR THE DEVELOPMENT OF NATIONAL CHILD DEVELOPMENT AGENCY (NCDA) STRATEGIC PLAN (2025 – 2029)
NO. CRS-Rwanda 007- FY26-TN/2026**

1. Background and Context

The Government of Rwanda (GoR) recognizes that children are the future of country. The GoR also recognizes the importance of children growing up safe, protected and within family-based settings. Early childhood development (ECD) is critical for lifelong health, education, productivity, and well-being. Yet, 250 million children under five in low- and middle-income countries risk not reaching their potential due to poverty, malnutrition, and violence. Evidence shows that investing in ECD yields high returns, with benefits including improved health, learning outcomes, and reduced intergenerational poverty.

In Rwanda, the child protection system is evolving, with growing focus on harmonizing laws, strengthening prevention and response, and promoting children’s rights. Achieving children’s full developmental potential requires coordinated action across sectors, child protection, WASH, food security, and social protection, making multisectoral collaboration essential for sustainable, high-quality ECD programs.

2. Rationale

The GoR established the National Children’s Development Agency (NCDA) with the overall vision of ensuring that every child has access to comprehensive, integrated, and quality care, being protected, and able to participate, which allows for their full survival, growth, and development. The NCDA Strategic Plan 2018-2024 brought together key sectors, including health, nutrition, ECD, WASH, Food Security, Child Protection, and Social Protection under one strategic umbrella to provide a comprehensive approach to programming for children in Rwanda. It identifies evidence-based multisectoral intervention packages, programmatic delivery platforms, implementation strategies, and activities (national and sub-national) for the national agenda for children.

The Strategic Plan set out six Strategic Directions for the NCDA. For each Strategic Direction, key outcomes, outputs, and activities have been identified.

- Strategic Direction 1. Children are well nourished, healthy, and able to thrive
- Strategic Direction 2. Young children reach their developmental and learning potential
- Strategic Direction 3. Young children & adolescents are safe, well cared for, & empowered to full participation & making the right choices
- Strategic Direction 4. Vulnerable households with children under five years old and pregnant and/or lactating mothers, and ECD facilities have access to food security, social safety nets, and basic sanitation and hygiene services.
- Strategic Direction 5. Integrated frontline delivery is strengthened (community-based platforms)
- Strategic Direction 6. The enabling environment is improved

In light of the above, NCDA, in partnership with the Catholic Relief Service (CRS) and other partners, has decided to undertake the design of its new strategic plan aligned to the national strategy for transformation 2 (NST2). The plan will come after the evaluation of the current strategic plan, which will serve as the foundation for the development of the new strategic plan as a direct and continuous process.

The next iteration of the strategic plan 2025-2029 will consider NST2 priorities across sectors' contribution to the NCDA mandate, with the consideration that Nutrition, ECD, and Child protection are adequately reflected in the sector strategic plans (SSPs) that feed into NST2, where reduction of stunting and enhancing quality basic education are among the GoR high level priorities. Additionally, the new SP 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 the CRS, the NCDA is hiring an individual consultant (individual or consultant firm) to design its new strategic plan aligned to the national strategy for transformation 2 (NST2).

Below is key preliminary work that will be considered in the process of the Strategic Plan development:

- Desk review of existing national policies, strategies, NST2, vision 2050, surveys, and assessments;
- A Mid-Term Review of the NCDA strategic Plan was conducted in 2022.
- The final evaluation of the NCDA Operational Plan 2018-2024 is expected to be finalized by November 2025
- expected to build upon the findings from the MTR and explore effective implementation of MTR recommendations.
- Ahead of the development of the new strategic plan, a series of thematic, consultative retreats took place in late 2024/early 2025 that led to the definition of the priorities for the new strategic plan. The final evaluation is expected to generate learning that can support the development of these priorities in the next strategic plan.
- NCDA will do its best to gather and share required and available documents and data with the evaluators during the inception phase.

3. Overall Objective of the Assignment

The main objective of this consultancy is to develop the NCDA Strategic Plan 2025-2029, ensuring its alignment with national and global priorities, including lessons learned from the Mid-Term Review (MTR) and evaluation of the 2018-2024 Strategic Plan.

Specific Objectives of the Consultancy

- Conduct a situational analysis to assess current gaps, achievements, and emerging challenges in child development and protection sectors.
- Review lessons from the previous strategic plan by integrating findings from the Mid-Term Review (MTR) and the evaluation of the NCDA Operational Plan 2018-2024.
- Facilitate stakeholder consultations to engage government institutions, development partners, and CSOs in defining strategic priorities.
- Develop the strategic framework by formulating key objectives, priority areas, and implementation strategies for the new strategic plan.
- Ensure alignment with national and global priorities by integrating NST2, Sustainable Development Goals (SDGs), and sector strategic plans.
- Formulate a results-based monitoring and evaluation (M&E) framework by defining key performance indicators (KPIs) and measurement tools for tracking progress.

- Develop a costed results framework with clear indicators and targets.
- Develop a resource mobilization strategy to identify funding mechanisms and partnerships for effective implementation of the strategic plan.
- Draft and validate the strategic plan through stakeholder consultations, validation workshops, and iterative reviews.
- Finalize and secure approval of the strategic plan by ensuring endorsement from NCDA leadership and relevant authorities

4. Approach and Methodology

The consultant will employ a combination of qualitative and quantitative approaches, including:

- Desk Review: Analysis of existing national and international policies, reports, and data.
- Stakeholder Consultations: Engaging with government ministries, development partners, CSOs, and communities.
- Data Analysis: Utilizing structured tools for comprehensive assessment.
- Validation Workshops: Ensuring participatory validation of findings and recommendations.

5. Expected Deliverables

1. Inception Report – detailing methodology, work plan, and key deliverables.
2. Situational Analysis Report – summarizing key findings, gaps, and opportunities.
3. Draft Strategic Framework including ToC, outcomes, and strategic priorities.
4. Draft NCDA Strategic Plan 2025-2029 –including costing, M&E, risk matrix, and implementation roadmap key strategic directions.
5. Validation Workshop presentation and Report summarizing feedback and adjustments.
6. Final NCDA Strategic Plan 2025-2029 (English, publishable format) and Executive Summary. – incorporating validated recommendations.

6. Timeframe

The consultancy is expected to last **up to 60 working days** over a period of **3 months**, starting from the signing of the contract.

7. Team Composition

The consulting team will be composed of at least **2 consultants** with the following profile:

- **Lead Consultant (National)**
 - Advanced degree in Public Health, Social Policy, Development Studies, Child Development Studies, and Early Childhood Education Studies
 - Minimum 7–10 years of experience in policy and strategy development for government agencies, UN bodies, or major NGOs

- Proven experience in ECD, nutrition, health systems, child protection, or social protection is a plus
 - Demonstrated capacity in research, costed planning, and M&E frameworks,
- **Child Protection & ECD Consultant (National)**
 - Advanced degree in social sciences, preferably with a focus on child protection
 - Minimum 5 years of demonstrated experience in Early Childhood Development and child protection.

8. Payment Schedule

Payments will be made upon satisfactory completion and approval of deliverables, as follows:

- **20%** upon approval of the Inception Report
- **20%** upon submission of Situational Analysis
- **20%** upon submission of Draft Strategic Plan
- **40%** upon approval of the Final Strategic Plan

9. Reporting and Coordination

- The Consultant will report directly to the NCDA with day-to-day coordination through the Deputy Director General.
- NCDA will facilitate access to documents, stakeholders, and required data.
- A Technical Working Group will review draft outputs and provide guidance
- NCDA and CRS technical staff will work with the consultants at all stages

10. Technical Assistance and Quality Assurance

Technical assistance will be provided by the CRS and other partners with support of the NCDA technical staff and a multisectoral team from ministries and agencies contributing to the Strategy.

11. Application Process

Interested consultants are invited to submit:

1. Technical Proposal – outlining approach, methodology, understanding of the assignment, and work plan.
2. Financial Proposal – detailing consultancy fees and estimated expenses.
3. CV and Relevant Experience – showcasing past strategy development assignments.
4. At least two examples of similar work completed
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

12. Submission Details

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

A. Submission Package

Applicants must submit **two separate documents**, and both documents must be duly **signed**, and submitted in **One PDF file**.

1. Technical Proposal

- Understanding of the assignment
- Proposed methodology and workplan
- Approach to stakeholder engagement
- Consultant’s profile and relevant experience
- Copies of **at least two examples** of similar strategic planning assignments
- CV of the Consultants

2. Financial Proposal

- Detailed budget in Rwandan Francs (RWF)
- Breakdown of professional fees and estimated expenses
- Proposed payment terms aligned with deliverables

B. Submission Email & Subject Line

Proposals should be sent via email to: **Email:** rwandabids@crs.org with **Subject Line:** “*Proposal – Consultant to Design NCDA Strategic Plan 2025–2029*” All applications must be submitted **no later than March 9, 2026**, at 5:00 PM local time. Late submissions will not be considered.

13. Evaluation Criteria

13.1. Evaluation criteria and methodology

The consultant/group of consultants will be selected using a quality and cost-based selection, and the evaluation will be conducted against the following criteria

13.2. Administrative Evaluation

1. The consultants should be legally operating in Rwanda
2. Bid validity period

13.3. Technical Evaluation

	Technical Evaluation Criteria	Weighting
Education and qualifications	Advanced degree in Health Policy, , Child development policy , Public Health, Social Policy or Development Studies.	10

Experience	Proven experience in ECD, nutrition, health systems, or social protection.	20
Methodology and approach	<ul style="list-style-type: none"> • Clarity and appropriateness of the proposed methodology considering the scope of the assignment. • Demonstration of understanding the assignment, costed planning, and M&E frameworks. 	40
Workplan	<ul style="list-style-type: none"> • Adequacy of the work plan in covering all key aspects outlined in the scope of work within the specified timeline. • Clarity and completeness in defining tasks, activities, and milestones related to the assignment 	10
Sub-Total -Technical		70
Total for Financial proposal (Value for money based on fee rates, inputs, and total costs of the assignment)		30
TOTAL		100

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.

9.1.4. 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 x Tw%) + (FSx Fw%) where:
- S= Final score
- TS = Technical score
- FS = Financial score
- Tw = % Weight of technical score (70%)
- Fw = % Weight of financial score (30%)

Done at Kigali on February 24, 2016

Kumud Chandra
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.¹ 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.

¹ 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

- Phone/Skype: 1-866-295-2632
- Toll free for CRS Rwanda : 8007
- Mail: (mark
"Confidential")
Attention: General
Counsel Catholic
Relief Services
228 W. Lexington
Street Baltimore,
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: _____