

REVISED REQUEST FOR EXPRESSIONS OF INTEREST

(CONSULTING SERVICES)

RWANDA

**SUPPORT FOR SUSTAINABLE AND INCLUSIVE PRIVATE SECTOR DEVELOPMENT PROJECT
(SSIPSD)**

Investment and Micro Small Enterprises

Financing Agreement reference: GRANT No.: 5700155004001;

Project ID No.: P-RW-KF0-007

The Government of Rwanda *has received* financing from the Fund for African Private Sector Assistance (FAPA) through African Development Bank (as fund administrator) toward the cost of the **Support for Sustainable and Inclusive Private Sector Development Project (SSIPSD)**, and intends to apply part of the agreed amount for this grant to payments under the contract for consulting services, to recruit a Consulting Firm to develop and undertake capacity building of targeted Business Development Advisers (BDAs) in Rwanda.

The services included under this project are:

1. Conducting needs assessment for BDAs, to identify skills gaps and training requirements, and develop an inception and needs assessment report within the first 30 days.
2. Developing a 3-tier capacity building program that addresses skills gaps, develop selection criteria for BDAs, training materials, countrywide training program and a Training of Trainers program, within the next 60 days.
3. Facilitate mobilization of BDAs to attend various capacity building workshops, facilitate the training and certifications awards, in collaboration with RDB Chief Skills Office, and facilitate continuous promotion of the program. This shall be conducted within the next 240 days.
4. Developing periodic capacity building reports and conducting program evaluation based on agreed framework. Evaluation and feedback shall take place in the last 30 days of the assignment.
5. Achieving program targets (565 BDAs trained and certified, 20 BDAs trained and certified through TOTs, 50% women and 20% youth)

The scope of work will be for 1 year.

The Rwanda Development Board (RDB) now invites eligible consultants to indicate their interest in providing these services. Interested consultants must provide information indicating that they are qualified to perform the services (brochures, description of similar assignments, experience in similar conditions, availability of appropriate skills among staff, etc.). Consultants may constitute joint-ventures to enhance their chances of qualification.

The detailed terms of reference can be found on the following website: <https://rdb.rw/media/#tenders>

Eligibility criteria, establishment of the short-list and the selection procedure shall be in accordance with the African Development Bank's "**Rules and Procedures for the use of Consultants**" dated October 2015, which is available on the Bank's website at <http://www.afdb.org>.

Interested consultants may obtain further information at the address below during office hours from 09:00 AM to 5:00 PM Rwanda Local Time.

Expressions of interest must be delivered to the address below by May 8th, 2024 at 04:00 PM Kigali time and mention: "**Support the expansion of Business Development Advisors (BDAs) scheme**".

Rwanda Development Board (RDB)

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Email: spiu.procurement@rdb.rw

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Joseph Cedrick Nsengiyumva

Chief Financial Officer

Terms of Reference Recruitment of a firm to undertake training of targeted BDAs in a three-tier professional BDAs programme (Certified Entrepreneurship Guide (CEG), Professional Entrepreneurship Guide (PEG), Master Entrepreneurship Guide.

Date: 18th April 2024

1. Background

Rwanda has embarked on a long-term vision to become a high-income or developed country by 2050 and, along the way, aims to attain upper middle-income status by 2035. The Rwanda Vision 2050 document sets out these and other high-level goals for inclusive and sustainable development, hinging on economic growth, prosperity, and high quality of life for all Rwandans. The implementation of Vision 2050 is ensured through a series of medium-term development strategies, the foremost of which is the National Strategy for Transformation (NST1), which runs from 2017 – 2024 and has several interlinked sectoral and cross-sectoral strategies that further detail and ensure its implementation.

In light of this, the Government of Rwanda, through the Rwanda Development Board/Chief Skills Office (RDB-CSO), developed a five-year strategy (NSDEPS) approved by the cabinet on 7th June 2019. The strategy aims to upskill Rwanda's workforce for employment promotion and job creation with three pillars (Skills Development, Employment Promotion, and Marching) for long-term economic transformation by putting the private sector at the helm. It follows the principles embedded in the National Strategy for Transformation (NST-1), the Private Sector Development and Youth Employment strategy, and other relevant national documents.

Pillar 2 of NSDEPS promotes employment by ensuring micro, small, and medium-sized enterprises (MSMEs) access to finance, business advisory services, and market access. Business advisory services offered to MSMEs are key to business development and contribute much to employment promotion. The intervention, capacity building, and professionalization of Business Development Advisors have to be enhanced to ensure business development and sustainability.

The Government of the Republic of Rwanda has received a grant from the African Private Sector Assistance (FAPA) with the African Development Bank and the African Development Fund acting as administrator of grant funds to finance the project for Support for Sustainable and Inclusive Private Sector Development. This project aims to improve the policy environment to enable private sector-led growth and strengthen the capacity of Rwanda's private sector.

The objective of the assignment

This assignment aims to develop and implement a comprehensive capacity-building program tailored for BDAs in Rwanda, thereby expanding the BDA Scheme. The program seeks to equip BDAs with the necessary skills, knowledge, and tools to support businesses, fostering entrepreneurship and economic growth.

The overall objective of the assignment is to build the capacities of Business Development Advisors by offering professional courses in business development that enable them to deliver quality Business Development Services to MSMEs.

Specific objectives can be detailed below:

- Developing and rolling out specialized and phased/ tiered training to enable BDAs from identified districts to build skills and be able to provide tailor-made, high-quality business advisory services to MSMEs;
- Exploring the options for BDAs to improve the capacity of MSMEs to link them with FDI as domestic suppliers in line with the domestic African Continental Free Trade Area (ACFTA) strategy.

2. Purpose of the Term of Reference (ToR)

These ToRs aim to search for and hire a consultancy firm to offer business development training to business development advisors, grade and certify them, and pave the way for their professionalization.

3. Scope of the Work

In general, the Consultancy Firm will be mandated to offer business development training to selected BDAs in line with the aims and goals of the intervention. The firm will precisely deliver on the following milestones;

3.1. Needs assessment/ Inception phase:

- ✓ Conduct a quick analysis of the current state of business advisory services in Rwanda, including those targeted at BDAs, to understand the specific challenges and opportunities.
- ✓ Undertake a quick needs assessment of the BDAs to identify skill gaps and training requirements before the capacity-building sessions (Training). This process will inform the design of a demand-driven capacity-building program.
- ✓ Develop and share the inception and needs assessment report with a clear roadmap for program implementation.

3.2. Capacity building program development

- ✓ Design and test a customized 3-tier professional BDA model capacity-building program that addresses the identified skill gaps and aligns with international best practices.
- ✓ Develop and present clear selection criteria for BDAs, a training program organized in cohorts, and a training manual for the RDB CSO team for validation. After that, the training program shall be translated into Kinyarwanda, and modules digitalized.
- ✓ Design a Training of Trainers (TOT) program that aims to capacitate and certify high-profile BDS providers who can deliver training programs in the future.
- ✓ Ensure that the program is inclusive and accessible to BDAs across various regions of Rwanda.
- ✓ Develop training materials, modules, and resources that can easily be accessed and utilized by BDAs.

- ✓ Incorporate innovative and practical approaches to training, including case studies, simulations, and interactive workshops.

3.3. Implementation

- ✓ Facilitate mobilization of selected BDAs to attend various cohorts of BDAs training in designated regions or venues. Priority is to be given to those BDAs who have not undergone recent trainings through RDB support. Mobilization is expected to factor in gender and youth inclusion.
- ✓ Following the agreed plan, execute the capacity-building program for the selected BDAs in collaboration with RDB CSO and other stakeholders, including District Business Development Units.
- ✓ Jointly with RDB, organize and conduct the graduation and certification of the BDAs who will have completed the course during each cohort.
- ✓ Actively create content and disseminate information on BDAs' capacity-building program events through various communication channels as approved by RDB CSO.
- ✓ Conduct Training of Trainers to capacitate selected Business Development Service (BDS) providers.
- ✓ Integrate market and access to finance linkage components that will enable BDAs to become active agents in supporting MSMEs and link them with FDI as domestic suppliers in line with the domestic ACFTA strategy.
- ✓ Monitor the progress and participation of BDAs' during the training sessions.
- ✓ Participate in other complementary programs RDB implements to support BDS and MSMEs.

3.4. Evaluation and feedback

- ✓ Undertake an exercise of categorizing the trained BDAs and recommend those capable of taking more advanced business development professional courses.
- ✓ Develop periodic training reports that elaborate on the activities undertaken during the training, observations, achievements, challenges, and recommendations going forward.
- ✓ Establish an evaluation framework to assess the program's effectiveness in improving BDA skills and performance.

- ✓ Collect feedback from BDAs, trainers, and other stakeholders to continuously refine and improve the program.
- ✓ Submit a comprehensive final report after the assignment, including an evaluation of the program's impact.

4. Key deliverables

The Consulting Firm's expected key deliverables will be to train 565 BDAs and 20 BDS providers through a TOT (50% women and 20% youth). The Consulting firm shall also ensure that trained BDAs are on a trajectory to support at least 600 MSMEs within three years of project implementation (200 per year, 50% women and 20% youth). A table of deliverables for each phase of work is described in the table below:

Stage	Duration	Key deliverables
1. Needs assessment/ Inception stage	30 days	<ul style="list-style-type: none"> ○ Inception report for the whole assignment ○ Needs assessment report ○ Monitoring and Evaluation Framework
2. Capacity building program development	60 days	<ul style="list-style-type: none"> ○ Capacity building program manuals for BDAs (English and Kinyarwanda versions) ○ Training programs arranged by cohorts ○ BDAs selection criteria ○ Framework and plan for a TOT program ○ Other support materials, including sample certificates
3. Implementation	240 days	<ul style="list-style-type: none"> ○ BDAs mobilization plan ○ 565 BDAs trained through various cohorts across the country ○ BDAs supported to train MSMEs in their districts or sectors (200 per year) ○ Clear communication tools and plan

Stage	Duration	Key deliverables
		<ul style="list-style-type: none"> ○ Training assessment tools for BDAs
4. Evaluation and feedback	30 days	<ul style="list-style-type: none"> ○ Periodic training reports per cohort ○ Final impact evaluation report, with case studies, lessons learned, and recommendations

5. Duration of task

The assignment has to be done within the contract period. The estimated duration of this assignment is one year (see breakdown in table above), with flexibility for adjustments based on performance and availability of funds.

6. Responsibilities

A. RDB CSO

RDB CSO will be responsible for the following tasks:

- ✓ Guide the Consulting Firm.
- ✓ Oversee the contract management from the start to the end.
- ✓ Undertake follow-up of the training design, preparations, and implementation.
- ✓ Review the completed and submitted deliverables at each step.
- ✓ Pay the consultancy firm as per the provisions of the contract.
- ✓ Invite key stakeholders in both the opening and closing ceremonies of the training.
- ✓ Disseminate information on pieces of training through RDB communication channels.

B. The Consulting Firm

The Consulting Firm team will submit all deliverables to RDB for validation as spelt out in Section 4 of these ToRs. These include:

- ✓ Develop and submit the inception report to RDB at the start of the assignment.
- ✓ Undertake a quick pre-training assessment of selected BDAs and submit selection criteria and a needs assessment report for validation.

- ✓ Develop and Submit to RDB the developed training manual, tools, and modules (English and Kinyarwanda versions) for validation.
- ✓ Conduct the BDA training on agreed-upon modules and the number of BDAs per agreed schedules, including a ToT workshop.
- ✓ Undertake grading of trained BDAs and recommend those capable and ready to undertake professional courses in Business Development.
- ✓ Certify the BDAs who completed the training.
- ✓ Develop and submit the final training report to RDB.
- ✓ Develop and submit a monitoring and evaluation framework.
- ✓ Conduct an impact assessment at the end of the contract and submit a report.

7. Requirements for the Consultancy firm to meet the assignment needs

- ✓ The firm should be a recognized National or International firm offering capacity-building or training in Business Development with recognized certifications. This experience shall be backed by proof.
- ✓ The firm should have at least **8 Proven years of experience** in undertaking business development training.
- ✓ Proven experience designing and implementing capacity-building programs for business development professionals or similar roles.
- ✓ A track record of successfully executing projects funded by international development organizations.
- ✓ Expertise in entrepreneurship, business advisory services, and private sector development.
- ✓ A multi-disciplinary team of trainers and experts with relevant qualifications. The firm should have a robust, dynamic, and experienced team of facilitators who offer business development services.
- ✓ Proven experience working with public institutions and donor-funded projects is considered an advantage.
- ✓ Familiarity with the Rwandan business environment and knowledge of the local context.

8. Experience and Qualifications of Consulting Firm Team

8.1. Lead Consultant/ Team Leader

- ✓ Proven experience managing project teams and designing and leading comprehensive higher-level capacity-building programs/trainings.
- ✓ At least five years' experience in designing, coordinating, and conducting capacity-building training in Business Development.
- ✓ Experience developing and coordinating training programs ordered by Public Institutions and International Organizations, particularly inefficient quality production, green technologies, entrepreneurship, project management, monitoring, and evaluation.
- ✓ Proven experience in developing communication materials and project writing.
- ✓ Minimum master's level education in project management, economics, business management, development studies, etc.

8.2. Training development specialist(s)

- ✓ Proven minimum of five (5) years of experience designing and rolling similar capacity-building programs and curriculum development.
- ✓ Experienced in participatory learning approaches and models in Rwanda or similar contexts.
- ✓ Minimum master's level education in project management, economics, business management, development studies, etc.

8.3. Training Facilitator (s)

- ✓ Minimum Bachelor's degree in project management, economics, business management, development studies, and related fields. Having professional course certifications in business development will be an added advantage.
- ✓ Trainers should have at least five years of relevant experience in offering business development-related courses, skills for adult participants, and the ability to transfer knowledge to multi-disciplinary audiences.
- ✓ Fluent in written and spoken Kinyarwanda.

8.4. Communications Officer

- ✓ Minimum Bachelor's degree in a communications-related field of study
- ✓ A minimum of 5 years' experience in developing communication materials, including evidence of high-quality report writing and content creation

The core team proposed by the Consulting Firm MUST be available to participate in the implementation.