

# Procurement of a Data Firm in Rwanda

## Terms of reference

December 2024

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## Background

*Rwanda Economy Digitalisation Program.* The [Rwanda Economy Digitalisation \(RED\) program](#) is a six-year initiative to support a sustained shift to an inclusive, digitalised economy. The program, which is hosted by the Rwandan Ministry of ICT and Innovation (MinICT) and implemented by [Cenfri](#)<sup>1</sup>, is driven by a partnership with the Government of Rwanda and supported by the Mastercard Foundation.

The first phase of the programme (2021-2024) demonstrated the value of data-driven decision-making and created a larger demand for the services offered by the programme. In the second phase of the programme (2024 – 2027) there will be a much larger emphasis on building the capacity in Rwanda that is required to deliver similar services to that of the RED programme. As such, the programme is engaging in a series of activities to build the skills and processes to ensure the future of data-driven decision making in Rwanda.

One of these activities is to partner with a private sector firm (referred to herein as the service provider) that is already active in the data for decision-making environment. The RED program has as a core objective to build the Rwandan data ecosystem. Private data firms are essential elements of the ecosystem. The program therefore wishes to partner with local data firms to involve them in the day-to-day work of the program and provide an opportunity to hone their own skills and build relationships with program partners. The intention will be that the firm will work collaboratively with the Cenfri team to implement data projects for both public and private program partners.

## Scope

The service provider will participate in existing programme projects where they will work alongside RED teams or may from time to time be allocated discrete projects for independent execution with oversight by the Cenfri team.

The scope of the assignment is as follows:

- *Implement or participate in the implementation of data analytics projects for RED program partners.* This entails working directly with partner institutions (e.g. MINEDUC) to conduct analysis on administrative data to inform a policy question (e.g. how many new teachers the Ministry has hire on a yearly basis until 2050).

This includes preparing analytical frameworks, performing analysis and preparing and delivering analytical outputs. Where feasible, build dashboards to fully embed data-tracking and visualise key indicators for decision-makers.

- **Design data use cases for partner institutions.** Understand the policy or other decision-making priorities of a partner institution and identify data use cases that align with these priorities. This will also include discovering the data that is currently collected on which the use case can be built as well as identifying alternative data that may be required for the use case.
- **Implement or participate in the implementation of data engineering projects for RED program partners.** This entails working with the Digital Office teams at various ministries or the equivalent at government agencies to develop ETL pipelines to enable analytics, the de-personalisation of data, the safe storage of data in accordance with applicable legislation, adhering to agreed data protection protocols and data processing agreements applicable to the program.
- **Conduct data quality assessments at program partner institutions.** Work with RED program partners to conduct exploratory data analysis and assess the quality of the data held by the institution. This entails completing a data quality evaluation and recommending remedial actions.
- **Implement capacity building initiatives.** This entails designing and conducting bespoke trainings on specific data related topics (e.g. dashboarding in Kibana), participating in the RED program community of practice, and working collaboratively with program partners to build their skills.
- **Private partners project support.** One of the objectives of the RED programme is to work with private firms to support them to use their data to inform business decisions. This will include support with data collection on their business processes, understanding what type of decisions the data can inform, creating reporting tools for private partners and supporting the development of their data capacity generally.
- **Compliance and reporting.** Provide assistance and inputs to reporting and compliance duties under the Program.

The successful bidder must be open to a longer-term relationship and the development of its own data skills in partnership with the program.

## Assignment details

The following sets out the practical details of the assignment.

- **Local presence.** The firm must have a strong local presence. It must be Rwanda based, owned by Rwandans and predominantly employ Rwandans.
- **Delivery-based contract.** The service provider will be paid a monthly contract fee in return for delivery of agreed outputs. The outputs to be delivered in any given month will be agreed between Cenfri and the service provider prior to the beginning of each month. The service provider will be remunerated upon submission of a monthly delivery report before or on the second business day of the ensuing month, which report must be approved by the RED 2 Data & Research Lead.

- **Dedicated staff members:** The service provider will be required to assign staff members to the RED program (the skills required are set out below and assigned staff members must be approved by Cenfri) to work on program projects. We anticipate that staff members assigned to the project will spend between 20 and 30% of their total monthly time on the project, depending on the role they play. Prospective bidders must propose a monthly contract value based on the staff members to be assigned to the program.
- **Contract period.** The initial contract period will be 6 months, which can be extended based on performance.
- **Quality control and stakeholder engagement.** Cenfri will lead all engagements with program partners and will be responsible for technical guidance and quality control on projects on which the service provider will work.
- **Coordination and engagement.** There will be regular coordination meetings between the service provider and the RED team. Further, the team lead from the service provider will be required to participate in certain program management meetings.
- **Reporting line.** The service provider will report to the Lead of the RED Data & Research workstream.
- **Commencement date.** The expected commencement date of the contract is the 1<sup>st</sup> of February 2025.

## Roles to be assigned to the project

The service provider will be required to assign four staff members to the project to fulfil the following roles, each with an indicative level of effort:

Team Lead (20%)

Data engineer (30%)

Two data scientists (30%)

## Submission of proposal

Potential service providers must submit proposals before 17h00 midday (CAT) on Friday 17 January 2025.

Proposals must contain the following:

### 1. Firm experience

The service provider must submit a firm-based CV containing the following:

- An overview of data projects completed over the past 3 years. Ideally with significant exposure to Rwanda.
- An overview of clients worked with over the past 3 years.

- A motivation why your firm is well placed to perform this assignment.

## **2. CVs of proposed staff members that will work on the project:**

The CVs of the four staff members that will fulfil the following roles/function on the project

- **Team lead.** Advanced degree in Data, Economics, Law, Public Policy, Business administration. Minimum 10 years' experience working on data projects to inform business or policy decisions. Experience in working with high level stakeholders, such as cabinet Ministers and CEOs.
- **Data engineer.** Degree in Computer Science, Data Science, or Engineering. Minimum 5 years of experience working on ETL processes and data integration.
- **2 Data scientists/analysts.** Degree in Data Science, Engineer, Economics or Statistics. Minimum 2-5 years' experience working on analytical projects for clients including data transformation, data management, data quality assessment, analytics and dashboarding. Must have experience with reporting tools, such as PowerBI, Kibana, Tableau.

If team members have a background in economics, then it will be counted to your advantage.

There are no specific tech-stack requirements for this assignment. The program often has to be flexible on the technology and tools used for implementing projects with partners. It is important that the technology solutions implement align with the capacity and vision of the partner that benefits from the project.

## **3. Financial proposal**

A proposed monthly fee for the delivery of the services under this project, inclusive of all taxes.

## **Contact**

Interested individual consultants, firms and/or consortiums are invited to propose a methodology, approach and contract fee that achieves the objectives outlined in these Terms of Reference.

Please direct any questions or comments regarding this ToR to Arlette Rwakazina ([arlette@cenfri.org](mailto:arlette@cenfri.org)) or Albert van der Linden ([albert@cenfri.org](mailto:albert@cenfri.org)) before 10 January 2025 at 17h00 CAT.