

## **TERMS OF REFERENCE FOR THE REVIEW AND UPDATE OF RALGA's OPERATIONAL PROCEDURES MANUAL (OPM)**

### **1. Background**

Rwanda Association of Local Government Authorities (RALGA) is a membership organization that brings together all decentralized administrative entities in Rwanda with a mandate of capacity building, advocacy and representation for the members. RALGA has 28 members (all 27 Districts with legal personality and the City of Kigali) and is registered with legal personality N° 034/11 in compliance with law Number 04/2012 of 17/02/2012 governing the organization and the functioning of national non-governmental organizations.

RALGA makes continuous adjustments to adapt to the ever-changing working environment and ways of doing things, to maintain the quality of its services as high as possible to meet the members' expectations, to streamline institutional operations and to take advantage of technology advancement and innovations. In this endeavor, RALGA developed an Operational Procedures Manual (OPM) that would cover and guide all the operational areas of the organisation. These areas comprise accounting and finance, procurement, human resource management, property and plant management, logistics, information technology and fleet management spelling out clearly how the related operations and transactions are carried.

As a dynamic organisation, RALGA needs to remain relevant and responsive as well as transparent and accountable to itself and to the members. Moreover, being a public organization because of its nature, RALGA needs to ensure value for money and to align its functioning to national laws and policies. That being said, the Organization has the particularity because of its legal status.

Accordingly, RALGA wishes to revise and to update its Operations Procedures Manual which was last revised in 2017, in order to cope with the new developments in RALGA's internal and external environment. It is in this regard that RALGA wishes to hire an individual consultant to perform that assignment.

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## **2. Objective**

The objective of this consultancy is to revise and to update the RALGA's Operational Procedures Manual.


## **3. Specific tasks**

- 1) Review the current Operational Procedural Manual and identify gaps or loopholes to be fixed and areas to be revised in reference to national laws, RALGA statutes, internal rules and regulations, audit reports and governing organs recommendations;
- 2) Consult for reference relevant public policy and legal instruments related to, among others, public finance management, budgeting and accounting, planning, internal control systems, travel policies, property management, audit principles, human resource management, IT policies, procurement, functioning of boards, etc for benchmarking and best practices
- 3) Collect individual views and proposals from RALGA Executive Committee and staff on changes they deem necessary;
- 4) Draft a revised Operational Manual in light of the information collected during the above processes;
- 5) Facilitate validation workshops with various organs of RALGA and staff;
- 6) Finalize and submit the revised OPM.

## **4. Deliverables**

- 1) An inception report describing how the consultant understands the assignment and how he/she intends to conduct it with a clear methodology to be used;
- 2) Draft revised OPM in line with the above tasks, with a summary of identified gaps, inconsistencies, issues and recommended changes;
- 3) Presentation to the RALGA Organs (General Secretariat and Executive Committee respectively) for validation and adoption
- 4) Final revised OPM in a print version (with three designed and printed copies)

## **5. Profile of the individual consultant**

- At least a Master's Degree in a relevant field;
  - At least 5 year's experience in consultancy;
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- Experience in undertaking consultancy assignments of similar type and magnitude proven by 3 certificates of good completion
- Good knowledge of the policy and institutional context of Local Government in Rwanda
- Excellent English writing and communication skills to be proven by samples of 2 different documents of at least 20 pages produced by the bidder, as a proof.

#### **6. Time frame**

The assignment shall be executed within 30 calendar days starting from the date of contract signing.

#### **7. Administrative requirements**

- 1) Cover letter for confirmation of interest and availability;
- 2) Signed CV, copies of degrees and certificates for education or training related to the assignment.

#### **8. Technical Evaluation criteria and grading**

- Academic qualification in a relevant field as specified in these ToRs: 20
- Experience with similar assignments (with 3 certificates with relevant reports in English): 40
- Writing and communication skills in the English language (at least two documents): 20
- Methodology with a detailed workplan : 20

#### **9. Procurement method**

This shall be a Quality-Cost Based Selection. Technical evaluation shall account for 70% and financial evaluation shall account for 30%.

#### **10. How and Where to find the tender document/ ToRs**

The Tender document or Terms of Reference can be found, free of charge, on the website of RALGA [www.ralga.rw](http://www.ralga.rw).

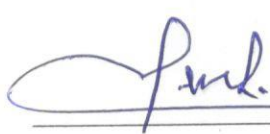
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## 11. Application procedure

The bids addressed to the Secretary General of Rwanda Association of Local Government Authorities (RALGA) shall be submitted in hard copies at RALGA Office in Masaka, Kicukiro District not later than Friday 28<sup>th</sup> December 2023 at 10am. The technical and financial offers shall be in English and sealed separately. The opening of the bids shall take place the same day at 10:30 a.m., and the bidders or their representatives will be allowed to attend this session.

For any additional information, please call tel 0788309477 or send an email to [info@ralga.rw](mailto:info@ralga.rw)

Done at Kigali, on 14<sup>th</sup> December 2023



**Ladislas NGENDAHIMANA**

Secretary General

