

TERMS OF REFERENCE FOR HIRING A CONSULTING FIRM TO CONDUCT NEEDS ASSESSMENT AND UPDATE CAPACITY BUILDING TOOLS FOR THE IMPLEMENTATION OF VVSG-RALGA PROJECT

I. Background

According to the UNHABITAT (2019)¹; since 2007, more than half the world's population live in cities or urban centres. Estimates show that by 2030, cities will be home to 60% of the global population, a share that will further increase to about 68.4% by 2050 with the highest growth projected to be in less developed regions. Experts agree that Cities drive innovation, consumption and investment worldwide, making them a positive and potent force for addressing sustainable economic growth, urban development and prosperity. As of today, statistics show that cities are catalysts of economic growth contributing about 80 % of global GDP. However, it is also important to note that cities account for about 70 % of global energy consumption and 70 % of global carbon emissions. Also, within the context of unplanned or poorly governed urbanization observed in some developing countries, cities are often characterized by stark socioeconomic inequalities, social exclusion, extreme poverty, high unemployment, slums, unaffordable and inadequate housing, and poor environment conditions (...).

The importance of urbanisation in the attainment of collective and inclusive human sustainable development worldwide, is reflected in the endorsement by World Leaders of a specific goal on cities (Goal 11) – make cities and human settlements inclusive, safe, resilient and sustainable as well as the adoption among the 17 sustainable development Goals for 2030 adopted in 2015.

In Rwanda, the Government targets to transform Rwanda into a middle and high income economy as emphasized by various Government vision policies such as the National Strategy for Transformation 2018-2024 (NST1) and the Vision 2050. In order to achieve this objective, the NST1 proposes strategy to advance urbanisation as driver for economic transformation. Various policy instruments such as; the urbanization policy (2015), housing policy (2008), land law (2004 revised in 2019), updated national land use and development master plan 2020-2030 (2020), urban planning codes and construction codes

¹ Un Habitat 2019. Sustainable urbanization and sustainable development goals. Accessed via: https://unhabitat.org/sites/default/files/documents/2019-05/sdg_booklet_to_printer4.pdf.

(2015), national guidelines for participatory land readjustment projects (2021), were put in place.

At local government level, the City of Kigali and District infrastructure one stop centre units and the sector land managers are operational units in charge of spatial land use planning, land administration and land development related service delivery. The national land use and development master plan 2020-2050 suggests that 70% of the population will be living in urban areas by 2050 (against current 18.4%). It strategizes on the application of the two complementary concepts of agglomeration and consolidation in the development of prioritised urban centres grouped in five categories of urbanisation hierarchy i.e at the centre (1) capital City of Kigali, (2) satellite cities i.e Muhanga, Bugesera and Rwamagana and (3) eight secondary cities: Musanze, Rubavu, Rusizi, Nyagatare, Huye, Karongi, Kayonza and Kirehe.

The classification includes in rural districts, 16 districts towns, and 73 urban/emerging centers². Moreover, the Government of Rwanda has endorsed the international commitments of the New Urban Agenda (Habitat III 2030) and Sustainable Development Goals (SDGs).

The decentralization policy adopted by the Government of Rwanda in 2000 as revised in 2021, emphasises the role of the Local Governments in local development that contributes to the achievement of national development goals.

In May 2022, the Rwanda Association of Local Government Authorities (RALGA) entered into a cooperation agreement with VVSG (Vereniging Van Vlaamse Stedem en Gemeenten/ Association of Flemish Cities and Municipalities) for the implementation of the five-year project (2022-2026) with the goal “Rwandan local authorities improve local participation for sustainable urbanisation to ensure inclusive decision-making and responsive service delivery” summarized as VVSG-RALGA project.

The project is financed by the Directorate General for Development Cooperation (DGD) under the responsibility of the Belgium Ministry of Development Cooperation. RALGA and VVSG agreed to prioritize participation in sustainable urbanisation to be implemented in two pilot districts of Karongi (Western Province) and Bugesera (Eastern Province). This partnership builds on RALGA

² Rwanda Land Use and Management Authority (2020), National Land use and development master plan 2020-2050: Integrative report, Kigali. P31.

past experience in supporting secondary cities districts to foster inclusive urban development. In this context, RALGA produced various capacity development tools in form of training modules, toolkit handbooks on different topics¹. This prioritization of sustainable urbanization also considered existing knowledge of outstanding challenges and needs faced by most urban Districts that are predominately still constrained by numerous constraints linked to uncontrolled urbanisation factors, urban planning and management capacity gaps, financial resources constraints as well as participation limitation for some population groups and stakeholders in the urban governance and decision processes.

As the VVSG-RALGA project implementation starts, based on the approved project proposal capacity building and service delivery propositions, it is planned to conduct a preliminary capacity needs assessment of the piloted district to assess the status of capacity to drive sustainable urbanization and level of participation therein and determine priority needs to be addressed by the project and, accordingly, update the existing RALGA capacity building materials in the matter for this purpose.

It is against this background that, RALGA in partnership with VVSG, is hiring a locally registered consulting firm to conduct the capacity needs assessment of the pilot districts vis-à-vis the VVSG-RALGA project scope, and to identify and update capacity building resources already used by RALGA and, finally, to conduct training of trainers for RALGA and pilot district facilitators on selected critical topics.

II. Objectives

The general objective of this assignment is to identify and prioritize capacity gaps faced by piloted districts in advancing participation in sustainable urbanization processes and update capacity development resources to be used for VVSG-RALGA project capacity building services targeting selected relevant district and sub district service providers.

The specific objectives of this assignment are to:

1. Assess existing capacities (technical expertise, tools and resources) of Bugesera and Karongi districts in fostering participation in sustainable urbanization decisions and service delivery processes and prioritize identified gaps per specific identified service providers from pilot district and sub district technical and political staff

2. Review and analyze available capacity building resources previously produced by RALGA and based on the needs assessment findings, update where applicable these materials so as to get best suitable user friendly and adapted capacity building resources to properly address the priority gaps identified to support the pilot districts fulfill their commitments towards advancing participatory sustainable urbanization
3. Operationalize the prioritized and updated capacity development resources via testing and training the trainers selected from RALGA facilitators and selected pilot district technicians

Generally, the assignment contributes to the VVSG-RALGA project result 1: RALGA has strengthened capacity to support local authorities in making local participation for sustainable urbanization and indicator 1.1: RALGA tools on inclusive urbanization processes are updated and/or developed.

III. Assignment methodology

The consultant shall work closely with the pilot district authorities, the appointed district project technical focal points, relevant district stakeholders, relevant urbanization sector stakeholders at the national level under the supervision of RALGA management. While the consultant is free to propose the suitable methodology, the client privileges participatory approach. The needs assessment exercise should include focus group discussions and key informant interviews targeting potential representatives of the project beneficiaries. The assignment deliverables shall be in iterative approach each step being concluded with relevant stakeholder validation meeting before proceeding to next deliverable. The validation of key assignment deliverable will also be participatory as the pilot district authorities will have to validate in a meeting, the prioritized needs to be followed by RALGA management approval. After the approval, the subsequent deliverable of updating the capacity building resources and operationalization of updated tools will follow and will be approved by RALGA management.

IV. Scope of the Work (task of the consulting firm)

1. The consulting firm shall review all relevant documentation on VVSG-RALGA project, RALGA functioning and strategic plan, national policy instruments governing the urbanisation sector in Rwanda, policy documents governing the functioning of local government and inclusive governance processes, relevant literature on enablers of sustainable

urbanisation and inclusive urban governance, pilot district strategic planning documents such as District Development Strategies, Local Economic Development potentialities report, city development master plans and district land use and development master plans, etc so as to get adequate insight on the pilot district capacity needs and gaps vis-à-vis national urbanisation objectives and local plans.

2. The consulting firm shall develop adapted data collection tool and collect complementary primary data which is deemed useful for the assignment delivery from the pilot district sampled technical and elected staff as well as stakeholders representatives who can benefit the project capacity building services to be engaged via participatory focus group discussion (FGD) and key informant interviews (KII) on one side, and on the other, central government level stakeholders such as MININFRA, National Land Authority (NLA), Rwanda Housing Authority (RHA) and MINALOC so as to better analyse existing gaps, prioritise them and get insight on potential additional elements to add to existing capacity building resources at RALGA disposal.
3. The consulting firm shall identify relevant RALGA capacity building materials on inclusive urbanisation that can be used to address the identified and prioritised capacity gaps in the pilot districts and where applicable identify any gaps of these tools vis-à-vis the prioritised pilot district needs and update these materials accordingly based on required expertise. The principle of user friendly content of the tools should be preserved during the updating process as well as the mode of delivery by RALGA for short courses. This implies that key theories and case studies are to be coupled with real case discussion/assignments, imagery representation of key concepts and compliance to adult learning requirements, etc.
4. The consultant shall facilitate the training of trainer sessions on selected capacity building materials targeting RALGA facilitators and selected pilot district technicians.

V. Expected deliverables

1. To provide an inception report that contains the following (to be validated by RALGA):
 - a. Methodology for conducting capacity needs assessment and capacity gaps prioritisation. This involve list of potential

- respondents and data collection tools (interviews and focus group discussions)
- b. approach of selecting capacity building materials to address prioritised capacity gaps and the approach of updating selected capacity building materials,
 - c. approach to select potential district and sub district officials and staff concerned by prioritised capacity building action,
 - d. approach for updated materials testing and training of trainers of RALGA facilitators and selected pilot district technical staff (for practical technical urban planning training course). N.B: RALGA will take charge of training logistics
 - e. the work plan with clear work breakdown structure and consultants' roles
2. To provide draft and final capacity needs assessment report of pilot districts (single report with separate sections for each of the two pilot districts). The report should present common challenges and specific ones per each of the pilot districts as well as suggested prioritization of capacity gaps. The capacity needs assessment report is to be presented first to the pilot district authorities before validation by RALGA management
 3. To provide the report on proposed RALGA capacity building materials to be used by VVSG project for the project result 2 capacity building activities, the plan for suggested updating, the district beneficiaries and proposed expert to conduct the work. The report is to be validated by RALGA management
 4. To provide the updated capacity building materials as per the agreed plan to be validated by RALGA management. N.B: RALGA claims ownership of all items produced by the consultant under the contract terms.
 5. To provide training of trainer report and full assignment completion report

N.B: all deliverables must be produced in English language except RALGA training materials already produced in Kinyarwanda in case they are selected among the tools to be update.

VI. Bidding Requirements

a. Administrative requirements

- Bid submission form dully signed in compliance with the template providedⁱⁱ
- The bidder must submit a valid RRA certificate
- The bidder must submit a valid RSSB (social security) certificate
- The bidder must submit the company registration certificate delivered by RDB

b. Technical requirements

- Demonstrate experience handling similar assignment with relevant proof (at least two copies of good completion certificates)
- Consultant team composition and team member's capacities and experience

Consulting firm team composition (profile Vs tasks)

Consultant team composition and team member's capacities and experience:

- Team Leader/Urban planning and management expert: S/he must have at least Master degree in urban planning, urban management or any related field from a recognized University with relevant proof (copy of degree). S/He must demonstrate experience (minimum 5 years) of leadership and technical capacity in conducting capacity needs assessment for professional staff, designing urban planning and management learning materials, editing and proofreading learning materials with relevant proof (copy of one edited authoritative document or peer reviewed article); demonstrate knowledge of local government urban management responsibilities and practices and pro poor urbanization (having worked on assignments related to local governments urban governance is an added advantage).
- Other team members:
 - A local governance expert: with at least master degree in public administration, political science, public policy or any related field delivered by a recognised university with relevant proof (copy of degree). S/he must have sound experience (5 years) of capacity building needs assessment and training materials development and professional training

facilitation in the domain of inclusive governance, local councillors training, JADF functioning, stakeholder engagement in local decision making, etc.

- A local socioeconomic development expert: with at least a master degree in the domain of Business administration, development studies, economics, or any related field from a recognized University with relevant proof (copy of degree). S/he must demonstrate consistent experience of practice (5 years) of capacity building needs assessment and training materials development and professional training facilitation in the domain of inclusive local economic development, inclusive social protection services and urban development projects management.

c. Bid validity: Three Months starting from the date of bid opening

d. Bid security: Not applicable for this tender

The offer must comprise:

1. The required administrative documents and the bid submission letter
2. Technical proposal indicating:
 - Overall understanding of the assignment (critical analysis with inputs if deemed useful)
 - Indicative methodology and work plan to guide the assignment along with the distribution of tasks among the consultants
 - CVs of proposed consultants detailing their contact details, their professional pertinent experience and qualifications, focusing on skills and experience applicable to this task
 - Signed commitment letter of each of the proposed consultants to guarantee attachment to the consulting company and availability for the assignment
 - A history of similar consultancies and assignments with relevant proof
3. A financial proposal based on a clear cost breakdown separating core expert service cost aligned to various assignment deliverables (separated per each expert involved) to logistic costs (travel, internet, printing, etc). The consultant fees shall be calculated in terms of man/work days and all due taxes must be considered in the price quotation. The currency of the price quotation is Rwandan Francs.

N.B: RALGA will cover all participants' logistics for the training of trainers.

VII. Period for the consulting services

The period of executing this assignment shall not exceed cumulative 30 working days effective from the time of signing the contract.

The days are distributed as follows:

- Inception report: 5 days
- Needs assessment: 10 days
- Tools updating: 10 days
- Training of trainer and final reporting: 5 days

VIII. Evaluation criteria

- Qualification of key personnel (**40 points**):
 - The lead consultant: Master's degree in urban planning or related field with at least 5-year experience of leadership in capacity building related to urbanisation for professional staff (**20points**)
 - Governance expert: Master degree in degree in public administration, political science, public policy or any related field with 5-year experience in designing capacity building tools in related field (**10 point**)
 - Local socioeconomic development expert: Master degree in the domain of Business administration, development studies, economics, or any related field with at least 5-year experience of designing capacity building tools in related field (**10 points**)
- The company experience: at least 5 years in the same domain (urban planning and management related capacity building): substantiated with the provision of at least 2 certificates of good completion (**20points**)
- Relevance of the proposed methodology (**35points**)
- Extent of participation of nationals in the team of consultant proposed (**5 points**).

Total points (100%)

Comments:

The minimum technical score required is **70%**.

N.B: Selection method is Fixed Budget Method (FBM). The available budget for the assignment is equivalent to Frw 9,000,000 all tax inclusive. Any bidder whose financial proposal exceeds the indicated available budget will be automatically disqualified for the financial evaluation.

The procurement method to be used is competitive bidding (open tender).

IX. Submission and bid opening

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

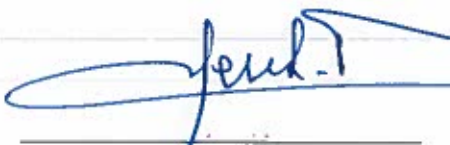
The offer must comprise:

- Two (2) copies (one original and the photocopy) of the technical proposal including the signed bid submission letter;
- Two (2) copies (one original and the photocopy) of the financial proposal in a separate and sealed envelope;

The deadline for submission is 22nd July 2022 at **11:00 a.m.** The opening of the administrative and technical offer will take place thereafter at **11:30 a.m.**

Inquiries should be directed to RALGA by email to info@ralga.rw

Done at Kigali, on July 7th, 2022


Ladislav NGENDAHIMANA
Secretary General



AVAILABLE RALGA CAPACITY BUILDING CAPACITY BUILDING TOOLS ON INCLUSIVE URBAN MANAGEMENT

| Nº | Type of Tool produced | Target beneficiaries |
|----|---|---|
| 1 | Training module on inclusive urban planning and management for local government | District One Stop centers/OSC (infrastructure, land use and development management) staff i.e urban planners and engineers, Sector land managers, District leadership, district planners, etc |
| 2 | Toolkit handbook for secondary city districts on designing pro poor and inclusive detailed physical plans | District One Stop centers(infrastructure, land use and development management) staff i.e urban planners and engineers, Sector land managers, District leadership, district planners, etc |
| 3 | Training manual on rural urban agribusiness value chains development strategies | Secondary cities districts units in charge of agriculture and business development |
| 4 | Training materials on inclusive urban services and constituency consultation techniques for elected councilors | Secondary cities Districts elected councilors (District, sector and cell) |
| 5 | Toolkit handbook on effective engagement of private sector and higher learning institutions in local urban development projects | District JADF members |
| 6 | Training materials on participatory planning and budgeting for District planners | District planning units |
| 7 | Coaching manual on devising model business plans for affordable housing projects for secondary cities districts | District executive committee, District executive secretary, District OSC staff, finance, business development, social development, sector land managers |
| 8 | Coaching manual on supporting municipal PPPs project for secondary city districts | All districts planning units, finance/procurement, OSC, business development units, etc |
| 9 | Booklet handbook on land management | All districts OSC staff, local elected leaders |
| 9 | Training manual and toolkit handbook on effective social protection service for urban poor | Secondary cities districts and other urban district social development units staff |
| 10 | Coaching manual on gender equality transformational agent of change program | Appointed participants from secondary cities districts (various department and elected councillors) |

Handwritten signature or mark

TECHNICAL PROPOSAL SUBMISSION FORM

[Location, Date]

To: [Name and address of the Procuring Entity]

Ladies/Gentlemen:

We, the undersigned, offer to provide the consulting services for [Title of consulting services] in accordance with your Request for Proposal dated [Date] and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal, and a Financial^{II} Proposal sealed under a separate envelope.

If negotiations are held during the period of validity of the Proposal, i.e., before [Date] we undertake to negotiate on the basis of the proposed staff. Our Proposal is binding upon us and subject to the modifications resulting from Contract negotiations.

We understand you are not bound to accept any Proposal you receive.

We remain available for any further clarification required.

Yours sincerely,

Authorized Signature and stamp:
Name and Title of Signatory:
Name and legal status of the Consultant:
Address: