

Development of thematic induction handbooks for Local Government Employees

Terms of references

Background and justification

The Rwanda Association of Local Government Authorities (RALGA) is a membership organization with a Non-Governmental Organization legal personality granted by the Government of Rwanda. The Association brings together Local Governments in Rwanda. It has derived its *raison d'être* from the decentralization process, which is meant to transfer authority, resources, responsibility and accountability from Central to Local Government (LG). RALGA has the responsibility of representing Local Government entities, carrying out their advocacy and building their capacity.

The Government of Rwanda adopted the decentralization policy in May 2000 and rolled it out across the country since 2001. The local government elections take place every five years since February and March 2001 onward. According to the same policy, the Central Government is responsible for (1) policy formulation and legislation, (2) capacity building, (3) resources mobilization and (4) monitoring and evaluation. Local Government is responsible for implementation of all policies and programs, thus the need for sectoral decentralization, provided the subsidiarity principle. Under this principle, the Central Government shall only implement the activities that Local Government would not perform effectively.

The above policy framework calls for sector capacity building, to empower local government as implementing organ on behalf of the Government. RALGA intends to play its role in this sector, in order to expedite the implementation of the National Strategy for Transformation, the Sustainable Development Goals and the Rwanda's Vision 2050.

It is in this regard that, under its capacity-building mandate, RALGA has started an induction program for newly recruited employees by developing thematic induction handbooks for selected five thematic areas, namely: Health, Agriculture, Education, Urbanization and Citizen Participation.

This induction program shall comprise of two main components, namely general and focused inductions.

The general induction section comprises of an overview of the foundations of local governance. They include general knowledge and information on local government organs, the organization and functioning of decentralized administrative entities, the mission, vision and objective of the district and sub-district administrative entities, the legal framework, work relations, decision making channels, Public Finance Management (PFM), ethical behavior, the organizational culture, Human Resource (HR) policies and procedures.

The focused induction section includes all the necessary elements leading to enhancing sectoral decentralization, citizen participation and service delivery. This is the purpose of thematic induction handbook in selected areas.

Four core thematic areas and one crosscutting area constitute five thematic areas, which can improve service delivery. Those thematic areas reflect the bigger part of NST1. They include Agriculture, Health, Education and Urbanization, which are vital for enhanced Local Government service delivery. On the other hand, Local Governments need to be citizen centered and hence the fifth thematic area of Citizen Participation.

Context

RALGA has always strived to support its members to cope with the challenges they constantly face as the result of rapidly changing operational environment as reflected by socio-economic development, innovative governance activities or frameworks, and technology advancement. As stated under the outcome 3 of its strategic plan, RALGA will constantly increase its capacity to provide to its member's quality services in accordance with their needs.

The development of thematic handbook links to national policies and strategies as explained below.

1. **The National Capacity Development Policy** under principle 5: "Performance and Accountability" where it indicates that, capacity built must contribute to enhanced service delivery. Similarly, principle 6 of the same policy indicates the need to match Supply and Demand. Successful Capacity Development depends on delivery of support that is of high quality and that is responsive and relevant to the needs of sectors and districts. "For organizational and institutional development, attention needs to focus on identified constraints to service delivery and performance.....".
2. **The NST1 -priority area 5** "Strengthen Capacity, Service Delivery and Accountability of Public Institutions" envisages enhancing capacities of public institutions and performance. In this perspective, the thematic handbook is designed to deliver on this agenda through creation of skilled and professional local government staff for effective delivery.

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3. **The Local Government Capacity Development Strategy 2020–2024** (MINALOC: June 2020). In this regard, the thematic handbook will contribute to the realization of the first guiding principles for local government capacity development programmes related to “demand-driven: interventions responding to the real needs of beneficiaries”.
4. **The National Service Delivery Policy** specifically, to the policy objective related to strengthening the capacity of individuals and institutions to offer services effectively and efficiently.

RALGA’s interventions aim at ensuring local government’s delivery to its mandate. In addition, RALGA supports the Government as a platform for facilitation and feedback to the members. Thus, all the interventions of RALGA align with national priorities under the decentralization policy framework, to ensure capacity for citizen centered governance for sustainable development.

Capacity building implies various interventions such induction, short courses, trainings, study visits, mentoring and coaching, among others.

It is in view of the induction that RALGA wishes to *develop thematic induction handbooks for key selected sectors, namely agriculture, health, education, urbanization and Citizen Participation*. The induction shall support new employees to settle into their sectors quickly and become productive and efficient members of LG within a short period.

Overall objective

The overall objective is to develop tailor made thematic induction handbooks comprising appropriate methodology and content to *induct Local Government staff and leaders on their specific duties and responsibilities in the five areas mentioned above*.

Specific objectives

1. To support Local Government staff become productive and efficient members of Local Government.
2. To digitalize Local Government capacity building through RALGA e-learning platform starting with blended learning materials.



Scope of work

The consultant firm will perform the following tasks:

- Desk review of relevant documents;
- Conduct interview with representatives from RALGA, Local Government, Sector Ministries and other key stakeholders;
- Prepare the detailed training material, specify learning objectives, methodology to be used (for each Thematic area), relevant to established RALGA's mode of delivery which is based on problem solving learning, and foreseen learning outputs;
- Based on the roles and responsibilities of LG staff and elected leaders, develop the manual responding to the adult learning methodology.
- Facilitate validation workshops with relevant stakeholders
- Produce the thematic handbooks in the specified areas, each thematic area having its own dedicated handbook.

Approach, Methodology and key activities

Although the methodology is a discretionary proposal from the competing consulting firms, the basics will include the secondary data (review of existing relevant national strategic documents and various reports) and primary data (interviews, focus group discussions, etc.) among others.

Further, the consultant will meet with key stakeholders (line Ministries and public institutions, Local Governments (representative samples), Civil Society, Development Partners etc.) to discuss the challenges encountered in the implementation of government policies and possible solutions to overcome them.

Expected outputs

- (i) Classic or traditional modules and related training materials developed in hard copies covering five thematic areas;
- (ii) Blended training material, which will be developed from selected topics in the classic or traditional handbooks
- (iii) Upload the blended training material on RALGA e-learning platform.

Key deliverables

- ❖ **Inception report** which provides clear understanding of the assignment, preliminary literature review, detailed methodology that includes assessment questionnaire, tools to be used as well as a detailed activity schedule;
- ❖ **First draft of the thematic handbooks** at the level to be validated by the stakeholders;

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- ❖ **Second draft thematic handbooks** reflecting inputs from Local Government, sector Ministries and other relevant stakeholders supporting LG;
- ❖ **Final copies of the thematic handbooks attested by the following:**
 - ✓ Thematic handbooks/modules on the identified area approved by all stakeholders.
 - ✓ Abridged version of the thematic handbook, friendly for super busy officials (specific for citizen participation thematic handbook);
 - ✓ Simplified training materials (power point presentation on each thematic area of the handbook and other important materials);
 - ✓ Thematic handbook in both English and Kinyarwanda in a single booklet (for each thematic handbook)

Requirements for the consulting firm

The consulting firm (s) will have to fulfill the following: -

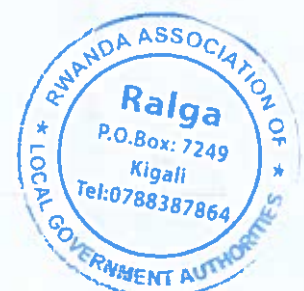
- ✓ Have a proven experience in short courses development or trainings proven by certificates of good completion from recognized institutions (at least two)
- ✓ Proven experience in working with Local Government in Rwanda
- ✓ A diverse team that include experts (one expert in Capacity Building and one expert in Curriculum Development); and at least five (5) more sector experts, in addition to the lead consultant, where at least one expert is responsible for one of the five thematic areas;
- ✓ The experts proposed should have at least a Master's degree in the thematic areas mentioned above with at least three years of relevant experience or a Bachelor's degree in a relevant field with at least five years of professional experience in relevant sector
- ✓ At least two professional editors with relevant experience in editing documents or publications. The proof of relevant experience shall supersede the academic qualifications.

The lead consultant

Besides the academic qualifications mentioned above, the lead consultant is expected to:-

- Possess a PhD in a relevant field with at least five years in higher learning education or curriculum development and indicate three professional referees;
- Be conversant with key policy, legal and institutional frameworks governing the functioning of local government in Rwanda;
- Have an expert knowledge and understanding of Rwandan local government system, processes and practices in particular and Government functioning in general;
- Possess strong writing skills;

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- Must be fluent in English and knowledge of Kinyarwanda will be an added advantage;
- Having knowledge on the functionality of e-learning system with proof is an added value;

The consulting firm shall also present the following:-

Technical and financial offers

(i) Technical offer

The consulting firm shall submit a technical offer, which outlines:

- Overall understanding of the assignment;
- Indicative methodology and work plan to guide the assignment;
- Comprehensive Curriculum Vitae (CV) and detailed professional experience and qualifications of the proposed consultants. The CVs shall focus on skills and experience applicable to this task;
- Provide documentary evidence supporting the professional experience and relevant expertise and referees for each consultant's performance;

(ii) Financial offer

- A financial proposal shall be based on a clear work breakdown structure.
- All due taxes must be considered in the price quotation.
- It must clearly outline core consultants' fees to be separated from other reimbursable expenses if any.
- The price quotation shall indicate which costs would be directly paid by RALGA in addition to the reimbursable expenses.

Note: The currency of the price quotation should be in Rwandan Francs.

Duration of the assignment

The assignment shall be accomplished in a period of 75 calendar days maximum.

Administrative documents

The prospective consulting firm must provide the following administrative documents;

- ✓ Submission letter addressed to the Secretary General of RALGA;
- ✓ Copy of RDB Certificates;

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- ✓ A valid certificate of Rwanda Social Security Board (RSSB);
- ✓ A valid tax clearance certificate offered by Rwanda Revenue Authority (RRA)

Tender specification

RALGA with financial support from GIZ wishes to recruit qualified and competent consulting firm to develop induction thematic handbooks in a form of short courses for adult people. The tender is open to locally registered consulting firms. Each thematic handbook shall be a standalone document as per the clarifications above. Thus, there will be five (5) thematic handbooks (Urbanization, Health, Agriculture, Education and Citizen Participation).

NOTE: Cognizant that a few firms may possess all the required expertise to develop the above thematic induction handbooks, it is acceptable that the firm which will win the tender may subcontract other experts to complement them.

Evaluation criteria

Failure to fulfill administrative requirements shall automatically disqualify the bidding consulting firm.

After that administrative evaluation, the following criteria shall apply:

- The consulting firm's relevant experience for the assignment (20points)
- Relevance of the proposed methodology (30points)
- Qualifications and experience of key proposed personnel (50 points)

Total points (100%)

Notes:

1. The minimum technical score required is 70%.
2. Selection method is Quality and Cost-based selection (QCBS).
3. The procurement method to be used is competitive bidding (open tender).

Submission and deadline

Submission

The consulting firm fulfilling the above requirements shall address the technical and financial proposals to RALGA Secretary General, and deliver them to RALGA offices, in Masaka Sector, Kicukiro District, and P.O.Box 7249 Kigali – Rwanda.

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The offer must comprise two (2) copies (one being marked as original while the other being marked as a copy) of the following:

- A technical proposal with a submission letter signed;
- A financial proposal in a separate and sealed envelope.

Deadline

The deadline for submission of technical and financial proposals is 22 September 2021 at 2:00 p.m. The opening of the technical proposals will take place thereafter at 2.30 p.m.

Done at Kigali, on 8 September 2021.


NGENDAHIMANA Ladislas
Secretary General

