

REPUBLIC OF RWANDA



ROAD MAINTENANCE FUND

P.O. Box 6658

Email: info@rmf.gov.rw

KIGALI

REQUEST FOR EXPRESSION OF INTEREST (REoI)

RWANDA

***“CONSULTING SERVICES FOR UPGRADING AND PROVIDING MAINTENANCE AND
SUPPORT SERVICES FOR ROAD USER CHARGE SYSTEM FOR ROAD
MAINTENANCE FUND OF RWANDA”***

The Government of the Republic of Rwanda (GoR) represented by Ministry of Finance and Economic Planning through Road Maintenance Fund (RMF) has received financing from the African Development Bank (AfDB) through the Nigeria Technical Cooperation Fund (NTCF) to support Road Maintenance Fund of Rwanda for recruitment of Consultants in road maintenance management and development of a road management system to enhance the RMF's capacity to effectively manage road maintenance funds for the National roads, Districts and City of Kigali roads and that of other urban areas in Rwanda and contribute more efficiently to the national economic growth, economic development and poverty reduction.

It is imperative to transform RMF into a 2nd Generation Road Fund and to achieve its objectives, the Road Maintenance Fund needs to upgrade its system in place “Road User Charge” and provide maintenance and support services to ensure effective security and functionality of the system according to the Client needs.



**RMF
RWANDA**

**Offices: INGENZI Village, KABEZA Cell, MUHIMA Sector, KN 87 St, NYARUGENGE District, City of Kigali ,
Email: info@rmf.gov.rw/rmfrwanda@gmail.com , Website: <https://www.rmf.gov.rw>**

The services included under this project are to review/assess the components of the existing system, design and implement appropriate system architecture which will be able to support such multi-functional system, upgrade the existing system by adding new/missing modules to its more advanced version responding to the latest technical and organizational requirements of RMF in terms of acceptable technologies and security assurance, deploy the system, train end users (knowledge transfer) on the system functionality, provide maintenance and support services to the system after making functionality and security tests as well as system operationalization.

The Road Maintenance Fund (RMF) now invites eligible Consultants to express their interest in providing these services. Interested consultancy Firms must provide information indicating that they are qualified, competent and experienced to perform these services (brochures, description of similar assignments, experience in similar conditions, availability of appropriate skills-sets among staff, etc...)

Consultants may constitute joint-ventures to enhance their chances of qualification.

Eligibility criteria, establishment of short-list and the selection procedure shall be in accordance with the African Development Bank's **"Rules and procedures for the use of consultant" May 2008 Edition, revised July 2012**, which is available on the Bank's website at

<https://www.afdb.org> as specified in point 1.11

Interested consultants may obtain further information at the address below during office hours: 07H00-17H00 local time.

ROAD MAINTENANCE FUND (RMF)

Ingenzi Village, Kabeza Cell, Muhima Sector,

KN 87 St, NYARUGENGE District, City of Kigali

Email: info@rmf.gov.rw & rmfrwanda@gmail.com

Website: <https://www.rmf.gov.rw>

KIGALI-RWANDA

Expressions of Interest must be delivered to the address below by **04/09/2022 at 10:00 A.M** local time and mention:

"Expression of Interest for consultancy services for upgrading and providing maintenance and support services of the Road User Charge System".



Attention: Director General

ROAD MAINTENANCE FUND (RMF)

Ingenzi Village, Kabeza Cell, Muhima Sector,

KN 87 St, NYARUGENGE District, City of Kigali

Email: info@rmf.gov.rw & rmfrwanda@gmail.com

KIGALI-RWANDA




Mathias SIBOMANA

Director General

1. PROJECT INFORMATION

PROJECT NAME	Request for Expression of Interest (REoI) from consultancy Firms to upgrade and provide maintenance and support services for Road User Charge system for RMF.
CLIENT	<u>Road Maintenance Fund (RMF)</u> Ingenzi Village, Kabeza Cell, Muhima Sector, KN 87 St, NYARUGENGE District, City of Kigali Email: info@rmf.gov.rw/rmfrwanda@gmail.com , Website: https://www.rmf.gov.rw
PROJECT DESCRIPTION	Through assessment of the current status and functioning of Road User Charge System, upgrade the system in place and provide maintenance and support services to its more advanced version responding to the latest technical and organizational requirements of RMF in terms of acceptable technology and security assurance in order <i>to assist RMF and its relevant stakeholders to manage and distribute roads maintenance funds by allowing them to monitor, coordinate road maintenance financing activities for better planning and making data-driven decisions by End User.</i>
ESTIMATED PROJECT DURATION	120 calendar days plus three years of maintenance and support services. However consultants may propose a shortened contract execution period
METHOD OF SELECTION	Selection method of proposals is Quality and Cost Based Selection (QCBS).



2. BACKGROUND

Rwanda is a landlocked country with a hilly landscape. However, the guarantee of efficiency and assurance of safety in the transportation of people and goods has always been important for the development of the nation.

The Government of Rwanda is conscious of the importance of transport infrastructure development in delivering on its long-term development vision.

The road transport sector in Rwanda is composed of road development, rehabilitation, periodic and routine maintenance of both paved and unpaved roads.

The overall goal for the sector is to reduce road transport costs, increase mobility for the population by providing transport infrastructure that will facilitate the exchange of goods and services.

Rwanda has a road network of around 37,898 km length (including a classified road network of 6,665 km) corresponding to a road density of 0.53 km/km². In general, the level of service offered by this network is not yet sufficient. Because of its predominance, the Rwandan road network provides more than 80% of transport services and calls for improvements to ensure road traffic at a lower cost and under optimal safety conditions.

The Government of Rwanda is making many efforts to improve the road network serviceability by putting in place a strong road maintenance financing management system that will serve as the main tool to ensure an efficient and effective planning and decision making for road maintenance activities.

In this regard, the Government of Rwanda has established the Road Maintenance Funds (RMF) as an institution operating under the Ministry of Infrastructure (MININFRA) whose main responsibility is to effectively collect and manage revenues for funding the maintenance of the road network in Rwanda.

The RMF now needs to transform into a 2nd generation road fund to meet its vision of efficiently and effectively maintaining its financial resources to support the sustainable development of the national economy in line with the national policies in place.

The Vision of RMF is to maintain efficiently within its financial means the road network thus supporting the sustainable development of the national economy in line with the national policies



in place. Its mission is “To fulfil our mandate, as a public institution, defined by the organic law establishing the fund “of receiving, effectively managing and disbursing funds for the maintenance of national roads network” with excellence in accordance with the regulations in place”.

The Government of the Republic of Rwanda (GoR) has received financing from the African Development Bank (AfDB) through the Nigeria Technical Cooperation Fund (NTCF) to support Rwanda Road Maintenance Fund for recruitment of consultants in road maintenance management and development of a road management system to enhance the RMF’s capacity to effectively manage road maintenance funds for the National roads, Districts and City of Kigali roads and that of other urban areas in Rwanda and contribute more efficiently to the national economic growth, economic development and poverty reduction.

It is imperative to transform RMF into a 2nd Generation Road Fund, and to achieve its objectives, the Road Maintenance Fund needs to upgrade its system in place “Road User Charge” and provide maintenance and support services to ensure effective security and functionality of the system according to the Client needs.

Part of the financing is intended to cover eligible payments for hiring a consultancy firm to perform the aforementioned consultancy service “TO UPGRADE AND PROVIDE MAINTENANCE SUPPORT SERVICES FOR ROAD USER CHARGE SYSTEM FOR ROAD MAINTENANCE FUND”



1. DUTIES AND RESPONSIBILITIES

The objective of this assignment is to hire a Consultancy Firm to upgrade the existing Road User Charge (RUC) System and provide maintenance and support services to ensure effective security and functionality of the system according to the Client needs.

Another objective is to assist RMF and its relevant stakeholders to manage and distribute roads maintenance funds by allowing them to monitor, coordinate road maintenance financing activities for better planning and making data-driven decisions by End User .

The Road user charge system is expected to assist RMF staff and other relevant stakeholders in enhancing the capacity to effectively manage the road maintenance funds and contribute more efficiently to the national economic growth, economic development and poverty reduction.

The consultancy firm responsibilities will include, but not be limited to:

- i. Review/assess the components of the existing system;
- ii. Design and implement appropriate system architecture which will be able to support such multi-functional system;
- iii. Upgrade the existing system by adding new/missing modules to its more advanced version responding to the latest technical and organizational requirements of RMF in terms of acceptable technologies and security assurance.
- iv. Deploy the system;
- v. Train end users (knowledge transfer) on the system functionality;
- vi. Provide maintenance and support services to the system after making functionality and security tests as well as system operationalization

2. EXPECTED OUTPUTS

The expected output is well performing software that will assist RMF and its relevant stakeholders to manage and distribute roads maintenance funds by allowing them to monitor, coordinate road maintenance financing activities for better planning and making data-driven decisions by End User In order to reinforce the operation and management capabilities of the Road Maintenance Fund (RMF), the functionality of Road User Charge system is expected to provide the following outputs:



- i. Management of RMF system users and RMF supporters;
- ii. Capturing and management of Road Use Data;
- iii. Management of activities carried out on Road maintenance projects funded by RMF;
- iv. Management of Road maintenance funds/grants;
- v. Management of Road maintenance contracts for Road maintenance projects;
- vi. Management of revenues;
- vii. Production of required management support reports;
- viii. Impacting knowledge transfer to RMF staff and local partner team (capacity building)
- ix. Analytical powered reporting engine to support RMF decision making process for different departments
- x. Ability to incorporate and manage the RMF performance contract and to group and manage contracts and payments according to different road agencies and subsequent allocated budget.
- xi. Design documentation for the system ,User Requirement and Functional Design Specifications (URFDS) and technical design specifications
- xii. Data collection and database populated
- xiii. User documentation for the system (manuals)
- xiv. procedure manuals for the system
- xv. Quality control and refinement of algorithms
- xvi. System outputs consisting of reports and graphs as specified in the URFDS's
- xvii. Road User Charge System software/system source code. This will be handed over on the completing testing for RMF ownership but also to facilitate local hosting of the platform.

3. METHODOLOGY

The consultancy firms have to propose a detailed methodology that responds to the needs of the Client (RMF). This methodology must be approved by the Client.

4. CONSULTANCY FIRM TEAM COMPOSITION

The team members need to be composed of specialists in software development with a good track record of similar projects. This includes a well experienced business Analyst, Software Engineer/Developer/Application, System Designer, Transportation Economist, Financial Expert and Statistician expert.



The consultancy firm must have developed a complex system for a recognized institution.

It is acknowledged that one person could fulfil more than one role or that the consultant would prefer to allocate one task to more than one person. However, only staff approved by the RMF management will be allowed to work on the project.

The key experts subject to negotiation are:

i. Team Leader/project manager (1)

The Team Leader shall be an IT Engineer or equivalent and must have a higher degree (Masters or PhD) in Information Technology or equivalent with at least ten (10) years of service in automation project with experience in a public sector environment with at least three Management System projects successfully completed.

He/she should have deep knowledge in information system solution development. He/she should have a good knowledge in IT project Management. He/she should have a good knowledge and experience in the management of road funds. He should have experience in complex system for a recognized financial institution.

ii. Business Analyst (1)

The Business Analyst must have at least a Bachelor's Degree in Information Technology with minimum of eight (8) years of experience in Software design and software development or a Master's Degree with minimum of three (3) years of experience in similar field. He / She must have worked on complex system for a recognized financial institution with proofs attesting that he/she has carried out these activities. Experience in Software Development Life Cycle (SDLC): Iterative and Incremental Model and Agile Software Development; Knowledge of Agile Software Development Practices; Professional Certification for Business Analysis (CCBA) will be an added value

iii. Full stack Software Engineer/Developer/Applications Engineer (1)

The full stack Software Engineer/Developer/Applications Engineer must have a Bachelor's Degree in Information Technology with minimum of eight (8) years' experience in Software design and software development. He / She must have developed complex system for multidepartment institution with proofs attesting that he/she has carried out these activities.

iv. Transportation Economist (1)

The Transport Economist shall have at least a higher degree (Masters) in Transportation Engineering and Economics/Transportation Economics/Civil Engineering or equivalent field with



at least five (5) years of experience in transport networks optimization/ transportation modelling. He/she should have in-depth knowledge of the road maintenance sub-sector and good knowledge and experience in the management of road funds. He/she should have experience in road funding and User Charges systems. He/she must have working experience in the region.

v. Financial Expert (1)

The Financial Expert shall be a chartered Accountant having a higher degree (MSc) in Finance with at least five (5) years of experience. He/she should have in-depth knowledge of the government entities finances and good knowledge and experience of road maintenance financing. He/she should have experience in setting up technical working systems in organization. He/she must have working experience in the region.

vi. Data Analyst (1)

Data analyst must have a High education with the relevant Master's/ degree in data science, Economics, Mathematics, Engineering, and/or Computer Science with at least five (5) years professional working experience as a Data Scientist, Data analyst or equivalent position. He/she should have Experience in guiding and implementing Data Analytics system for regulators/government agencies, Strong organizational skills and attention to detail, Requirements Gathering experience, Fluency in MS Excel and Strong attention to detail as well as strong written and Excellent Communication skills

vi. Local partner

The consultant is strongly encouraged to joint venture with a knowledgeable local firm.

The aforementioned experts shall be supported by such other staff of the consultant as appropriated for the purposes of the study with an emphasis on capacity building

5. Work schedule of assignment/Deliverables and Timing

The Consultant firm will submit the following deliverables over the course of the assignment after the contract is awarded:



SN	Description of Milestones	Timing (days after the project launch)
1	A comprehensive review/assessment document of the existing system "Road User Charge" (current components, security and functionality)	5 days
2	Approved User Requirements Functional Design Specifications (URFDS) document for RUC system to be upgraded	10 days
3	<p>Inception Report showing the Consultant's understanding of the following key points:</p> <ul style="list-style-type: none"> ✓ Assignment (Thorough assessment/review of the current status and functioning of Road User Charge System in place and work out on its update and upgrade to its more advanced version responding to the latest technical and organizational requirements of RMF in terms of acceptable technology and security assurance) and ToRs, ✓ Architecture design of the system ✓ User Requirements Functional Design Specifications (URFDS) ✓ The plan and methodology to carry out the assignment as well as the Consultant's primary findings and their interpretation (road map of assignments and expected outputs) ✓ The detailed description of deliverables to be provided including but not limited to User manual document for end users and system administrator, training session plan and content, testing and deployment plan of software, acceptable technologies to be used during development of software (database, backend, frontend, Operating systems, message queuing, etc..), acceptance of the system and handover of source codes. ✓ Detailed description of services/supports to be provided during 	15 days



	maintenance and support period.	
4	Road User Charge (RUC) system upgraded, tested and deployed.	75 days
5	<p>Required documents submitted [including but not limited to User manual document for end users, user acceptance test report, User manual document for system administrators, Description of services/supports to be provided during maintenance and support services period, Knowledge transfer (training report) for both end users and system administrators].</p> <p>The capacity building report shall demonstrate the capacity building activities conducted during the project. The purpose of the report is to summarize the system components, including training materials used, overall description of the system, lessons learned and future recommendations both from the institutional and technical development point of view. Training events and their dates and participants shall be documented</p>	11 days
6	<p>Final Report (Full documentation of the system) submitted and approved.</p> <p>The final report summarizes all tasks undertaken as part of the contract. This report shall also contain the lessons learnt and recommendations for future implementation.</p> <p>This report shall also include a brief summary with outputs for distributing to wider community</p>	4 days
7	Software commissioning, Onsite maintenance and support services and knowledge transfer (for both end users, partners and system administrators)	3 years
8	<p>Final handover:</p> <p>The Consultancy firm shall submit to RMF Software license, source codes and administrator privileges.</p>	



6. DURATION OF THE ASSIGNMENT

The duration of the assignment is four (4) months maximum from the date of contract signature by the contracting parties plus three (3) years of maintenance and support services.

However, consultants may propose a shortened contract execution period.

7. SHORT LISTING CONSIDERATIONS AND CRITERIA

7.1 The eligibility criteria are in accordance with the African Development Bank's "**Rules and Procedures for the use of Consultants**" May 2008 Revised July 2012, which is available on the Bank's website at <http://www.afdb.org> as specified in point 1.11

Eligibility

- In general, Borrowers may utilize the proceeds of financing, only for the acquisition of consultancy services supplied by member countries.
- Consultancy services likely to be financed by the Bank are those provided by:

- a) Individual consultants who are nationals of member countries;
- b) or consulting firms whose legal constitution is in accordance with the laws of a member country where they must have their registered offices and their main centre of activities.

In the case of consulting firms, it is required that:

- The majority of the beneficial interest in any such undertaking is owned by nationals of member countries, as far as the ownership thereof is or can be publicly known; and
- The majority of the members of their Board of Directors are nationals of member countries; and
- The majority of the directors, senior management officers and remaining staff are nationals of member countries.

A consulting firm shall be considered regional if their legal constitution is in accordance with the laws of a regional member country where they shall have their registered offices and their main centres of activity. In addition:

- The majority of the share capital of any of these firms shall be held by nationals of member countries, as far as the ownership thereof is or can be publicly known; and
- The majority of the members of the Board of Directors shall be nationals of member countries; and
- The majority of the directors, senior management officers and the rest of the staff shall comprise nationals of regional member countries.

As this consultancy is funded by Nigerian Technical Cooperation Fund (NTCF), eligible firms are only from regional member countries.



7.2 The short list of Consultants gives secondly consideration to:

- (a) Description of assignments of similar nature conducted by the firms of consultant,
- (b) Experience in similar conditions, and
- (c) Availability of appropriate specialised skills among staff related to the assignment,
- (d) Team composition CV's duly signed by the respective holder with their relevant Certified degrees

7.3 The criteria for short listing are as follows:

- Profile of the Firm/Core business and company's establishment,
- The firm's eligibility documents,
- General experience of the firm (must at least 10 years) in the field,
- Description of similar assignments, experience in similar conditions (To qualify for short listing, a firm must have carried out a total of three (3) similar assignments for the last 20 years in Africa. Cited projects with insufficient information will not be considered);
- Availability of appropriate skills among the key staff (summary of the qualification and experience of the key staff with their proofs)
- Local firms or joint venture of local firms with international firms
- The firm should demonstrate clearly the transfer of knowledge to RMF staff

For each company, an overall assessment shall be assigned as follows:

- Excellent = 90 - 100%
- Very good = 80-89
- Good = 70 - 79%
- Satisfactory = 50 - 69%
- Poor = Below 50%

A consultancy firm will be selected through the quality and cost - based selection (QCBS) method. The eligibility criteria, establishment of the short-list and the selection procedure shall be in accordance with the African Development Bank's *"Rules and Procedure for the use of consultant"* May 2008 Edition, Revised July 2012, which is available on the Bank's website at: <http://www.afdb.org>

