



Rwandaful Digital Marketplace

Terms of Reference (ToR) for the Design, Development, and Deployment of Rwandaful Digital Marketplace.



Table of content

1. Background	3
2. Objectives	4
3. Scope	5
4. Methodology	6
5. Deliverables	6
7. Qualifications and Experience	7
8. Timeframe	8
9. Reporting and Coordination	8
10. Estimated Cost Breakdown	9
11. Recipients	11

1. Background

The Rwandaful Digital Marketplace is an initiative led by the Rwanda Chamber of Tourism, designed to create a central online marketplace for Rwandan tourism businesses. The platform allows Micro, Small, and Medium Enterprises (MSMEs) to feature their tourism products and services, making them easily accessible to both local and international tourists. The absence of a dedicated platform has left many tourism MSMEs in Rwanda disconnected from the digital market, limiting their potential to reach larger communities. This gap has also impacted tourists, who often find it difficult to identify and book trustworthy services, resulting in a diminished travel experience.

In alignment with The Value-Added Initiative to Boost Employment (VIBE), a five-year programme aiming to increase dignified and fulfilling employment for youth, particularly women, refugees, and persons with disabilities in Rwanda. VIBE responds to the Mastercard Foundation's 10-year Young Africa Works (YAW) strategy, launched in Rwanda in 2018, to provide opportunities for young people in Africa to secure dignified and fulfilling work.

The programme targets systemic change, through working directly with MSMEs by providing firm-level support, collaborating with the private sector federation and member organizations for business advocacy, and with government ministries, departments, and agencies to address systemic barriers to trade to ensure the sustainability of the programme. Also, through various workstreams, VIBE targets to support 22,450 MSMEs through interventions that will address structural and business level constraints and consequently create an estimated 42,930 jobs for the youth (70% young women) over the five years of the programme, from 2023 to 2028.

Trademark Africa aims to partner with the Rwanda Chamber of Tourism in the implementation of digital solutions to improve market access in the tourism and hospitality sector which will employ parallel initiatives.

The digital intervention aims to increase the capacity of Rwandan MSMEs in tourism and hospitality value chains as constituted by its member associations; Rwanda Safari Guides Association (RSGA), Rwanda Hospitality Association (RHA), Rwanda Tour and Travel Agencies Association (RTTA), Rwanda Association of Tour Agencies (RATA), and Rwanda Tourism and Hospitality Educators Association (RTHEA) and the Rwanda Community Tourism Association, and so empowering the COT with digital systems will improve market access both local, regional, and international markets while creating jobs for women and youth.

2. Objectives

Objective 1: Requirements Review and Clarification

To conduct an in-depth review of the project requirements documents and develop a refined work plan. The contracted firm will ensure all stakeholders are aligned, and the documentation is clear and complete before proceeding with development.

Objective 2: Design and Prototyping

To create system wireframes and mock-ups that demonstrate the core functionality and user interface of the digital marketplace. These will help stakeholders visualize the system, refine their requirements, and provide feedback.

Objective 3: System Development and Integration

To design and develop a scalable and secure web-based platform that integrates all functional modules of the Rwandaful Digital Marketplace. The system will be developed using modern, open-source technologies and will be compatible with various devices while integrating third-party services.

Objective 4: Testing and Quality Assurance

To develop and test a working prototype to ensure that the system meets all functional and non-functional requirements. The system will undergo rigorous testing, including user acceptance testing (UAT), to identify and resolve issues before deployment.

Objective 5: Stakeholder Training and Change Management

To engage critical stakeholders in the system's development process and provide comprehensive training to users. This objective focuses on ensuring that MSMEs, tourists, and administrators are trained to use the platform effectively.

Objective 6: Piloting and Deployment

To pilot the system in a controlled environment and fully deploy it to the live production environment. The pilot phase will allow the team to assess system functionality and gather feedback before full-scale deployment.

Objective 7: Ongoing Support and Maintenance

To provide support and maintenance services during the post-launch period to ensure system

stability and user satisfaction. The contracted firm will address any emerging issues promptly and monitor system performance.

Objective 8: Comprehensive Documentation

To document all aspects of the system development and deployment. This includes system design, functionality, and user guidelines to ensure future updates or enhancements can be carried out effectively.

3. Scope

The scope of the Rwandaful Digital Marketplace project includes the following key components:

- 1. Service Listing & Management:**
 - MSMEs will be able to register, create profiles, and list their tourism services, including accommodations, tours, transport, and more.
 - MSMEs will have access to a dashboard to manage services, bookings, and customer feedback.
- 2. Booking & Payment Integration:**
 - Tourists will be able to search, book, and pay for services directly on the platform.
 - Integrated payment gateway supporting local mobile money and international payment options.
- 3. Feedback & Review System:**
 - Tourists will be able to leave feedback and rate services after completion.
 - MSMEs can respond to feedback to improve their service offerings.
- 4. Reporting & Analytics:**
 - MSMEs will have access to performance reports, including booking trends, revenue, and customer feedback.
 - System administrators will generate platform-wide reports to monitor user activity and financial performance.
- 5. Security & Access Control:**
 - Role-based access control (RBAC) to ensure data security and appropriate user access levels.
 - Data encryption for secure transmission of sensitive information.

6. System Administration & Content Management:

- Platform administrators will manage user roles, promotional content, and platform health.

4. Methodology

The service provider will adopt the following approach to ensure a structured and agile delivery of the Rwandaful Digital Marketplace:

- **Agile Project Management Approach:** The project will follow an agile methodology, promoting iterative development, flexibility, and rapid response to feedback. This will allow for continuous improvement, ensuring that stakeholder needs are met throughout the project lifecycle.
- **Stakeholder Engagement & Collaboration:** Regular collaboration will be established with RCOT and other key stakeholders to validate system designs and gather feedback. This will include design workshops, demonstrations, and user feedback sessions to ensure that the platform aligns with user expectations and operational requirements.
- **User Acceptance Testing (UAT):** A phased approach will be taken to conduct UAT. As features are developed, they will be subjected to rigorous testing with real users to ensure functionality, usability, and alignment with requirements.
- **Regular Progress Reporting:** Weekly progress reports will be submitted, detailing accomplishments, upcoming tasks, potential risks, and mitigation plans. These reports will serve as a basis for the weekly project review meetings with RCOT.
- **Frequent Communication & Coordination:** In addition to weekly reports, regular meetings will be scheduled with the RCOT project team to assess progress, address any issues, and ensure that the project stays on track for timely delivery.
- **Iterative Development & Feedback Loops:** Each iteration of the platform will be tested and refined based on feedback from users and stakeholders. This ensures that the final product is robust, user-friendly, and meets all functional and non-functional requirements.

5. Deliverables

The selected service provider will deliver the following:

- A fully functional Rwandaful Digital Marketplace with the core features outlined in the SRS and BRD.
- User interfaces for MSMEs, tourists, and system administrators, designed to be intuitive and mobile-responsive.
- Secure payment gateway integrated with mobile money, credit cards, and PayPal.
- Customizable reports and analytics module for both MSMEs and administrators.
- Comprehensive user documentation and training materials for system use.
- Security protocols for data encryption, access control, and auditing.
- A cloud-hosted platform with a disaster recovery plan, scalable infrastructure, and high availability.

7. Qualifications and Experience

The selected contractor must have a proven track record in the design and development of similar e-commerce platforms or digital marketplace solutions. The key personnel required for this project include:

Role	Minimum Qualifications	Experience
Project Manager	Bachelor's in IT or related field	7+ years of experience in IT project management
Business Analyst	Bachelor's in IT, Business, or related field	5+ years of experience in requirements gathering, process modeling, and translating business needs.
UX/UI Designer	Bachelor's in IT, Design, or related field	5+ years of experience in user interface and experience design, with proficiency in tools like Adobe XD, Sketch,

		and Figma.
Software Developers	Bachelor's in IT, Computer Science, or related field	5+ years of hands-on experience in software development
Tester	Bachelor's in IT or related field	5+ years of experience in system testing, test automation, and user acceptance testing (UAT).
Security Expert	Certification in security (CISM, CISSP, or equivalent)	5+ years of experience in IT security.
Database Administrator	Certification in database management (e.g., Oracle, Microsoft SQL Server)	5+ years of experience in database design, management, and optimization
DevOps Engineer	Bachelor's in IT or related field	5+ years of experience in system administration, automation, CI/CD pipeline setup, and cloud infrastructure management.

8. Timeframe

The expected duration of this project is 6 months, starting from the date of contract signature. Key milestones will be:

- **1 Month:** Inception Report & Workplan.
- **2 - 4 Month:** Initial system design and approval, Development of core modules (registration, listing, booking, payment).
- **5 Month:** User acceptance testing (UAT) and system refinement.
- **6 Months:** Full deployment and maintenance start

9. Reporting and Coordination

The selected service provider will report to the Project Manager at RCOT. Regular updates and deliverable approvals will be reviewed by RCOT and TradeMark Africa (TMA), the key stakeholders in this initiative.