TERMS OF REFERENCE

HIRING AN INDIVIDUAL CONSULTANT TO UPDATE RALGA ADVOCACY AND REPRESENTATION STRATEGY 2026-2030

1. Background and context

The Rwanda Association of Local Government Authorities (RALGA), legally established in 2003, serves as a non-governmental organization dedicated to representing and advocating for the interests of local government authorities across Rwanda. Through its core mandate of advocacy, representation, and capacity building, RALGA plays a pivotal role in advancing effective decentralization, good governance, and sustainable local economic development within the country. To ensure its continued relevance and impact in a dynamic governance landscape, RALGA recognizes the imperative to update its strategic frameworks.

The previous Advocacy and Stakeholder Engagement Strategy (ADSES 2018-2023) requires a comprehensive update to address identified gaps and explicitly integrate the crucial representation function, which, while implicitly covered, was not fully elaborated. This need is further underscored by RALGA's new Strategic Plan 2025-2030, whose first objective aims to 'strengthen the role of RALGA in advocating for, representing, and supporting local government to enhance their effectiveness for inclusive socioeconomic transformation.' This strategic alignment necessitates the development of a combined and robust Advocacy and Representation Strategy.

The RALGA Strategic Plan (2025-2030) identified several critical advocacy function aspects that need improvement, such as: proactive and consistent engagement of high-level government organs for advocacy, insufficient research-based advocacy, and the absence of regular stakeholder mapping and analysis. Also, while representation has been a core mandate since RALGA's inception, the former ADSES lacked clear guidance on fulfilling this function, particularly regarding criteria for selecting and prioritizing platforms for member representation. Furthermore, the previous strategy was found to be less user-friendly, characterized by lengthy texts and a lack of practical, operational 'how-to' guidance. The new strategy will therefore aim to be a more practical, actionable guide, addressing emerging priorities such as decentralization, fiscal autonomy, local economic development, citizen participation, climate change adaptation, and the evolving landscape of urbanization, digital governance, and public-private partnerships.

It is in view of the above that RALGA wishes to recruit an individual consultant who shall support RALGA in developing the updated Advocacy and Representation Strategy for the period 2026-2030, serving as a comprehensive roadmap for its advocacy and representation efforts.

2. Objectives of the assignment
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2.1. The general objective of this consultancy is to develop an updated and effective Advocacy and Member Representation Strategy for RALGA (2025-2030) that aligns with the new strategic plan, strengthens RALGA's advocacy role in promoting the interests of local governments and the well-being of Rwandan citizens.

2.2. Specific objectives The specific objectives of this assessment are:

1. To conduct a deeper assessment of the effectiveness of the previous ADSES (2018-2023) in achieving its stated goals and objectives, and identify priorities and targets for advocacy and representation functions with respect to the new RALGA strategic plan 2025-2030 and new national development agendas.
2. To conduct updated identification and mapping of key stakeholders who have an interest in or influence over local governance issues, and develop tailored engagement strategies to effectively communicate with and influence these stakeholders, including representation.
3. To develop a clear framework for advocacy interventions, including defining key messages, selecting appropriate communication channels, and outlining expected outcomes and likewise, develop a clear framework for member representation interventions
4. To develop a conceptual model of an integrated digital framework for advocacy management and Monitoring & Evaluation (M&E) for RALGA's technical desk. This framework will enable automated issue prioritization, enhance the tracking and impact assessment of advocacy and representation functions, and ensure efficient data exchange within RALGA and with its members on relevant issues.
5. To conduct training of relevant RALGA technical staff and members of governing organs on the effective use of the updated advocacy and representation strategy with respect to their roles and responsibilities

4. Scope of work

The scope of this assignment involves developing RALGA's updated Advocacy and Representation Strategy (2026-2030). This includes thoroughly assessing the previous strategy (ADSES 2018-2023) to identify gaps in high-level engagement, evidence-based advocacy, and stakeholder mapping. The consultancy will explicitly integrate and guide the representation function, aligning the new strategy with emerging priorities like decentralization, local economic development, and climate change, while also considering evolving governance trends such as urbanization and digital solutions. The process will entail a comprehensive desk review and qualitative data collection through interviews with diverse stakeholders, including RALGA, government bodies, development partners, civil society, the private sector, and local government officials from various administrative levels (District, Sector, Cells and Village) and regions (Provinces and City of Kigali).

5. Tasks

The consultant will conduct the following tasks:

- ❖ **Conduct a comprehensive assessment:** Review the previous Advocacy and Stakeholder Engagement Strategy (ADSES 2018-2023) to evaluate its effectiveness, identify gaps in high-level engagement, evidence-based advocacy, and stakeholder mapping, and analyze current advocacy and representation efforts in alignment with RALGA's new Strategic Plan 2025-2030 and national development agendas.

- ❖ **Undertake extensive stakeholder engagement and data collection:** Design and implement a methodology for qualitative data collection, including conducting Key Informant Interviews with RALGA organs, government ministries, development partners, civil society, the private sector, and local government officials across various administrative levels (District/City of Kigali, Sector, Cell, and Village), ensuring representation of diverse regions and contexts. This also involves updated stakeholder mapping and analysis.

- ❖ **Develop robust, user-friendly advocacy and representation frameworks integrating emerging priorities:** Based on the assessment and data collected, identify and prioritize advocacy and representation goals, objectives, and targets. Subsequently, develop clear, actionable frameworks for both advocacy and representation interventions, defining key messages, appropriate communication channels, and outlining expected outcomes, including specific guidance and criteria for prioritizing representation platforms. This task must ensure the strategy effectively addresses identified gaps, aligns with emerging priorities (e.g., decentralization, climate change, digital governance), and is practical and action-oriented for RALGA's technical users.

- ❖ **Establish an Information Sharing, Monitoring, and Evaluation (M&E) framework:** Design a conceptual model for robust and digitally embedded interdepartmental information sharing and an M&E framework for the new strategy.

- ❖ **Train RALGA officials and staff:** Design adapted training materials based on the validated updated RALGA advocacy and representation strategy and facilitate two-day training for RALGA technical staff and members of governing organs, a robust M&E framework. RALGA shall cover logistics related to training, as the consultant's role is facilitation and reporting.

6. Deliverables

The expected outputs of this assignment are:

- ❖ **Inception Report:** Outlining the assessment framework, work plan, data collection strategies and structure of the updated advocacy and representation strategy and training approach for the indicated target group.

- ❖ **Draft report of RALGA Advocacy and Representation Strategy 2026-2026:** Presenting key findings of stakeholder consultation and analytical assessment, and outlining key content of the updated RALGA advocacy and representation strategy as per the agreed structure for stakeholder feedback.

- ❖ **Final report of RALGA Advocacy and Representation Strategy 2026-2030:** A comprehensive document detailing findings, analyses, and actionable recommendations after integrating inputs from validation sessions.

❖ **Presentation Materials for validation session**: For workshops and stakeholder meetings to disseminate findings.

❖ **Training materials and report**: Adult learning adapted Training materials for a planned two-day training session for RALGA staff and officials.

7. Assignment delivery methodology

While the consultant is free to propose the most suitable methodology, the client prefers a participatory approach that maximizes the use of available secondary data (desk review) and primary data collection. This will involve a comprehensive desk review of key documents such as RALGA's Strategic Plan (2025-2030), the previous ADSES (2018-2023), relevant national policies, and existing research. Qualitative data will be systematically gathered through Key Informant Interviews with a diverse range of stakeholders, including RALGA organs, government ministries, development partners, civil society organizations, the private sector, and local government officials across various administrative levels and regions. The consultant is encouraged to propose technological resources to expedite data collection and analysis. The sampled districts and specific -sub-district entities will be agreed upon during the inception report approval. Crucially, the methodology will culminate in the delivery of training for relevant RALGA technical staff and members of governing organs, ensuring their effective use of the updated strategy in line with their respective roles and responsibilities.

7. Bidding requirements
a. Technical requirements
• At least a Master's Degree in public administration, political science, governance, development studies, management, business administration or any related field.

• 5 years of experience working on institutional assessment, advocacy strategy development for renown advocacy organizations, partnerships and stakeholder's analysis, and/or political economy analysis. Experience to be proven by two certificates of good completion issue by recognized Institutions.

The offer must comprise:
1. The bid submission letter.

2. Technical proposal indicating:

❖ Overall understanding of the assignment (critical analysis with inputs if deemed useful).
❖ Consultant CV emphasizing relevance of expertise, and experience from past tasks related to the assignment.
❖ Indicative methodology and work plan to guide the assignment.
❖ Provision of two (2) certificates of good completion for similar assignments

3. A financial proposal based on a clear cost breakdown separating core expert service costs aligned to various assignment deliverables from logistic or miscellaneous costs (travel, accommodation, 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.

The selection method is Quality and Cost-Based Selection (QCBS). The evaluation criteria are: Qualification of the expert (20 points); Experience (40 points); Relevance of the proposed methodology (40 points). **Total points (100%)**

The minimum technical score required is 70%. The procurement method to be used is open competitive method.

8. Period for the consulting services

The consultant will be assigned 20 workman days to complete all due deliverables. The period of executing this assignment is set for April-May 2026.

9. Submission and bid opening

The interested consultants fulfilling the above requirements shall address to RALGA Secretary General their well -sealed and sealed technical and financial proposal in two copies to be submitted at RALGA offices, in Masaka Sector, Kicukiro District.
The deadline for submission of bids is 24th March 2026 at 15:00 a.m. The opening of the technical offers will take place thereafter at 15:30 a.m. Invited bidders or their representatives can attend bids opening as needed. Further inquiries shall be channeled by email to info@ralga.rw before 20th March , 2026.

Done at Kigali, 9th March 2026.

Valens Uwineza
Secretary General of RALGA