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Terms Of Reference (ToR) for Consultancy Services

Assignment Title: Consultancy for Conducting PESTEL, SWOT Analysis, and Risk Assessment for Systems Mapping in the FH Rwanda's Rulindo Area Program.

Location: Rulindo Area Program, North Province, Rwanda

Client: Food for the Hungry Rwanda (FH-Rwanda)

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FOOD FOR THE HUNGRY

is a **recognized** and **powerful** FORCE OF THE GOSPEL; pursues fullness of **life**, reconciled and holistic **relationships**, AGENCY AND RESILIENCE for those who are challenged by **poverty, injustice** and **marginalization**; provides compelling **evidence** that our approach represents THE MOST PROMISING PATH for sustainable, systemic and profound **impact**; and leads our sector into **NEW FRONTIERS.**



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1. About FH Rwanda

FH began its operations in Rwanda in August 1994, responding to the immediate humanitarian needs created by the Genocide against the Tutsi. In the years that followed, FH Rwanda played a critical role in reuniting children with their families, distributing emergency food and supplies, and supporting agriculture and livelihood recovery. By 2001, as Rwanda's economy transitioned from crisis to reconstruction, FH shifted its focus towards long-term sustainable development. We partner with communities to design, develop, and deliver holistic and sustainable solutions that transform mindsets, behaviours, capabilities, and systems so as to find lasting solutions that build resilience and drive systemic change. Today, FH Rwanda operates in seven districts: Rulindo, Ruhango, Muhanga, Gatsibo, Karongi, and Nyagatare.

2. Background to the assignment

In 2023, Food for the Hungry launched a new program model to guide how we design our work, titled “Resilience and Flourishing through Systems Transformation (RFST).” Through this new program model and approach, we seek to catalyze and unlock value for both our shareholders¹ – the individuals and communities we serve – and investors – those who invest resources or expertise to advance a shared mission. RFST is grounded on the recognition that new approaches are required to address the root causes and structural problems, namely the relationships, mindsets, and behaviours as a necessary precursor to building resilience capacities. In a world that is radically, dynamically, and exponentially changing and in truly fragile contexts, the challenges faced by the most vulnerable are complex, evolving, intractable, and stubborn; while the existing approaches do not necessarily embrace the adaptive nature of these realities. Rather than looking at single causes, we seek to build three capacities of resilience: absorptive, adaptive, and transformative that address root causes. To complement that approach to resilience, our program model also concentrates on strengthening three pathways to achieve flourishing: mental and physical well-being, productive learning, and asset creation.

Building resilience as our developmental approach in tandem with the three above-mentioned pathways for flourishing is Food for the Hungry's strategic approach for contributing value and delivering impact. Our program model – “Resilience and Flourishing Through Systems Transformation” – applies principles of behavioural economics to address the root causes of poverty, injustice, and marginalisation in order to build, transform, or mould systems that are required in order to achieve the desired impact for mental and physical wellbeing, productive learning, and asset creation.

To do that, FH's new program model takes a systems-based approach to dig deeper into the leading root causes and define interconnections in complex and fragile contexts; as well as to unlock and catalyze the potential already resident in communities to be resilient and flourish. By embracing systems practice, we will map systemic factors, identify leverage points, and co-create solutions with people we serve that can either mould or transform those systems and thereby create an enabling environment for people we serve to have agency and resources to be resilient and flourish.

Given, the above background, FH Rwanda wants to hire a seasoned and teamed consultant to carry out a context analysis of the Rulindo Area Program by undertaking a PESTEL and SWOT Analyses in order to gather detailed information and data that should be used by FH Rwanda throughout systems mapping activity and solution designing for that particular area program.

The FH's Rulindo area program covers four sectors (Cyinzuzi, Mbogo, Burega and Tumba) located in the Rulindo District, in the Northern Province of Rwanda. Rulindo District covers an area of approximately 567 square kilometers and consists of 17 sectors, 71 cells, and 494 villages. This

¹ In line with its new program Model, FH considers the communities we serve as shareholders not beneficiaries. FH pursues that the communities we serve has the agency and resources necessary to be resilient and flourishing

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District's population is 360,144 people with a population density of 595 inhabitants per square kilometer; distributed in 86,951 households. Average household size: 4.1².

The district is predominantly rural, with an economy that relies heavily on agriculture. Rulindo's population is youthful, with a high proportion of individuals under 25 years old, contributing to significant demands for education, health services, and employment opportunities³.

3. Objective of the consultancy

FH Rwanda focuses on sustainable development initiatives tailored to address the unique needs of communities across Rwanda. Building on these efforts, FH Rwanda introduced the Resilience and Flourish through System Transformation (RFST) model—a comprehensive approach designed to enhance resilience, promote flourishing communities, and drive system-level changes that foster sustainable livelihoods. The RFST model prioritises a holistic, adaptive framework that addresses the interconnected challenges faced by communities, creating pathways to resilience and flourishing.

The objective of this consultancy is to conduct comprehensive PESTEL and SWOT analyses as well as risk assessment; to support Food for Hungry Rwanda (FH Rwanda) in systems mapping for the Rulindo Area Program. Through a PESTEL analysis, the consultancy will reveal the political, economic, social, technological, environmental, and legal factors impacting resilience and flourishing.

The SWOT analysis will examine the specific internal strengths and weaknesses of the district, as well as external opportunities and threats. This district-focused analysis will highlight key areas where interventions can leverage Rulindo's unique strengths and respond to its distinct challenges, enabling FH Rwanda to craft place-based strategies for resilience.

Moreover, this analysis will provide insights into the external macro-environmental factors that influence the district's socio-economic development, with a particular emphasis on Cyinzuzi, Mbogo, Burega, and Tumba. The findings will guide FH Rwanda in understanding systemic factors, uncovering leverage points, and co-create contextually relevant solutions for resilience and flourishing communities in the Rulindo Areas Program.

4. Scope of work

The consultant is expected to:

- Conduct a desk review of existing reports, policy documents, and relevant literature on Rulindo District.
- Engage with key stakeholders and participants, including government officials, community and church leaders, and select business, social, and religious group members, for data collection and validation.
- Conduct interviews and focus group discussions as necessary to gather qualitative data.
- Perform analysis and documentation of Rulindo Area Program's PESTEL and SWOT factors in Rulindo District, with specific emphasis on FH Rwanda's Area Program (Cyinzuzi, Mbogo, Burega and Tumba Sectors)
- Present findings in a report, of the conducted PESTEL and SWOT analysis.
- Deliver a presentation of the findings to the Management team of FH Rwanda
- Incorporate feedback from FH reviews in the work.

5. Specific tasks

This assignment will cover but not necessarily limited to the following aspects:

- PESTEL Analysis:**

²<https://www.rulindo.gov.rw/index.php?eID=dumpFile&t=f&f=39230&token=7455ff83332a98d3a5f922c6fcf3b86cd82276ca>

³https://www.mineduc.gov.rw/fileadmin/user_upload/Mineduc/SPIU_Documents/ESMP/rulindo/RULINDO_DISTRICT_ESMP_FOR_CONSTRUCTION_OF_CLASSROOMS_AND_LATRINES_SUB-PROJECTS_UNDER_RWANDA_QBE-HCD_PROJECT.pdf

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- o Assess and identify in detailed and exhaustive manner the information and data about:
 - **Political:** The consultancy is required to dig deeper into existing national and District policies and strategies, and politics to which communities in Rulindo District are subject to, and how they affect the physical and mental wellbeing of people.
 - **Economic (This is of a high Priority for FH):** Major Economic activities and economic growth, access to finance, cash transactions and inflations issue, disposable income of consumers and businesses, wage rates, economic investments, financial capabilities and Inflations cost of living and purchasing power, Employment issues and employment opportunities, youth Labour force participation, etc in Rulindo Districts with specificities of Cyinzuzi, Mbogo, Burega and Tumba sectors)
Social (This is of a high Priority for FH): Review demographic trends, cultural aspects, parasocial support and assistance, health and safety, education, income levels (population growth, age distribution, educational and health, norms and beliefs, career attitude, buying habits, etc.) and connected social challenges; while indicating how they affect the socio-economic wellbeing of people in Rulindo; particularly in the target sectors.
 - **Technological:** Assess the technological infrastructure and trends in terms of production of goods and services, technological potential investments and connected returns, people's innovation capability levels, ICT Infrastructure penetration, and access to technology, in Rulindo District, with specific emphasis on the aforementioned sectors of interest.
 - **Environmental (This is of a high Priority for FH):** Investigate environmental factors and Environmental impact of resource usage including impact on the climate, demographic impact, agroecological practices and productivity growth, climate change, and connected environment protection as well as natural resource management challenges within communities of Rulindo District.
 - **Legal aspects (This is of a high Priority for FH):** Review the regulatory framework including sector-specific laws and regulations such as land use regulations, taxation laws, and small business regulations as well as acting justly, etc, and analyse how they are affecting the Socio-economic well-being of communities in the Rulindo district.
- o Gather data on these factors through field visits, key informant interviews, and document reviews and analyse how they are affecting the socio-economic development, Agency⁴, resources⁵, and resilience⁶ capacities of Rulindo Area Program's communities.
- o Identify trends and shifts in each PESTEL component, providing a brief on their potential impacts.
- **SWOT Analysis: The consultant is required to:**
 - o assess internal and external factors within the Rulindo Area Program that may impact people's relations, structures, attitudes, and interactions within the communities of Cyinzuzi, Mbogo, Burega, and Tumba. For instance, what has been done well in target sectors in terms of people's mental and physical well-being? What unique resources does the Areas program⁷(target sectors) have? What are the perceptions and attitudes of community members toward resource sharing and caring for others? What are the

⁴ Agency Components: Know wants and right, capacities to express one's self, Heard and act

⁵ Resource component :Availability,accessibility,utilization and ownership

⁶ Resilience components:Adaptive,Absorptive, and Transformative

⁷ Cyinzuzi,Mbogo, Burega, and Tumba

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issues and what can be improved? What fewer resources exist compared to others, and what could be seen as weaknesses beliefs-wise?

- o Evaluating external factors that present opportunities and threats: What opportunities are open to the Areas Program communities' members? What trends can the community members in the area program take advantage of? What possible threats and types of threats are clearly shown? What are factors from outside of Rulindo District that could be if they are not managed properly?
- o Engaging with internal stakeholders to understand the Rulindo Area Program's strengths and weaknesses of people from the above-mentioned communities
- o Developing a matrix summarising the SWOT analysis findings and highlighting the likelihood of impact of their identified strengths, weaknesses, threats, and opportunities on the resilience of the target communities.

□ Risk Assessment

- o Identify potential risks to which communities in Rulindo District are subject to, and prevent them from flourishing by focusing on physical and mental well-being(*Maternal and Child Health, Nutrition, Adolescent-Responsive Health as well as Mental Health and Psychosocial Support*), Asset creation (*entrepreneurship, Business Development, and Agriculture value chain development*), and Productive learning (*earlier childhood development as well as form and nonformal education*) aspects
- o Assess the likelihood and potential impact of each risk vis a vis people's socio-economic well-being in the target communities.

□ Data Synthesis and Reporting

- o Compile a final report with detailed findings and insights from the PESTEL, SWOT, and risk assessment. The report shall include a concise, yet comprehensive executive summary designed to engage readers, encouraging them to reflect deeply on the findings and consider actionable steps.
- o Prepare from the bigger report a summarised Word document of PESTEL, SWOT analysis, and risk Assessment findings
- o Present findings to the FH Rwanda Senior Management team and relevant stakeholders.

Inclusion of Comparative Case Studies:

The consultant shall incorporate relevant case studies or comparative insights from similar regions or projects, where applicable, to contextualize and enrich the findings. These examples should illustrate how comparable systems, challenges, or initiatives have been addressed in similar socio-economic or geographical contexts, offering lessons that could inform the Rulindo Area Program's approach

5. Deliverables

The consultant team will deliver the following:

1. **Inception Report:** A report summarising the methodology, data sources, stakeholder engagement plans, and timelines for the PESTEL and SWOT analyses. To be submitted within 5 days from the signature of the contract.
2. **PESTLE and SWOT Analysis Report:** A comprehensive analysis of the external macro-environmental factors affecting the Rulindo Area Program, as well as an internal analysis highlighting the strengths, weaknesses, opportunities, and threats within the communities of the Rulindo Area program. The report shall contain a chapter integrating findings from the PESTEL

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and SWOT analyses, including leverage points, and implications for FH Rwanda's systems mapping and solution design. The consultant shall also include a dedicated section in the report on actionable and strategic recommendations directly tied to the findings and with a clear indication of how the implementation of the provided recommendation will address specific insights or issues identified in the analysis.

3. A GIS-based social map depicting the habitation pattern (residential, schools, health facilities, transport and communication infrastructures, churches, leisure spaces, etc) as well as a resource map that depicts various aspects related to the natural resources⁸ of each sector within the Rulindo area Program
4. **Presentation to FH Rwanda:** A summary presentation highlighting key PESTEL and SWOT Analysis as well as risk assessment findings.

6. Timeframe

The consultancy is expected to last for 35 calendar days, starting from the contract signing date. Key milestones include:

- Week 1:** Inception phase which will include an inception meeting with FH Rwanda, desk review, methodology and tools design, and inception report writing and submission
- Week 2-3:** Data collection and stakeholder engagement, completion of PESTEL and SWOT analyses.
- Week 4:** Preparation and submission of the PESTEL, and SWOT reports.
- Week 5:** Presentation to FH Rwanda.

7. Reporting

The consultant will report to the FH Country Director and will collaborate closely with the FH MEAL Manager as well as the Senior Program Officer, who will primarily review the report priorly validating the data and findings in the report, as well as providing oversight throughout the consultancy.

8. Team Composition and required Qualifications of the Team

The analysis will be conducted by a team of four local consultants, including one who will act as team leader. The consultants will apply as a team of consultants, and they must have proven experience and familiarity with PESTEL, SWOT Analysis, and Risk Assessment in rural settings.

❖ Required skills and experience of the Lead consultant (Principal Bidder)

- **Expertise:** Proven experience in conducting contextual analysis and policy research, especially in the context of community development. Having capabilities of systems thinking or similar transformative frameworks aligning with the FH's RFST model is highly preferred.
- **Education Qualifications:** Minimum education of master's degree in economics, sociology, project/Programme Management, Public Policy, public administration, international development, development studies, or related areas.
- **Proof of Experience:** Have at least 2 certificates of good completion for previous similar consultancies in the same subject line provided by recognized institutions.
- **Experience:** Minimum of five years of experience leading similar research projects in Rwanda or within East Africa. Experience in participatory approach is a must as well as facilitation skills and the ability to manage the diversity of views.
- **Languages:** Proficiency in written and spoken English and knowledge of Kinyarwanda is required; French would be an advantage
- **Other desired skills:**

⁸ This map will indicate the topography, terrain and slopes of the Rulindo Area program, forest and vegetations, erosion, land use, and tenure ownership, cropping patterns and productivity, water bodies, irrigations sources, rivers, etc.

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- Familiarity with the political, economic, and social context of the Republic of Rwanda is an asset;
 - Strong analytical and research skills.
 - Quantitative and qualitative data analysis skills;
 - Excellent communication skills and ability to present complex data to diverse stakeholders.
 - Understanding of the Rwandan context, especially the North Province and Rulindo district.
 - Ability to communicate findings clearly and effectively
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- ❖ **Consultant 2(Community Development Specialist):**
 - **Expertise:** Specialisation in economic and social analysis, with experience in rural development.
 - **Qualifications:** Master's degree in a field relevant to the assignment, such as Gender studies, Gender Economics, Development Studies, Public Policy, Social Development, Social Sciences, Project/program management or related fields.
 - **Data Analysis Skills:** Skilled in qualitative/quantitative research and qualitative data analysis
 - **Experience:** Three years of experience conducting PESTEL or SWOT analyses within rural and community-based settings with at least one certificate of similar assignment completion.
 - **Languages:** Fluency in English and Kinyarwanda preferred.

 - ❖ **Consultant3 (Environmental Analyst)**
 - **Educational Qualifications:** Bachelor's Degree: in Environmental Science, Environmental Engineering, Ecology, Biology, Geology, or a related field with a strong familiarity with environmental issues in the Northern part of Rwanda such as climate change impacts, resource availability, and sustainability concerns.
 - **Familiarity with Regulatory Requirements:** Knowledge of environmental regulations and standards in Rwanda.
 - **Experience:** Minimum of three years conducting policy and environmental assessments for development programs with experience in analysing environmental factors affecting community development. Proficiency in Geographic Information Systems (GIS) software and remote sensing tools to analyse spatial data and generate maps is a must.
 - **Languages:** Fluency in English and Kinyarwanda is a must.

 - ❖ **Consultant 3 (Social political or Legal analyst)**
 - **Expertise:** in policy review and regulatory assessment or Community engagement expertise with a focus on participatory research methods such as social maps, service, and opportunity maps, or mobility map
 - **Qualifications:** Degree in social work, law, political sciences, anthropology, or community development coupled with In-depth knowledge of political systems, legal frameworks, and various regulatory environments in Rwanda.
 - **Experience:** At least three years of experience in policy evaluation, risk assessment, and scenario planning to forecast potential impacts and advise on best practices coupled with proven experience in stakeholder engagement and participatory data collection methods.
 - **Data Analysis:** Proficiency in qualitative data analysis tools and techniques to evaluate trends and support findings qualitatively.
 - **Languages:** Fluency in English and Kinyarwanda is a must

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9. Reporting

The consultant will report to the FH Country Director and will collaborate closely with the FH Senior Program Officer as well as the FH MEAL Manager; who will provide oversight and guidance throughout the consultancy.

10. Submission of proposals

Interested individual consultants should submit the following:

- A technical proposal detailing the consultant's suitability statement, understanding of the assignment, methodology, work plan, and timeline along with CVs of the consultant(s) and relevant past work experience, as well as a minimum of two references of similar conducted assignment for the team leader and a minimum of one certificate of complete of the similar assignment completion for the supporting consultants. The certificates should be obtained from recognized organisations.
- A financial proposal outlining the consultant's fees and any other costs.
- Availability Statement:** Confirm the availability of the principal bidder and team members for the entire assignment duration. Any team changes will require FH Rwanda's approval, with a valid justification.

11. Evaluation criteria

The proposals will be evaluated based on the following criteria:

1. Relevant experience and qualifications.
2. Methodological approach and understanding of the assignment.
3. Reasonable and feasible Activities schedule and falling within a 35 days-timeframe
4. Financial competitiveness.

12. Application process

Interested consultants should submit their Technical Proposal and financial proposal, in hard copies to the FH Rwanda head office located in Kigali, KISIMENTI, UMUYENZI Piazza 2nd Floor, no later than **3rd December 2024** at 10: 30 am.