

CATHOLIC RELIEF SERVICES - UNITED STATES CATHOLIC CONFERENCE OF BISHOPS

**TENDER FOR HIRING AN INDIVIDUAL CONSULTANT / FIRM TO STRENGTHEN
THE ECD MAPPING SYSTEM AND DIGITIZING THE ECD BOOK AND NATIONAL
ECD STANDARDS**

**Title: Hiring an Individual Consultant / Firm to Strengthen the ECD
Mapping System and Digitizing the ECD Book and National ECD Standards**

Tender Reference Number: CRS-Rwanda 011 – FY26 – TN/2026

Procurement Method: Open Tender

Date of Issue: April 20, 2026

Date of Submission: May 1, 2026

TENDER FOR HIRING AN INDIVIDUAL CONSULTANT / FIRM TO STRENGTHEN THE ECD MAPPING SYSTEM AND DIGITIZING THE ECD BOOK AND NATIONAL ECD STANDARDS

CRS-Rwanda 011 – FY26 – TN/2026

1. Background and Context

The National Child Development Agency (NCDA) is responsible for coordinating and monitoring Early Childhood Development (ECD) services across Rwanda. NCDA currently manages an ECD Mapping System containing information on approximately 32,000 ECD centers across the country, including geographic location, enrollment, caregiver profiles, WASH indicators, and other operational data. Updates are currently managed primarily by District ECD Focal Persons, while many operational records at ECD center level remain paper-based, including the ECD book used to track children and family information. NCDA now intends to modernize and expand this digital ecosystem by digitizing the ECD book and the ECD standards compliance process to improve monitoring, reporting, supportive supervision, and service quality improvement.

In parallel, the Government of Rwanda has established a strong policy and standards framework for ECD, including the ECD Policy, implementation arrangements, and ECD Minimum Service Standards Guidelines. Building on the 2023 national ECD mapping exercise completed by NCDA in partnership with CRS and UNICEF, this assignment seeks to strengthen the existing online ECD mapping platform through targeted system enhancements, structured workflows, dashboards, and interoperability readiness. The revised system is expected to support timely access to standardized ECD service information, facilitate quality assurance and self-assessment, and improve decision-making at national and decentralized levels.

To this end, with technical and financial support from CRS, NCDA seeks to engage a qualified consulting firm or individual consultant to strengthen the existing ECD Mapping System and digitize the ECD book and National ECD Standards into a more functional, user-friendly, and scalable digital solution.

2. Purpose of the Assignment

The purpose of this assignment is to strengthen the existing online ECD Mapping System by digitizing the National ECD Standards and the ECD book, developing dashboards, improving workflows, and building user capacity. The assignment will also enhance the system's architecture and functionality to support interoperability with relevant national systems and improve routine use for planning, supportive supervision, verification, and accountability.

3. Objectives of the Assignment

3.1 Overall Objective

To strengthen and extend the existing ECD Mapping System through targeted functional upgrades, improved data structures, dashboards, and digitized workflows for the ECD book and ECD standards compliance monitoring.

3.2 Specific Objectives

The specific objectives of the assignment are to:

1. Assess the current ECD Mapping System and define technical and functional requirements for the upgraded solution;
2. Digitize the ECD book into a simple, user-friendly format suitable for caregivers and supervisors;
3. Digitize the National ECD Standards into structured workflows that enable self-assessment, verification, classification, and supportive supervision;
4. Strengthen core system features, including data model, workflows, dashboards, user roles, administration, and interoperability readiness;
5. Test, refine, deploy, and pilot the upgraded system with selected users;
6. Build the capacity of NCDA and relevant sub-national users to operate, manage, and use the system; and
7. Provide complete technical documentation and handover to support Government ownership and sustainability

4. Scope of Work

4.1 Review of Existing Systems and Requirements Definition

- Review the current ECD Mapping System, including its ArcGIS-based structure, databases, user workflows, and hosting environment;
- Review the current paper-based ECD book and National ECD Standards tools and processes;
- Identify key system limitations, opportunities, and requirements for enhancement;
- Consult NCDA, CRS, and other designated stakeholders to validate user needs and business processes; and
- Produce a detailed technical and functional requirements specification.

4.2 Digitalization of the ECD Book

- Review and simplify the structure of the current ECD book for digital use;
- Design user-friendly digital forms and workflows appropriate for caregivers and other frontline users;
- Ensure that the digital ECD book captures the required information on children, parents/guardians, attendance, development monitoring, child wellbeing, and other relevant operational records; and
- Ensure the interface is adapted to users with limited digital literacy.

4.3 Digitalization of ECD Standards and Compliance Monitoring

- Digitize the National ECD Standards into structured forms, workflows, and validation logic;
- Develop a compliance monitoring module that supports:
 - initial data entry,
 - verification and validation by authorized users,
 - classification of ECD centers by compliance level, and
 - identification of key gaps requiring improvement;
- Configure user-centered workflows for self-evaluation, supportive supervision, and quality assurance aligned with the ECD Standards; and

- Ensure the module supports practical use at national and sub-national levels

4.4 System Development and Enhancement

The bidder may propose either:

- **Option 1: System Enhancement** — extend the existing ArcGIS-based ECD Mapping System to integrate the digital ECD book and ECD standards module; or
- **Option 2: Modular Development** — develop a separate but integrated module for the digital ECD book and ECD standards monitoring, linked to the existing mapping platform.

In both cases, the proposed solution must:

- Preserve compatibility with the current ECD Mapping System;
- Support appropriate user roles and permissions;
- Strengthen data structures and system administration features;
- Include dashboards and reporting functions for NCDA monitoring;
- Support interoperability readiness with other relevant national systems; and
- Be scalable for future expansion

4.5 Dashboards, Analytics, and Reporting

The firm shall:

- Develop dashboards for monitoring ECD service coverage, ECD book usage, compliance levels, and key gaps;
- Generate reports suitable for national, district, and other authorized users;
- Ensure dashboards are practical, decision-oriented, and easy to interpret; and
- Configure data export and summary reporting functions.

4.6 Prototype, Testing, and Demonstration

The firm shall:

- Develop a working prototype of the proposed solution;
- Demonstrate the prototype to the evaluation committee and respond to technical questions;
- Refine the solution based on feedback from NCDA, CRS, and other stakeholders;
- Conduct system testing and user acceptance testing; and
- Adjust the solution based on test findings and user feedback

4.7 Deployment, Capacity Building, and Handover

The firm shall:

- Support deployment of the final solution in the approved hosting environment;
- Train Caritas, NCDA technical staff, District ECD Focal Persons, and other designated users;
- Provide system administration orientation;
- Submit complete technical documentation, user manuals, and architecture documentation; and
- Support final handover to NCDA.

5. Key Functional Requirements

At minimum, the proposed solution should:

- Support digital capture and management of ECD book data;
- Support standards compliance assessment, verification, validation, and classification;
- Support role-based access and workflow management;
- Generate dashboards and management reports;
- Allow integration or interoperability readiness with other Government systems;
- Be user-friendly for low digital-literacy users;
- Support secure data storage, audit trail, and backup arrangements; and
- Be scalable for future expansion to lower administrative levels and broader user group

6. Expected Deliverables

The selected firm shall deliver, at minimum, the following:

1. **Inception Report** Including assignment understanding, methodology, technical approach, work plan, staffing plan, and risk management measures.
2. **Technical and Functional Requirements Specification** Including system architecture, workflows, proposed enhancement/development approach, user roles, dashboards, and interoperability considerations.
3. **Working Prototype** A functional prototype of the proposed solution for demonstration and technical review.
4. **Draft Enhanced System** Including the digitized ECD book, ECD standards compliance module, dashboards, and integrated workflows.
5. **Testing and Validation Report** Including system testing results, user feedback, revisions made, and readiness for deployment.
6. **Final Functional System** A fully configured and approved solution integrated with or linked to the existing ECD Mapping System, as applicable.
7. **Training and Capacity Building Package** Including training materials, attendance evidence, and user/admin orientation records.
8. **Technical Documentation and Handover Package** Including technical documentation, codebook, system architecture, user manuals, and handover report.

7. Indicative Timeline

The assignment is expected to be completed within a maximum period of **three (3) months**, not exceeding **60 working days**, from the date of contract signature.

Phase	Indicative Activities	Indicative Timeline
Phase 1	Inception, document review, stakeholder consultations, system assessment, and requirements definition	Month 1
Phase 2	System design, prototype development, digitization of the ECD book and ECD standards modules, and initial dashboard and workflow configuration	Month 2
Phase 3	System integration, testing, refinement, user acceptance testing, training, final deployment, handover, documentation, and close-out	Month 3

8. Required Qualifications of the Firm

The firm must demonstrate:

- Proven experience in digital platform development, MIS, or information systems;
- Experience working with Government systems and institutional digital solutions;
- Demonstrated capacity in system integration, dashboards, and workflow-based digital tools;
- Experience relevant to social sector, ECD, education, child protection, or community-based service delivery; and
- Ability to provide a multidisciplinary team covering digital systems, user-centered design, and sector understanding.

8.1 Minimum Key Experts

The proposed team should include, at minimum:

- Team Leader / Digital Systems Lead
- Digital Platform Development Expert
- National ECD / Social Sector Specialist
- UX / Human-Centered Design Specialist
- QA / Testing and Training Support personnel

8.2 Team Leader

The Team Leader should have:

- At least a bachelor's degree, preferably master's, in ICT, Computer Science, Software Development, Information Systems, ArcGIS/Mapping, or related field;
- At least 8–10 years of relevant experience in digital systems development and deployment;
- Proven experience managing complex assignments involving government institutions;
- Strong coordination, communication, and reporting skills; and
- Proficiency in written and spoken English; knowledge of Kinyarwanda is an advantage. This requirement updates the earlier draft, which mixed research-consultancy and system-development profiles

9. Evaluation Process and Method

9.1 Procurement Approach

The procurement process shall be conducted in **two stages**:

Stage 1: Technical Proposal and Prototype Review

Bidders shall submit:

- A technical proposal describing their understanding, methodology, technical approach, work plan, and team; and
- A working prototype or visual demonstration of the proposed solution.

Shortlisted bidders may be invited to a presentation and demonstration session.

Stage 2: Financial Evaluation

Only bidders that meet the minimum technical threshold shall proceed to financial evaluation

9.2 Technical Evaluation Criteria (70 Points)

Evaluation Criteria	Description	Weight
Relevant firm experience	Demonstrated experience in similar digital platform/system development assignments, especially public-sector or social-sector systems	20
Methodology and technical approach	Clarity, feasibility, and appropriateness of the proposed methodology, system architecture, workflows, prototype concept, testing, and interoperability approach	25
Team composition and qualifications	Strength and relevance of proposed team structure, key experts, and assigned responsibilities	15
Work plan and implementation schedule	Realism and completeness of the work plan, sequencing, milestones, and level of effort	10
Total Technical Score		70

Minimum passing technical score: 70% of the technical score, equivalent to 49 out of 70.

9.3 Financial Evaluation (30 Points)

The financial proposal shall account for **30%** of the total score. Financial scores shall be calculated using the formula:

$$FS = (LF / Fi) \times 100$$

Where:

- **FS** = Financial Score
- **LF** = Lowest evaluated financial proposal
- **Fi** = Financial proposal of the bidder under evaluation

9.4 Final Combined Score

The final score shall be calculated as follows:

$$S = (TS \times 0.70) + (FS \times 0.30)$$

Where:

- **S** = Final Score
- **TS** = Technical Score normalized to 100
- **FS** = Financial Score

11. Payment Schedule

A deliverables-based payment schedule shall apply as follows:

Deliverable Milestone	Payment
Approval of Inception Report and Technical Requirements Specification	30%
Approval of Working Prototype and Draft Enhanced System	40%
Approval of Final Functional System, training package, and handover documentation	30%

12. Application Process

Interested and qualified firms shall submit:

1. Administrative documents

- Legal registration and operation in Rwanda.
- At least one page of company profile (for consultant firms)
- A copy of full registration certificate (RDB certificate), if applicable
- Data Controller/Processor certificate provided by the National Cyber Security Authority
- VAT and/or tax clearance certificates, if applicable.
- At least three completion certificates of similar services.
- Submission of required documents as listed above.

2. Technical Proposal

- Understanding of the assignment;
- Proposed methodology and technical approach;
- Work plan and timeline;
- Team structure and responsibilities;
- Relevant institutional experience; and
- Prototype concept or demonstration materials.

3. Financial Proposal

- Detailed budget;
- Staffing structure;
- Direct and indirect costs; and
- Payment schedule aligned to deliverables.

4. Supporting Documents

- CVs of all proposed key team members;
- At least two examples of similar work completed;
- Contact details for at least two professional references.

13. Submission Details

Interested and qualified firms are invited to submit their proposals electronically to CRS.

Submission package:

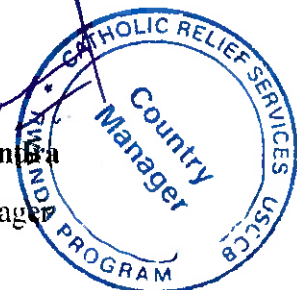
- Technical Proposal
- Financial Proposal
- Supporting documents

B. Submission Email and Subject Line:

Proposals should be submitted by email to: **Email:** Rwandabids@crs.org with **Subject line:** *“Proposal – Strengthening the ECD Mapping System and Digitizing the ECD Book and National ECD Standards”* **no later than May 1, 2026 at 5:00 pm Rwanda time.** Late submissions will not be considered.

Done at Kigali on April 20, 2026

Kumud Chandra
Country Manager



SUPPLIER / SERVICE PROVIDER CODE OF CONDUCT

[Catholic Relief Services \(CRS\)](#) has committed to the principles of responsible sourcing and we expect our suppliers and service providers to fully follow the applicable contractual obligations to include CRS terms & conditions, local and relevant/otherwise applicable laws and to adhere to internationally recognized environmental, social, and corporate governance standards. We also expect our suppliers to implement these standards with their suppliers and subcontractors, as inspired by the [United Nations Global Compact initiative](#), the [United Nations Guiding Principles and Human Rights](#), the [International Labour Organization's Declaration on Fundamental Principles and Rights at Work](#), [ETI Base Code](#), and applicable [CRS' Policies, Procedures and Standards](#).

1) SOCIAL

- Prohibit all forms of harassment, sexual harassment, [exploitation and abuse](#), including sexual exploitation and abuse, and [trafficking in persons](#).¹ All sexual activity with a child, defined as person under the age of 18 years, is considered sexual abuse regardless of local age of consent.
- Have mechanisms in place to actively prevent, address, and respond to harassment, sexual harassment, exploitation, and abuse, including sexual exploitation and abuse, and trafficking in persons.
- Support the protection of internationally proclaimed human rights and prohibit forced, bonded, and involuntary labor and child labor.
- Do not recruit or employ children under the age of 15 years. Do not recruit or employ children under 18 years for work that is mentally or physically dangerous or interferes with schooling.
- Treat employees with dignity and respect and supply a workplace that is safe and hygienic, complies with national laws, and is free from discrimination on the basis of race, gender, age, religion, sexuality, culture or disability.
- Provide accessible and confidential reporting mechanisms for employees and other stakeholders to report concerns or suspicions of any forms of harassment, abuse and exploitation described above and potentially unlawful practices by management or employees.
- Commit to protecting reporters or whistleblowers from retaliation.
- Uphold the freedom of association and the right to collective bargaining as set out within applicable laws.
- Ensure wages and working hours meet national legal standards.

2) GOVERNANCE

- Abide by all applicable national and international trade laws and regulations including but not limited to antitrust, trade controls, and sanction regimes.
- Consider business integrity as the basis of business relationships.
- Prohibit all types of bribery, corruption, money laundering and terrorism financing
- Forbid gifts to private or public officials that aim to influence business decisions or otherwise encourage them to act contrary to their obligations.
- Respect the privacy and confidential information of all your employees and business partners as well as protect data and intellectual property from misuse.
- Have data protection and managements standards in place that address data collection, safeguarding, sanitation and disposal. The data owner is aware of the data provision terms and conditions and supplies consent as per [CRS Responsible Data Values and Principles](#)
- Implement a proper Compliance Management policy and procedure, which facilitate compliance with applicable laws, regulations, and standards.

¹ Refer to pages 6 and 7 of CRS' Policy on Safeguarding for further details on prohibited exploitative conduct, including procurement of commercial sex, employment practices, and relationships with beneficiaries that are exploitative or abusive.

3) ENVIRONMENT

- Follow all applicable environmental, health and safety regulations.
- Promote the safe and environmentally sound development, manufacturing, transport, use and disposal of your products.
- Ensure by using proper management policies and procedures that product quality and safety meet the applicable requirements.
- Protect your employees' and neighbors' life and health, as well as the public at large against hazards inherent in your processes and products.
- Use resources efficiently, apply energy-efficient and environmentally friendly technologies and reduce waste, as well as emissions to air, water, and soil.

Because CRS is a recipient of numerous grants or contracts provided by governmental, public, and private donors, all suppliers and service providers are hereby notified that other donor-specific compliance measures may be included in the legal instrument through which goods or services are procured.

CRS reserves the right to conduct due diligence audits or assessments to ensure your compliance and will take reasonable steps to investigate or otherwise take appropriate action to address concerns. CRS reserves the right to terminate any relationship for non-adherence to the abovementioned requirements.

Should you have any concerns or suspicions of any forms of harassment, abuse and exploitation described above and in CRS' Safeguarding Policy, illegal or improper conduct, CRS requires you to report through any of the following channels:

- CRS Management
- CRS Whistleblower site: <http://bit.ly/crshotline>
- Email: alert@crs.org
- Phone/Skype: 1-866-295-2632
- Toll free for CRS Rwanda : 8007
- Mail: (mark "Confidential")
Attention: General Counsel
Catholic Relief Services
228 W. Lexington Street
Baltimore, MD 21201

Ensuring the principles of sustainable development in our supply chain is important to CRS. We hope that as our partner you show your commitment via compliance with your own code of conduct or company policies that embrace these standards.

In accepting business from CRS in the form of a purchase order, contract, or agreement, you are implicitly accepting your organization's roles and responsibilities outlined in this document.

_____ Date: _____

Name: _____

Title: _____