



**United States Energy Association  
Power Africa: A U.S. Government-Led Partnership to Increase Sub-Saharan Africa’s Access to Energy  
Request for Proposal: Short-Term Technical Assistance – Project Management – Rwanda**

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**REQUEST FOR PROPOSAL – Short-Term Technical Assistance – Project Management – Rwanda**

**Closing date of RFP:** August 10, 2018

**Implementing Agency:** United States Energy Association

**Funding Agency:** United States Agency for International Development

The United States Energy Association (USEA) is inviting prospective organizations or individuals through this Request for Proposal (RFP) to submit proposals for conducting a short-term technical assistance on issues of project management to the Rwanda Energy Group (REG) and its subsidiaries. The short-term technical assistance will be provided in one (1) two-week long assignment in Rwanda. This is an activity implemented by USEA under the United States Agency for International Development (USAID) Power Africa Initiative.

Proposals are due by 17:00 hours EST of the closing date. Please submit all proposals with a read receipt to Ms. Marina N. Barnett, Senior Program Coordinator, at [mbarnett@usea.org](mailto:mbarnett@usea.org). Proposals must be in digital format (PDF).

As this is a USAID-funded program, the RFP follows USAID Procurement Regulations and Laws. All bidder details will be kept confidential.

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**I. INTRODUCTION**

The U.S. Energy Association (USEA) is the U.S. Member Committee of the World Energy Council (WEC). Headquartered in Washington, DC, USEA is an association of public and private energy-related organizations, corporations, and government agencies.

Through a cooperative agreement with the USAID Bureau for Economic Growth, Education and Environment (E3), USEA implements the Energy Utility Partnership Program (EUPP), available to all USAID-assisted countries and USAID Missions. EUPP supports the efforts in USAID-assisted developing countries to increase environmentally sustainable energy production and to improve the operational efficiency and increased financial viability of their utilities and related institutions, with the goal of increasing the access of these countries to safe, reliable, affordable and environmentally sound energy services.

USEA conducts a number of activities under the EUPP mechanism for Power Africa - a U.S. Government-led partnership to increase Sub-Saharan Africa’s access to energy. Power Africa uses a wide range of U.S. government tools to support investment in Africa’s energy sector. From policy and regulatory best practices, to pre-feasibility studies and capacity building, to long-term financing, insurance, guarantees, credit enhancements and technical assistance, Power Africa provides coordinated support to help African partners expand their generation capacity and access.

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## II. BACKGROUND

The Government of Rwanda is striving to overcome several constraints as they aim to promote economic growth in the country. It is understood that the economic development will not be realized without the contribution of a well thought-out plan that will provide reliable and affordable electricity. The country has steadily increased electricity availability but still only about 42% of households have access to electricity. Under the National Strategy for Transformation (NST) 2018 - 2024, electricity access would be increased to 100% in 2024 with the government also supporting the expansion of electricity generation to meet projected demand.

The Rwanda Energy Group (REG) is a holding company responsible for generation, transmission, and distribution of electrical energy in the country. There are two subsidiaries, the Energy Utility Corporation Limited (EUCL), responsible for operations and maintenance, and the Energy Development Corporation Limited (EDCL), responsible for project development.

As Rwanda moves to a more developed economy and additional electrical energy projects are identified as needed to meet the increasing customer demand, it will be necessary for the staff of REG, EUCL and EDCL to have the necessary skills to effectively plan and execute new construction projects, as well as monitoring and commissioning of those developed by Independent Power Producers (IPPs).

In the Rwanda energy sector, however, most project managers are electrical engineers with no formal project management training. USEA has found significant knowledge gaps in areas critical to the successful completion of projects such as poor record keeping, ineffective monitoring and controlling of contracts, a lack of knowledge and experience with dispute resolution and negotiating, and vague wording in contracts regarding the scope and responsible parties. To address these gaps, USEA is facilitating several activities, including this short-term technical assistance program, focused on improving project management skills, which will lead to better contract management and fewer delays of projects.

## III. IMPLEMENTATION AND APPROACH

The purpose of this RFP is to solicit proposals from various candidate organizations or individuals, conduct a fair evaluation, and select one (1) project management consultant deemed most suitable to conduct the short-term technical assistance on project management to the Rwanda Energy Group and its subsidiaries.

### Technical Assistance Process

- The Consultant shall travel to Rwanda for a two-week long assignment to primarily work in REG offices in Kigali, alongside project managers and other REG personnel. Please see **IV. Scope of Work** for a description of duties and responsibilities.
- Site visits to other locations in Rwanda may be required, subject to REG's request and USEA's approval.

### Consultant Fees

Consultant fees not to exceed USAID contractor salary threshold, currently set at \$671.15 per day.

### USEA Responsibilities

USEA will be responsible for arrangements and associated costs for one (1) trip to Rwanda. USEA will arrange and bear the costs of:

- Economy-class roundtrip airfare to Kigali;
- Per diem (meals and lodging) for up to 15 days in Kigali, Rwanda (Note: Lodging to be provided according to U.S. government regulations);
- Reimbursement of visa fees;
- Reimbursement of vaccinations (if needed) and travel medication expenses;
- International health insurance for the duration of the travel to Rwanda;
- Ground transportation to/from the airport;
- Local transportation to sites outside of Kigali (if needed).

### **Subcontract Agreement Management and Oversight**

A subcontract agreement between USEA and the Consultant shall be subject to all USAID Special Terms and Conditions, including all mandatory FAR Flow-Down clauses, where applicable, and the provisions included in 2CFR200 and 2CFR700. All bidders are strongly encouraged to review these provisions prior to submitting a proposal.

- Standard Provisions for U.S. Nongovernmental Organizations:  
<https://www.usaid.gov/sites/default/files/documents/1868/303maa.pdf>
- 2CFR200: <https://www.gpo.gov/fdsys/pkg/CFR-2014-title2-vol1/pdf/CFR-2014-title2-vol1-part200.pdf>
- 2CFR700: <https://www.gpo.gov/fdsys/pkg/CFR-2015-title2-vol1/pdf/CFR-2015-title2-vol1-part700.pdf>

Subcontract agreement management, oversight and payment will be carried out by USEA.

## **IV. SCOPE OF WORK**

### **Duties and Responsibilities**

The Consultant will provide the following general project management consulting services to REG:

- Introduce and demonstrate best practices in project management as applicable to local processes;
- Introduce and help REG personnel gain advanced understanding and working knowledge of essential documents, templates and tools necessary for all stages of efficient project management, including conception and initiation, definition and planning, launch and execution, monitoring and control, and close-out.
- Review and provide assessment and suggestions for improving the quality of all relevant documents, templates and tools currently utilized by REG project management personnel;
- Advise REG’s project management personnel on daily tasks related to all stages of project planning, implementation, monitoring, evaluation and close-out, as requested;
- Review and provide assessment and suggestions for improving project management policies and procedures, currently in place at REG and its subsidiaries;
- Participate, as an observer, in meetings related to all stages of project planning, implementation, monitoring, evaluation and close-out.

### **Deliverables**

The following deliverables are required for the assignment:

- Brief semiweekly updates on the assignment, including a short description of tasks planned and completed, and challenges encountered;

- Final report to include the following:
  - An overall assessment of the assignment, including descriptions of documents and procedures introduced or improved;
  - Challenges encountered, both by the Consultant, as well as by REG personnel, as observed by the Consultant;
  - Suggestions for overcoming these challenges;
  - Recommendations for additional training and technical assistance as appropriate.

## Reporting

The consultant will report to USEA.

## Schedule

The overall period of this short-term technical assistance program will be between September 1, 2018 and September 30, 2018.

## V. CANDIDATE QUALIFICATIONS AND SKILLS

A successful candidate will have the following qualifications:

- A Bachelor’s degree in a relevant field (engineering, law, business administration) is required; a Master’s degree is preferred;
- A minimum of five (5) years of project management experience in the energy industry is required; experience in working for an American electric utility or ISO is strongly preferred;
- Experience managing significant electric transmission line projects is strongly preferred;
- Project Management Institute (PMI) certification is strongly preferred;
- International experience – either work, study or travel - is required; experience in East Africa is strongly preferred;
- Strong interpersonal skills and clear, concise written communication skills, including complete mastery of English language, are required;
- Proficiency in Microsoft Office suite, including Word, Excel, Power point applications, is required;
- Valid U.S. passport and ability to travel internationally (for up to 2 weeks per trip) are required.

## VI. PROPOSAL CONTENT

The proposal must contain the following:

- a) A cover letter to the proposal, including:
  - Statement of qualifications;
  - A bidder’s Data Universal Numbering System (D-U-N-S) number and proof of a current registration in the System of Award Management (SAM);
  - Names and contact information for a minimum of two (2) professional references.
- b) CV/Resume highlighting relevant experience;
- c) Technical proposal demonstrating an understanding of the issues to be addressed under the proposed scope of work (not to exceed two pages);
- d) A financial proposal, including a detailed justification (i.e. line item budget);
- e) Completed USAID Contractor Employee Biographical Data Sheet (<https://www.usaid.gov/forms/aid-1420-17>).

## **VII. EVALUATION CRITERIA**

All bidders are required to provide a DUNS number and maintain a current SAM registration. Proposals without a DUNS number or proof of SAM registration will not be considered.

Selection of an offer for a contract award will be based on an evaluation of proposals against qualifications, subject matter expertise and budget justification. Proposals shall first be evaluated from a technical standpoint (qualifications and subject matter expertise) without regard to proposed budget justification. For those proposals determined to be technically acceptable, budget justification will be evaluated.

Evaluation Criteria:   35%:   Qualifications (education, certifications and relevant experience)  
                              35%:   Subject matter expertise  
                              30%:   Cost

## **VIII. QUESTIONS AND CLARIFICATIONS**

For all questions and clarification requests please contact Ms. Marina N. Barnett, Senior Program Coordinator, at [mbarnett@usea.org](mailto:mbarnett@usea.org). All questions and answers will be provided to all prospective bidders.

**END OF RFP**