

Expression of Interest (EoI)

Consultancy Services for Development and Implementation of Strategic Business Planning Model for the Africa Rising Cycling Center (ARCC)

Introduction

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is a federally owned international cooperation enterprise for sustainable development with worldwide operations. GIZ has worked in Rwanda for over 30 years. The primary objectives between the Government of Rwanda and the Federal Republic of Germany are poverty reduction and promotion of sustainable development. To achieve these objectives, GIZ Rwanda is active in the sectors of Decentralization and Good Governance, Economic Development and Employment Promotion, Energy and ICT (Information and Communications Technology).

A. General Context

Rwanda has gone through a cycling revolution over the past decade. With the prominence of Tour du Rwanda and the advent of car-free days, more people are starting to saddle up and going cycling. Tourism products around prominent cycling events attract lots of tourists and boost tourism in regions off the beaten track. Visitors interested in sports in general, as well as tourists who seek relaxation and cultural experiences, could fulfil their needs with hiking, biking or trips to tea and coffee plantations through further tourism offers. With the natural beauty on the mountainous terrain, country roads and lakes, exploring Rwanda's countryside by bicycle is an authentic and rewarding way to interact with the rural population from one village to the next. Cycling through the trail is a way to experience the Volcanoes National Park without getting deep into the bush. There are dramatic views of the Virunga Mountains range rearing up through the forests. Even now, as the Covid-19 pandemic has barred people from going to the gym, more people are taking up biking for recreation, exercise or as a sport.

Africa Rising Cycling Centre (ARCC) is the home of Team Rwanda and a hub for cycling club members, experienced outdoor enthusiasts, families, adventurers or even beginners, there are

several routes to choose from. ARCC is a private company with great potential, but still young and green. Currently, ARCC is essentially a training camp service provider for the National Team with three key activity areas:

The AFRICA RISING CYCLING CENTER is carrying out three different project components:

1. Championing Cycling Development
2. Cycling Tourism
3. Hosting of Cycling Teams

1. Championing Cycling Development

ARCC is regarded as the home of the National Cycling Team, works closely with the Rwanda Cycling Federation (FERWACY) in different programs related to the development of cycling in Rwanda, where it has put efforts in training those that are looking to make a career in cycling. This effort is not only pictured on the Rwandan platform but extends also to the whole African continent.

Cycling development programs at ARCC:

- Amateur and Pro-cyclist training: Whether individuals are amateurs or looking to become pro
Cyclists, ARCC has training programs and capacity to offer individuals skills that can help them
advance towards their goal;
- Cycling coach training: due to the lack of cycling coaches in the continent, ARCC collaborates
with different organizations and federations in order to offer training for those that are looking
into the career of a cycling director sportif;
- Race Commissaires: due to the lack of cycling coaches in the continent, ARCC collaborates with
different organizations and federations in order to offer training for those that are looking
into
the career of a race commissaire;
- Cycling Team Soigneur: ARCC collaborates with different organizations and federations
in order

- to offer training for those that are looking into the career of a cycling team Soigneur;
- Race and Bike shop mechanic: with one of the best bike shops in the region, ARCC is capable of training those that want a career in bike mechanics;
 - Cycling Tourism guide: with the introduction of cycling tourism in Rwanda and an increase of it in Africa over the past few years, ARCC works with different stakeholders to train the future generation of cycling tourism guides.

2. Cycling Tourism

There are three major areas of contribution for the cycle tourism at ARCC. They all together make ARCC an open gateway to the cycling world and their combined value can contribute a lot to ARCC services, depending on the source used. These areas are:

- MTB/Road Bike tours
- Team or group bike tours
- Bike friendly Bungalow stay

ARCC's road bike and mountain bike tours are incorporated in the "Visit Rwanda" feeling, offering a

variety of different tours that cater to all skill and fitness levels. From individual cycling trips to group riding ARCC provides a bucket list escapade that is a must to do. ARCC business consists of guided bike tours and rental facilities, offering a variety of different fitness level rides. They will range from an easy family ride all the way to an extremely fast paced expert ride. The duration of these tours ranges from a couple of hours to a week to complete. These tours are throughout Rwanda but concentrate of the northern and western provinces as there are some of the best trails and routes in the country. ARCC bikes will range from the low-end city cruiser to the high-end full-blown mountain bike that has full suspension for mountain bikes and a normal training carbon flamed bike (11+ speeds).

Whether staying at ARCC as a cycling enthusiast or just want a unique perfect environment that is not

your usual hotel-motel accommodation, ARCC provides astounding bungalow stays that leaves an experience that will be remembered forever. ARCC 's 13 bungalows have now a potential of accommodating individuals, families to teams and groups with a capacity of up to 5 people

maximum per bungalow. The accommodation comes with a theft-proof room for bikes, weather updates, drying room, laundry service, washing area for bikes, late departure / shower option and meals.

3. Hosting of Cycling Teams: Cycling Team or group training camp

ARCC works closely with cycling teams, federations, other cycling centers and organizations to host

training camps. Team training camps or group training camps have gradually increased since ARCC's

initiation, and ARCC has already hosted a couple of teams, most from the African continent and pro teams and group training camps are also on the rise; as ARCC had few people who come and train for competitions. In its 4 year now, ARCC has not only trained Rwandan cyclists but also cyclists from different nations across Africa, like Eritrea, Ethiopia, Tanzania, Gabon, the Democratic Republic of Congo, Congo Brazzaville, Botswana, Kenya, Burundi, Nigeria, Zambia and Burkina Faso. ARCC either provides accommodation, due to its infrastructure but can also directly get involved in the training by supplying training program, coaches, soigneurs and mechanics for any team that requires such services.

B. Background of the assignment

Cycling has attracted so many people worldwide as a sport activity, as a form of travelling and as a reason to travel and discover new destinations.

ARCC is a private company in partnership with the Rwanda Cycling Federation (FERWACY) and in collaboration with the Ministry of Sports and wants to become a training hub for cycling, not only for Rwanda, but also for other African countries. The center also plays a big role in supporting the development and promotion of cycle tourism in Rwanda and hence contributes to the national goal of increasing tourism products for a more diversified tourism offer.

In terms of the center's service to offer cycling trainings, the center acts now as the home for *Team Rwanda* who have been playing a big role to place Rwanda among the top-rated countries in cycling, and winning trophies in their own *Tour Du Rwanda* and at other championships. ARCC is also attracting other teams who want to train in a country that offers the nicest climatic conditions and diversified altitude conditions for endurance in cycling tournaments.

In the center's role to promote cycle tourism, ARCC has partnered with different Rwandan and international organizations e.g. the Eco-Emploi programme implemented by GIZ Rwanda in order to offer tourism products to segments that want to ride bikes to discover nature and meet the local population. In order to expand and to make a bigger impact in cycling generally, ARCC wishes to develop a Strategic Business Plan for the next five years. The Strategic Business Plan should serve as a specific model to give ARCC a more efficient organizational structure, define the common identity of the center, and to maximize its income.

It is in this regard, the Eco-Emploi programme is looking to hire a consultant(s) to develop a Strategic Business Plan Model for ARCC, as well as actively involve the team during the process of developing the Strategic Business Plan that should address the challenges encountered by ARCC and develop a new Mission and Vision for ARCC, and organize a training session for ARCC' management and staff in order to capacitate them in the use of the Strategic Business Plan as a model for the realities and abilities of ARCC.

ARCC wants to go beyond its purely athletic mission as a professional cycling hub and wants to strengthen the financial sustainability of the centre as a tourism hub and key player in the development of cycling products.

The assignment includes working closely with ARCC in Musanze, strategizing key areas of business operations, elaborating the new Mission and Vision for ARCC, constructing a plan that illustrates an effective institutional framework, appropriate organizational structure, core values, and appropriate work culture, management practices, and financing needs projected up to the next five years (2021 – 2025). The consultant(s) will be expected to work directly and participatively with ARCC.

C. Objective and methodology of the consultancy

The objective of the assignment is to design, develop and pilot a comprehensive 5 years Strategic Business Planning Model for ARCC, that will assess the performance and sustainability of ARCC based on its current condition and the effect of various interventions to be carried out through the proposed Strategic Business Plan.

Strategic Business Planning Model Requirements:

Under the supervision of FERWACY in partnership with GIZ / Eco-Emploi the consultant will be responsible to:

- Conduct detailed consultation with ARCC and FERWACY to define roles and responsibilities;
- Study the critical sustainability factors for similar entities including operational gaps, funding loopholes, competitiveness and viability;
- Develop ARCC's governance, operational structure and financial management plan for both the short term and long term;
- Develop a new Mission and Vision statement for ARCC;
- Develop a branding and communication strategy for ARCC;
- Facilitate a one-day ARCC network partners meeting to discuss and review the draft Strategic Business Plan before it is finalized;
- Develop a 5 years Strategic Business Plan Model for ARCC:
 - The Strategic Business Plan Model should be tailored and flexible for ARCC; and
 - Contain a detailed menu of services that ARCC could offer; and
 - Well-defined roles and responsibilities for ARCC and partners;
 - The Model shall include performance indicators and present in a graphical or numerical reporting summary format also with extensive financial model ensuring financial viability and sustainability for ARCC.
- Organize a training session for ARCC' management and staff in order to capacitate them in the use of the Strategic Business Plan as a model for the realities and abilities of ARCC.

D. Process and Main Activities

In order to achieve the objective, the assignment will be implemented by following the subsequent steps:

Step 1: Situation analysis

The consultancy will make a deep analysis of the current situation by implementing the following:

- Mapping needs and interest in the collaboration between ARCC, FERWACY and Ministry of Sports;
- Advise ARCC on the best business collaboration practice between FERWACY and ARCC;

- Positioning ARCC with stakeholders, competitors and Institutions (RGB, RDB, TC, PSF);
- Analysis e.g. SWOT - of the cycle tourism market in Rwanda;
- Assessment of the available infrastructure and equipment.

Step 2: Designing a strategy

The consultancy will support the process of developing a strategy for ARCC by following the three key activity areas of the centre: Championing Cycling Development, Cycling Tourism and Hosting of Cycling Teams. The strategy should consist, but not be limited to the following:

- ARCC new Vision and Mission statement;
- Strategic objectives;
- Competitive strategy;
- Implementation plan;
- Monitoring and evaluation plan
- 5 years Strategic Business Plan;

Step 3: Advise ARCC and FERWACY on the collaboration framework

- Advise the centre in the formalization of their legal status;
- Advise the process of revising the collaboration framework between ARCC, FERWACY and other relevant partners of the centre;
- Define a clear assessment of the potential for cycling and tourism growth in the locations where ARCC is operating;
- Advise ARCC on how to attract potential clients for their products (marketing strategies).

E. Deliverables

A 5-years Strategic Business Plan incl. operational strategies and management set-up. The deliverable is further specified as follow:

- The consultant(s) to organize a joint kick-off meeting with the ARCC team (at least: Director, Tourism Coordinator, Administrative Officer and Development Advisor) at the start of the assignment as a basis upon which the needs of the Strategic Business Plan Model will be identified, no later than one week after signing the contract;

- The consultant(s) presents an inception report one week after the kick-off meeting. The report should comprise of a detailed overview of how the business strategy program will be conducted with ARCC and a list of the tailor-made activities that will be delivered by the consultants during this program;
- The consultant(s) presents in a workshop a first draft Strategic Business Plan Model two weeks after the inception report, in order to check on the drafts and discuss the outcome, so the consultant(s) can correct the feedback and improve the document;
- The consultant(s) presents the final plan output that shall include a conceptual strategic model and appropriate business solution implementing that model, one week after the workshop;
- The consultant(s) to organize a training session for ARCC' management and staff in order to capacitate them in the use of the Strategic Business Plan as a model for the realities and abilities of ARCC, at least one week after sharing the final draft.

F. Reporting and Cooperation

The consultant will closely work with ARCC and will report within ARCC and to GIZ Eco-Emploi Tourism Component Manager. The terms and conditions pertained to this assignment will be discussed in detail between ARCC, GIZ Promotion of Economy and Employment Programme (Eco-Emploi) and the consultant(s).

G. Location and Timeframe of the Assignment

ARCC is based in Musanze district. The consultant(s) will therefore be expected to frequently travel between Musanze and Kigali for the effectiveness of this assignment, with possible meetings and presentations to be held in Kigali and Musanze.

This assignment will be implemented from **01 October 2020 to 30 November 2020**.

Timeframe of the assignment up to 30 expert days as reflected in the Deliverables.

H. Key characteristics of the Consultant/s

- Academic background in Business management, Entrepreneurship or any other related field;
- Extensive knowledge of the BDS environment in Rwanda is required

- Advanced knowledge of the tourism sector in Rwanda
- Extensive knowledge and 5+ years of experience working with the Private Sector in Rwanda, specifically with Start-ups
- Proven knowledge of the international cycling scene in terms of business models and organizational set-up are a key asset
- Fluent in English
- Fluency in Kinyarwanda and French desirable

I. Application EoI & evaluation criteria

EoI will be evaluated based on the following criteria:

- Company profile,
- Relevant experience,
- Company strategies to assure agility, flexibility and responsiveness,
- Personnel and,
- Financial offer.

Submission of EoI

Individuals and companies are eligible to apply to this assignment.

The EoI should contain the following:

For Technical Proposal:

- A Cover letter expressing interest in this assignment;
- Technical Proposal with a brief description of why you would be considered as the most suitable for the assignment, relevant expertise, and a detailed clear methodology, on how will be your approach and complete the assignment;
- The CVs shall not exceed 4 pages.
- Company registration certificate (RDB) if available
- VAT registration certificate if available
- Proof of successful completion of related assignments.
- Latest tax clearance certificate

For the Financial Proposal:

The Financial Proposal indicates the all-inclusive total contract price, supported by a breakdown of all costs. The cost must be in RWF and VAT excluded.

Please submit your EoI documents in two separate envelopes (1 for technical offer and 1 for financial offer) **until latest Tuesday 22 September 2020 at 4:00 pm**, at the front desk of:

GIZ Office Kigali/Rwanda
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