



## TERMS OF REFERENCE (TORs) FOR INDIVIDUAL CONSULTANT TO POSITION REG/EDCL AS BUSINESS ENTITY ON THE INTERNATIONAL ENERGY MARKET.

### 1. Introduction

The energy sector has been and remains pivotal to the socio-economic turn-around of Rwanda's economy. As such, significant investments have been channeled to the sector, whilst enhancing institutional and human resource capacities to deliver to the Government expectations. The sector has undergone incredible reforms over the years to position the implementing entities to deliver quality energy services to the end users.

The latest was the separation of energy and water giving rise to Rwanda Energy Group (REG), incorporated under a new law №97/2013 of 30/01/2014 with two subsidiaries; the Energy Development Corporation Limited (EDCL) and Energy Utility Corporation Limited (EUCL).

The Group is responsible for the development and maintenance of energy infrastructure and resources, undertake access projects primarily through grid and off-grid extension and efficiently operate and maintain generation plants, network, and adjoining facilities to meet the growing energy supply requirements of the Country.

While EUCL operates as private company, raising its own revenues to meet its operating costs plus a profit margin, EDCL is still financed by the Government Treasury, yet one of the objectives of the 2013-2014 reform of the former EWSA was to transition to financial sustainability of the two companies making-up Rwanda Energy Group.

To this end, EDCL seeks to recruit the service of a highly experienced consultant to advise on how it can position its services and works on the international energy business market ensuring sustainable growth, competitiveness, and long-term success

### 2. Scope of Work

The assignment is expected to be executed in two phases as follows:

1. **Phase one (1)** entails the development of business plan to position the company to the national and international business as well as developing structure and job profiles of the implementing Unit/wing.
2. **Phase two (2)** will mainly focus on accompanying the operationalization of the developed plans, including skills transfer, business profiling, identification of potential sources of financing and investors, linking EDCL with potential



opportunities and preparation of the required business documentation including legal and tender documents.

### 3. Schedule of Deliverables

S/N	Deliverables	Duration
<b>Phase I</b>		
1	Inception Report	2 Weeks
2	Draft Business Plan indicating EDCL business operations locally and International	8 Weeks
3	Workshop to validate Draft Business Plan by the Management	2 Week
4	Board Session to approval Draft Business Plan	2 Week
5	Submission of Final Detailed Business Plan and department job profiles with the relevant terms of reference for each position.	2 Week
<b>Phase II</b>		
6	Focus on accompanying the operationalization of the developed plans, including skills transfer, business profiling, linking EDCL with potential opportunities and preparation of the required business documentation including legal and tendering processes.	12 months renewable upon satisfactory performance and need.

### 4. Requirements of the Consultant

The Individual Consultant's experience and qualifications should meet, at least a minimum of the following criteria:

- At least master's degree in engineering, energy, economic, finance, business administration and development, management, or any other field relevant to the assignment;
- At least proven ten (10) years of experience in positioning companies to the international business market preferably in the energy sector.
- Proven experience in the development of business and strategic plans;
- Demonstrate track record in analyzing national, regional and international strategies, policies, and priorities for the energy sector;



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- Ability to advise on financing options and investment strategies for international expansion
  - Experience in accompanying companies to position themselves on the international business arena including skills transfer.
  - Strong English communication skills (both verbal and written) with proven report writing skills.

#### 5. Reporting Arrangements and Working Relationship

The consultant shall report directly to the EPC Director but will work with counterpart staff appointed by the Management from different departments.

#### 6. Facilities to be provided by Client

The consultant will be facilitated in arranging intercompany, communication, interviews and data collection necessary during the exercise. EDCL will provide the consultant with all the data available and requested for successful completion of the assignment within the time frame given.

#### 7. Payments

*The Consultant shall quote separately **the two phases of consultancy services** with clear breakdown when submitting the proposal.*

**A) Phase one (1) payment will be milestone based.**

1. **5%** on submission of inception report;
2. **15%** on submission of Draft Business Plan;
3. **20%** after submission and approval of Draft Business Plan and job profile by the Board;
4. **60%** after approval of the Final Detailed Business Plan, structure and job profiles of the implementing Unit/wing.

**B) Phase two (2) payment will be based on submission of monthly progress report/s following agreed upon monthly deliverables that will be discussed and agreed upon during contract negotiation.**

#### 8. Duration of the Contract

The consultant shall be hired for a **period of 16 weeks on phase one (1)** and **12 months on phase two (2)** renewable upon satisfactory performance and need respectively, from the effective date which is subject to the approval and completion of phase one.



## 9. Selection Criteria

Eligibility criteria, establishment of the short-list and the selection procedure shall be in accordance with the existing Procurement Law in Rwanda. The expression of interest and supporting documents to be submitted by the consultants will be evaluated based on the following criteria:

S/N	Description	Score
1	Academic Qualification	10 points
2	Proven experience in the development of business and strategic plans;	20 points
3	Ten (10) years of proven experience in positioning companies to the international business market.	25 points
4	Experience in accompanying companies to position themselves on the international business arena including skills transfer.	15 points
<b>Subtotal</b>		<b>70 Points</b>
1	Methodology and work plan (To be presented)	30 points
<b>Total</b>		<b>100</b>

Individual consultants scoring 49/70 will be invited for presentation of methodology and work plan as part of the selection criteria/evaluation. The first ranked consultant will be invited for financial opening and negotiation.

## 10. Application

Interested consultants are requested to submit through e-procurement portal not later than 31/10/2025 at 10:00 a.m. (Kigali time, GMT+2) as specified in [www.umucyo.gov.rw](http://www.umucyo.gov.rw), offers will be opened on the same date specified in [www.umucyo.gov.rw](http://www.umucyo.gov.rw). The application file should contain the following documents:

- A consultant detailed CV relevant to the assignment and proof of qualifications and experience
- Provide detailed financial breakdown of the two phases of the assignment.

Done at Kigali, 30/09/ 2025

Sincerely,

**Gentile UMUSHASHI**  
Head Procurement and Management Services

**Felix GAKUBA**  
Managing Director