



Kigali, on 30/12/2020

Ref: N° 11.07.023/051/2020/MD-EDCL/FG /ug/jr

REQUEST FOR EXPRESSIONS OF INTEREST

Project Name: Energy Access and Quality Improvement Project

Title of Tender: Hiring a consulting firm to conduct training and development for REG staff

Tender Reference N°: 005/S/2020-2021/QCBS/RUEAP/ EAQIP

The Government of Rwanda, in its effort to sustain the economic growth, has increased and stabilized the power production since the severe power shortages in 2004. The country has currently achieved 226 MW and an access rate of 54%.

Rwanda now targets more than 500 MW and universal access by 2024. The country is equally focused on establishing a more sustainable energy mix and an efficient power system capable of sustaining the national development goals through the future. To achieve this, REG and its subsidiaries need skilled personnel.

The Government of Rwanda has received grants from **World Bank** and **Agence Française de Développement (AFD)** to support and enhance operational capacity within the Rwanda Energy Group (REG), and its subsidiaries i.e. Energy Development Corporation (EDCL) and Energy Utility Corporation Limited (EUCL). This grant will be used to implement a systematic capacity development programme in form of trainings and technical assistance.

1. OVERALL GOAL OF THE CONSULTANCY

To plan, implement, coordinate, and supervise the capacity building (training, technical assistance, coaching, mentoring) for Rwanda Energy Group (REG) and its subsidiaries, aimed at improving the company's capacities at individual, organizational and institutional levels to effectively deliver its mandate. The capacity building program will focus on short-term technical and non-technical trainings (delivered locally and/or abroad) as well as technical assistance/experts to coach and mentor REG staff.

2. SPECIFIC ASSIGNMENT

The consultant is expected to successfully implement the assignment that includes but is not limited to the following:

- (1) Conduct a capacity needs assessment of REG and its subsidiaries at individual, organizational & institutional levels to identify capacity gaps particularly but not limited strategic areas outlined in section 5 (A&B) below;
- (2) Develop and execute a coherent capacity building plan indicating trainings and technical assistances to be implemented to address the identified capacity gaps and ensure sustainability of REG and its subsidiaries

- (3) Monitor, supervise and report on the progress of the execution of the capacity building programme as per reporting schedules

3. TENTATIVE TIMETABLE

This consultancy will be for a period of 24 months from contract effectiveness date.

4. EXPERTISE REQUIRED

Consultancy Firm:

- The interested consultants shall be an accredited consultancy firm with substantial experience in the planning and execution of capacity building programmes. The firm should provide details (documentary evidence e.g. contract award or reference letter from the clients stating scope of services and deliverables) of all such projects. In case of joint venture, the details of such projects will be provided separately as primary or associated consultant firm.
- The firm should have executed at least two (2) similar of this scale and complexity in comparable or similar organizations executed in the last eight (8) years.
- Consultancy firm should possess good knowledge of the energy sector. Having worked with utilities in Africa is an added advantage.
- In case of any subcontract, the subcontracted firm must be registered as training/capacity building services provider with accreditation by a recognized institution to deliver the contracted services.
- For professional courses, certificates must be recognized by relevant accredited entities recognized internationally

Consultant Key Staff:

The indicative composition of consultant management team for this assignment will comprise among others: **Team Leader/Project Manager, Energy Expert, Capacity Development Expert, Social Development Specialist and Environment Specialist.**

Six consultant firms with capacity to perform the required services will be shortlisted. The request for proposals will be issued to shortlisted consultant firms which will provide technical and financial proposals.

All interested consultant firms should provide the above requirements, by presenting the signed expression of interest, including the proof of experience required for consultant firm, list of trainers with their tasks, their qualification and their experience, their signed curriculum vitae (CV) and copy of degrees not later than **28/01/ 2020** at **5:00PM** (Local time). The consultant firm will be selected in accordance with World Bank guidelines and through the Quality and Cost Based Selection. The detailed information is in terms of references published on REG website (www.reg.rw) and on <https://tenders-afd.dgmarket.com/index.do>.

Expressions of interest in a written form must be delivered electronically on the following email addresses: procurement@edcl.reg.rw copy to jdruberanziza@edcl.reg.rw not later than **28/01/2021**

Done at Kigali, on **30/12/2020**

Gentile UMUSHASHI
Ag. Head Procurement Management Services

Félix GAKUBA
Managing Director

TERMS OF REFERENCE FOR CONSULTING FIRM TO CONDUCT TRAINING AND DEVELOPMENT FOR REG STAFF

1. INTRODUCTION

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- (3) Monitor, supervise and report on the progress of the execution of the capacity building programme as per reporting schedules

4. METHODOLOGY

To effectively implement the specific components of the assignment, the consultant will design, implement and supervise the capacity building development programs a coherent systematic phases. The consultant will be responsible for developing a capacity building program structure acceptable by the Rwanda Energy Group and adopt it to ensure success of the assignment.

The validation workshop will be conducted on the draft capacity building by the key stakeholders including REG and its subsidiaries, NGOs, CSOs, DPs and others.

The consultancy firm will also support the Rwanda Energy Group (REG) and its subsidiaries by providing various momentary Technical Assistances.

For efficient implementation, the consultant is required to implement this approach:

- (i) To consult widely with in REG and its subsidiaries and any other relevant entities and take into consideration existing reference policy and strategic documents among others: National Strategy for Transformation (NST 1), Rwanda Energy Policy March 2015, Energy Sector Strategic Plan 2018-2024, National Electrification Plan (NEP), REG Strategic Plan 2019-2024
- (ii) To consult widely with in REG and its subsidiaries and any other relevant entities and take into consideration existing key Capacity building reference documents among others: Energy Sector Capacity Development 2019-2024, REG Capacity Building Strategy 2018-2021, Capacity building plans, Capacity Building reports and technical assistance interventions.
- (iii) To consider momentary needs in Technical Assistances from the Rwanda Energy Group and its subsidiaries as they may change from time to time. Trainings and Technical Assistances believed to be obsolete must be replaced by new training programs and/or Technical Assistances

5. EXPECTED RESULTS/DELIVERABLES

The consultancy firm will undertake to prepare and deliver the assignment not limited to **trainings** and **technical assistances** in A & B below:

(A) Strategic areas for Trainings

1. Energy Planning

- Forecasting, feasibility studies, investments
- Strategic Plan, Planning and M&E.
- Investment planning and funding
- IPP and PPPs
- Planning and design, GIS, load flow, and load forecasting.

2. Rural electrification

- Feasibility,
- BOQs
- environmental & social impact,
- line construction;

3. Construction & Supervision of power infrastructure

- BOQs,
- Designs & Maps,
- standards,
- Environment and Social Compliance monitoring and reporting

4. Testing & Commissioning of power infrastructure

- BOQs,
- Designs & Maps,
- standards,
- Testing and commissioning procedures

5. Operation & Maintenance of power Infrastructure

- Operating parameters, testing skills,
- Troubleshooting skills,
- system sustainability

6. Loss Reduction

- Meter programming, calibration, and maintenance,
- recovery programmes,
- revenue protection

7. Standards

- Power infrastructure and equipment standards,
- Quality assurance
- Renewable Energies/Solar standards

8. Network Protection

- Advanced testing methods of protection relays,
- Faults analysis and mitigation, setting calculations,
- Knowledge of international standards IEC, IEEE, ANSI, and local standards

9. Power System Efficiency

- Network audits

10. Project Management

- Project inception/scheduling

- Project appraisal, project finance,
- Contract Management,
- M&E, Reporting,
- Structuring PPPs

11. Financial Management

- IFRS standards
- Treasury Management
- Financial Reporting
- Excel & Financial modelling
- Credit Management
- Currency risk management
- Tax management

12. Audit & Compliance

- IFRS standards
- Risk mitigation
- Corporate governance

13. Procurement

- Procurement guidelines of development partners,
- Contract drafting,
- Negotiations skills,
- Contracts management,
- Writing of technical specifications
- CIPS

14. Climate, Environmental and social Risk Management: Environmental Protection

- Climate change mitigation and adaptation, and promotion of energy access
- Environmental and social assessment and Protection
- Stakeholders Engagement, consultation and participation
- Grievance Redress Mechanism for worker and community members
- Labour and Working Conditions
- Environment and Social Compliance Monitoring and Reporting
- GBV, SEA/SH
- Vulnerable Project Affected Persons Livelihood Restoration Planning

15. Gender mainstreaming:

- Gender based planning & budgeting
- Gender inclusion for energy projects
- Women empowerment in through electrification projects

- Strengthen procedures within REG to promote equitable access/allocation of benefits and impacts of rural electrification with special consideration for vulnerable groups

16. Health & Safety:

- Conduct Training on Construction Health & Safety: (i) Environment, (ii) Occupational health and safety, and (iii) Community health and safety

(B) Technical Assistance & Consultancies

- Substation design expert
- Protection expert
- Distribution System Planning Expert
- Social Development Specialist for technical assistance on the development of the Resettlement Action Plan, Resettlement Policy Framework, Grievance Redress Mechanism, Labour Management Procedure and Stakeholder Engagement Plan
- Environmental Safeguards Expert for technical assistance on the development of Environmental and Social Management Plan, Environmental and Social Commitment Plan,

NOTE: The needs are but not limited to the above list. More specific needs will be identified during the needs assessment from REG and its subsidiaries indicated in 8, 2 (i) below.

7. TENTATIVE TIMETABLE

This consultancy will be for a period of 24 months from contract effectiveness date. The trainings and capacity building programs will be conducted locally, regionally or outside of the region according its relevancies

8. REPORTS AND SCHEDULE OF DELIVERABLES

The complete list of Deliverables with the timeframe is the following:

S/N	Deliverables	Submission period	Review and approval by REG with..
1	Inception report	10 days	To be reviewed and approved by REG and its stakeholders

2	Capacity Building Plan including but not limited to: (i) A quick assessment of needs from REG and its subsidiaries in terms of Capacity Building Development and Technical Assistances. (ii) A proposal including planning, timeline and methodology to implement the Capacity Building, Training Programs and Technical Assistances.	45 days from Contract commencement Date	To be reviewed and approved by REG and its subsidiaries
3	First progress report including: (i) An implementation status of Capacity Building Development, Training Programs and Technical Assistances. (ii) An updated and detailed planning, timeline and methodology to implement the Capacity Building Development, Training Programs and Technical Assistances.	≤ 6th Month from Contract commencement	To be reviewed by REG staffs
4	Third progress report including: (i) An implementation status of Capacity Building Development, Training Programs and Technical Assistances from the beginning of the assignment. (ii) A detailed planning, timeline and methodology to implement the Capacity Building Development, Training Programs and Technical Assistances during the 2nd year of the assignment.	≤ 9th Month from Contract commencement	To be reviewed by REG staffs
5	Fourth progress report including a yearly implementation status of Capacity Building Development, Training Programs and Technical Assistances from the beginning of the assignment.	≤ 12th Month from Contract commencement	To be reviewed by REG staffs
6	Fifth progress report including an implementation status of Capacity	≤ 15 Month from Contract	To be reviewed by REG staffs

	Building Development, Training Programs and Technical Assistances from the beginning of the second year of the assignment.	commencement	
7	Sixth progress report including an implementation status of Capacity Building Development, Training Programs and Technical Assistances from the beginning of the second year of the assignment.	≤ 18 Month from Contract commencement	To be reviewed by REG staffs
8	Draft report including: (i) An implementation status of Capacity Building Development, Training Programs and Technical Assistances from the beginning of the assignment. (ii) A detailed plan of remaining activities to be implemented during the remaining time of the contract.	≤ 21 Month from Contract commencement	To be reviewed and approved by REG and its stakeholders
9	Final Report including activities done and proposals for sustainability purpose of the energy sector capacity strengthened.	≤ 24 th Month from Contract award	To be reviewed and approved by REG and its stakeholders

9. EXPERTISE REQUIRED

Consultancy Firm:

- The interested consultants shall be an accredited consultancy firm with substantial experience in the planning and execution of capacity building programmes. The firm should provide details (documentary evidence e.g. contract award or reference letter from the clients stating scope of services and deliverables) of all such projects. In case of joint venture, the details of such projects will be provided separately as primary or associated consultant firm.
- The firm should have executed at least two (2) similar of this scale and complexity in comparable or similar organizations executed in the last eight (8) years.
- Consultancy firm should possess good knowledge of the energy sector. Having worked with utilities in Africa is an added advantage.

- In case of any subcontract, the subcontracted firm must be registered as training/capacity building services provider with accreditation by a recognized institution to deliver the contracted services.
- For professional courses, certificates must be recognized by relevant accredited entities recognized internationally

Trainers

Any trainer who will provide training under this assignment must be substantially qualified and experienced in the domain and or proposed training. For each training the consultancy firm shall submit a list and profiles of more than one qualified and experienced trainers to the client for assessment and approval before the training is delivered. All trainings shall be delivered in English. Proposed trainers must therefore possess excellent English writing and communication skills.

Consultant Key Staff

The indicative composition of consultant management team for this assignment will comprise among others:

Sr. No	Position	Qualification and Experience	Number
1.	Team Leader/Project Manager	At least a Master's Degree in Economics, Energy Economics, Project Management, Energy with at least 15 years of relevant experience in Managing donor funded skills/capacity development programmes	One
2.	Energy expert	At least a Master's Degree in electrical engineering with at least 15 years of relevant experience in electrical engineering, power systems or any other related field	One
3.	Capacity Development Expert	At least a Master's Degree in electrical engineering with at least 10 years of relevant experience in designing and implementing organizational	q

		development / capacity building programs preferably in the Energy Sector	
1	Social Development Specialist	At least a master's degree in development studies or Social Sciences with over 10 years of working experience in social risk management and capacity building of institutions	One
5	Environment Specialist	At least a master's degree in Environment Sciences or related field, with over 15 years of working experience in Environment risk management and capacity building of institutions	One

10. CONSULTANT SELECTION CRITERIA

The successful consultant will be selected on the basis of the criteria outlined herein:

Criterion	Key components	Points	Scores
Organizational experience	✓ Must have Minimum five (5) years of experience in similar assignments;	4	10
	✓ Must have at least 15 years energy sector experience;	3	
	✓ Must have demonstrable experience in capacity building implementation in Africa.	3	
Methodology	✓ Clarity and consistency of proposed approach	10	30
	✓ Project plan (incl. clear indication of key activities, milestones and deliverables)	15	
	✓ Project organisation and management arrangements	5	

Key personal	<ul style="list-style-type: none"> ✓ Suitability of Project manager ✓ Team members to have relevant experience and qualifications in Energy Sector ✓ Each team member to have minimum 5 years in relevant field of expertise 	10 15 15	40
Knowledge transfer	<ul style="list-style-type: none"> ✓ Approach to the capacity building short courses ✓ Approach to the capacity building middle and long term courses ✓ Approach to Technical Assistances 	5 5 5	15
Participation by Nationals	Number of nationals in project team and roles played by nationals in project	5	5

11.COORDINATION

The consulting firm will report to the REG Chief Executive Officer or any other staff designated at REG.

Further information can be obtained at the address below during office hours from 08:00am to 17:00pm:

Energy Development Corporation Limited (EDCL)
Head of Procurement Management Services
KN2 ST, Nyarugenge District, Kigali City,
PO Box 3855 Kigali, Rwanda/ KCT 10th floor
E-mail: procurement@edcl.reg.rw Copy to jdruberanziza@edcl.reg.rw,
smunyawera@edcl.reg.rw