



TERMS OF REFERENCE

HIRING A PROFESSIONAL FIRM TO PROVIDE MEMBERSHIP SERVICES SUPPORT AND RECOVERY

I. Introduction

Rwanda Hospitality Association (RHA) is one of the seven associations operating under the Rwanda Chamber of Tourism (RCT), a private-sector umbrella organization that brings together Rwanda's tourism and hospitality industry. These associations include the Rwanda Tours and Travel Association, the Rwanda Hospitality Association, the Rwanda Safari Guides Association, the Rwanda Association of Travel Agencies, the Rwanda Association of Professional Conference Organizers, the Rwanda Community-Based Tourism Association, and the Rwanda Tourism and Hospitality Educators Association. The Chamber of Tourism is a membership-based organization mandated to promote, coordinate, and strengthen the tourism private sector by enhancing professional standards, improving service delivery, advocating for members' interests, and contributing to the sustainable development of Rwanda's tourism industry. RHA represents hospitality establishments, restaurants, bars and night clubs across the country and aims to improve efficiency in member services. In this context, RHA seeks to enhance operational effectiveness and ensure that members receive timely and consistent services

II. Background and rationale

As part of its strategic focus, RHA intends to strengthen its membership services support, recovery system and improve the coordination of member engagement activities. Efficient membership recovery will include invoices issuance, follow-ups for payment, collection and member support to ensure the sustainability of RHA operations. Given the growing number of members and the need for structured coordination at zone levels, RHA requires a qualified professional company to manage and streamline the above responsibilities on its behalf. The selected company will work closely with RHA leadership and zone leaders and the Rwanda Chamber of Tourism Secretariat to ensure effective coordination, service delivery, and timely reporting.

III. Objective of the assignment

The overall objective of this assignment is to contract a professional company that will manage membership recovery and support member engagement activities across the country. The company will be responsible for ensuring efficient recovery of membership

fees, facilitating communication with members, coordinating with zone leaders' activities, and enhancing access to member benefits.

IV. Scope of work

The company will undertake the following tasks:

- Issue invoices to members based on the approved membership structure and distribute invoices through appropriate communication channels
- Conduct follow-ups for membership fee payments through calls, emails, and field visits
- Work closely with RHA Zone Leaders to coordinate zone meetings and activities
- Support the organization and delivery of membership benefit presentations and networking sessions when required
- Maintain an updated database of members, payments, and contact information
- Provide a monthly report to both the RHA Chairman and the Rwanda Chamber of Tourism Secretariat
- Identify and report challenges affecting membership recovery and propose solutions and ensure professionalism, confidentiality, and adherence to RHA standards.

V. Deliverables

The company is expected to deliver:

- Monthly membership recovery reports, including payment status and outstanding balances
- A consolidated database of all contacted members, visited members, and updated details
- Quarterly zone coordination activities
- Annual report highlighting performance, challenges, and recommendations.

As part of the ongoing tender process, a meeting with all interested companies will be held at the Rwanda Chamber of Tourism on Tuesday, 28th April 2026 at 10:00am. Attendance is encouraged to ensure full understanding of the assignment and to address any clarification questions.

VI. Reporting requirements

The company will report directly to the RHA Chairman and the Rwanda Chamber of Tourism Secretariat. The reports must be submitted electronically and in hard copy on a monthly basis. Additional briefings may be requested as needed.

VII. Duration of the assignment

The contract period will be one (1) year, renewable based on satisfactory performance and continued need. Renewal will follow an evaluation of the company's delivery on key performance indicators.

VIII. Required qualifications of the firm

The applicant company must meet the following requirements:

- Be a legally registered company eligible to operate in Rwanda
- Demonstrate at least three 3 years of experience in financial recovery, client management, or related services
- Have qualified personnel with experience in customer relations, financial administration, and field coordination
- Demonstrate capacity to operate at national level, including field presence in multiple districts
- Possess strong communication and reporting systems and ability to work professionally with diverse stakeholders.

IX. Proposal submission requirements

Interested companies must submit a detailed technical which will include:

- Company profile and registration documents and demonstration of understanding of the assignment
- Proposed methodology and approach for membership recovery and members' coordination
- Work plan and staffing structure, profiles of key staff assigned to the assignment
- Previous experience in similar work with references and any additional information supporting the company's capacity.

X. Evaluation criteria

Proposals will be evaluated based on:

- Understanding of the assignment – 25%
- Methodology and technical approach – 25%
- Relevant experience and past performance – 20%
- Qualifications of proposed staff – 15%
- Organizational capacity and coverage – 10%
- Completeness of submission – 5%

XI. Payment terms

The company will be remunerated based on a competitive commission structure, calculated as a percentage of the total recovered membership fees. Payment will be made monthly upon submission and approval of the required reports. The technical proposal must clearly indicate the commission percentage the company is proposing.

XII. Confidentiality

All information obtained during the assignment shall be treated as confidential and used solely for the purposes of this contract. Unauthorized disclosure of information may result in termination of the contract.

XIII. Ethical considerations

The company is expected to adhere to the highest standards of integrity, professionalism, and ethical conduct in line with RHA and RCOT values.

XIV. Submission deadline

Interested and qualified companies are invited to submit their proposals electronically via the following email: procurement@rwandatourismchamber.org not later than 06th May 2026.