

GIVEDIRECTLY RWANDA

Terms of Reference

10th Anniversary Celebration & Recipients Graduation Ceremony

Bidding No.:	Bidding Number - GD/RWANDA/2026/04
Issuance Date:	11/05/2026
Description:	Event planning & management
Point of Contact:	procurement.rwanda@givedirectly.org
Deadline for Quotes:	Due Date: 22nd May 2026; 4:00 PM

1. Background & Context

GiveDirectly is an international nonprofit that enables donors to send money directly to people living in extreme poverty. GiveDirectly Rwanda has been operating cash transfer programmes across multiple districts, empowering low-income households to make their own investment and development decisions.

Over the course of our programmes, many recipient households have used their cash transfers to invest in income-generating activities, improve housing, pay for education, start businesses, and lift themselves and their families out of poverty. GiveDirectly Rwanda now wishes to hold a 10th Anniversary Celebration & Graduation Ceremony marking a decade of operations in Rwanda (2016–2026).

The event is being organized to the standard of a high-level national ceremony, with careful attention to venue, security, protocol, logistics, programme design, and communications. It will convene cash transfer recipients, senior government officials, Cabinet ministers, diplomatic representatives, international donors, and GiveDirectly’s global leadership to celebrate a decade of impact in Rwanda.

2. Event Objectives

The 10th Anniversary Celebration & Graduation Ceremony will aim to:

- Deliver a high-level, dignified, and protocol-compliant event experience aligned with the stature of the occasion and its distinguished guests.
- Celebrate and honour recipients who have made transformative use of their cash transfers and have graduated out of extreme poverty.
- Mark GiveDirectly Rwanda’s 10th anniversary (2016–2026) by reflecting on a decade of direct cash transfer programming—an event inspired by the spirit and grandeur of national ceremonies, showcasing the journey and success stories.
- Demonstrate to the Government of Rwanda and international stakeholders the transformative impact of direct cash transfer programming, reinforcing GiveDirectly’s role as a trusted development partner.
- Provide a platform for senior government endorsement of the cash transfer model in Rwanda, strengthening the policy and operational environment for future programming.
- Generate high-quality communications and media assets—photography, video, testimonials, and press coverage – aligned with GiveDirectly’s brand and the relevant national communications protocols.

3. Scope of Work

GiveDirectly Rwanda is seeking an experienced event planning consultant or firm to lead end-to-end planning, coordination, and execution of this national state ceremony. Bidders must demonstrate prior experience managing events at state or diplomatic protocol level in Rwanda. The scope includes:

3.1 Event Concept & Design

- Develop a detailed event concept note and run-of-show that integrates both the 10th anniversary milestone and recipient graduation narrative within a state-ceremony framework.
- Propose a theme, tone, and visual identity appropriate for a national state function of the highest standing, reflecting GiveDirectly's mission while honoring the dignity of the occasion and all senior guests in attendance.
- Design a programme agenda that accommodates all required protocol elements for a ceremony of this level: Guard of Honour inspection, national anthem, official speeches, and a structured and choreographed conclusion.
- Advise on ceremony format (indoor preferred for high-protocol functions), seating configuration, staging layout, and podium arrangement in compliance with the specifications of the relevant national protocol authority.
- All programme content, script references to senior guests, and ceremonial elements must be reviewed and cleared by the relevant national protocol authority prior to finalization.

3.2 Security & Protocol Coordination

- Serve as the primary liaison between GiveDirectly Rwanda and the relevant national protocol and security authorities from initial planning through to event day.
- Engage the relevant national protocol authority no later than three months before the event to formally register the ceremony and initiate the required coordination process for a function of this standing.
- Implement all venue access control requirements: a credentialing and accreditation system for all guests, staff, vendors, and media; designated and controlled entry and exit points; secure VVIP reception and holding areas; and sweep and clearance timelines.
- Ensure the venue layout incorporates: dedicated VVIP reception and holding facilities appropriate to the most senior guests attending; a secure arrival and departure point with appropriate access road clearance; and a designated area for the official security detail.
- Manage guest vetting in coordination with the relevant security agencies by submitting all required lists within the specified timelines before the event.
- Ensure no photography, recording, or media activity occurs in designated secure zones without explicit authorization from the security detail.
- Maintain strict information security and communications discipline throughout the planning process. Any information relating to the anticipated attendance of senior official guests must not be disclosed to media, the general public, or non-essential vendors without express authorization from the relevant authority.

3.3 Venue Selection & Logistics

- Identify and recommend suitable venues that meet the requirements of a high-level official ceremony, including appropriate scale, security, accessibility, and necessary infrastructure support.
- Negotiate and manage venue contracts, including set-up, breakdown, parking zones, official arrival and departure routes, and all technical requirements.
- Coordinate transport for recipients and local leaders from programme districts and high level guests
- Manage full AV and technical setup: professional staging, lighting design, sound, screens, teleprompter where required, and all backup systems. Technical setup must be completed and tested at least 24 hours before the event.
- Source and manage catering services appropriate for a state-level function, with a menu, presentation, and service standard commensurate with the seniority of the official guests attending.

3.4 VIP & Guest Protocol Management

- Develop and maintain a tiered guest management system across the following categories: VVIP (the most senior official guests and their delegations); Cabinet ministers and senior government officials; Diplomatic guests and international representatives; GiveDirectly global leadership; Donors and programme partners; Cash transfer recipients; Media.
- Design and coordinate state-function-level invitation materials in line with GiveDirectly brand guidelines and official protocol, including advising on the appropriate wording, timing, channels, and formal delivery process for senior government guests in coordination with GiveDirectly Rwanda leadership and relevant protocol authorities.
- Develop a full VIP seating and reception plan: VVIP placement, ministerial seating, diplomatic guest arrangements, and protocol-correct order of precedence for all guest tiers.
- Assign dedicated protocol officers and ushers for each guest tier, with clear briefing notes and role assignments.
- Coordinate RSVP confirmation and tracking across all guest categories, with dedicated follow-up for government and diplomatic guests.

3.5 Programme & Ceremonial Content

- Work closely with GiveDirectly Rwanda on all programme content, MC scripts, and speaker briefing notes, ensuring all references to senior government guests use correct titles and protocol language throughout.
- Design a formal programme booklet befitting a state ceremony of the highest level: high-quality print, bilingual (Kinyarwanda/English), with the event agenda, biographical notes on key guests, and a 10-year impact summary.
- Coordinate the design and production of awards and certificates for graduating recipients, ensuring quality and presentation befitting a state ceremony of this standing.
- Liaise with GiveDirectly's content team to produce audio-visual content for the event, including a 10-year retrospective video. All video content must be reviewed and approved before the event.
- Incorporate a traditional Rwandan dance performance into the programme, timed and positioned to complement the ceremonial flow for example, during the reception or as a formally introduced cultural segment in a manner fully appropriate to a state function of this level.
- Manage speaker preparation, including rehearsal sessions for the MC, all speech-givers, and award presenters. Confirm final speech texts and the full running order with the relevant protocol authority.
- Coordinate bilingual (Kinyarwanda/English) interpretation throughout the ceremony.

3.6 Branding, Décor & Ceremonial Presentation

- Develop a décor and branding concept that reflects both GiveDirectly's identity and the gravitas of a national state ceremony of the highest standing. National flags and official symbols must be displayed in strict accordance with protocol requirements.
- All branding materials, backdrops, stage set, signage, and floral arrangements must be approved by GiveDirectly Rwanda before production.
- Procure and manage all materials: stage backdrop, branded banners, directional signage, table settings, official programme booklets, and any ceremonial gift items.
- Ensure all staging, podium, and seating arrangements for the most senior guests meet the presentation standards required by the relevant protocol authority.

3.7 Media & Communications

- Develop a pre- and post-event media strategy in close coordination with GiveDirectly Rwanda's communications team and the relevant national communications authority.
- All media engagement, press releases, and communications relating to the attendance of senior official guests must be reviewed and approved by the relevant authority before publication or release.
- Manage press accreditation: only pre-approved, vetted media may access the event. Media access zones must be clearly defined, enforced, and agreed with the security detail.

- Coordinate official photography and videography, ensuring high-quality coverage of all key ceremonial moments. Any footage and images featuring the most senior official guests are subject to review and release protocols specified by the relevant authority.
- Ensure all media interactions with recipients uphold their dignity and that informed consent protocols are fully respected.

3.8 Budget Management

- Develop a detailed and itemized event budget covering all key aspects of a high-level national ceremony, including venue, security, catering, production, logistics, and protocol support, for GiveDirectly Rwanda’s review and approval.
- Manage all vendor sourcing, quotations, and procurement transparently and cost-effectively, prioritising vendors with demonstrable experience at state-level functions.
- Provide regular budget updates and flag any variances promptly. All expenditure must be within the approved budget, properly documented, and submitted in line with GD policies.

3.9 Risk & Contingency Planning

- Develop a comprehensive event risk register covering security, protocol, logistics, weather, and technical risks – including specific contingency protocols for scenarios such as a change in the schedule of the most senior official guests.
- Establish clear lines of communication and escalation paths with the relevant national protocol authority, RNP, and GiveDirectly Rwanda leadership for managing last-minute changes of any kind.
- Ensure all critical event elements have tested backup systems: power, AV, catering, and transport.

3.10 Post-Event Wrap-Up

- Produce a post-event report summarising attendance, key highlights, protocol lessons learned, final budget reconciliation, and all event assets.
- Ensure all vendor payments and contracts are closed within agreed timelines.
- Provide GiveDirectly Rwanda with all event assets in an organised format, noting any restrictions on distribution of images or footage as specified by the relevant authority.

4. Anticipated Event Parameters

The following parameters are indicative and subject to confirmation by the relevant national protocol authority:

Event Name	GiveDirectly Rwanda 10th Anniversary Celebration & Recipients Graduation Ceremony
Ceremony Level	National State Ceremony – Highest Protocol Standards Apply
Anniversary Milestone	10 years of operations in Rwanda (2016–2026)
Expected Attendance	To be confirmed once security assessment and venue capacity are finalised]
Guest Categories	Most senior government leadership and official delegations; Cabinet ministers; Senior government officials; Diplomatic representatives; GiveDirectly Rwanda staff; GiveDirectly global leadership (New York); Cash transfer recipients; Donors & partners; Accredited media
Recipients	Selected from districts across Rwanda in collaboration with local leaders, based on demonstrated impact
Duration	Full-day ceremony (morning start, aligned with high-protocol scheduling conventions)

Language	Kinyarwanda & English (simultaneous interpretation required)
Venue Type	Indoor venue, Kigali
Awards	Premium physical awards and certificates, presented in a state-ceremony format befitting the occasion
Expected date of the event	2nd October 2026

5. Key Deliverables & Timeline

Timelines are non-negotiable given the security assessment and protocol authority engagement requirements. Final timelines will be confirmed upon contract signing.

Deliverable	Description	Indicative Timeline
Event Concept Note & Agenda	Detailed concept, theme, programme agenda, and run-of-show aligned with the requirements of a national state ceremony at the highest level	Within 2 weeks of contract signing
Detailed Budget	Itemized event budget reflecting the full cost base of a high-protocol state ceremony, with vendor quotes	Within 2 weeks of contract signing
National Protocol Authority Engagement	Formal registration of the ceremony with the relevant national protocol authority; initiation of all required coordination processes	At least 3 months before event
Venue Shortlist & Security Assessment	2–3 candidate venues submitted to the relevant protocol authority for security review and approval	At least 10 weeks before event
Venue Confirmed	Signed venue agreement following protocol authority and security approval	At least 8 weeks before event
Guest List Submission	Full guest, staff, and vendor lists submitted to relevant authorities for vetting	At least 3 weeks before event
Invitations Issued	Formal invitation materials produced and distributed; invitations to senior official guests issued through the correct formal channels and follow up.	At least 2 months before event
Branding & Décor Concept	Approved visual concept and production plan	At least 2 months before event
Vendor Contracts	All vendors contracted: AV, catering, transport, photography, dance troupe – with authority clearance where required	At least 4 weeks before event
Security Walkthrough	Full venue security walkthrough with relevant authorities	At least 2 weeks before event
Risk & Contingency Plan	Full risk register including contingency protocols for changes to the schedule of senior official guests	At least 2 weeks before event

Entertainment Brief & Confirmation	Dance group contracted, clearance obtained from relevant authority where required, brief confirmed	At least 4 weeks before event
Full Rehearsal & Briefing	Complete run-through with speakers, MC, recipients, performers; security dry-run with all relevant agencies	1–2 weeks before event
Event Execution	Full on-site management and high-protocol coordination across all event elements	Event day
Post-Event Report	Report covering attendance, protocol debrief, highlights, budget reconciliation, and assets – noting any authority restrictions on asset release	Within 2 weeks after event

6. Submission Instructions

Proposals must be submitted by 22nd May 2026 to: Procurement.rwanda@givedirectly.org

Proposal must include:

- a) Certificate of Registration
- b) RRA Tax clearance certificate
- c) Agree to bank transfer mode and credit terms (payment within 30 days)
- d) Offers must remain valid for not less than sixty (60) calendar days after the offer deadline.
- e) The selected consultant must demonstrate prior experience managing high-level protocol events in Rwanda and submit evidence of successfully completing at least two similar contracts for reputable organizations in the country. Evidence can be a copy of one of the following:
 - Letters of Notification of Award
 - Certificates of Completion of the Contracts.
- f) Financial proposal: detailed, itemized budget. The quotations (per unit) must be inclusive of all applicable taxes, VAT, charges, tariffs, duties and levies.