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## **REQUEST FOR EXPRESSION OF INTEREST (REOI)**

**Kigali, on 11/11/2022**

**Ref No:** RW-REG/EDCL-318558-CS-INDV

**Project:** Rwanda-Energy Access and Quality Improvement Project  
Project IDA-67760

**Title:** Consultancy Services for providing Project Implementation Specialist services

Rwanda Energy development Corporation Limited (EDCL, would like to hire an individual for providing consultancy services during the implementation of electrification projects of the Rwanda Energy Access and Quality Improvement Project (EAQIP), using own resources.

### **1. Objective of the consultancy**

The objective of this consultancy is to ensure that the objectives of the EAQIP electrification projects are being met through support and guidance to the Program Implementation Unit (PIU) of the program. The specialist will provide support services and throughout the program value chain, including project development and design, project execution and project close-out phases. It will also ensure through the PIU accurate project and program scheduling, progress reporting, assist in material delivery and control issues and provide specialist inputs to EPC contract teams. The specialist will monitor the total EAQIP program and address risks and issues through the PIU to prevent unnecessary deviations from program objectives and ensure stakeholder support.

### **2. Duration of contract:**

The duration of contract will be 6 months which can be extended in case of need.

### **3. Selection process and methods:**

The consultant will be selected based on the responsiveness of consultant and compliance of the requirement of qualification mentioned below and in the terms of reference and the price quoted.

The first ranked consultant will be invited for negotiation of his financial proposal and clauses of contract.

The terms of references will be consulted on Rwanda Energy Group's website ([www.reg.rw](http://www.reg.rw)) and dgMarket ([www.dgmarket.com](http://www.dgmarket.com)).



#### 4. Qualifications and experience required

- ✓ The consultant shall be a qualified electrical engineer from a recognized university, with Bachelor degree with a strong experience in electricity program. A Master's degree shall be added value.
- ✓ A professional course of Project management or Monitoring and Evaluation will be an added advantage
- ✓ Having at least 15 years of experience in electrification, having applied his/her services on at least three similar electrification projects, specifically in participating and managing PIUs.
- ✓ Proven experience working with the Government institutions
- ✓ Proven experience working with World Bank, Agence Française de développement, or AfDB,...in Energy sector
- ✓ Strong communication skills: Fluency in English,

#### 5. How to apply

Interested consultants should provide the following:

1. Expression of Interest
2. Curriculum Vitae
3. Brief technical proposal (no longer than five pages) demonstrating the consultant's understanding of the assignment and approach/methodology to do the assignment
4. Copy of the degree (s) and the professional certificate (s)
5. Copies of certificates proving experience.
6. Financial proposal including a breakdown of their all-inclusive fees, including professional fees, (in its own envelope).

The expression of interests must be submitted to the EDCL Procurement office, KN2 ST 3, Nyarugenge District, Kigali City, 2<sup>nd</sup> floor in written form, addressed to the Managing Director of the Energy Development Corporation Limited (EDCL), or be submitted via procurement emails: [procurement@edcl.reg.rw](mailto:procurement@edcl.reg.rw) with a copy to [cuwajeneza@edcl.reg.rw](mailto:cuwajeneza@edcl.reg.rw) and [jdruberanziza@edcl.reg.rw](mailto:jdruberanziza@edcl.reg.rw), not later than **28/11/2022 at 5:00pm Kigali time (GMT +2)**.

Sincerely,

**Gentile UMUSHASHI**  
Head Procurement Management Services

**Félix GAKUBA**  
Managing Director



**Terms of Reference for hiring Project Implementation Specialist to provide services to the Electricity Development Company Limited (EDCL) during the implementation of electrification projects of the Rwanda Energy Access and Quality Improvement Project (EAQIP)**



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<b>Title:</b>	Consultancy Services for providing Project Implementation Specialist services to the Electricity Development Company Limited (EDCL) during the implementation of electrification projects of the Rwanda Energy Access and Quality Improvement Project (EAQIP) using own resources
<b>Purpose:</b>	Hiring individual consultant to ensure that the objectives of the EAQIP electrification projects are being met through support and guidance to the Program Implementation Unit of the program.
<b>Location:</b>	Kigali- Rwanda / Energy Development Corporation Limited
<b>Duration:</b>	6 months
<b>Start Date ( Estimated):</b>	November 2022
<b>Reporting to</b>	RUEAP Program Manager



## **1. Background**

### **1.1 Country overview**

Rwanda is a small landlocked country located in Eastern Africa, bordering Burundi, Tanzania, Uganda and the Democratic Republic of Congo. Rwanda's population is 12.9 million and is one of the most densely populated countries in the continent, with 525 people per square kilometer.

Despite classified as a least developed country, Rwanda has seen consistent rate of economic growth between 2011 and 2019 with average gross domestic product (GDP) growth of 7.2 percent and annual GDP per capita growth of 5 percent. Investments have been the main driver of growth, expanding by 23.3 percent, primarily underpinned by strong public investments.

Rwanda has drastically turned around its energy sector indicators over the last decade. Electrification of its population grew at one of the fastest rates in the world, with access to electricity rising from 6 percent in 2008 to an estimated 65 percent as of June 30, 2021. Grid access stands at 47.2 percent while off-grid access, which has progressed at a slower pace than grid access, is at 17.8 percent. Rwanda's power generation installed capacity tripled from 76 MW in 2010 to 238.4 MW by June 30, 2021. The share of oil-fueled power in Rwanda's power generation mix has declined from about 45 percent in 2013 to less than 20 percent in 2020 having been replaced by hydropower, lake methane-based power, and to a smaller extent by solar power and peat-fuelled power.

Rwanda is currently pursuing an ambitious agenda for the energy sector defined in the National Strategy for Transformation (NST1) for the period 2017/18-2023/24. The strategy aims to: (a) achieve universal access by 2024 through a combination of on-grid and off-grid electrification, (b) reduce the cost of electricity supply, (c) improve the quality and reliability of electricity services, and (iv) reduce the number of households using traditional cooking fuels from 79.9 percent in 2016/17 to 66.6 percent by 2020/21 and 42 percent by 2024 by replacing wood and charcoal with clean cooking options. The universal electrification target by 2024 is considered extremely ambitious. While the original split between grid/off-grid access was set as 52%/48%, the Government revised the National Electrification Plan (NEP) in August 2021, increasing the percentage of villages targeted for grid electrification from 74.6% to 89.9%. This reflects an even more ambitious plan for grid expansion than originally envisioned.

### **1.2 Institutional overview**



Rwanda has undertaken several energy-sector reforms over the last decade. During sector restructuring in 2014, the electric utility was separated from the water utility, forming the Rwanda Energy Group (REG) and its two independent subsidiaries, the Energy Utility Corporation Limited (EUCL) and the Energy Development Corporation Limited (EDCL). The separation allowed for better governance and clear financial accountability between revenue-generating service functions (EUCL) and nonrevenue-generating infrastructure development (EDCL). REG is overseen by the Ministry of Infrastructure (MININFRA) and regulated by the Rwanda Utilities Regulatory Agency (RURA), an independent regulator. RURA evaluates the revenue requirements of REG, which are covered through a combination of tariff revenues set - considering affordability constraints and electricity sector subsidies provided by Ministry of Economy and Finance and Economic Planning (MINECOFIN). The Development Bank of Rwanda (Banque Rwandaise de Développement, BRD), among its services, provides financing support to the off-grid sector through the Renewable Energy Fund (REF), which is one of the main vehicles of the Government in promoting private investment in off-grid energy and clean cooking solutions.

### **1.3 The Rwanda Energy Access and Quality Improvement Project (EAQIP)**

The World Bank's latest energy sector project in Rwanda, the Rwanda Energy Access and Quality Improvement Project (EAQIP, US\$160 million; FY2021-26), was approved in September 2020 and became effective in March 2021. The project supports the energy sector targets of the Government of Rwanda (GoR) as envisaged in the National Strategy for Transformation (NST1), by financing (1) expansion of grid electricity access, (2) enhancements to the grid electricity network and rehabilitation of hydropower generation, and (3) expansion of off-grid solar and clean cooking access. The project is part of the approximately US\$675 670 million Rwanda Universal Energy Access Program (RUEAP), which includes financing from the AFD (joint co-financier to EAQIP), OPEC Fund, AfDB and EIB. Considering the ambitious electrification objectives of the GoR, there is an urgency to roll out grid electrification on an accelerated basis, in order to reach the universal electrification target in 2.5 years. The project implementing unit (PIU) for grid electrification is EDCL.

To achieve rapid grid expansion, EDCL has proposed a mix of strategies towards accelerated implementation, being 1) The utilization of EPC contractors, and 2) Labour and Material contracts by purchasing materials and using internal REG teams and local contractors to install



and commission various schemes. In the latter case, EDCL does implement the design and procurement of the Labour and Material contracts internally. Out of 11 districts in which EAQIP is financing the electrification, EDCL has proposed to carry out electrification in 5 districts (Musanze, Rubavu, Rulindo, Karongi, Rutsiro), using the methodology of in-house design and the procurement of materials through separate contracts. These are to be received, stored, and distributed to the various districts by EDCL, while installation is undertaken by internal REG teams and local contractors. The World Bank has approved the commencement of implementation in two of the above districts, Musanze and Rubavu, with the intention that - based on EDCL performance with these two contracts, approval would be given for the same implementation strategy for the remaining 3 districts. EDCL has completed the designs and commenced with the purchasing of materials for the 2 districts, and EDCL is eager to commence with the same process for the remainder of the districts. The World Bank and EDCL therefore agreed that an assessment of EDCL's capacity to roll out electrification across 5 districts at the same time (using materials procurement and own or locally hired construction teams), be carried out.

The World Bank has, however, agreed that EDCL can commence the design works for the remaining 3 districts without committing to the project budget, and where capacity allows.

## **2. OBJECTIVE OF THE CONSULTANCY**

The objective of this consultancy is to ensure that the objectives of the EAQIP electrification projects are being met through support and guidance to the Program Implementation Unit of the program. The specialist will provide support services and throughout the program value chain for sub-projects to be implemented by EDCL, including project development and design, project execution and project close-out phases. They will also ensure through the PIU develops and documents an accurate project and program scheduling system, progress reporting format and system, reporting system for material orders, deliveries and release, and a material quality control system, and provide specialist inputs to EPC contract teams. The specialist will monitor the total EAQIP program address risks, suggest and ensure implementation of mitigation measures, through the PIU to prevent unnecessary deviations from program objectives and ensure stakeholder support.



These services should cover all the recommendations as presented in the World Bank Assessment report for readiness to implement the electrification program, covering:

1. Addressing the PIU establishment issues as recommended.
2. Ensuring reporting as recommended.
3. The support and guidance of PIU staff throughout the electrification value chain, including the on-boarding process and capacity building of newly appointed staff.
4. Support in the defining the project implementation processes as recommended.
5. Address through the PIU the material procurement, labelling, delivery, warehousing and reconciliation issues.
6. Support with project resource balancing
7. Ensure that the project implementation using the inhouse resources of EDCL follow the guidelines developed for the project implementation life cycle;
  - Support the PIU management structure to developing the project implementation life cycle for the EAQIP projects to support the project objectives.
  - Recommend and support organizational structure alignment to the developed and supported project life cycle model, without an increase in the approved staff numbers.
  - Support staff to own accountabilities and responsibilities aligned to the successful implementation of project objectives.
  - Provide management and staff support on project implementation.
  - Maintain a full understanding on the current project status' and recommend corrective measures, as and when required.

### **3. SCOPE OF CONSULTANCY SERVICES AND DELIVERIBLES**

The consultant shall provide implementation specialists services to EDCL's current and newly appointed staff in the EAQIP PIU, including:

- Provide support throughout the project life cycle stages up to successful project close-outs.
- Support with the PIU resource balancing for the effective utilization of available staff.





- Review the project assessment's reporting recommendations and stakeholder's reporting requirements.
- After review, support management to address issues and implement corrective measures
- Support management to assign reporting responsibilities to staff. Support staff to implement reporting regime as specified and required in terms of reporting formats, frequencies and accuracies.
- Monitor reporting for conformance to requirements.
- Reporting to cover project value chain to provide a clear understanding to project stakeholders. The consultant will agree with EDCL Management and project stakeholders on project material reconciliation requirements between procurement and project implementation phases and the formats of the material reconciliation reports.
- Support EDCL management to assign material reconciliation duties to identified and agreed staff members.
- Monitor material reconciliation reports and conformance to requirements.

#### 4. TIME AND REPORTING

The consultant will provide the project implementation specialist services throughout the EAQIP implementation period, through a combination of remote and in-person interactions, as follows:

- **For the first month, an induction of 15 working days** to address and set in motion the recommendations as per the World Bank assessment report.
- **For the next two months; 10 working days by month** at the PIU offices to review, analyze, address and ensure risks and issues are adequately addressed. , for the first three months
- **For the Last 3 months; 5 working days by month** at the PIU offices to review, analyze, address and ensure risks and issues are adequately addressed. , for the first three months
- **For the entire period of 6 months, 2 days by month** to support PIU staff on issues raised and attend project related meetings physically or via Teams or Zoom.



- Attend scheduled stakeholder feedback and reporting meetings.
- Attend scheduled WBG missions to EDCL as per client's requests.

✓ **Inception report:**

After signing the contract, the consultant will provide the inception report to ensure mutual understanding of the consultant's plan of action and timeline for conducting the assignment

✓ **Monthly overview and commentary report to be submitted to client.**

✓ **Progress Report**

The consultant shall provide reporting formats and guidance according to the project assessment recommendations and stakeholder requirements and will provide quarterly report for each assignment in accordance with the service orders provided to him

✓ **Specific report**

For each Assignment, the consultant will provide the report at the completion of each assignment.

## **5. PERFORMANCE INDICATORS FOR EVALUATION OF RESULTS**

The performance of work will be evaluated based on the following indicators:

- Completion of tasks specified in TOR
- Compliance with the established deadlines for submission of deliverables
- Quality of work
- Demonstration of high standards in cooperation and communication with World Bank and Agence française de développement and counterparts.

## **6. PAYMENT SCHEDULE:**

All payments, without exception, will be made upon certification from the supervisor of the contract, of the satisfactory and quality completion of deliverables and upon receipt of the respective and approved invoice.

## **7. QUALIFICATIONS AND EXPERIENCE REQUIRED**

Individual consultants are selected based on their qualifications for the assignment. They must meet the relevant qualifications and those selected to be employed by the procuring entity must be the best qualified and be fully capable of carrying out the assignment. The capability is judged on the basis of academic background, experience and, as appropriate, knowledge of the local conditions.

### **7.1 Academic qualification:**

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- The consultant shall be a qualified electrical engineer from a recognized university, At Least Master's advanced degree is an added advantage.

A professional course of Project management or Monitoring and Evaluation will be an added advantage

### **7.2 Work experience:**

with at least 15 years of experience in electrification, having applied his/her services on at least three similar electrification projects, specifically in participating and managing PIUs.

- Proven experience working with the Government institutions

Proven experience working with World Bank, Agence Francaise de developement , or AfDB,...in Energy sector

- Proven experience in participatory approaches or similar client-based strategies and engagements.

### **7.3 Technical skills and knowledge:**

- Excellent writing skills, analytical skills as well as good computer skills.
- Proven skills interview, planning, and facilitation.
- Strong communication skills, Fluency in English
- Strong organizational skills and ability to multi-task and handle work in an efficient and timely manner. Demonstrated ability to coordinate tasks to meet the deadlines necessary:

### **8. DURATION OF CONTRACT:**

- The duration of contract will be **6 months** which can be extended in case of need.
- The candidate selected based on Rwandan procurement law

### **9. SELECTION PROCESS AND METHODS:**

Individual consultant will be selected based on their qualification for this assignment. He must meet the relevant qualifications and the first ranked must be the best qualified and be fully capable of carrying out the assignment. The capability is judged basing on academic background, experience and, as appropriate, knowledge of the local conditions.

The selection process continues with negotiations based on the financial proposal and ends with the Draft Contract and award of the contract when negotiations are successful.

The technical evaluation will be considered in accordance with the following information:

**The Technical Proposal will be evaluated against the following:**

<i>Ref</i>	<i>Category</i>	<i>Max Points</i>
1	<p><b>Qualification and professional experience of person(s) assigned to the work:</b></p> <p>The consultant should have at least <b>Bachelor</b> in <b>electrical</b> engineering from a recognized university, .</p> <p>Master’s degree, a professional course of Project management or Monitoring and Evaluation will be an added advantage</p>	<p><b>20</b></p> <p>10</p> <p>10</p>
2	Demonstrated understanding of the scope of work ( brief Technical proposal) Methodology of works	<b>40</b>
3	<p>Previous experience of the consultant :</p> <ul style="list-style-type: none"> <li>• Number of years ( 15) in related field of works( Electrical Engineering and project management )</li> <li>• Proven experience working with the Government institutions and Proven experience working with World Bank, Agence Francaise de development , or AfDB,...in Energy sector</li> <li>• Proven experience in participatory approaches or similar client-based strategies and engagements.</li> </ul>	<p><b>40</b></p> <p>20</p> <p>10</p> <p>10</p>

**10. COMMENCEMENT OF CONTRACT.**

- No contract may commence unless the contract is signed by both EDCL and the consultant.
- The consultant will be home-based with travels to countryside, when required.
- The consultant will be paid based per day worked and in accordance with the time mentioned in the service order as per the stipulated deliverable and payment schedule.
- However, travel (transport and living expenses) costs will be reimbursed on actual expenditure.
- The consultant is not entitled to payment for overtime, weekends, or public holidays.



- Contract will provide the consultant with the criteria for the evaluation of the quality of each deliverable.
- Consultant will be responsible for determining their tax liabilities and for the payment of any taxes and/or duties, per local or other applicable laws.

## **11. HOW TO APPLY**

Interested consultants should provide the following:

1. Expression of Interest
2. Curriculum Vitae
3. Brief technical proposal (no longer than five pages) demonstrating the consultant's understanding of the assignment and approach/methodology to the assignment
4. Financial proposal including a breakdown of their all-inclusive fees, including professional fees,