

# **United Nations Human Settlements Programme (UN-Habitat)**

Call for Expressions of Interest (EoI) for Cooperation Partners for Agreement of Cooperation

## **RE-ADVERTISEMENT**

### **Preparation of the National Strategic Action Plan (NSAP) of the Spatial Development Framework (SDF) for Rwanda**

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Deadline for submissions of EoIs: 3 July 2018

#### **1. Background**

UN-Habitat is the United Nations Programme for sustainable urbanization and the focal point for local authorities in the UN system. It is mandated by the UN General Assembly to promote socially and environmentally sustainable towns and cities with the goal of providing adequate shelter for all. UN-Habitat was established in 1978. Working in all areas of sustainable cities, from planning to basic urban services, UN-Habitat, with its headquarter in Nairobi, has offices in around 70 countries worldwide.

UN-Habitat in Rwanda supports the realization of the Millennium Development Goal (MDG) no7 on Environmental Sustainability and of the Sustainable Development Goal (SDG) no11 for making cities and human settlements inclusive, safe, resilient and sustainable as well as the implementation of the country's development objectives reflected in Vision 2020 and in the 2nd Economic Development and Poverty Reduction Strategy (EDPRS II).

Since 2013, UN-Habitat has been providing technical assistance to the Government of Rwanda to support the realization of its Vision 2020, which aims to increase socio-economic growth through, amongst other, rapid urbanization. This collaboration was concretized through the design and implementation of a collaborative programme entitled Achieving Sustainable Urban Development (ASUD) in Rwanda. The following main results were obtained so far under this initiative: (i) preparation of a National Urbanization Policy (NUP), which has been approved by Cabinet in December 2015; (ii) improved planning methodology for secondary/intermediate cities, in particular through the preparation of the local master plans of Rubavu and Nyagatare towns, including a financial implementation strategy; and (iii) preliminary version of the Spatial Development Framework (SDF) that can facilitate the implementation and monitoring of the NUP. In addition, UN-Habitat has been supporting the implementation of the Participatory Slum Upgrading Programme (PSUP), by undertaking the profiling of three urban areas (Kigali, Muhanga and Musanze) and by providing technical assistance to the City of Kigali (CoK) for designing concrete informal settlements upgrading strategies.

#### **2. Project Introduction**

UN-Habitat is now supporting the Government of Rwanda through its Ministry of Infrastructure in developing the Strategic National Action Plan (NSAP) of the Rwanda Spatial Development Framework (SDF).

The SDF aligns with the overall goal of the National Urbanization Policy (NUP). It serves as the baseline to identify unique opportunities and comparative advantage to support local and regional economic development, complementarity for growth and investment attraction. It provides spatial understanding of the current spatial structure of the country to guide the urbanization over the next years in a way that is internationally competitive, socially cohesive and environmentally sustainable. It is based on empirical understanding of the regional structure, the territorial dynamics, and the role settlements and urban centres take in this structure. It is not based on whatever stakeholders believe the reality to be or would like the reality to be. And finally, it evaluates the strengths and weaknesses of that emerging territorial structure in terms of the objectives of the National Urbanization Policy

The analytical phase of the SDF has been completed with a final draft report including the proposed spatial structure of Rwanda. In addition, all measurable objectives and indicators were elaborated and transformed into maps for further analysis. The next step is now to develop a NSAP of the SDF which would enable its further adoption, ideally at Cabinet level. For such a purpose on-going and planned activities in the Ministry of Infrastructure (MININFRA), other ministries and agencies need to be evaluated against the emerging spatial structure of the SDF.

### **3. Scope of Agreement of Cooperation**

UN-Habitat invites Expressions of Interest (EoI) from academic or research institutions, Not-for-Profit Organizations, Governmental and Inter-Governmental organizations for an Agreement of Cooperation (AoC). Individual consultants are encouraged to team up with such organizations that intend to apply. The EoI will cover the following task:

- To support in the updating of the existing SDF analytical report with focus on collecting and updating data on indicators to be monitored under the tool;
- To support the development of training modules and manuals and to carry out training of Government staff on SDF methodologies;
- To support the development of a detailed implementable National Strategic Action Plan;
- To support in disseminating SDF results and NSAP to Central and District Level;
- To support the establishment a functional decision-making tool and data monitoring mechanism.

#### **3.1. UPDATE OF THE RWANDA SDF REPORT**

The SDF analytical report was elaborated based on data collected from 416 sectors in the country. The data is for the period 2014-2015. Although the spatial structure of the Rwandese territory as established by the SDF method will not change in a few years' time, the SDF report needs a scan of critical data to be updated in view of the preparation of the SDF National Strategic Action Plan. The update will be based on existing/planned national development initiatives/projects as per existing official planning documents. More focus will be given to missing data for indicators that will be monitored under the SDF. Any update of the current SDF analytical report will thus prevent discrepancy between the SDF data and its Strategic National Action Plan.

#### **3.2. DEVELOP TRAINING MODULES AND MANUAL FOR GOVERNMENT STAFF**

The SDF used three methodologies; Matrix of Function (MoF), Provincial consultation, and Spatial Multi-Criteria Evaluation (SMCE). MoF categorised urban settlements based on the availability or

absence of key functions while the SMCE was used to assess the performance of different areas of Rwanda in view of the National Urbanization Policy's pillars or objectives.

A set of online training modules on MoF and SMCE will be developed and provided to potential users located in Government offices at District and central levels in the form of a Training of Trainers (ToT). This is required to promote spatial thinking at all levels of governance, to allow future development of SDF at district level and regular updating of the NSAP and for monitoring and evaluation purposes. Case studies will be prepared for MoF and SMCE at District scale.

The ToT will be organized at district and central level with the participation of concerned national ministries and agencies.

### **3.3. ELABORATION OF THE SDF STRATEGIC NATIONAL ACTION PLAN**

The NSAP is required to complete the elaboration of the SDF. This plan will aim at translating all SDF recommendations into implementable actions to improve the spatial situation of Rwanda. This plan will look into consideration District data and will aggregate them first at the Provincial level and then at the national level. In parallel, a process and system of evaluation will be applied to existing exemplar lists of planned and on-going activities locally against the emerging spatial structure of the SDF, for obtaining a concrete Strategic National Action Plan.

In the framework of ongoing elaboration of Urbanization and Rural Settlement Sector Strategic Plan (SSP), National Strategy for Transformation (NST 1), National Land Use and Development Master Plan revision and Vision 2050, the action plan will not be a standalone document. It will build on recent development in urbanization sector and propose SMART (specific, measurable, agreed upon, realistic and time-based) actions following SDF recommendations for secondary cities and estimate associated costs. The action plan will stress steps to be taken so that those actions contribute to the long-term vision of Rwanda where Urbanization is seen as an engine of economic growth and secondary cities as poles of economic growth.

### **3.4. ESTABLISHMENT OF AN ADVANCED DECISION ROOM TECHNOLOGY AND METHODOLOGY**

An advanced decision room technology and methodology for the implementation of NUP using SDF tool with a full-fledged set-up will be established, to be managed by MININFRA staff. In this advanced decision room, all data of the NSAP will be organized into an initial spatial database and the meta data standards should be clearly indicated and compatible with the existing MININFRA Geoportal. Trainings at central level will also be carried out for the use of the advanced decision room. NSAP data will be customized within the decision room to be easily understood by all decision makers who are non-GIS users.

Under this phase, the following activities shall be undertaken:

- Ensure acquisition and shipping of hardware and software in setting-up of an advanced decision room; incorporate the updated SDF and NSAP data into the decision room technologies;
- Provide maintenance plan to ensure management of hardware and software;
- Develop spatial models to understand and address planning scenarios;

- Train Government staff at Central and district level on SDF methodologies, results, and NSAP with the use of Spatial An advanced decision room tool.

### **3.5. DISSEMINATION OF THE SDF AT CENTRAL LEVEL**

All concerned line Ministries and Agencies shall be aware of the SDF as an instrument to implement the NUP. Private and other non-governmental institutions shall be included in the programme as they are involved in the implementation of the NUP.

## **4. Project team**

The Project Team will consist of spatial planning and development specialists, including economists, with experience in preparing large/national scale strategic and integrated plans including issues related to urbanization, infrastructure planning, economic development and project development. The following team members will be required:

- International Regional Planning Expert, with experience in preparing Spatial Development Frameworks at the national or sub-national level, with minimum 15 years of working experience and good knowledge of Rwanda; to be assigned as project coordinator
- International Group Decision Room Expert, with minimum 15 years of working experience and good knowledge of Rwanda
- International E-learning expert: International Regional Planning Expert and education/e-learning expert, with minimum 5 years of working experience and good knowledge of Rwanda
- National Urban Development Expert, with experience in institutional development, with minimum 10 years of relevant working experience;
- National Economic Development Expert, with minimum 10 years of relevant working experience;
- Other National/International team members, as required, for specific short-term assignments.

Under this assignment UN-Habitat's responsibilities will include, but not limited to the following:

- i.** Lead overall implementation of the Project, including global coordination, quality control, communication with the Project donor, and presentation of the final outputs;
- ii.** Ensure day to day liaison between project team and Rwandan agencies;
- iii.** Review key draft reports and deliverables, and provide technical inputs and suggestions that support potential improvement.

The EoI should be presented in English. It should contain, but not be limited to the following:

- General institutional and technical information of the applicant
- Overall experience of the organization in the area of spatial planning and development supporting cities in drafting planning action plans, developing online training materials and manual. Experience in doing spatial development framework is greatly preferred and highly desirable

- The past experience of the applicant to implement similar projects while building institutional capacity and engaging stakeholders
- Resumes of the proposed key personnel that will be assigned to work on the programme
- A brief conceptual proposal of the methodology or approach to achieve the required outputs of the assignment, elements of work plan and timeline, an indicative and preliminary budget, any challenges, obstacles and solutions. Also indicate how you plan to build local capacity and engage local stakeholders while developing plans.
- Any support/contribution of the submitting organization for the project in both – cash and in kind (contribution in terms of staff time, office space and equipment and other support in cash and in-kind should be expressed in monetary terms), if applicable (optional)
- The ability to work in English. Knowledge of French is desirable.

**Note:** the following supporting documents are essential for clearing and approving Agreements of Cooperation. It is not necessary to provide the following documents at this Call for EOI stage, but please confirm that you can provide them in a timely manner (within 10 business days following request).

- Certified true copy of original Certificate of Registration/Incorporation or Charter in cases of educational institutions
- Certified true copy of original Audited Account Statement for the last two years
- Annual reports of the last two years
- Certified true copy of proof of non-Profit
- Copy of the Constitution or by-laws

## **5. Indicative Budget**

The proposed budget should not exceed market rates for similar work in Sub-Saharan Africa. The proposed budget will form the basis for the negotiation of the final budget which will form part of the Agreement of Cooperation. The budget should be in US dollars.

UN-Habitat will contribute financial resources towards this Agreement of Cooperation.

## **6. Overall Timeframe**

The work outlined in this EOI is scheduled to commence by July 2018 and completed within ten months, that is, May 2019.

## **7. Main Outputs**

- Inception report submitted and approved by MININFRA;
- Rwanda SDF report updated and submitted for approval;
- SDF Strategic National Action Plan elaborated and Submitted for approval;
- Training modules developed, Government staff trained and training report submitted;
- Advanced decision room technology and methodology institutionalized;
- SDF disseminated at Central and District level and dissemination report submitted ;

## **8. Contact Information and Application Deadline**

Expression of Interest must be delivered in electronic format no later than 3 July 2018 to the e-mail addresses given below:

Mathias.spaliviero@un.org  
cc: catherine.kalisa@un.org

## **9. Other**

Please note that this EoI notice does not constitute a solicitation. UN-Habitat reserves the right to change or cancel this requirement at any time in the Expressions of Interest/or solicitation process.

Submitting a reply to an EoI does not guarantee that a Cooperation Partner will be considered for receipt of the solicitation when issued and only Cooperation Partners who are deemed qualified by UN-Habitat upon completion of evaluation of submission, will receive the final solicitation document.