RDB | RWANDA DEVELOPMENT BOARD

REQUEST FOR EXPRESSIONS OF INTEREST
(CONSULTING SERVICES- FIRMS)

Title: Hiring a Consultant Firm to Develop a Blueprint for Strategic Sectors under the SSIPSD
Country: Rwanda
Project Name: Support for Sustainable and Inclusive Private Sector Development Project (SSIPSD)
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 the African Development Bank (as Fund Administrator) toward the cost of the Support for Sustainable and Inclusive Private Sector Development Project (SSIPSD). The Government intends to apply part of the agreed amount of this grant to payments under the contract for consulting services to hire a consulting firm to develop a blueprint for strategic sectors.

Objective of the Assignment
The objective of this assignment is to develop a robust, evidence-based business case for priority sectors, taking into account sector feasibility, gender and youth inclusion, and environmental sustainability. The consultant will assess inclusivity and green economy perspectives across all sectors.

Implementation Model and Scope of Work
The consulting firm shall provide embedded technical support to the RDB Sector Growth and Development Department. The firm shall assign at least one Subject Matter Expert (SME) per sector, coordinated by a Team Lead. The consultants will undertake value chain mapping, competitive benchmarking, regulatory and institutional gap analysis, and business case development supported by financial and economic modeling. The assignment shall highlight investment attraction opportunities, identify weak practices, and recommend international standards and efficient investment attraction models. A Consultancy firm will be selected in accordance with the Quality and Cost Based Selection Method set out in the Procurement Framework.

The consultancy is expected to last for six (6) months

The Rwanda Development Board (RDB) invites eligible consulting firms to express their interest in providing these services. Interested firms must submit information demonstrating their qualifications, including brochures, descriptions of similar assignments, experience in comparable conditions, and availability of appropriate staff. Consulting firms may form joint ventures to enhance their qualifications.

Eligibility criteria, shortlisting procedures, and selection methods shall be in accordance with the African Development Bank's *"Procurement Policy for Bank Group Funded Operations"* dated October 2015, available at: http://www.afdb.org .

Interested consultants may obtain further information including the detailed terms of reference at the address below during office hours 9:00 am -4:00pm Kigali time or by e-mail: procurement.spiu@rdb.rw . The detailed Terms of Reference (TORs) can also be obtained on the RDB website: https://rdb.rw/media/#tenders.

Expressions of interest must be delivered either in hard copy or by email to the address no later than **08 October 2026 at 03:00 PM Kigali time (GMT +2).** The subject line or envelope should clearly indicate: ***"Consultancy Services for Developing Sector Blueprint under SSIPSD Project***".

Rwanda Development Board
Email: procurement.spiu@rdb.rw
P. O Box: 6239 Kigali-Rwanda KN 5Rd, KG 9 Ave.

Sincerely,

Joseph Cedrick NSENGIYUMVA
Chief Corporate Affairs Officer

Terms of Reference for Hiring a Consultant Firm to Develop a Blueprint for Strategic Sectors under the Support for Sustainable and Inclusive Private Sector Development Project (SSIPSD)

1. Background, Context and Rationale.

Rwanda's long-term development ambitions are articulated in Vision 2050, which aims to transform the country into an upper-middle-income economy by 2035 and a high-income economy by 2050 through sustainable economic growth, industrialization, productivity enhancement, export diversification, and private sector-led development. These aspirations are operationalized through the National Strategy for Transformation 2024–2029 (NST2) and the Private Sector Development and Youth Employment Strategy, which emphasize competitive value chains, decent job creation, local manufacturing, export growth, and investment-led transformation. In line with these national priorities, the Rwanda Development Board (RDB), through its five-year strategic plan for 2024–2029, seeks to strengthen targeted sector-growth interventions that attract quality investment, accelerate industrial development, improve competitiveness, and expand employment opportunities.

To accelerate the development and competitiveness of priority sectors, RDB intends to recruit an embedded consultancy firm comprising a Team Leader and sector-specific subject matter experts to provide strategic, analytical, and technical support in agro-processing, construction materials, and transport and logistics. The firm will work full time with RDB's Sector Growth and Development Department and, as required, with relevant public and private stakeholders. The assignment will identify bankable growth opportunities, assess policy and incentive frameworks, address sector-specific constraints, support investment promotion and value-chain development, and design practical interventions that enhance sector performance, investment attractiveness, export potential, inclusiveness, environmental sustainability, and job creation.

2. Assignment Objectives

- The overall objective of the assignment is to develop robust, evidence-based, and investor-ready business cases for selected opportunities in agro-processing, construction materials, and transport and logistics, while integrating gender, youth employment, inclusion, climate resilience, and green-economy considerations across all analyses and recommendations.
- The consultant shall prepare at least two bankable business cases in each priority sector, supported by sound market analysis, financial and economic rationale, implementation requirements, risk assessment, and clear investment propositions.
- The consultant shall develop a pipeline of at least ten credible potential investors or strategic partners in each sector, including a prioritization framework and engagement approach.
- The consultant shall propose practical sector-unlocking strategies aligned with NST2, RDB's strategic priorities, and Rwanda's investment-promotion agenda.

- **Strategic objectives:** attract quality investment, create decent jobs, strengthen competitive value chains, promote local production, and diversify exports.
- **Analytical objectives:** assess comparative advantage, sector competitiveness, value-chain gaps, demand and supply dynamics, technology trends, policy and regulatory constraints, investment risks, and market opportunities.
- **Action-oriented objectives:** generate realistic recommendations, investment roadmaps, implementation plans, monitoring and evaluation arrangements, investor-facing materials, and structured knowledge transfer to RDB staff.

3. **Scope of consulting services (Agro-processing, Construction materials and Transport& Logistics)**
    - Prepare a comprehensive situational analysis for agro-processing, construction materials, and transport and logistics, covering sector structure, performance, constraints, opportunities, investment readiness, and growth potential.
    - Assess the policy, regulatory, institutional, and incentive frameworks governing the three sectors, and identify reforms or implementation measures required to improve competitiveness and investor confidence.
    - Analyze agro-processing value chains, including raw material availability, production capacity, market demand, export potential, competitiveness, and Rwanda's comparative advantage.
    - Assess the availability, reliability, cost, and sustainability of raw materials required for priority construction-materials manufacturing opportunities.
    - Review the construction-materials value chain in relation to urbanization trends, infrastructure demand, import substitution potential, local production capacity, standards, logistics, and environmental considerations.
    - Identify and justify priority subsectors and investable opportunities in agro-processing and construction materials using transparent criteria and data-driven analysis.
    - Assess the transport and logistics supply chain, including Rwanda's landlocked context, regional corridors, multimodal logistics, warehousing, border efficiency, cost drivers, green logistics, and opportunities for private investment.
    - Analyze the business environment and sector-specific enablers required to improve competitiveness, productivity, market access, and investment attraction.
    - Assess production capacity versus installed capacity among existing operators in relevant sectors and recommend practical strategies to improve utilization, productivity, quality, and market expansion.
    - Review imports versus local production, identify feasible import-substitution and export opportunities, and recommend targeted incentives or policy measures to support competitive local production.
    - Develop investor-facing value propositions, sector opportunity briefs, investment pitch decks, and an actionable investor outreach pipeline for each sector.

4. Required Methodology and workplan

The consultant shall apply a participatory, evidence-based, market-oriented, and implementation-focused methodology. The approach shall combine desk review, quantitative and qualitative analysis, stakeholder consultations, value-chain assessment, policy and regulatory review, benchmarking against relevant regional and international good practices, financial and economic analysis, investment opportunity mapping, and validation with key stakeholders. The methodology shall demonstrate how the consultant will convert analytical findings into investable business cases, practical policy recommendations, and investor-ready promotion materials.

The assignment shall be implemented in close collaboration with RDB's Sector Growth and Development Department, with RDB sector leads paired with the consultant's subject matter experts to support knowledge transfer and institutional ownership. The consultant shall also engage relevant government institutions, including the Ministry of Trade and Industry, the Private Sector Federation, sector regulators, industry associations, investors, development partners, and other stakeholders as appropriate. The assignment is expected to be completed within six months and shall include at least two structured training sessions for RDB staff on data analytics, sector diagnostics, business-case development, and investment-promotion techniques.

The consultant shall prepare a detailed work plan setting out the assignment approach, activities, timelines, milestones, stakeholder engagement strategy, quality-assurance arrangements, reporting schedule, and deliverables. The work plan shall cover inception activities, review of existing policies and strategies, sector diagnostics, market and investment opportunity mapping, business-case preparation, development of investment promotion materials, capacity building, webinars, validation sessions, and finalization of outputs. The consultant shall provide regular progress updates and maintain close coordination with the RDB team throughout implementation.

5. Expected Deliverables and Reporting Schedule

1. **Inception Report and Detailed Work Plan:** methodology, assignment framework, data requirements, consultation plan, quality-assurance approach, implementation schedule, and deliverable outline.
2. **Situational Analysis Report:** sector overview, constraints, opportunities, competitiveness assessment, policy and institutional review, value-chain analysis, investment readiness, and growth potential.
3. **Draft Business Cases:** at least two business cases per sector, including market analysis, investment rationale, indicative financial models, risks and mitigation measures, policy and incentive considerations, and implementation requirements.
4. **Final Business Cases and Strategic Investment Report:** validated business cases, executive summary, sector-unlocking strategies, investment roadmaps, investor engagement pipeline, and monitoring and evaluation framework.
5. **Investor Promotion Materials:** sector opportunity briefs, investor-facing pitch decks, and concise communication products tailored to targeted investor audiences.
6. **Capacity Building and Knowledge Transfer Outputs:** training materials, practical tools, templates, coaching records, and a knowledge-transfer report for RDB staff.

7. **Webinars and Validation Sessions:** at least one webinar or targeted investor/stakeholder engagement session per sector, supported by presentation materials and proceedings.
8. **Final Assignment Completion Package:** final report, datasets, analytical tools, presentation materials, investor pipeline, implementation plan, and all supporting annexes in editable formats.

6. Client's Inputs, Data, and Institutional Arrangements

RDB shall serve as the lead counterpart for the assignment and will designate a focal point to coordinate the consultant's work, facilitate access to relevant stakeholders, and provide available sector information, policy documents, strategic plans, existing studies, datasets, and investment-promotion materials. RDB sector leads will work closely with the consultant's experts to guide the assignment, support validation of findings, and strengthen internal capacity. The consultant shall be responsible for collecting, validating, triangulating, and supplementing available information through desk research, consultations, market assessments, and field engagements where necessary.

All reports, data, analytical models, tools, presentations, training materials, investor lists, and other outputs produced under the assignment shall remain the property of RDB. The consultant shall ensure confidentiality, data integrity, and proper documentation of sources and assumptions. Regular progress updates, technical review meetings, and validation sessions shall be undertaken as agreed with the Client.

7. Consultant's Qualifications and Staffing Requirements

- The consultancy firm shall demonstrate a strong institutional track record in strategic knowledge work, sector diagnostics, policy and strategy development, business-case preparation, investment promotion, value-chain analysis, and advisory support to public institutions or investment-promotion agencies.
- The firm shall provide evidence of successfully completed assignments of similar nature and complexity, preferably in Rwanda, the East African Community, or comparable African economies.
- The firm shall demonstrate the ability to mobilize a multidisciplinary team with the required technical, analytical, stakeholder-engagement, and knowledge-transfer capabilities.
- Experience in AfDB-funded, development-partner-funded, or government-led strategic advisory assignments will be an added advantage.

8. Team Composition and Qualifications

- **Team Lead** (Strategy & Investment promotion expert)

i. Advanced degree at Master's level or above in economics, business administration, project management, finance, law, public policy, investment promotion, or a related field.

ii. At least 15 years of relevant professional experience, including at least 10 years in senior technical, managerial, or advisory roles.

iii. Demonstrated experience in strategy development, sector competitiveness analysis, business-case development, investment promotion, policy advisory, and stakeholder engagement.
iv. Proven ability to lead multidisciplinary teams and deliver high-quality analytical and strategic outputs for government, investment-promotion agencies, or development institutions.
v. Strong understanding of private sector development, industrial growth, investment climate reform, and investor facilitation in African contexts.
vi. Excellent analytical, writing, presentation, facilitation, and quality-assurance skills.

- **Agro-processing expert**

i. Advanced degree at Master's level or above in agricultural economics, agribusiness, economics, business administration, food systems, value-chain development, or a related field.
ii. At least 10 years of relevant experience in agro-processing, agribusiness development, value-chain competitiveness, market systems, investment analysis, or related advisory work.
iii. Proven experience in preparing business cases, investment strategies, sector diagnostics, and market-opportunity assessments in agro-processing or related sectors.
iv. Demonstrated experience in stakeholder consultations, high-level policy dialogue, and practical advisory support to public or private sector institutions.
v. Strong analytical, writing, presentation, and facilitation skills.
vi. Previous working experience in Rwanda, the East African Community, or comparable African economies will be an asset.

- **Transport & Logistics expert with strong background in green economy**.

i. Advanced degree at Master's level or above in transport engineering, logistics, supply-chain management, economics, business administration, procurement, green logistics, or a related field.
ii. At least 10 years of relevant experience in transport, logistics, supply-chain systems, trade facilitation, regional corridors, green logistics, or related investment advisory work.
iii. Proven experience in business-case development, investment strategy, logistics-sector diagnostics, and identification of private-sector investment opportunities.
iv. Demonstrated experience in stakeholder engagement, policy advisory, and practical reform or investment facilitation in transport and logistics.
v. Strong analytical, writing, presentation, and facilitation skills.
vi. Previous working experience in Rwanda, the East African Community, or comparable African economies will be an asset.

- **Construction materials.**

i. Advanced degree at Master's level or above in civil engineering, construction engineering, construction technology, building materials, industrial engineering, economics, project management, or a related field.

ii. At least 10 years of relevant experience in construction materials, construction-sector development, manufacturing, industrial value chains, building standards, or related advisory work.

iii. Proven experience in business-case development, investment strategy, sector diagnostics, and identification of opportunities in construction-materials manufacturing or related industries.

iv. Demonstrated experience in stakeholder engagement, policy advisory, market assessments, and practical recommendations for sector competitiveness.

v. Strong analytical, writing, presentation, and facilitation skills.

vi. Previous working experience in Rwanda, the East African Community, or comparable African economies will be an asset.

8. Technical Evaluation Criteria

Evaluation Criterion	Score
Relevant institutional experience with proven track record in policy and strategy development, business development, and investment attraction and Demonstrated experience in executing such assignment in East Africa community	10
Understanding of the Terms of Reference, quality of proposed methodology, analytical framework, stakeholder engagement approach, work plan, and quality assurance arrangements.	25
Adequacy, balance, availability, and relevance of proposed key personnel for the assignment.	55
Participation by Nationals	5
Transfer of Knowledge	5
Total Score	**100**

Minimum Technical score: 80%

9. Contract Duration and Implementation Schedule of Deliverables

Deliverable	Timeline
Inception Report and Detailed Work Plan	20 days
Situational Analysis, Literature Review, and Stakeholder Mapping	Month 1-2
Data Collection, Consultations, and Field Assessments	Month 2-3
Interim Progress Report and Preliminary Findings	End of Month 3
Draft Report and Proposed investment promotion strategy	Month 4
Capacity Building, Validation Workshops, and Stakeholder Feedback Sessions	Month 5
Final Report, Business cases, investment promotion materials, pipelines, webinars, capacity building report.	Month 6

10.Required Qualifications of the Consulting Firm:

I. Proven track record in policy and strategy development, business development, and investment attraction (The firm should provide two completion certificates)

II. Demonstrated experience in executing such assignment in East Africa community

11. Team Composition and Qualifications

1) **Team Lead – Business Development and Investment Promotion Expert**

i. Master's degree in Economics, Business Administration, Project Management, Financial Management, Business Law,

ii. At least fifteen (15) years of working experience, including ten (10) years at a managerial level

iii. Experience in business development

iv. Experience in advisory services and investment promotion

v. Experience in strategic and policy review

vi. Experience in legal advisory services related to business development

2) **Agro-processing Expert**

i. Master's degree in Agricultural Economics, Business Administration, Economics, or Agribusiness

i. At least ten (10) years of experience in agro-processing and value chain management

iii. Proven experience in business case development and investment strategies, preferably in agro-processing

iv. Demonstrated experience in stakeholder engagement and high-level policy advisory

v. Previous working experience in the EAC is an asset

3) **Transport and Logistics Expert with Strong Green Economy Background**

i. Master's degree in Transport Engineering, Logistics, Business Administration, Economics, Procurement, or Supply Chain Management

ii. At least ten (10) years of experience in transport or logistics

iii. Proven specific experience in business case development and investment strategies in transport and logistics plus demonstrated strong green economy expertise.

iv. Demonstrated experience in stakeholder engagement and high-level policy advisory

v. Excellent analytical, writing, and presentation skills

vi. Previous working experience in the EAC is an asset

4**) Construction Materials Expert**

i. Master's degree in Civil Engineering, Construction Engineering, Economics, Project Management, Building Surveying, or Construction Technology is an added advantage

ii. Minimum of a Bachelor's degree in civil engineering, Construction Engineering, Project Management, Building Surveying, or Construction or a related field

ii. At least ten (10) years of experience in the construction sector

iii. Proven experience in business case development and investment strategies, preferably in construction materials manufacturing

iv. Demonstrated experience in stakeholder engagement and high-level policy advisory

9. Skills and Knowledge Transfer

The consultant shall ensure effective skills and knowledge transfer throughout the assignment to strengthen RDB's capacity to undertake sector diagnostics, develop business cases, prepare investor-facing materials, and manage investor pipelines. This shall be achieved through on-the-job coaching, mentoring, structured training sessions, joint analytical work with sector leads, practical tools, templates, guidelines, and reference materials developed during the assignment. The consultant shall submit a knowledge-transfer report, including training materials, tools, attendance records, and recommendations for sustaining the acquired capacity beyond the consultancy period.

10. Supervision, Reporting, and Quality Assurance Arrangements

The consultancy team shall be supervised by the Head of the Sector Growth and Development Department at RDB, who will provide overall guidance and oversight throughout the assignment. Each subject matter expert shall work closely with the relevant RDB Sector Lead to ensure technical alignment, institutional ownership, and effective knowledge transfer. Sector Leads will support data collection, stakeholder engagement, and validation of outputs, while the consultant shall remain responsible for the quality, accuracy, and timely delivery of all outputs. The consultancy team shall submit regular progress reports and participate in weekly review meetings with the Client to assess progress, address implementation challenges, ensure adherence to agreed timelines, and maintain the quality of deliverables. All outputs shall be reviewed and validated by the Client before final approval.

11. Location of Services and Field Mission Requirements and this should be reflected in the technical proposal

The key experts assigned to the assignment shall be based in Rwanda for the duration of the contract, unless otherwise agreed with the Client. The technical proposal shall clearly indicate the proposed staffing arrangements, level of effort, physical presence in Rwanda, and field-mission requirements. Any short-term international expertise proposed by the consultant shall be justified in relation to the assignment objectives and shall include clear arrangements for coordination, delivery, and knowledge transfer.

12. Shortlisting Criteria

The shortlisting of consultants/firms will be carried out in accordance with the African Development Bank (AfDB) Procurement Policy and Methodology and will be based on the evaluation of the eligibility requirements and qualification criteria outlined below.

12.1 Preliminary Eligibility Requirements

Interested firms shall submit the following documents to demonstrate their eligibility:

a) Certificate of Incorporation or Business Registration Certificate;

b) Power of Attorney authorizing the signatory of the Expression of Interest to commit the firm;

c) In the case of a Joint Venture (JV), a Joint Venture Agreement or Letter of Intent to form a Joint Venture, clearly stating that all parties shall be jointly and severally liable and nominating a lead partner/representative who shall have the authority to conduct all business on behalf of the Joint Venture during the selection process and, if successful, during contract execution;

d) Full Registration Certificate issued by the relevant professional or regulatory authority.

Only firms that meet all the above eligibility requirements will be considered for further evaluation and shortlisting.

12.2 Shortlisting Criteria for Eligible Firms

Eligible firms will be evaluated and shortlisted based on the following criteria:

I. Proven track record in policy and strategy development, business development, and investment attraction **(30 points). 10 points for each proven record**

II. At least ten (10) years of experience in the field especially in East African Community (EAC) **(15 points).**

III. Team Composition and Qualifications (**51points):**

1) **Team Lead – Business Development and Investment Promotion Expert (15 points)**
i. Master's degree in economics, Business Administration, Project Management, Financial Management, Business Law, **(3 points)**
ii. At least fifteen (15) years of working experience, including ten (10) years at a managerial level **(5 points)**

iii. Experience in business development **(3points)**
iv. Experience in advisory services and investment promotion **(2point)**
v. Experience in strategic and policy review **(1 point)**
vi. Experience in legal advisory services related to business development **(1point)**

2) **Agro-processing Expert (12 points)**
i. Master's degree in Agricultural Economics, Business Administration, Economics, or Agribusiness **(3points)**
ii. At least ten (10) years of experience in agro-processing and value chain management **(3points)**
iii. Proven experience in business case development and investment strategies, preferably in Agro-processing (**4points)**
iv. Demonstrated experience in stakeholder engagement and high-level policy advisory **(1 point**
v. Previous working experience in the EAC is an asset **(1point)**

3) **Transport and Logistics Expert with Strong Green Economy Background (12 points)**
i. Master's degree in Transport Engineering, Logistics, Business Administration, Economics, Procurement, or Supply Chain Management **(3points)**
ii. At least ten (10) years of experience in transport or logistics **(3points)**
iii. Proven experience in business case development and investment strategies in transport and logistics **(3points)**
iv. Demonstrated experience in stakeholder engagement and high-level policy advisory **(1point)**
v. Excellent analytical, writing, and presentation skills **(1point)**
vi. Previous working experience in the EAC is an asset **(1point)**

4**) Construction Materials Expert (12 points)**
i. Master's degree in civil engineering, Construction Engineering, Economics, Project Management, Building Surveying, or Construction Technology **(3points)**
ii. At least ten (10) years of experience in the construction sector **(4points)**

iii. Proven experience in business case development and investment strategies, preferably in construction materials manufacturing **(4points)**
iv. Demonstrated experience in stakeholder engagement and high-level policy advisory **(1point)**

IV. Participation of Rwandan nationals in key expert positions at a minimum of one (1) Expert **(4points)**

Note: The minimum qualifying score for shortlisting is seventy percent (70%).