**Terms of Reference (ToRs) for an Individual Consultant or Company to Develop the 2025-2029 Strategic Plan for the Rwanda Chamber of Tourism (RCOT)**

**1. Background**

The Rwanda Chamber of Tourism (RCOT) is an umbrella organization dedicated to promoting and representing the interests of the Rwandan Tourism and Hospitality business community. Established in 2006, RCOT aims to enhance business opportunities through effective lobbying and advocacy for the tourism and hospitality industry in Rwanda. The Chamber includes major players in the industry through its six associations: Rwanda Hospitality Association (RHA), Rwanda Tours and Travel Association (RTTA), Rwanda Safari Guides Association (RSGA), Rwanda Hospitality and Tourism Educators Association (RHTEA), Rwanda Association of Travel Agencies (RATA), Rwanda Community Tourism Association (RCTA), and the Rwanda Association of Professional Conference Organizers (RAPCO).

**RCOT Vision:**  
To ensure profitable and sustainable tourism businesses for a prosperous Rwanda.

**RCOT Mission:**  
To effectively advocate and reinforce an enabling business environment for its members.

**Core Functions:**

* **Lobbying and Advocacy:** Building a strong, proactive advocacy platform.
* **Membership:** Developing a customer-focused service delivery among its members.
* **Communication:** Ensuring efficient communication.
* **Capacity Building:** Enhancing the capacity of its members and associations.
* **Systems:** Investing in the right staff, processes, and resources to deliver better services.

RCOT is committed to driving the growth and development of Rwanda's tourism sector in line with the government's development goals. To achieve its objectives effectively, RCOT requires a comprehensive and well-informed strategic plan for the period of 2025-2029.

**2. Objective**

The objective of this assignment is to engage a reputable individual consultant with demonstrated expertise in strategic planning, tourism development, and event management to undertake the following tasks:

a. Develop the RCOT's 2025-2029 strategic plan by conducting a comprehensive analysis of the tourism sector, identifying key trends and opportunities, setting strategic priorities, and formulating actionable strategies to achieve the RCOT's goals and vision.

b. Review the implementation of the completed 2018-2022 strategic plan by assessing its effectiveness, outcomes, and identifying lessons learned to inform the development of the new strategic plan.

c. Facilitate a consultative and inclusive process that actively engages key stakeholders, such as government agencies, development partners, member associations, private sector actors, and civil society organizations, in the development and validation of the new strategic plan.

d. Provide ongoing support and guidance to the RCOT throughout the assignment, ensuring that the new strategic plan is responsive to the evolving needs and priorities of the Rwandan tourism sector, and is well-positioned to drive sustainable growth and development in the coming years.

**3. Scope of Work**

The selected consultant will be responsible for the following tasks:

a. Conduct a comprehensive review of the implementation of the completed 2018-2022 strategic plan, assessing its effectiveness, outcomes, strengths, and areas for improvement. This review should include identifying lessons learned and best practices to inform the new strategic plan.

b. Develop a comprehensive and well-informed 2025-2029 strategic plan for the RCOT by incorporating input from relevant stakeholders through consultations, workshops, and interviews. The new strategic plan should address key areas such as financial resources, human resource development, secretariat effectiveness, research and information management, accountability and transparency, and effective service delivery. It should also align with the government's development goals and the evolving needs and priorities of the Rwandan tourism sector.

c. Facilitate a thorough validation process for the strategic plan by organizing validation workshops with key stakeholders, ensuring their feedback is incorporated into the final document.

d. Provide ongoing support to the RCOT throughout the assignment, ensuring that the new strategic plan remains responsive to the dynamic needs and priorities of the Rwandan tourism sector. This may include offering technical assistance, facilitating stakeholder engagement, monitoring the plan's implementation, and providing recommendations for adjustments as necessary.

**4. Deliverables**

The consultant or company will be expected to deliver the following outputs to ensure the successful completion of the assignment:

a. A comprehensive evaluation report of the completed 2018-2023 strategic plan, including an assessment of its effectiveness, outcomes, strengths, areas for improvement, and lessons learned.

b. A detailed 2025-2029 strategic plan document for the RCOT, including clearly defined objectives, strategies, and an implementation framework: The consultant should develop a well-structured, comprehensive, and actionable strategic plan for the RCOT, covering the period from 2025 to 2029. This document should include clear objectives, strategies, and an implementation framework to guide the organization's activities and decision-making processes throughout the plan's duration.

c. Comprehensive stakeholder consultation reports documenting the engagement process, feedback received, and how this feedback was incorporated into the strategic plan: The consultant should facilitate stakeholder consultations, ensuring broad participation and input from various sectors. The reports should detail the consultation process, summarize the feedback received, and explain how this feedback has informed the strategic plan.

d. Validation workshop reports summarizing the outcomes of the workshops, including key points discussed and any modifications made to the strategic plan as a result: The consultant should organize and conduct validation workshops to present the draft strategic plan to stakeholders, gather their feedback, and make necessary adjustments. The reports should provide a detailed account of the workshops, including participant feedback and any revisions made to the plan.

**5. Duration**

The assignment is expected to be completed within a period of 55 working days, commencing from the date of signing the contract. The timeline will be divided into different phases, as detailed below:

a. **Phase 1: Inception (5 working days)** During the inception phase, the selected consultant will conduct a thorough review of the existing strategic plan and related documents, as well as initiate stakeholder consultations to gather input and insights for the new strategic plan. The consultant will also develop a detailed work plan outlining the project's activities, timelines, and deliverables.

b. **Phase 2: Strategic Plan Development (35 working days)** The consultant will develop a comprehensive 2025-2029 strategic plan for the RCOT, incorporating input from relevant stakeholders and addressing key areas identified during the initial consultations. The consultant will work closely with the RCOT to ensure the new plan aligns with their goals, priorities, and the evolving needs of the Rwandan tourism sector.

c. **Phase 3: Validation (15 working days)** The consultant will facilitate validation workshops and finalize the strategic plan based on stakeholder feedback, ensuring the plan is robust and widely supported.

Throughout the 55 working days, the selected consultant will maintain regular communication with the RCOT, providing updates on progress, addressing any challenges or concerns, and ensuring the project remains on track and aligned with the RCOT's goals and priorities.

**6. Qualifications and Experience**

The consultant should possess the following qualifications and experience to ensure the successful completion of this assignment:

a) Proven expertise in strategic planning, tourism development, and project management: The consultant should have an established track record of successfully developing and implementing strategic plans, with a focus on tourism development and project management. This includes the ability to analyze complex situations, develop innovative solutions, and manage multiple tasks simultaneously.

b) Demonstrated experience in evaluating and developing strategic plans for organizations, preferably within the tourism sector: The consultant should have a history of working with organizations in the evaluation and development of strategic plans, with a preference for those with experience in the tourism sector. This includes understanding the unique challenges and opportunities facing the industry and incorporating them into the strategic planning process.

c) Strong organizational and logistical skills, with a track record of successfully organizing high-profile events: The consultant should possess excellent organizational and logistical skills, with experience in organizing and executing high-profile events. This includes coordinating with various stakeholders, managing budgets and resources, and ensuring that all aspects of the event are executed seamlessly and professionally.

d) Excellent communication and stakeholder engagement skills, with experience in facilitating consultations and workshops: The consultant should have strong communication and stakeholder engagement skills, with a demonstrated ability to facilitate consultations and workshops with diverse groups of stakeholders. This includes the ability to clearly articulate complex ideas, listen and respond to feedback, and build consensus among participants.

e) A strong understanding of Rwanda's tourism sector, the private sector, government policies, and development goals: The consultant should possess a deep understanding of Rwanda's tourism sector, including its unique challenges and opportunities, as well as government policies and development goals related to the industry. This knowledge will be crucial in ensuring that the new strategic plan is relevant, actionable, and aligned with the country's broader development objectives.

**7. Submission of Proposals**

Interested consultants or companies are required to submit a comprehensive technical and financial proposal to be considered for this assignment. The proposal should include the following components:

a) A detailed methodology and work plan for the assignment, including a timeline for the completion of each task: The proposal should clearly outline the consultant's approach to the assignment, detailing the methodology and work plan they intend to follow. This should include specific steps for each task, as well as a realistic timeline for their completion, ensuring that the overall assignment is completed within the 55 working days.

b) A list of relevant past projects and experiences in strategic planning, tourism development, and event organization: Consultants should provide a list of relevant past projects and experiences that demonstrate their expertise in strategic planning, tourism development, and event organization. This should include a brief description of each project, the role the consultant played, and the outcomes achieved.

c) A detailed budget breakdown for the assignment, in line with the proposed budget in the ToR: The proposal should include a detailed budget breakdown that outlines the estimated costs for each component of the assignment, such as consultancy fees, evaluation costs, and dissemination efforts. The budget should be in line with the proposed budget outlined in the Terms of Reference.

d) CV highlighting the relevant expertise and qualifications: Consultants should provide their CV showcasing relevant expertise and qualifications in strategic planning, tourism development, and event organization. This will help demonstrate the consultant's capacity to successfully complete the assignment.

e) At least three references from previous clients who can vouch for the consultant's competence and quality of work: The proposal should include contact information for at least three references from previous clients who can attest to the consultant's competence and the quality of their work. These references should be able to provide insight into the consultant's performance on similar assignments and their ability to deliver high-quality results.

Proposals should be submitted in accordance with the instructions and deadline provided in the ToR or accompanying documents, ensuring that all required components are included and presented in a clear, professional manner.

**8. Evaluation Criteria**

Proposals will be evaluated based on the following criteria:

1. Technical capacity and experience of the consultant in strategic planning, tourism development, and event organization.
2. Quality and comprehensiveness of the proposed methodology and work plan.
3. Competence and qualifications of the consultant.
4. Financial feasibility and cost-effectiveness of the proposed budget.
5. Demonstrated understanding of the Rwandan tourism sector, private sector, government policies, and development goals.

**9. Submission Deadline**

Proposals should be submitted electronically no later than 15th November 2024, to the following address: info@rwandatourismchamber.org

**10. Contract Terms**

The selected consultant or company will be required to sign a contract with the RCOT, outlining the terms and conditions of the assignment, deliverables, payment schedule, and any other relevant clauses.

**11. Confidentiality**

All information provided by the RCOT or obtained during the assignment shall be treated as confidential and shall not be disclosed to third parties without prior written consent from the RCOT. The selected consultant will be required to sign a non-disclosure agreement as part of the contract terms.