TERMS OF REFERENCES

CONSULTANCY TO MAP CAPACITY DEVELOPMENT INTERVENTIONS FOR LOCAL GOVERNMENT AND DEVELOP A DIGITAL/WEB-BASED ANNUAL TRAINING CALENDAR

1. Introduction

The Rwanda Association of Local Government Authorities (RALGA) is a membership organization composed of all 27 districts and the City of Kigali. Its mandate is to support these local government entities in achieving their missions, while promoting compliance with the principles of good governance and decentralisation. RALGA is responsible for representing local government entities, conducting advocacy on their behalf, and enhancing their capacity in key areas such as decentralisation policy implementation, local government financing, local economic development, and social development. It aims to promote decentralised governance, effective leadership, and inclusive service delivery.

To effectively support local governments in fulfilling their mandates, RALGA aligns its initiatives with national policy frameworks, including the Local Government Capacity Building Strategy (LGCBS) developed by the Ministry of Local Government (MINALOC). This strategy emphasizes the establishment of coordination mechanisms for capacity development between central and local governments, as well as increased stakeholder engagement and implementation of capacity development partnerships (MINALOC: 2024–2029 LGCDS, Priorities 4 & 5).

To develop an effective and coordinated approach to capacity building, RALGA, through its 2025-2030 Strategic Plan, intends to map all capacity development interventions for local governments, both those in process and those planned by various stakeholders. As part of this initiative, RALGA will develop a digital, web-based capacity-building calendar that consolidates all training and development activities targeting local government staff and elected leaders.

The creation of a centralized database and an interactive web-based calendar for tracking capacity-building interventions will provide a reliable and comprehensive source of information for program managers, funders, and policymakers. By clearly outlining what activities are being conducted, where, when, and by whom, the system will enhance coordination, improve resource allocation, support evidence-based decision-making, and promote transparency and accountability across all levels of engagement.

2. Rationale

In September 2024, RALGA signed a Memorandum of Understanding (MoU) with the Ministry of Local Government (MINALOC) to establish a framework for reliable local government capacity development and the promotion of good governance and decentralization. Under this MoU, RALGA's main responsibility is to actively contribute to the coordination of capacity

development interventions for local government entities (LGEs), in collaboration with relevant government institutions.

One of the key mechanisms to revitalize the coordination of capacity-building interventions in local government is to develop a digital/web-based annual training calendar. This tool is intended to enhance coordination, efficiency, and the overall impact of capacity-building initiatives across local governments. By consolidating training plans from various stakeholders into a centralized and easily accessible platform, RALGA will prevent duplication of efforts, identify capacity gaps, and ensure that training programs are strategically aligned with the actual needs of local government entities. Furthermore, this system facilitates the targeted delivery of training to the appropriate staff and elected leaders, promotes equitable access to development opportunities, optimises the use of available resources, and supports the establishment of a more professional and capable local governance system aligned with national development priorities.

RALGA intends to develop a web-based capacity-building calendar that consolidates all training and development interventions planned by various stakeholders, targeting local government staff and elected leaders. This platform will serve as a centralised coordination tool, where stakeholders can submit and update their training schedules, allowing RALGA to map, organise, and align these interventions based on identified capacity needs.

3. Objectives

3.1.Overall Objective
The overall objective is to conduct a comprehensive mapping of all interventions ongoing and planned capacity-building (ongoing and planned) from various stakeholders and create a digital, web-based calendar that consolidates this information in a centralised platform. This calendar will serve as a coordination and planning tool, enabling RALGA and its partners to track, align, and manage capacity-building activities more effectively.

3.2.Specific Objectives
1) Identify and analyse all capacity development initiatives for local government staff and elected leaders, including key details on implementers, scope, coverage, duration, and funding.
2) Assess the existing capacity development interventions to identify duplication, gaps, under-coverage, and opportunities to better align efforts with national priorities and local government needs.
3) Design a secure, user-friendly online platform that consolidates capacity-building initiatives and enables stakeholder updates with search and filtering functionality.
4) Define practical mechanisms, roles, and protocols to support ongoing collaboration, calendar updates, and consistent stakeholder data contributions.
5) Train RALGA staff and stakeholders on system use, management, and maintenance, supported by user manuals, technical documentation, and hands-on training to ensure sustainability.
6) Define practical mechanisms, roles, and protocols to enable ongoing collaboration, calendar updates, and consistent stakeholder data contributions.

4. Expected Outputs

- Inception Report with proposed methodology and detailed work plan.
- Stakeholder Engagement Plan, including a list of key informants, FGDs, and surveys.

- **Draft** report detailing all identified capacity development interventions (ongoing, completed, and planned) targeting local government staff and elected leaders. The report should include key data such as implementing organizations, thematic focus areas, geographic coverage, target groups, timelines, and funding sources, along with an analysis of gaps, overlaps, and recommendations for improved coordination.
- A fully developed, interactive, and user-friendly digital platform that consolidates all stakeholder-planned training and development activities, featuring event search and filtering, secure stakeholder access for data entry, automated notifications, data export functionality, mobile responsiveness, and secure hosting.
- A clearly defined framework that outlines roles, responsibilities, protocols, and tools for regular data submission and calendar updates by stakeholders.
- A complete handover package including training materials, user manuals, system documentation, and training sessions delivered to RALGA staff and relevant stakeholders.

5. Scope of Work

The consulting firm will undertake the following tasks:

A. mapping of capacity development interventions for local government and developing a digital/web-based annual training calendar

- **Design and Develop a User-Friendly, Web-Based Capacity-Building Calendar**: create a self-support, dynamic, accessible, and secure web-based calendar platform that consolidates all planned and ongoing training and development initiatives. The platform should allow for regular updates by stakeholders, include filtering/search features (by thematic area, topic, date, partner, location/Local Government Entity, etc.), and be designed to meet the information needs of local government staff, elected leaders, program managers, and policymakers. The platform shall have the following stakeholders.

Stakeholders' category	Rights	Additional requirements
RALGA	Data entry	
	Reporting	
	Tracking progress	with traffic light colors (green, yellow and red)
	Dashboard Management	
	Overall Monitoring	
Beneficiaries (Districts and City of Kigali)	Data entry	
	Reporting	
	Tracking progress	with traffic light colors (green, yellow and red)
Service Providers (Ministries, Public Agencies, Civil Society Organizations, NGOs, Development Partners	Data entry Tracking progress	with traffic light colors (green, yellow and red)

- **Establish a Framework for Stakeholder Engagement and Data Sharing:** Develop practical mechanisms and tools to facilitate ongoing collaboration and information sharing among key stakeholders, including protocols for submitting updates to the calendar, roles and responsibilities for content management, and incentives or accountability measures to ensure consistent data contribution.
- **Build Capacity for Sustainability and Provide Technical Support:** Train RALGA staff and relevant stakeholders on the use, management, and maintenance of the digital calendar and database. This includes developing user manuals, providing technical documentation, and delivering hands-on training sessions to ensure the system's sustainability and long-term effectiveness.

B. RALGA's online Monitoring and evaluation system

Develop an online M&E system which shall help to track progress of RALGA Activities, including key action plan, RALGA management resolutions and resolutions from Executive committee meetings. The platform is internal, and it shall help the interdepartmental linkage of activities. The platform should allow for regular updates of individual tasks approved at the departmental level. It shall also allow the following filtering/search features (by outcome, output, activity, timeline set (month/ dates, partners, indicators, etc.). The platform shall have the following user categories.

User categories	Rights	Additional requirements
RALGA's staff	Data entry & review/edit	
	Reporting	
	Tracking progress	with traffic light colors (green, yellow and red)
	Comment	
RALGA's department (Unit)	Data entry & review/edit	
	Reporting	
	Comment	
	Tracking progress	with traffic light colors (green, yellow and red)
	Dashboard Management	
	Approval rights	
RALGA Management	Review/edit	
	Dashboard Management	
	Approval rights	
	Feedback	

6. Methodology and approach to digital web-based calendar development

To conduct the mapping of all ongoing and planned capacity-building interventions in local government from various stakeholders, and to create a digital, web-based calendar on Capacity Building Interventions for Local Government, RALGA intends to use external experts who shall dedicate their time to collecting, analyzing, and organizing relevant data; coordinating with stakeholders; and developing the structure and content of the digital calendar.

The mapping exercise will be conducted through one-on-one engagements with stakeholders and other relevant consultation methods. The report shall clearly indicate the ongoing and planned

interventions over a period of at least three consecutive years, including their objectives, target beneficiaries, geographical coverage, timelines, and implementing partners.

The outputs from the mapping exercise will be discussed and validated through a stakeholder consultation process to ensure accuracy, relevance, and completeness of the data. Following validation, the data will be used to inform the design and development of a web-based platform. The experts will advise RALGA on the most appropriate type of web platform and technologies to be used for effectively displaying, managing, and updating the digitised capacity-building intervention data.

After the web design, development, piloting, and testing phases are completed, it will be necessary to organise training sessions for all intended users. All concerned stakeholders shall appoint focal persons who will be trained on how to effectively use and manage the platform, including data entry, updates, navigation, and reporting functionalities. These focal persons will also serve as key contacts for ongoing technical support and coordination related to the platform's use.

7. Firm Profile of the consulting firm

A consulting firm will map all capacity development interventions for local governments and develop a digital/web-based capacity-building calendar that should possess the following profile:

- Demonstrated experience in conducting assessments or mappings related to governance, decentralisation, and institutional capacity building, particularly within the local government context.
- Previous assignments involving collaboration with government institutions, development partners, or civil society organisations on capacity development programs.
- Strong capacity in designing and developing self-guided, interactive, secure, and user-friendly web-based platforms or management information systems.
- Proven track record in designing digital tools for data management, activity tracking, or program coordination.

The consulting firm should have a team of experts with the following key profiles:
- ❖ ICT/Web Developer with at least a bachelor's degree and expertise in database design, web development (preferably with open-source tools), and digital platform integration
- ❖ Expert with at least a bachelor's degree in statistics sciences, economics, public administration or in another relevant field. The expert shall also possess expertise in Monitoring and evaluation to ensure the mapping and calendar align with performance tracking and decision-making needs.

8. Administrative Requirements

- Registration certificate issued by the Rwanda Development Board (RDB)
- Valid VAT Certificate issued by Rwanda Revenue Authority (RRA)
- Technical and financial proposal (Maximum 10 pages excluding attachments)
- List of key personnel with their CVs, copies of their academic qualifications and roles in the assignment
- At least 3 performance certificates from recognized entities with references.

9. Evaluation criteria

The evaluation of the technical proposal shall be marked as follows:
- Validity of administrative documents
- Academic qualifications and professional experience/ 30points
- Quality of the technical proposal, methodology, structure of the study report and work breakdown structure / 40 points
- Samples of relevant similar publications or certificates of completion/ 30points

Consulting firms will submit their technical and financial proposals (in separate files), along with the required documents, to RALGA in separate and sealed envelopes and no later than Friday, 6 **March 2026, at 10.00 a.m.**

Submissions should be clearly marked: **"map capacity development interventions for local government and develop a digital/web-based annual training calendar".**

10. Duration of the assignment

The assignment shall be carried out no later than 42 calendar days from the day of the signing of the Contract.

11. Ethical Considerations

The consulting firm is expected to uphold the highest standards of research ethics, including informed consent, confidentiality, and respect for participants' rights. Approval by relevant ethics boards may be required depending on the methodology.

12. Submission and Opening of Bids

Interested consulting firms are invited to submit well-sealed bids addressed to the Secretary General of RALGA, no later than **6 March 2026 at 3:00 PM** at the RALGA Office, Masaka Sector, Kicukiro District. The opening of bids shall take place on the same day at 3:30 PM, and bidders or their representatives are welcome to attend.

Inquiries: info@ralga.rw**or 0788387864.**

13. Reporting and Supervision

The firm will report to the RALGA Secretary General, with technical oversight provided by the Manager of the Capacity Building Unit.

Done at Kigali, on 26 February 2026

Valens UWINEZA
Secretary General