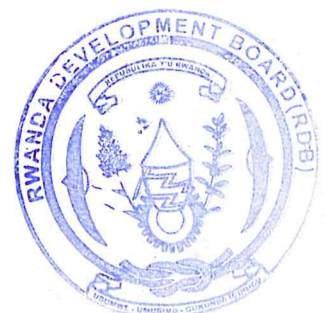


REQUEST FOR EXPRESSIONS OF INTEREST (CONSULTING SERVICES) RE ADVERTISEMENT**COUNTRY: RWANDA****NAME OF PROJECT: VOLCANOES COMMUNITY RESILIENCE PROJECT (VCRP)****Loan No./Credit No./Grant No.:7419-RW****Assignment Title: Recruitment of a firm or an NGO to support the livelihood restoration of the relocated community under the Volcanoes Community Resilience Project (VCRP)**

The Government of Rwanda (GoR), through Rwanda Development Board (RDB), has secured financing from the World Bank towards the implementation of the Volcanoes Community Resilience Project (VCRP). The project aims to strengthen climate resilience, reduce flooding risks, and improve natural resource and tourism asset management in Rwanda's Volcanoes region.

The main objective of this assignment is to support the successful implementation of the livelihood restoration plan for the households relocated due to the expansion of the Volcanoes National Park under the Volcanoes Community Resilience Project (VCRP). The selected firm/ NGO will work closely with the affected households and host communities, the smart green village design and construction firm, and other relevant stakeholders to ensure that the resettled households can maintain or improve their livelihoods in a sustainable and climate-resilient manner.

The Terms of Reference (TOR) for the primary procurement stage for the assignment can be found on the following website <https://rdb.rw/media/#tenders>. The Rwanda Development Board now invites eligible NGOs and consulting firms ("Consultants") to indicate their interest in providing the above services. Interested Consulting firms should provide information demonstrating that they have the required qualifications and relevant experience to perform the services.



The shortlisting criteria are:

a. Required Documentation; Pass mark: 70%

Technical requirements:

- Minimum of 5 years of experience in livelihood related programs, with 2 completion certificates.
- Proven track record in facilitating business incubation programs, including business plan development, financial literacy training, and entrepreneurship support for rural communities.
- Experience establishing and managing demonstration sites for climate-smart agriculture, livestock management, or other sustainable livelihood activities.
- Documented success in facilitating public-private partnerships (PPPs) between communities and private sector entities, particularly in the tourism, agriculture, or conservation sectors.
- Experience in developing and strengthening market linkages for community products, including facilitating contracts and agreements with off-takers.
- Demonstrated expertise in working with microfinance institutions and SACCOs to enhance community access to financial services and tailored credit products.
- Prior experience implementing conservation-compatible livelihood interventions that reduce pressure on natural resources while improving community well-being.
- Certificate of incorporation as Commercial activities in the country of origin (for foreign and local) NGO.

Notes: Only NGOs involved in commercial activities are eligible to express their interest.

The Shortlist shall include not fewer than five (5) and not more than eight (8) eligible firms

The attention of interested Consultants is drawn to Section III, paragraphs, 3.14, 3.16, and 3.17 of the World Bank's "Procurement Regulations for IPF Borrowers" September 2023 ("Procurement



Regulations”), setting forth the World Bank’s policy on conflict of interest specifically paragraph 3.17 of the Procurement Regulations.

Consultants may associate with other firms to enhance their qualifications, but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.

Further information can be obtained from 09:00 to 17:00 hours local time by sending an email to spiu.procurement@rdb.rw with a copy to Chantal.nyiranziza@rdb.rw within two thirds (2/3) of the deadline period for the submission of the expression of interests.

Expressions of interest must be submitted to the email address: spiu.procurement@rdb.rw, copy Chantal.nyiranziza@rdb.rw No later than 14th April 2026 at 10:00 a.m. (local time). The opening will take place on the same day at 10:30 a.m. (local time).

Your documents shall be valid for a period of 120 days from the date of submission.

Late applications shall not be considered.

Rwanda Development Board (RDB)

Phone: +250783125811

Email: spiu.procurement@rdb.rw;

P.O Box: 6239 Kigali-Rwanda

RDB Building, 1 KG 9 Ave

A blue circular official stamp of the Rwanda Development Board is partially visible behind the signature. The stamp contains the text "RWANDA DEVELOPMENT BOARD" and "SEMPER PARATURUS IN OMNIBUS".
Joseph Cedrick Nsengiyumva

Chief Financial Officer

TERMS OF REFERENCE

Background

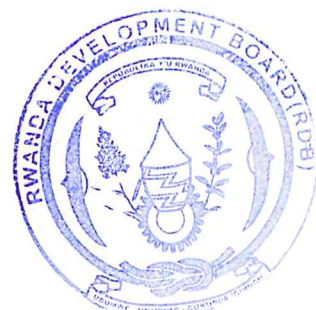
1.1. Project context and objectives;

The Volcanoes Community Resilience Project (VCRP) is a World Bank-funded initiative aimed at strengthening climate resilience, reducing the risks of flooding, and improving the management of natural resources and tourism assets in the Volcanoes Region of Rwanda.

The VCRP seeks to address challenges related to human-wildlife conflict and flooding in the region through a range of interventions, including the expansion of the Volcanoes National Park (VNP) by 733.5 ha in the first phase of implementation. This expansion will contribute to the conservation of critical ecosystems and biodiversity while also enhancing the region's tourism potential.

1.2. Resettlement and smart green village development;

As a result of the VNP expansion, approximately 548 households will need to be resettled. The number of households may, however, increase during the contract implementation period, and any additional households will also be considered in the implementation of project activities. To ensure a sustainable and equitable resettlement process, the VCRP will develop a model smart green village to host these households. The smart green village will be designed to provide climate-resilient housing, shared infrastructure, and public amenities such as schools, health centers, and community halls. The village will also include dedicated zones for agriculture, livestock, and eco-tourism, covering a total area of 40 hectares.



The development of the smart green village will adhere to the principles of green infrastructure, energy efficiency, and environmental sustainability. It will also serve as a replicable model for future green village settlement projects across Rwanda, demonstrating best practices in sustainable community development and climate resilience.

1.3. Livelihood restoration plan overview;

To mitigate the potential negative impacts of resettlement on the livelihoods of the affected households, the VCRP has developed a Resettlement action plan (RAP) and a comprehensive livelihood restoration plan (LRP). The LRP plan focuses on two main categories of interventions:

1. Land-based livelihoods: This category includes climate-smart agriculture production, livestock production, poultry farming, dairy farming, apiculture (beekeeping), and value addition to agricultural produce. These interventions aim to ensure that the resettled households can continue to engage in sustainable, climate-resilient land-based livelihood activities.
2. Non-land-based livelihoods: This category covers employment opportunities within the project, financial services, micro-credit schemes, tailoring, handicrafts, tourism services, and other off-farm income-generating activities. The objective is to diversify the livelihood options available to the resettled households and reduce their dependence on natural resources.

The livelihood restoration plan will pay special attention to vulnerable groups, including women, youth, the elderly, and persons with disabilities. It will promote gender equity by supporting women's transition from subsistence farming to commercialized agriculture, providing training and technical assistance, and promoting women's leadership in agricultural extension services and off-farm livelihood activities.

To ensure the successful implementation of the livelihood restoration plan, the RDB seeks to engage a qualified firm or an NGO with expertise in livelihood restoration, sustainable community development, and gender mainstreaming. The selected firm/ NGO will work closely with the firm responsible for designing and constructing the smart green village to ensure a holistic and integrated approach to the resettlement process.



2. Objectives of the Assignment

2.1. Main objective;

The main objective of this assignment is to support the successful implementation of the livelihood restoration plan for the households relocated due to the expansion of the Volcanoes National Park under the Volcanoes Community Resilience Project (VCRP). The selected firm/ NGO will work closely with the affected households and host communities, the smart green village design and construction firm, and other relevant stakeholders to ensure that the resettled households can maintain or improve their livelihoods in a sustainable and climate-resilient manner.

2.2. Specific objectives;

1. To provide comprehensive business incubation support to the resettled households, including assistance with ideation, business plan development, business skills training, financial literacy, marketing, and product development.
2. To facilitate access to technical training on identified income-generating activities through the engagement of experts, organization of study tours and internships, and establishment of demonstration sites.
3. To establish market linkages for the products and services generated by the resettled households, by identifying and engaging potential off-takers and facilitating the establishment of contracts and agreements.
4. To support the development of public-private partnerships (PPPs) for the management of facilities and infrastructure in the smart green village, such as the agriculture hub, livestock hub, and tourism hub.
5. To facilitate access to microcredit services for the resettled households, including community-level financial literacy training, facilitation of agreements between financial institutions and cooperatives/producer groups, and innovation funds for tailored microcredit offerings.
6. To provide value chain support services, such as facilitating access to quality inputs for cooperatives, and providing business support services for agro entrepreneurs.

7. implement the M&E plan developed under LRP to track the progress and performance of the livelihood restoration activities, including regular data collection and reporting on key indicators.

3.Scope of Work

3.1. Business incubation support;

Basing on the identified suitable income-generating activities (IGAs) for each relocated household, the selected firm/NGO will provide comprehensive business incubation support to help the households establish and operate their chosen IGAs successfully. The main components of the business incubation support include:

3.1.1. Ideation and business plan development;

- Assist the relocated households in refining their IGA ideas and developing clear business concepts.
- Facilitate participatory workshops and individual coaching sessions to help the households articulate their business goals, target markets, and unique value propositions.
- Guide the households in preparing comprehensive business plans that outline the operational, financial, and marketing aspects of their IGAs.

3.1.2. Business skills training;

- Develop and deliver a tailored training program on essential business skills, such as record-keeping, inventory management, customer service, and problem-solving.
- Utilize a mix of training methods, including workshops, seminars, and hands-on simulations, to ensure effective learning and application of business skills.
- Provide ongoing mentorship and coaching to help the households apply their acquired business skills in real-world situations.

3.1.3. Financial literacy training;



- Design and implement a financial literacy training program that covers topics such as budgeting, saving, investing, and managing credit.
- Help the households understand the importance of financial planning and management in the success of their IGAs.
- Facilitate linkages with financial institutions and provide guidance on accessing appropriate financial products and services.

3.1.4. Marketing and product development support;

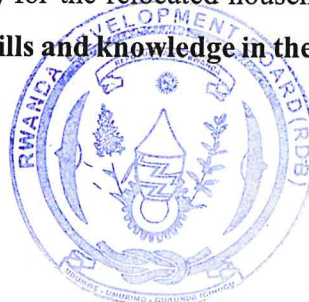
- Assist the households in identifying their target markets and developing effective marketing strategies for their products and services.
- Provide guidance on product development, packaging, and branding to enhance the marketability and competitiveness of the households' offerings.
- Facilitate access to market information and trends to help the households make informed decisions about their IGAs.

In addition to these core components, the business incubation support will also include the following activities:

- Establishing a business resource centre in the smart green village that provides access to information, training materials, and business development services.
- Organizing regular networking events and peer learning sessions to facilitate knowledge exchange and collaboration among the relocated households.
- Providing individualized coaching and mentoring services to help the households address specific challenges and opportunities in their IGAs.
- Monitoring and evaluating the progress of the households' IGAs and providing targeted support to ensure their continued growth and sustainability.

3.2.1 Technical training on income-generating activities;

In addition to business incubation support, the selected firm/ NGO will facilitate access to technical training on the identified income-generating activities (IGAs) for the relocated households. The technical training **will focus on enhancing the households' skills and knowledge in their chosen**



IGAs, enabling them to produce high-quality products and services that meet market demands.
The main components of the technical training include:

3.2.2. Expert engagement;

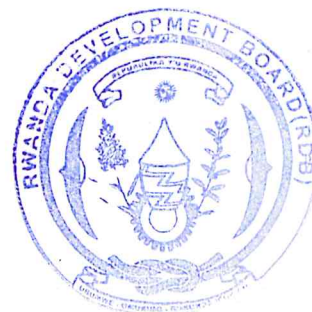
- Identify and engage subject matter experts in various IGAs, such as agriculture, livestock rearing, handicrafts, and tourism, to develop and deliver tailored technical training programs.
- Collaborate with local universities, research institutions, and vocational training centres to access relevant expertise and training resources.
- Facilitate knowledge exchange between experts and the relocated households through workshops, seminars, and on-site demonstrations.

3.2.3. Study tours and internships;

- Organize study tours to successful enterprises, cooperatives, and projects related to the households' chosen IGAs, both within Rwanda and in neighbouring countries.
- Facilitate internship opportunities for the households to gain practical, hands-on experience in their chosen IGAs, working alongside experienced professionals and entrepreneurs.
- Encourage peer learning and networking among the households during study tours and internships, fostering a sense of community and collaboration.

3.2.4. Demonstration sites;

- Establish demonstration sites within the smart green village for various IGAs, such as climate-smart agriculture, livestock rearing, and handicrafts production.
- Use these demonstration sites as training grounds for the relocated households, providing practical, hands-on learning opportunities.
- Showcase best practices, innovative techniques, and appropriate technologies at the demonstration sites, encouraging the households to adopt these practices in their own IGAs.



In addition to these core components, the technical training will also include the following activities:

- Developing and disseminating user-friendly training manuals, guides, and videos on various IGAs, which the households can refer to as they establish and operate their activities.
- Providing ongoing technical support and extension services to the households, helping them address specific challenges and opportunities in their IGAs.
- Facilitating access to high-quality inputs, equipment, and technologies required for the successful implementation of the households' IGAs.
- Monitoring and evaluating the effectiveness of the technical training programs and making necessary adjustments to ensure their relevance and impact.

3.3. Market linkages

To ensure the sustainability and profitability of the income-generating activities (IGAs) established by the relocated households, the selected firm/NGO will play a crucial role in facilitating market linkages. This will involve identifying potential buyers, establishing partnerships, and creating an enabling environment for the households to sell their products and services. The main tasks under this sub-section include:

3.3.1. Identifying and engaging off-takers;

- Engage with potential off takers, such as local businesses, exporters, wholesalers, and retail outlets, to assess their interest and requirements for the households' products and services.
- Facilitate meetings and negotiations between the households and potential off takers to establish mutually beneficial partnerships.

3.3.2. Facilitating contracts and agreements;

- Assist the households in developing and negotiating fair and transparent contracts and agreements with off-takers, ensuring that the terms are favourable and sustainable for the households.



- Provide legal guidance and support to the households in reviewing and finalizing contracts and agreements.
- Monitor the implementation of contracts and agreements and facilitate dispute resolution if necessary.

In addition to these core tasks, the firm will also undertake the following activities to strengthen market linkages:

- Organize regular market exposure visits for the households to help them understand market dynamics, buyer preferences, and quality standards.
- Facilitate the households' participation in local, regional, and national trade fairs, exhibitions, and business forums to showcase their products and services and establish new market linkages.
- Collaborate with relevant government agencies, industry associations, and chambers of commerce to create an enabling environment for the households' IGAs, including access to market information, quality certification, and export promotion services.

3.4. Public-private partnerships (PPPs)

To ensure the efficient and sustainable management of the facilities and infrastructure in the smart green village, the selected firm or NGO will support the development of public-private partnerships (PPPs). These PPPs will leverage the expertise, resources, and innovation of the private sector while ensuring that the facilities and infrastructure serve the needs of the relocated households and contribute to their livelihood restoration.

3.4.1. Identifying potential PPP opportunities;

- Assess the facilities and infrastructure in the smart green village, such as the agriculture hub, livestock hub, and tourism hub, to identify potential PPP opportunities.
- Engage with relevant stakeholders, including the relocated households, government agencies, and private sector entities, to gauge their interest and potential roles in the PPPs.



3.4.2. Facilitating PPP agreements;

- Develop a clear and transparent framework for the establishment and operation of PPPs in the smart green village, outlining the roles, responsibilities, and benefits of each party.
- Assist in the preparation of tender documents, including expressions of interest, requests for proposals, and evaluation criteria, to solicit private sector participation in the PPPs.
- Facilitate negotiations and discussions between the government, relocated households, and private sector entities to establish mutually beneficial PPP agreements.
- Provide legal and technical support in drafting and finalizing PPP contracts and agreements, ensuring that they comply with relevant laws, regulations, and best practices.

In addition to these core tasks, the firm will also undertake the following activities to support the development of PPPs:

- Organize capacity building and training programs for the relocated households and government officials on PPP concepts, models, and best practices.
- Facilitate knowledge exchange and peer learning with successful PPP projects in Rwanda to identify lessons learned and adapt them to the smart green village context.
- Monitor and evaluate the performance of the PPPs against agreed-upon metrics and targets and provide recommendations for improvement and course correction.
- Establish a grievance redress mechanism to address any concerns or disputes that may arise in the implementation of the PPPs.

3.5. Access to microcredit services

To support the relocated households in establishing and expanding their income-generating activities (IGAs), the selected firm/NGO will facilitate access to microcredit services. Microcredit will provide the necessary financial resources for households to invest in their IGAs, purchase inputs, and bridge cash flow gaps.

3.5.1. Facilitating agreements between financial institutions and cooperatives/producer groups;



- Identify financial institutions especially microfinance institutions (MFIs) that are willing to provide microcredit services to the relocated households. A focus will be on SACCOs and Microfinance working in the landscape.
- Facilitate discussions and negotiations between these financial institutions and the cooperatives/producer groups formed by the relocated households to establish agreements on microcredit terms, conditions, and procedures.
- Assist in the development of group lending models, such as village savings and loan associations (VSLAs) or self-help groups (SHGs), to enable households to access microcredit collectively and benefit from peer support and accountability.

3.5.2. Innovation fund for tailored microcredit offerings;

- Establish an innovation fund to incentivize financial institutions to develop and offer tailored microcredit products and services that meet the specific needs of the relocated households and their IGAs.
- Develop criteria and guidelines for accessing the innovation fund, focusing on aspects such as product design, affordability, flexibility, and impact potential.
- Monitor and evaluate the performance of the microcredit offerings supported by the innovation fund and provide feedback and recommendations for improvement.

In addition to these core tasks, the firm will also undertake the following activities to enhance access to microcredit services:

- Conduct a market assessment to identify the credit needs and preferences of the relocated households, as well as the existing gaps and barriers in the local microcredit market.
- Facilitate linkages between the relocated households and relevant government schemes and programs that provide financial support or guarantees for microcredit.
- Provide technical assistance to financial institutions in designing and delivering microcredit products and services that are tailored to the needs of the relocated households and their IGAs.



- Establish a grievance redress mechanism to address any concerns or disputes that may arise in the provision of microcredit services.
- Promote responsible borrowing and lending practices through ongoing financial literacy training and awareness-raising activities.

4. Deliverables and Timelines

The selected firm/NGO will be required to submit the following deliverables over the course of the 2.5-year assignment, starting when the contract agreement will be signed:

4.1. Inception Report (Month 2)

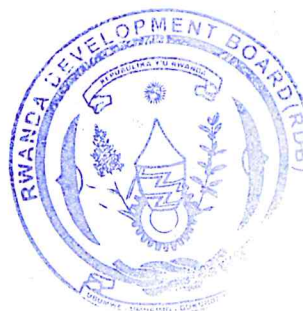
- Detailed work plan and methodology
- Stakeholder engagement plan
- Data collection tools and templates

4.3. Business Incubation and Technical Training Reports (Months 3-12)

- Business incubation support plan
- Financial literacy training modules and materials
- Marketing and product development guides
- Technical training curricula and materials
- Study tour and internship reports.
- Demonstration site establishment and operation reports

4.4. Market Linkage and PPP Progress Reports (Months 13-24)

- Market analysis and off-taker engagement reports
- Facilitated contracts and agreements.
- PPP opportunity assessment and feasibility reports
- Tender documents and PPP agreements
- PPP monitoring and evaluation reports



4.5. Skills Development and Enterprise Support Progress Reports (Months 13-30)

- Vocational training and skills development reports
- Business advisory services and mentoring reports
- Business plan competition and innovation fund reports
- Cooperative and enterprise development reports

4.6. Microcredit and Value Chain Support Progress Reports (Months 13-30)

- Financial literacy training and community engagement reports
- Microcredit product development and innovation fund reports
- Value chain analysis and intervention reports
- Linkage facilitation and contract farming reports

4.7. Final Report and Sustainability Plan (Month 30)

- Comprehensive report on project achievements, challenges, and lessons learned.
- Sustainability plan for continued livelihood restoration support beyond the project period
- Recommendations for scaling up and replicating the smart green village model.

The firm/NGO will also be required to participate in regular progress review meetings with the VCRP management team, the smart green village design and construction firm, and other relevant stakeholders. The frequency and format of these meetings will be determined in consultation with the VCRP team.

4.8. Monitoring and Evaluation Reports (Quarterly, starting from Month 3)

- Baseline survey report
- Quarterly progress reports
- Mid-term evaluation report (Month 15)
- Final evaluation report (Month 30)



5. Qualifications and Experience

The successful firm or NGO should demonstrate the following qualifications and experience:

5.1. Organizational Capacity and Experience

- Minimum of 5 years of experience in livelihood related programs, with 2 completion certificates.
- Proven track record in facilitating business incubation programs, including business plan development, financial literacy training, and entrepreneurship support for rural communities.
- Experience establishing and managing demonstration sites for climate-smart agriculture, livestock management, or other sustainable livelihood activities.
- Documented success in facilitating public-private partnerships (PPPs) between communities and private sector entities, particularly in the tourism, agriculture, or conservation sectors.
- Experience in developing and strengthening market linkages for community products, including facilitating contracts and agreements with off-takers.
- Demonstrated expertise in working with microfinance institutions and SACCOs to enhance community access to financial services and tailored credit products.
- Prior experience implementing conservation-compatible livelihood interventions that reduce pressure on natural resources while improving community well-being.

5.2. Technical Expertise

5.2.1. Key Experts Required

1. Team Leader/Project Manager

- Bachelor's degree (master's or equivalent) in Community Development, Natural Resource Management, Agriculture, environment Management, or related fields.



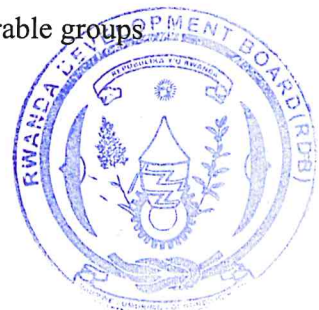
- Minimum 10 years of experience implementing livelihood restoration projects, preferably in conservation contexts.
- Demonstrated experience managing complex multi-stakeholder programs
- Strong understanding of resettlement and livelihood restoration principles and best practices
- Experience working with international donors, particularly World Bank-funded projects
- Excellent leadership, communication, and project management skills
- Fluency in English and Kinyarwanda

2. Business Engagement Expert

- Bachelor's degree in Business Administration, Natural resource management, environmental studies, Agribusiness, or related field.
- Minimum 10 years of experience engaging private sector in agribusiness and tourism sectors
- Proven track record in developing sustainable value chains and establishing market linkages
- Expertise in facilitating public-private partnerships, with demonstrated success as a partnership broker
- Experience in business incubation and supporting entrepreneurship in rural communities
- Knowledge of Rwanda's business environment and private sector landscape
- Strong negotiation and relationship management skills

3. Social Safeguards Expert

- Bachelor's Degree in Development studies, Environmental studies, Social Sciences, Gender Studies, Community Development, or related field
- Minimum 5 years of experience
- Expertise in designing and implementing programs targeting vulnerable groups



- Experience in participatory approaches and community mobilization
- Knowledge of World Bank social safeguards policies and procedures
- Understanding of gender dynamics in rural Rwandan communities
- Skills in conflict resolution and stakeholder engagement

5.2.2. Additional Technical Expertise

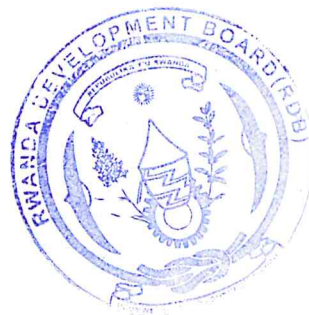
- The firm/NGO should also demonstrate multidisciplinary expertise in:
 - Monitoring and evaluation of livelihood programs
 - Conservation-compatible livelihood development
 - Public-Private Partnership (PPP) expertise to provide legal and advisory support in structuring, evaluating, and managing PPP initiatives.
 - Cooperative formation and management
 - Digital tools and innovative approaches for livelihood support and training

5.3. Local Knowledge and Presence

- Established presence in Rwanda, preferably with previous work experience.
- Demonstrated understanding of the local context, including cultural norms, traditional livelihood practices, and community dynamics in the project area.
- Knowledge of the Rwandan policy framework for conservation, community development, and green growth initiatives.
- Established relationships with relevant government agencies, financial institutions, private sector players, and other stakeholders in the region.

5.4. Required Documentation;

The firm/NGO should submit the following as part of their application:



- Organizational profile detailing relevant experience and expertise
- CVs of key personnel to be assigned to the project
- Detailed methodological approach for implementing the livelihood restoration plan
- Proof of similar projects implemented in the past 10 years
- References from previous partners (MoUs, Contracts)
- Financial statements for the past 3 years
- Valid firm/NGO registration and operating licenses in Rwanda
- Tax compliance certificate

Notes: *Only NGOs dealing with commercial activities are eligible to express their interest*

5.5. Grading and Evaluation Criteria

The selection of the firm/NGO will be based on:

- Technical approach and methodology: 40 marks
- Relevant organizational experience and track record: 10 marks
- Qualification and experience of key personnel: 50 marks

Preference will be given to firms or NGOs that demonstrate strong partnerships with local communities and institutions, employ innovative approaches to livelihood restoration, and show a clear commitment to sustainable development and conservation goals in alignment with Rwanda's Vision 2050 and the National Strategy for Transformation.

