

TERMS OF REFERENCE AND TECHNICAL SPECIFICATIONS

I. GENERAL INFORMATION

Assignment name	Technical Assistance to the Contracting Authority (AT AMO) for the educational and agricultural/industrial infrastructures of the Ubuguhinzi Skills + (TVET Agri) project
Beneficiary	TVET Agri Project
Country	Rwanda
Localization	Kigali, Kigali (Ruhango) & Nyagahanga (Gatsibo)
Contract Type	Lump-sum service provision contract
Mission Duration (number of days)	24 months (with an indicative volume of approx. 240 working days distributed over the period)
Estimated starting period	Last Week of December 2025

II. ABOUT EXPERTISE FRANCE

Expertise France is the French agency for international cooperation, operating under the authority of the Ministry of Europe and Foreign Affairs and the Ministry of Finance. The agency develops and implements projects that sustainably strengthen public policies in low- and middle-income countries, focusing on four priority areas:

- Democratic, economic and financial governance
- Stability of countries in crisis/post-crisis situations and security
- Combating climate change and promoting sustainable urban development
- Strengthening health systems, social protection and employment

In these areas, Expertise France designs and implements capacity-building projects, mobilises technical expertise and acts as a project coordinator, bringing together public expertise and private know-how. With an annual business volume of €390 million and over 400 projects in 145 countries, Expertise France's activities are part of France's international cooperation policy and official development assistance.

III. CONTEXT AND JUSTIFICATION OF THE NEED

The *TVET Agri – Ubuguhinzi Skills+* project aims to contribute to the National Strategy for Transformation and Vision 2050, established by the Government of Rwanda to guide the country's socio-economic development towards a prosperous and high-income economy by 2050. Representing 25% of GDP and 70% of Rwanda's active population, agriculture is a key sector targeted to boost the national economy and create jobs.

Developing agricultural skills is one of the priorities of this transformation, with the national objective of establishing **Centres of Vocational Excellence (CoVEs)** for technical and vocational education and training in agriculture. These centres will help develop a new generation of qualified professionals capable of driving sustainable agricultural development, contributing to food security, economic growth and improved livelihoods for rural communities in Rwanda.

The *TVET Agri – Ubuhinzi Skills+* project will be implemented by Expertise France (EF) in support of the national agency Rwanda TVET Board (RTB) for the establishment of Centres of Excellence in agriculture. In line with national priorities, the project aims to enhance the sustainability, climate resilience and inclusiveness of agricultural practices by strengthening the skills of women and youth in Rwanda.

The project is structured around two specific objectives:

1. Improve access of women and youth to quality skills and formal certification in agricultural practices.
2. Improve the effectiveness of mechanisms for integrating women and youth into the agricultural labour market, with an emphasis on sustainable agriculture.

In Rwanda, 77% of farmers are women, mostly engaged in subsistence agriculture and highly vulnerable to climate change. Gender is therefore a key cross-cutting theme of the project, which aims to implement transformative and sustainable actions for women, girls and their communities.

Beyond institutional and pedagogical support, the Ubuhinzi Skills+ project includes a major component on the **rehabilitation and construction of infrastructures** on the two targeted campuses. The objective is to provide these institutions with **educational and technical facilities meeting international standards**, offering a modern, inclusive and sustainable environment.

The works will notably cover classrooms, laboratories, training workshops, dormitories, administrative offices, as well as infrastructures related to student welfare and leisure (sports areas, canteens, libraries, collective spaces). Special emphasis will be placed on **sustainable campus management**, including energy efficiency and renewable energy solutions, modern systems for water and waste management, and compliance with safety and universal accessibility standards.

In parallel, each campus will integrate a “**school company**”, designed as a **model farm and a centre for production and services**. This area will serve both as a practical and entrepreneurial platform, oriented towards **dual training approaches, internships, agricultural and agro-industrial practices**, and towards **income generation** (agricultural production, processing services, local service provision).

This innovative model will enable the Centres of Excellence to become national reference points, combining **high-quality training, technological demonstration, and economic viability**.

The project will be implemented over five years, with a budget of more than €16 million financed by the European Union and the French Ministry for Europe and Foreign Affairs. It will include technical assistance at national level in support of RTB, while two TVET schools will be supported with technical assistance, infrastructure rehabilitation, and equipment procurement.

IV. PROJECT OVERVIEW

Project Title	Agricultural transformation through skills upgrading of women and youth in Rwanda - Ubuhinzi Skills+ Rwanda
Implementation Period	Novembre 2024 – Novembre 2029
Localisation	Kisaro Rulindo District Northern Province Nyagahanga Gatsibo District Eastern Province
Steering Committee	<p>Is chaired by MINEDUC and co-chaired by the EU Delegation and the Ministry of Foreign and European Affairs of Luxembourg. The committee will include representatives from the following ministries: MINAGRI, MoE, MIFOTRA, MIGEPROF, as well as a representative from RTB (as beneficiary partner), the Embassy of France, EF and LuxDev.</p> <p>The committee meets once a year and can convene as often as necessary upon request from a ministry highly involved in the action.</p> <p>It assumes a strategic role: definition of strategic orientations for the project, validation of major decisions and resources, supervision of goal achievement, coordination and communication among stakeholders, representation.</p>
Target Groups /Beneficiaries	<ul style="list-style-type: none"> - 1000 students, young girls and young men, persons with disability, from 2 supported Centres of Vocational Excellence in agriculture (Agri CoVEs); - 2,000 farmers, particularly women and including persons with disability, from the surrounding areas of the 2 supported Agri CoVEs. - Staff from the 02 supported Agri CoVEs (about 30 management and administrative staff, 80 pedagogical staff).

V. OBJECTIVES OF THE ASSIGNMENT AND EXPECTED RESULTS

Overall objective

To provide the Contracting Authority with **strategic, technical and organizational support** throughout the preparation and implementation cycle of the construction project for educational and agricultural/industrial infrastructures, in order to guarantee the quality, compliance and sustainability of the investments.

Specific objectives

1. **Strengthen the capacity of the Contracting Authority** in planning, structuring and managing complex infrastructure projects financed by European funds.
2. **Support the process of selecting and contracting Design and Supervision Consultants**, ensuring transparency, compliance with applicable standards (EU, France, Rwanda), and technical relevance.

3. **Ensure strategic and independent monitoring** of the actions of the Design and Supervision Consultants and contractors, in order to safeguard the technical, financial and scheduling choices of the project.

Expected results

1. The Contracting Authority has a **clear and validated programming framework** (needs, standards, implementation plan, indicative budget),
2. Design and Supervision Consultants (MOE) and contractors are **selected through transparent and compliant procedures**, with well-defined and coordinated mandates and in accordance with the regulatory and legal framework applicable to Expertise France (see provisions below).
3. The Contracting Authority benefits from **independent technical advice** ensuring the coherence, quality and compliance of the infrastructures delivered.
4. A system of **regular reporting and knowledge capitalisation** is established, enabling effective monitoring, better decision-making, and sustainable strengthening of local capacities.

The regulatory and legal framework applicable to Expertise France for the purchase of services, equipment or works:

- Expertise France is subject to the Public Procurement Code) in its current version, resulting from Ordinance No. 2018-1074 of 3 December 2018 establishing the legislative part, and its implementing Decree No. 2018-1075 of 3 December 2018 establishing the regulatory part of the aforementioned Code;
- Rules covering public procurement and grants : https://www.expertisefrance.fr/sites/expertise/files/2025-07/daj_im001eng_v01-rules-covering-public-procurement-and-grants.pdf
- AFD Group Ethical Charter : <https://www.expertisefrance.fr/sites/expertise/files/2025-06/afd-group-ethical-charter-2022-en-v3-web-1.pdf>
- Expertise France code of conduct : <https://www.expertisefrance.fr/sites/expertise/files/2025-06/expertise-france-code-of-conduct-1.pdf>

VI. DESCRIPTION OF THE ASSIGNMENT

Under the responsibility of the AT AMO team leader, the **Technical Assistance to the Contracting Authority (AT AMO)** will support the Contracting Authority in the preparation, implementation and strategic monitoring of the construction project for educational and agricultural/industrial infrastructures.

The consulting firm will act as an independent advisor, ensuring coherence of the project with defined objectives, compliance with applicable standards (French, European and Rwandan), as well as transparency and rigour in procurement and monitoring processes.

In general, the AT AMO shall:

- Provide strategic support to the Contracting Authority throughout the project, from the programming stage to the final acceptance of works.

- Strengthen the capacity of the Contracting Authority's team in managing and monitoring a complex infrastructure project.
- Act as a technical interface and advisor between the Contracting Authority, the Design and Supervision Consultants (MOE) and the contractors.
- Deliver regular and analytical reporting, enabling informed decision-making by the Contracting Authority.

More specifically, the AT AMO will assume the following responsibilities:

A. Advisory support for Project programming and preparation

Note: Preliminary studies and programming documents will be developed by an independent operator contracted separately. The AT AMO's role is to provide advisory support and quality review.

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- Provide advisory support during the development of preliminary studies and programming documents by the independent operator
- Review and comment on needs assessments, technical/regulatory/budgetary analyses prepared by the independent operator
- Advise on implementation strategy (phasing, schedule, cost estimation) proposed by the independent operator
- Ensure coherence of programming documents with project objectives and donor requirements

B. Support in procuring Design and Supervision Consultants (MOE)

- Prepare Terms of Reference and tender documents for the recruitment of MOEs (education and agro-industrial).
- Assist the Contracting Authority in procurement procedures (bid analysis, evaluation reports, support to negotiations).
- Ensure transparency and compliance with EU/French procurement regulations.

C. Strategic monitoring of design and works procurement

- Review and comment on the documents produced by the MOEs (designs, cost estimates, tender dossiers for contractors and equipment suppliers).
- Verify the technical and financial coherence of the proposals with the strategic objectives of the Contracting Authority.
- Assist the Contracting Authority in major technical decision-making.

D. Support to the monitoring of works implementation

- Participate in site meetings and steering committees as an independent technical advisor.
- Alert the Contracting Authority to any risks relating to delays, quality, budget, or compliance of the works.
- Support the process of provisional and final acceptance of works.

E. Communication and reporting

- Produce regular (monthly/quarterly) reports on project progress.
- Prepare technical notes and syntheses to support decision-making by the Contracting Authority.
- Ensure capitalisation of lessons learned to strengthen local capacities in the management of educational and agricultural infrastructures.

VII. EXPECTED RESULTS AND TIMELINE

The AT AMO mission will be structured around three main phases:

- **Advisory support for Project programming and preparation**
 - Support to procurement and design,
 - Strategic monitoring of implementation and works acceptance.

A. Expected deliverables

1. Programming and preparation phase (Months 1–3)

- Initial scoping report (needs assessment, applicable standards, implementation plan, indicative budget).
- Strategic and budgetary programming note (education and agro/industrial components).
- Terms of Reference and tender documents for the recruitment of MOEs.

2. Procurement and design phase (Months 4–9)

- Analysis and evaluation reports of MOE tenders.
- Technical notes on design monitoring (review of preliminary and detailed designs, cost estimates).
- Technical validation reports of tender dossiers (DAO) for works and equipment suppliers.

3. Strategic monitoring of works implementation (Months 10–24)

- Quarterly strategic monitoring reports of construction sites (progress on deadlines, costs, quality, risks).
- Ad hoc alert notes (in case of delays, cost overruns, technical or social/environmental issues).
- Support report for provisional acceptance of works.
- Final mission report (evaluation, capitalisation, recommendations).

Deliverables must be submitted by e-mail in Word and PDF format to the evaluation team. All submissions shall be in English. Payments will be made in instalments, based on the acceptance of the deliverables, in accordance with a contractual schedule defined with the Contracting Authority.

Indicative mission schedule (24 months)

Phase	Period	Main activities	Key deliverables
Phase 1: Advisory Support of Programming and preparation	Months 1–3	Advisory support for preliminary studies (conducted by independent	Advisory notes on preliminary studies,

		operator); Review of needs assessments and standards analysis; Preparation of ToR and tender documents for MOE recruitment	ToR/tender docs for MOEs
Phase 2: Procurement & design	Months 4–9	Recruitment of MOEs, monitoring of designs, validation of tender docs for works	Evaluation reports, technical notes on design, validated tender dossiers
Phase 3: Strategic monitoring of implementation	Months 10–24	Strategic site monitoring, risk alerts, steering committees, provisional and final acceptance	Quarterly reports, alert notes, provisional acceptance report, final report

VIII. MISSION ORGANISATION AND GOVERNANCE

The success of the project depends on a clear distribution of responsibilities between the **Contracting Authority (CA)**, the **Technical Assistance to the Contracting Authority (AT AMO)**, the **Design and Supervision Consultants (MOE)**, and the **contractors/suppliers**.

A.

A.1 Role of the Local Project Owner Rwanda TVET Board)

- **Land ownership**
- **Monitoring of contractual warranties after acceptance**
- **Handover of the works upon completion**

The works may only commence once the project management delegation mandate has been signed between the local contracting authority and Expertise France.

A.2 Role of the Delegated Contracting Authority (DCA) (non exhaustive)

- Holds the institutional and strategic responsibility for the project.
- Defines orientations, validates key steps and takes final decisions (programming, selection of MOEs, validation of tender dossiers, acceptance of works).
- Ensures compliance of the project with European donors and national authorities.

B. Role of the Technical Assistance to the Contracting Authority (AT AMO) (non exhaustive)

- Provides strategic and technical support to the CA throughout the project.
- Prepares and supports the recruitment of MOEs and contractors/suppliers.
- Reviews the coherence of documents produced by the MOEs (designs, estimates, tender dossiers) with the project's objectives, standards, and budget.
- Advises the CA on technical, financial and scheduling decisions.
- Participates in site meetings and steering committees as an advisor, but does not replace the MOEs in their design and supervision duties.

Important: The AT AMO has no responsibility for detailed architectural or technical design (preliminary designs, detailed designs, tender dossiers for works), which fall exclusively under the MOEs' mandate.

However, at the programming stage, the AT AMO **review and provide advisory opinions on** conceptual schemes, technical orientations and indicative cost estimates **prepared by the independent operator responsible for preliminary studies**, in order to clarify needs,, compare options and prepare the work of the MOEs. Its role is then to verify the compliance of documents produced by the MOEs, comment on their quality, and advise the CA in decision-making.

B. Role of the Design and Supervision Consultants (MOE) (non exhaustive)

Note: Preliminary studies and programming will be developed by an independent operator, selected through a separate procurement process. This operator will not automatically be awarded the MOE contract. The MOE tender dossier will include the results of the preliminary studies as reference documents.

The MOE responsibilities include:

- Review and validate preliminary studies prepared by the independent operator
- Produce detailed designs, cost estimates, and tender dossiers for works
- Provide technical supervision of construction

- **MOE #1:** responsible for the design and supervision of educational infrastructures (classrooms, laboratories, workshops, dormitories, offices, etc.).
- **MOE #2:** responsible for the design and supervision of agricultural and agro-industrial infrastructures (modern farms, barns, processing workshops, ventilation systems, irrigation, waste management, etc.).
- Bear contractual responsibility for the quality, deadlines and technical compliance of their deliverables and supervision.

D. Role of contractors and suppliers (non exhaustive)

- Execute works and supply equipment in accordance with validated tender dossiers.
- Comply with quality, safety and contractual deadlines.
- Are supervised technically by the MOEs.

E. Governance and coordination mechanisms

- **Steering committee:** periodically brings together the CA, AT AMO and MOEs (and, where appropriate, donors) to validate strategic steps and arbitrate key decisions.
- **Regular technical meetings:** held between the CA, AT AMO and MOEs to ensure close monitoring of design and implementation.
- **Reporting:**
 - MOEs produce technical reports (designs, studies, construction progress).
 - AT AMO provides strategic reports and independent recommendations to inform the CA's decisions.
 - The CA consolidates decisions and ensures transmission to the donors.
- **Frequency of meetings and reporting:**

- A steering committee will be organised **every six months** (and on an ad hoc basis if necessary) to validate strategic steps and arbitrate key decisions.
- **Monthly technical coordination meetings** between the CA, AT AMO and MOEs will be held during design and implementation phases.
- The AT AMO will produce **quarterly strategic reports**, including analysis of progress, risks and recommendations, submitted to the CA.

IX. REQUIRED EXPERTISE AND PROFILE

The consulting firm providing **Technical Assistance to the Contracting Authority (AT AMO)** must demonstrate:

- Proven experience in providing strategic, technical and organisational support for complex infrastructure projects, with at least 5 years of general experience in the mentioned expertise
- Should have performed at least two (2) similar assignments with providing strategic, technical and organizational support for complex infrastructure projects, financed by international donors which are proven by the related certificate of good completion or any other relevant document.
- Proven experience in providing AMO-type services or technical advisory services on projects financed by international donors (EU, AFD, World Bank, AfDB, etc.).
- Solid references in the design, supervision and management of **educational infrastructures** (classrooms, laboratories, workshops, dormitories, administrative offices) with at least one proven similar assignment performed in the past 5 years.
- Solid references in **agricultural and agro-industrial projects** (modern farms, production and processing facilities, biosecurity, energy and irrigation).
- Demonstrated experience in Rwanda, with sound knowledge of local construction standards, regulatory context and administrative procedures.
- Have the Ability to provide regular and analytical reporting in French and English.

Institutional and geographical experience required

- It must be able to mobilise a multidisciplinary team covering technical dimensions (education, agricultural/industrial, energy, water), administrative dimensions (procurement procedures under European and French rules), and strategic dimensions (project management and reporting).
- The consulting firm must demonstrate its capacity to **mobilise local expertise in Rwanda** (e.g. civil engineers, agricultural experts, public procurement specialists), in addition to international expertise, to ensure project relevance and local anchorage.
- Strong skills in **multi-stakeholder coordination**, in particular with Design and Supervision Consultants, contractors, public institutions, and technical and financial partners.

Organisational and technical skills required

- Ability to propose a **structured and coordinated project team**, including at minimum:
 - A **Team Leader / Senior AMO Manager** (Civil Engineer or Architect)
 - Profile: Civil Engineer or Architect with International experience in Africa including Rwanda.

- Professional Experience: At least 5 years of proven experience with at least 3 projects involving the construction, rehabilitation, or management of educational, agricultural, or agro-industrial infrastructure in the East African sub-region and/or sub-Saharan Africa
- Educational Background: Hold, as a minimum, a university degree at Master's level (or equivalent) in civil engineering, architecture, infrastructure engineering, urban planning, or any related discipline relevant to the assignment.
- An **Expert in educational infrastructures** (Architect)
 - Professional Experience: At least 3 years of proven experience with at least 2 projects in the design and implementation of educational infrastructure projects, including school buildings, laboratories, and learning spaces, with demonstrated knowledge of international standards
 - Educational Background: Hold, as a minimum, a university degree at Master's level (or equivalent) in architecture, civil engineering, educational facility planning, or any related discipline relevant to educational infrastructure design
- An **Expert in agricultural and agro-industrial infrastructures** .
 - Professional Experience: At least 3 years of proven experience with at least 2 projects in designing and managing agricultural and agro-industrial infrastructure projects, including zootechnics, agro-industry facilities, farm buildings, ventilation systems, irrigation systems, and renewable energy installations
 - Educational Background: Hold, as a minimum, a university degree at Master's level (or equivalent) in agricultural engineering, agro-industrial engineering, rural engineering, or any related discipline relevant to agricultural infrastructure
- An **Expert in international procurement** :
 - Professional Experience: At least 3 years of proven experience with at least 2 projects in international public procurement, with specific expertise in EU and/or French procurement procedures, including demonstrated knowledge of transparency requirements, compliance frameworks, and contract management
 - Educational Background: Hold, as a minimum, a university degree at Master's level (or equivalent) in law, public administration, business administration, procurement management, or any related discipline relevant to international procurement
- An **Expert in environmental and social management**
 - Professional Experience: At least 3 years of proven experience with at least 2 projects in environmental and social impact assessment, sustainability planning, and social inclusion strategies for infrastructure projects, with demonstrated knowledge of international environmental and safety standards

- Educational Background: Hold, as a minimum, a university degree at Master's level (or equivalent) in environmental science, environmental engineering, social sciences, sustainable development, or any related discipline relevant to environmental and social management

Other requirements

- Availability to work in Rwanda over a period of 24 months, with regular and effective presence on site.
- Professional liability insurance covering consultancy and engineering services.
- Ability to mobilise experts flexibly according to the project schedule (long-term and short-term missions).

X. OFFER CONTENT

Bids must include:

1. Technical Offer

- Understanding and commentary on the Terms of Reference requirements.
- Proposed methodology and analytical tools for the AT AMO mission.
- Comprehensive work plan with detailed timeline and milestones.
- Team composition and structure, including CVs of all proposed consultants, proof of their educational background and professional certification, with demonstrated relevant experience, references, and examples of comparable assignments.

3. Financial Proposal

The financial proposal must follow the template provided and include:

- Overall financial offer should be presented in EUR, excluding VAT
- All cost for the execution of the mission Throughout the entire duration of the contract.

COMPOSITION OF THE FINANCIAL BREAKDOWN:

- **Team-based pricing:**
 - Daily rates for each consultant by category/role.
 - Breakdown of consultant time allocation by work phase.
 - Daily costs for support staff (e.g. data collection team, interviewers).
- **Operational costs and administrative:**
 - Mission expenses (accommodation, meals, per diems).
 - Transportation and logistics costs.
 - Translation and interpretation services (where applicable).
 - Other direct costs related to the implementation of the assignment.

No reimbursable cost will be applicable for this contract.

The **technical and financial proposals must be submitted in English.**

Submission deadline: Complete applications must be submitted through PLACE, **no later than 30/01/2025 12pm (Paris time)**. Check out regularly any modifications of the consultation on PLACE.

Expertise France will select the proposal with the highest score based on the following grid:

Sub-criteria for assessing the technical quality	Maximum number of points
Sub-criterion 1: Quality of the comprehension of the need, with regard to Consulting firms' profile.	10
Sub-criterion 2: Compliance with the minimum required profile for the proposed experts <ul style="list-style-type: none"> - Experience of the team, assessed with regard to Compliance with the Required educational background, skills and experience of the proposed experts (from CVs & Certificates) 	30
Sub-criterion 3:	
a. Proposed solution, assessed with regard to the proposed Methodology (detailed methodology and proposed approach, organizations...)	20
b. and comprehensive work plan and activity schedule	10
TOTAL	70

PRICE CRITERIA: 30 points

XI. INFORMATIONS ADMINISTRATIVES

Eligibility

Only legally registered consulting firms, who complies with the minimum required profile for consulting firm are eligible to participate in this call for proposals. Applicants must not be subject to the European Union exclusion criteria and must provide a signed declaration on honor confirming their eligibility, the absence of conflict of interest, and compliance with the applicable procurement regulations.

Bidders must respect the principles of integrity, transparency and equal treatment in their offers, and commit to preventing any conflict of interest or attempt at fraud.

They must also provide certificate of their compliance with social and taxes obligation, as well as the certificate of their good standing (non- bankruptcy certificate) issued by the competent authority

Language of the assignment

The working languages of the assignment will be French and English. The consulting firm must ensure that all key experts have professional proficiency in at least one of these two languages, and that the team as a whole is able to operate bilingually. All deliverables must be produced and submitted in **English** (Word and PDF format). Internal exchanges and draft versions may be prepared in French or English depending on context.

Location of the assignment

The assignment will take place mainly in **Kigali (capital city)**, with regular missions to the following sites:

- Kisaro (Rulindo District, Northern Province)
- Nyagahanga (Gatsibo District, Eastern Province)

The consulting firm must demonstrate its ability to work both in the capital and in rural areas, with adequate logistical arrangements.

Logistics and travel

The consulting firm will be fully responsible for organising and covering its own logistics, including international and domestic travel, accommodation, per diems, local transportation and subsistence costs, under the framework of a lump-sum service contract.

Contract type and payments

The contract will be awarded as a lump-sum service provision contract, with a total duration of 24 months. Payments will be made in instalments, based on the acceptance of deliverables by the Contracting Authority, in accordance with a schedule defined in the contract at the time of signature.