



# **RWANDA ICT CHAMBER**

## **REQUEST FOR PROPOSAL**

### **Consultancy to Develop Five-year Strategic Plan of the ICT Chamber**

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## **RWANDA ICT CHAMBER**

### **SECTION 1: INSTRUCTIONS TO PROSPECTIVE BIDDERS**

**Preparation of Proposals:** You are requested to submit separate technical and financial proposals. You are advised to read the Revised Request for Proposal carefully. An electronic copy (in PDF) of the Request for Proposals shall be considered the original version.

**Technical Proposals:** Technical proposals should contain the following documents and information:

- A brief description of the firm's organization and an outline of recent experience on assignments of a similar nature. For each assignment the outline should indicate among others, the profiles of the staff proposed duration of the assignment, the contract amount, and the firm's involvement.
- Background and experience in reviewing and developing Strategic plans, especially for member-based Organizations.
- The consultant is expected to have practical experience in performance management and business continuity planning, strategic planning and performance targeting, monitoring, and evaluation.
- Description of the methodology and work plan for performing the assignment.
- Knowledge of recent developments (global, regional, and national) in the ICT sector and familiarity with the Social Development Goals and utilization of ICT.
- CVs of key staff;
- The consultant's comments or suggestions on the TORs and appreciation of the assignment – the objectives, tasks, and deliverables

**Financial Proposals:** Financial proposals should contain the following documents and information:

A copy of the breakdown of Lump Sum Price form in this Part for each currency of your proposal, showing all costs for the assignment, broken down into professional fees, and reimbursable costs. The costs associated with the assignment shall be in RWF for all bidding firms.

**Validity of Proposals:** Proposals must remain valid for 15 calendar days from proposal submission date.



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**Submission of Proposals:** The technical and financial proposals should be submitted separately, both clearly marked with the Firm's name, ICT Chamber, and either "Technical Proposal" or "Financial Proposal" as appropriate.

Proposals (both technical and financial) must be submitted electronically to: [procurement@ict.rw](mailto:procurement@ict.rw) with a clear subject line: "Consultancy to Develop Five-year Strategic Plan of the ICT Chamber" and submitted by **Thursday 22th September 2022** at 5:00 pm Central African Time (CAT). Proposals must be submitted in PDF format and as attachments to the email, any proposal submitted as a link or after the specified deadline won't be considered.

### **Language of the tender and mode of communication**

The communication medium shall be in writing. The bid, as well as all correspondence and documents relating to the bid exchanged by the Bidder and the ICT Chamber, shall be written in English.

### **Amendment to the tender document**

At any time prior to the deadline for submission of bids, the ICT Chamber may amend the tender document by issuing an addendum. Any addendum issued shall be part of the tender document and shall be communicated in writing through email from the ICT Chamber, and it will be published on the platform where the original tender document will be posted.

To give prospective Bidders reasonable time in which to take an addendum into account in preparing their bids, the ICT Chamber may, at its discretion, extend the deadline for the submission of bids; in which case, all rights and obligations of the Chamber and Bidders previously subject to the deadline shall thereafter be subject to the deadline as extended.

### **Late bids**

The ICT Chamber shall not consider any bid that arrives after the deadline for submission of bids. Any bid received by the ICT Chamber after the deadline for submission of bids shall be declared late, rejected, and returned unopened to the Bidder.



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### **SECTION 2: ELIGIBILITY CRITERIA**

**Eligibility Criteria:** You are required to meet the following criteria to be eligible to participate in the procurement exercise:

- Have the legal capacity to enter into a contract;
- Not be insolvent, in receivership, bankrupt, or being wound up or subject to legal proceedings for any of these circumstances;
- Not have had your business activities suspended;
- Have fulfilled your obligations to pay taxes and social security contributions;
- Not to have a conflict of interest in relation to this procurement requirement;

*We require you to submit copies of the following documents as evidence of eligibility attached to your bid*

- Certificate of Incorporation or Trading license /Certificate of Registration for companies;
- Evidence of statutory compliance such as a valid tax clearance certificate and social security contributions certificate.
- Signed copy of code of ethical conduct in business for bidders.

NOTE: Failure to submit the above-required documents will lead to disqualification from Technical and Financial evaluation

#### **Financial Criteria:**

Pricing information should not appear in any other section of the proposal other than the financial proposal. Financial scores shall be determined by awarding a maximum of 30 points to the lowest priced proposal that has passed the minimal technical score and giving all other proposals a score that is proportionate to this.

**Total scores:** Total scores shall be determined using a weighting of 70% for technical proposals and a weighting of 30% for financial proposals.

**Best Evaluated Bid:** The best-evaluated bid shall be the firm with the highest combined score and shall be recommended for the award of the contract.

**Right to Reject:** the ICT Chamber reserves the right to accept or reject any proposal or to cancel the procurement process and reject all proposals at any time prior to contract signature and issue by the Chamber, without incurring any liability to Consultants.



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The ICT Chamber reserves the right, at its sole discretion, to reject all proposals received and seek fresh proposals, to negotiate further with one or more of the bidders, to defer the award of a contract, or cancel the competition and make no contract award, if appropriate.

### **SECTION 3: TERMS OF REFERENCE**

#### **General Context**

Established in 2011, the Rwanda ICT Chamber is the leading partner for organizations to share experiences, network, and meet key players in the ICT sector. At ICT Chamber, we help our members to work with the right associations, companies, and individuals and ensure that they get the needed skills, opportunities, and tools to grow.

**Our mission** is to make Rwanda the leading ICT-Driven society.

**Our vision** is to be the leader in influencing the transformation of the economy and the culture through ICT.

#### **Our Work**

Our initiatives, informed and driven by evidence, strive to create change at multiple levels: in addition to working with tech entrepreneurs, we use campaigns to accelerate the digital transformation journey in other non-ICT sectors.

In partnership with the government of Rwanda, we've been able to set up various supporting mechanisms for early-stage startups and young tech entrepreneurs including hubs like *kLab*, *FabLab*, and *250STARTUPS*. Additionally, the Chamber played an important role in getting more than a hundred IT equipment exempted from VAT.

#### **About the Assignment**

The purpose of this consultancy service is to develop a five-year strategic plan for the ICT chamber that will provide a clear, comprehensive, and costed approach to ensure that the Chamber accomplishes its mandate. The plan must address, amongst other things, the development of strong partnerships and resource mobilization initiatives and how to more effectively engage members of the Chamber.



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### **1. Responsibilities of the Consulting Firm**

Under the direct supervision of the ICT Chamber, the consulting firm is expected to undertake the following tasks:

#### ***Phase 1 – Assessment and Diagnostic Stage***

Through this preliminary assessment, the team should conduct a strategic review to get insight into the current state of the Chamber. The source of feedback should be both internal (management & the board) and external (members of the ICT Chamber). Key elements to review include

- a. Overall organizational review (which will also help in understanding bottlenecks and successes in service delivery, efficiency, and effectiveness)
- b. Make a SWOT analysis of the Chamber in relation to its current operations and performance
- c. Human resources; current and future needs
- d. Information technology; as part of the ease of doing business and the creation of efficiencies
- e. Finances and portfolio management; including general resources management
- f. Workplans
- g. Service Delivery

#### ***Deliverable: 1***

*Inception report with detailed Workplan, tools for review, desk review, and copy of preliminary assessment report.*

#### ***Phase 2 – Consultation and Drafting of Plan***

Conduct consultations with members of the Chamber and the management team, then draft a strategic plan.

The team is expected to:

- Review the ICT Chamber's existing vision, mission, and strategic objectives in relation to its overall mandate to determine strategic alignment.
- Review the existing sector policies, legislation, and regulation to determine if they are in support of the ICT Chamber's mandate.
- Review the organizational functions and operations of the Chamber to identify functions that support or do not support the ICT Chamber's mandate, and determine organizational overlaps and duplications that may exist within the Chamber.
- Consultative meetings with staff of the Chamber and its subsidiaries as well as the board members;
- Review existing documents



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- Recommend the most appropriate operational model(s) for any functions recommended to be moved out of the Chamber or to be transferred into the Chamber

### ***Deliverable: 2***

- *Draft a strategic plan; the plan should implicate the findings and analysis with accompanying recommendations including the rationale and value for money implications of the recommendation and any related implementation risks.*

### ***Phase 3 – Feedback Collection and Finalizing the Assignment***

- a. Development, validation, finalization, and cost of the strategic plan 2023 – 2027, including outcome mapping for monitoring and evaluation, detailed implementation for 2023 - 2025, and general activities for 2026 – 2027.
- b. Recommend methodology and tools for evaluating outcomes and developing monitoring and communication strategy
- c. The consultant will collect, evaluate and lead in the presentation and validation process. Some of these elements may be included in the final document as an appendix or cited as separate literature.

### ***Deliverables: 3***

- *Final Five-Year Strategic Plan with concrete recommendations that are costed. The final plan should present clear deliverables, indicators, and tools that address the constraints and create the needed support systems and incentives for the members of the ICT Chamber.*
- *Change management strategy and M&E strategy to support tracking the implementation of recommendations in the strategic plan.*

## **2. Expected Deliverables, Payment Milestones, and Duration**

The contract duration shall be for four (4) months, and the expected deliverables are:

<b>No.</b>	<b>Deliverables/Outputs</b>	<b>Payment Milestones (%)</b>	<b>Timelines</b>
1	Inception report including the work plan and data collection tools as well as the copy of the preliminary assessment report	15%	20 Days



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2	Draft Strategic Plan	30%	1 Month
3	Final Five-Year Strategic Plan with concrete recommendations that are costed	20%	20 Days
4	Change management strategy and M&E strategy	35%	20 days

### 3. Qualifications of the Firm:

- Proven experience in designing member-based associations strategies
- Senior consultant must have a Master's degree in a related field with research and institutional frameworks skills
- All team members must have at least 4-6 years experience working with entrepreneurs, and tech companies
- Demonstrated ability to cultivate, build and maintain strong working relationships with start-ups, entrepreneurs, mentors, research institutions, industry experts, associations, state & central government, and angel investors.
- A successful track record of designing and developing institutional frameworks and sustainability models.
- Excellent prioritization and time management skills with strong attention to detail.
- Demonstrated strong organizational skills in a multicultural setting. Ability to handle multiple tasks, reprioritizing tasks where necessary.
- Superior written and verbal communication and presentation skills in English.
- Flexibility, intellectually curious, and open. You are comfortable with ambiguity, receptive to new ideas, and also willing to change when presented with the best options.
- Confident and comfortable challenging expert opinion.
- Demonstrates a high degree of interpersonal skills with the ability to manage relationships at all levels both internally and externally.
- Innovative and entrepreneurial. This individual can formulate and develop new or creative approaches to problems and inspires others on the team to do so as well.
- Professional maturity and sensitivity to working within different cultures.
- You have an exceptional ability to think strategically and yet you sweat the small stuff
- You take pleasure in excellence and impact more than credit or status
  
- Capable of assessing organizational needs in order to develop strategic business plans.





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### **4. Reporting Language and Evaluation of Proposals**

All reports/documents shall be presented in English. Furthermore, the ICT Chamber will evaluate the proposal on a qualitative basis. This includes the firm's competitiveness, understanding of the requirement, service delivery, and expectations.

### **5. Format of Bids**

Technical and financial proposals should be submitted in PDF format via email ([procurement@ict.rw](mailto:procurement@ict.rw)) by Thursday, September 22, 2022.