



**RWANDA ENVIRONMENT
MANAGEMENT AUTHORITY (REMA)
P.O. BOX 7436 KIGALI**

**REQUEST FOR EXPRESSION OF INTEREST
(CONSULTING SERVICES - FIRMS SELECTION)**

Name of the Country: RWANDA

Name of the Project: : Improving the Efficiency and Sustainability of Charcoal and Wood Fuel Value Chains Project

Assignment title: Improving the Efficiency and Sustainability of Charcoal Value Chains Through Charcoal Makers Cooperative Capacity Building

Reference No: RW-REMA-64917-CS-QCBS

Improving the efficiency and sustainability of charcoal and wood fuel value chains Project is funded by the Nordic Development Fund (NDF) through the World Bank. The project development objective is to improve the efficiency and sustainability of wood fuel value chains in Northwest Rwanda. The project will result in a major advance in wood fuel management across the Gishwati-Mukura landscape by improving woodlot management practices, increasing the efficiency of charcoal production and improving seed quality for increased resilience

The present EOI is addressed to all qualified companies with sufficient experience to support the development of the "green improved charcoal" value chain, progressively replacing traditional charcoal, through the setting-up of the enabling environment (improvement of the charcoal regulation and taxation systems which is mandatory to initiate the change) and the capacity building of local charcoal makers in establishment, organization and good management of certified "green charcoal" making cooperatives.

This assignment will provide technical assistance to these cooperatives, and train them on improve technology techniques, on use of raw material coming from forest under sustainable management (such as woodlots supported by component 1 of LAFREC intervention), on organization and financial management of cooperative, on linkage to value chain and regulated certified/labelled market, etc. Furthermore, it will support



technical analysis to identify where the sector could benefit from having better standards and specifications for fuel supply and end use equipment

Rwanda Environment Management Authority (REMA) through NDF Project invites eligible consulting firms (“Consultants”) to indicate their interest in providing the services. Interested consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the services. The shortlisting criteria are:

The consulting firm or consortium of consulting firms to be involved in this assignment should demonstrate the ability to carry out this study with sufficient experience in similar studies. The firm must have the proven capability of (i) undertaking studies and producing consistent high-quality reports (ii) demonstrated experience of forest resource economics, forest management as it relates to resource utilization and (iii) understanding of charcoal sector, a clear understanding of forest policies, energy related laws and regulations in Rwanda. (iv) Local presence of proposed team members in Rwanda is highly desirable. (V) Proven experience in working with charcoal cooperatives will be a serious advantage. *(submit three performance certificate of similar assignment)*

- Availability of staff with relevant skills including following key experts:

S/N	Position	Qualification ¹
1	Team leader	Msc in Forestry, Agroforestry, Natural resources management, (10 Years of Experience in Biomass and wood fuel energy, 5 experience in similar contract management)
2	Local economic development expert	MSc in socio economic development, Rural development, (5 years’ experience in supporting cooperatives in the region)
3	Charcoal production expert	Energy engineer or MSc in Forestry/ Agroforestry with 8 years’ experience in charcoal value chain using improved technologies
4	Legal expert	A0 in law with 5 years’ experience in natural resources/ Environment management legislation.

The attention of interested Consultants is drawn to paragraph 1.9 of the World Bank’s Guidelines: Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers of January 2011 (“Consultant Guidelines”), setting forth the World Bank’s policy on conflict of interest.

¹ All key experts must provide proof of similar assignment (at least 2)




Consultants may associate with other firms in the form of a joint venture or a sub-consultancy to enhance their qualifications. A Consultant will be selected in accordance with the Quality and Cost Based Selection (QCBS) method set out in the Consultant Guidelines.

Further information can be obtained from the Procurement Specialist on email address tgashumba@rema.gov.rw or on address below during office hours from Monday to Friday, between 07:00 to 17:00 hours.

Rwanda Environment Management Authority (REMA)
P.O. Box 7436, KIGALI
Tel: +250252 580101

Expression of interest (EOI) must be delivered at the reception of REMA in a written form to the address below by **29/06/2018 at 10h00 am** and shall clearly indicate: "EOI for Improving the Efficiency and Sustainability of Charcoal Value Chains Through Charcoal Makers Cooperative Capacity Building.

Sincerely,


Eng. Coletha U . RUHAMYA
Director General



TERMS OF REFERENCE

Improving the Efficiency and Sustainability of Charcoal Value Chains Through Charcoal Makers Cooperative Capacity Building

1. About the Project

The project development objective is to improve the efficiency and sustainability of wood fuelvalue chains in Northwest Rwanda. The project will result in a major advance in wood fuel management across the Gishwati-Mukura landscape by improving woodlot management practices, increasing the efficiency of charcoal production and improving seed quality for increased resilience.

2. Charcoal Component

This component will focus on supporting the development of the “green improved charcoal” value chain, progressively replacing traditional charcoal, through the setting-up of the enabling environment (improvement of the charcoal regulation and taxation systems which is mandatory to initiate the change) and the capacity building of local charcoal makers in establishment, organization and good management of certified “green charcoal” making cooperatives.

This component has to provide technical assistance to these cooperatives, and train them on improve technology techniques, on use of raw material coming from forest under sustainable management (such as woodlots supported by component 1 of LAFREC intervention), on organization and financial management of cooperative, on linkage to value chain and regulated certified/labelled market, etc. Furthermore, it will support technical analysis to identify where the sector could benefit from having better standards and specifications for fuel supply and end use equipment

Both the design and implementation of this capacity building component of the project are informed by the results of **SCOPE Basic Assessment (to be adapted to charcoal cooperatives)** – a benchmarking and assessment tool co-developed by IFC and Scope Insight that is used to measure the level of business professionalism of producer organizations such as cooperatives - of the participating cooperatives.

***SCOPE BASIC TOOL:** The objective of the tool is to systematically measure the cooperative management capability in relation to eight performance dimensions the IFC-Scope insight farmer professionalism tool, generating a numerical score on a scale of 0 to 5 for each performance dimension as well as an overall composite score. Each cooperative assessment generates a quantitative measure of their level of farmer professionalism in business management. The numerical scores provide an independent and transparent guide to the level of professionalism of the participating cooperatives and their strength and bankability in the supply chain. The scores also identify specific technical capacity gaps that need to be addressed through by developing a tailored training programs for each of the cooperatives participating in the project.*



As a result, the project will enable the supported cooperatives to function more effectively as businesses, provide better services to their members, credible bank clients and become stronger supply chain players in their ecosystem.

3. Description of Assignment

REMA /LAFREC **intends** to contract a firm ("the consultant") to design and implement a charcoal cooperative technical and business management capacity building program. The program will initially target 500 cooperative members whiling to produce "improved green charcoal" in the Western province.

The overall objective of the assignment over a 1.5 -years life of the project is through a training, coaching and mentoring process improve the technical, managerial and business capability of these targeted 500 cooperative members by supporting them to raise and maintain the SCOPE Basic scores for all participating cooperatives to a level of at least 3.5 or above on the 0 to 5 scales.

The consultant need to conduct an initial SCOPE Basic assessmentto have baseline. The consultantwill be expected to design, adapt and improve the training program over a one year and half of the project's life by gathering feedback from trainees and project stakeholders in combination with analysis of the results of the annual SCOPE Basic assessments.

As preliminary and unavoidable condition to succeed in this change process (shifting from traditional to improved charcoal), the necessary review and improvement of charcoal production and market regulation and taxation systems has to be proposed by the consultant and to be enforced by authorities in charge.

4. The specific tasks include:

- a) Design proposal of necessary legal texts (ministerial decree, ministerial order, etc.) regulating charcoal production and marketing, to force quick shifting from traditional unregulated charcoal production to well organized and certified improved charcoal production and marketing value chain. These texts should include elements for recognition of certified cooperatives authorized for improved charcoal production, mentioning conditionality for certification (such as use of improved kilns and raw material from forest under sustainable management) and accompanying measures (capacity building, incentives, etc..) to be undertaken to facilitate the transition.
- b) Design necessary regulatory text to harmonize tax application at national and district level, applying conventional VAT on certified improved charcoal while applying additional tax on traditional charcoal as disincentive during the



transition period;

- c) Propose a simple and easy traceability system allowing distinction between the two types of charcoal (traditional vs “improved green”) to allow tax differentiation application and control. The traceability system proposal should present a clear and detail action plan, listing all necessary staff training and all necessary equipment required for institution to allow right system implementation;
- d) Support authority in charge in the establishment and enforcement of proposed regulation and traceability system (staff training, equipment setting-up and use, regular M&E and proposal of improvement/correction in the system when necessary);
- e) Organize, for actors involved in charcoal value chains in Western and Southern provinces, awareness/sensitization sessions on foreseen new regulations and importance of shifting to improved charcoal production and to be organized in cooperatives;
- f) Identification in Western and Southern provinces of existing charcoal making cooperatives and quick assessment of their technical and organizational capacity, of their willingness and their needs and constraints to fully adopt the “Improved green charcoal” principles and technical prescriptions;
- g) Identification in same area of other charcoal makers not yet organized in cooperative (working individually or through temporary different type of collaboration with other actors of the charcoal value chain), and assessment of their willingness, capacity, needs and constraints to join existing or to establish their own “Improved green charcoal” cooperative;
- h) Based on above assessment, select priority existing cooperatives and individual charcoal makers to be supported by the project (in Western and Southern provinces) in joining existing coops or establishment of their own “improved green charcoal” cooperative according to new regulations;
- i) Support the individual selected charcoal makers in joining existing cooperatives or in establishment of their own cooperative, and in the recognition by authority in charge of their cooperative as certified “improved green charcoal” cooperative” (technical support in understanding of procedures, in provision of required document, in facilitation of administrative steps, etc)
- j) Prepare and deliver training program for selected charcoal makers:
 - a. Review the existing training materials and guidelines on improved charcoal value chain, to create a customized training curriculum covering the different levels of capability. The training material will include resources for both trainers and trainees in English and Kinyarwanda.
 - b. For targeted cooperatives members, design and deliver capacity training



program (several session of training workshops) covering all important component of the charcoal value chain, such as: improved kilns technologies, trends in wood biomass supply/demand balance challenge and solution, cooperative business, financial and administrative management, comparative financial profitability increase due to adoption of green value chain, benefit and investment sharing mechanisms, access to raw material coming from forest under sustainable management, traceability and certification/labelling system, transport and linkage with the market and price negotiation/adjustment, etc.

- k) Ensure capacity building coaching and mentoring of selected charcoal producer: the approach will involve selection of an effective number of farmer Master Trainers per cooperative that will enable effective all-around learning in the respective cooperative. The selected farmer Master Trainers, will be expected to gain skills to enable train others in the process of reflection, learning and documenting their marketing needs and financial transaction at both individual and cooperative level.
- l) Support cooperative to develop business plan (at least 10 business plan)
- m) Support in the procurement of needed materials to implement those business plans and hand on training on the use of those materials.
- n) Develop a Monitoring and Evaluation System to track business performance of the cooperatives with respect to the learning & development and/or operational plans proposed to achieve and maintain the score of 3.5 or above,
- o) Summarize the main lessons learnt in a short summary document at the end of the year and build them up as knowledge and learning cases. These would be shared with LAFREC and any other stakeholder forums in Rwanda and possibly in the region.
- p) Propose a knowledge exchange forum for all stakeholders in charcoal value chain
- q) Generate additional contributions to training curriculum including at least four new local case studies
- r) To enhance gender visibility in the capacity building program, towards increasing women participation (at least 20%) and benefits within the cooperative.
- s) Organize deep and well-designed surveys (to be linked with tasks f., g., and n.) allowing establishment of:
 - a. A baseline indicating: (1) accurate estimation of charcoal production per year and per charcoal maker/cooperative, making distinction between traditional/improved charcoal and the one coming from forest under sustainable management, (2) accurate estimation of the actual efficiency of traditional kilns in local conditions context;
 - b. A change opportunity assessment indicating the accurate actual (in the local



conditions context) efficiency of promoted “casamançaise” kilns and any other promoted charcoaling method.

5. Deliverables

The consultant by carrying out the assignment of raising the overall SCOPE Basic scores for all participating cooperatives to a qualifying score of 3.5 and above, will in addition work towards attaining the following deliverables as expected on an annual basis are:

N°	Description	Deadline
0	Inception report , presenting final detailed and approved methodology for the whole consultancy	Month 1
1	Approved proposals on (1) legal texts on regulation of charcoal production (task a.), and (2) on legal text on charcoal taxation system (task b.)	Month 3
2	Approved proposal on detailed traceability system for improved charcoal (task c.)	Month 5
3	Identification & assessment report of existing charcoal and wood producers (tasks f. and g.), with provision and justification of the list (task h) of 500 selected charcoal makers (indicating their related cooperative and results of their assessment) to be supported under this program	Month 5
4	Review and customized training material (task j) a.): manual, power point, technical leaflet, etc., according to prescription set in inception report.	Month5



N°	Description	Deadline
5	<p>Interim report 1 presenting:</p> <ul style="list-style-type: none"> - Report on organized awareness sessions (task e.) - progress in support in enforcement of proposed regulation and traceability system (task d) - progress in support the individual selected charcoal makers in joining existing cooperatives or in establishment and certification of their own cooperative (task i.) - report of first delivered training sessions (task j) b.), - progress on capacity building coaching and mentoring (task k.) - progress on business plan establishment (task l.) and on provision of needed materials to implement those business plans (task m) - report on baseline charcoal production survey (task s.a.) - proposal of the M&E system of cooperative performance 	Month 9
6	<p>Interim report 2 presenting:</p> <ul style="list-style-type: none"> - progress in support in enforcement of proposed regulation and traceability system (task d) - progress in support the individual selected charcoal makers in joining existing cooperatives or in establishment and certification of their own cooperative (task i.) - report of training sessions delivered from last trimester (task j) b.) - progress on capacity building coaching and mentoring (task k.) - progress on business plan establishment (task l.) and on provision of needed materials to implement those business 	Month 12
7	<p>Interim report 3 presenting:</p> <ul style="list-style-type: none"> - progress in support in enforcement of proposed regulation and traceability system (task d) - progress in support the individual selected charcoal makers in joining existing cooperatives or in establishment and certification of their own cooperative (task i.) - report of training sessions delivered from last trimester (task j) b.) - progress on capacity building coaching and mentoring (task k.) - progress on business plan establishment (task l.) and on provision of needed materials to implement those business 	Month 15



N°	Description	Deadline
8	<p>Final Report presenting:</p> <ul style="list-style-type: none"> - achievement, constraints, solutions and lessons learned/recommendations in: <ul style="list-style-type: none"> o support of enforcement of proposed regulation and traceability system (task d) o support of individual selected charcoal makers in joining existing cooperatives or in establishment and certification of their own cooperative (task i.) o training sessions delivered for the whole period (task j) b.) o capacity building coaching and mentoring (task k.) o business plan establishment (task l.) and provision of needed materials to implement those business plans (task m) o gender consideration in above activities implementation <p>- Report on charcoal production survey (task s.b.).</p>	Month 18

P.S.: Deliverable have to be approved by ad-hoc Steering Committee to be designated by LAFREC/REMA, where member of Technical Working Group Biomass of MININFRA and MINILAF should be involved.

6. Documentation to be provided by LAFREC

- (i) Establishing a Green Charcoal Value Chain in Rwanda: A Feasibility Study;
- (ii) Complementary study on charcoal value chain in Rwanda;
- (iii) Wood fuels value chain analysis as a basis for the Rwanda Supply Master Plan for fuelwood and charcoal;
- (iv) Data on Wood Supply/demand analysis;
- (v) The 2015 SCOPE Basic assessments and background on the SCOPE methodology
- (vi) Any other necessary available data.

7. Materials and other cost to be provided by LAFREC

LAFREC will organize on its cost, and based on a detail lists provided by the Consultant and approved in the inception report, the purchasing of any investment equipment and material which:

- should be provided to charcoal making cooperatives (metallic "cheminees" pipes,



adequate tools for tree felling and transport, etc.) to ensure the adequate use of trained technicians;

- should be provided to institutions/authority in charge of traceability system (code-bar tools, marking equipment, etc.);
- should be provided to institutions in charge of M&E and charcoal making surveys (equipment for kilns efficiency measurement, etc.).
- are necessary to produce training material or to be used during training sessions as didactic material and that will be handed-over to designated beneficiary's institutions.

Any logistic cost, equipment and material necessary for the Consultant and its staff to ensure its mission and that will remain the property of the Consultant after consultancy, have to be included in the price of the consultant remuneration (staff vehicles and laptops, office, internet & communication costs, all taxes to be paid on employee's remuneration, consultant staff mission allowances and transport costs, documentation printing, etc.).

For training workshops and consultative/awareness meetings, the Consultant will mention in reimbursable the related cost of participants (excluding consultant staff) and eventual room renting, detailing calculation and unit cost and quantities for each well separated item.

8. Other support to be provided by LAFREC and local partners

LAFREC, with the support of REMA, will support and facilitate the good networking of the Consultant with key local partners such as RSB, MININFRA, MINILAF, concerned District authorities, etc.

For any meeting/workshop requesting local partner authority leadership (such as Steering Committee), LAFREC/REMA will ensure necessary coordination, invitation and chairing/reporting facilitation.

9. Location and Duration

The assignment is based in Rwanda and will last for 1.5 years and is likely to begin in June 2018. The assignment will require extensive and frequent travel to the project sites in Western & Southern of Rwanda and extensive interaction with project stakeholders in Kigali.

Some tasks such as supporting regulation, taxation and traceability system are more national wide while other activities regarding training and support of cooperatives on the field will be focused in Western and Southern provinces in which main part of charcoal is produced.



10. Firm and key staff qualification Criteria

A. Firm qualification

The consulting firm or consortium of consulting firms to be involved in this assignment should demonstrate the ability to carry out this study with sufficient experience in similar studies. The firm must have the proven capability of (i) undertaking studies and producing consistent high-quality reports (ii) demonstrated experience of forest resource economics, forest management as it relates to resource utilization and (iii) understanding of charcoal sector, a clear understanding of forest policies, energy related laws and regulations in Rwanda. (iv) Local presence of proposed team members in Rwanda is highly desirable. (V) Proven experience in working with charcoal cooperatives will be a serious advantage.

B. Key staff profile

Consultant is free to propose its best team composition and experts. However, the proposed team should contain at minimum following key staff:

S/N	Position	Qualification
1	Team leader	Msc in Forestry, Agroforestry, Natural resources management, (10 Years of Experience in Biomass and wood fuel energy, 5 experience in similar contract management)
2	Local economic development expert	MSc in socio economic development, Rural development, (5 years' experience in supporting cooperatives in the region)
3	Charcoal production expert	Civil Engineer/ Energy engineer or MSc in Forestry/Agroforestry with 8 years experience in charcoal value chain using improved technologies
4	Legal expert	A0 in law with 5 years experience in natural resources/ Environment management legislation.

11. Method/quality selection Criteria



Criteria	Score Max
1° Relevant experience of the firm in:	15
<ul style="list-style-type: none"> Improved charcoaling processes in Africa 	5
<ul style="list-style-type: none"> Conducting as leader similar long term (more than 6 months) assignment (in forestry/ wood transformation and value chains, landscape restoration, agroforestry) in the region (East Africa and /or Congo Basin): 	5
<ul style="list-style-type: none"> Support in setting-up/organization and capacity building of cooperatives 	5
2° Consultant team Organization and Qualifications	25
<ul style="list-style-type: none"> Clarity and relevance of key staff organigram and distribution and justification of tasks 	5
<ul style="list-style-type: none"> Qualification and experience of the 4 key staffs according requirement set in Tors: <ul style="list-style-type: none"> Team leader Local economic development expert Charcoal production expert Legal expert 	5
	5
	5
	5
	5
3° Quality of the proposed Methodology	60
<ul style="list-style-type: none"> Clarity, detail, coherence and relevance (in line with ToRs) of the overall consultancy activity schedule, in line with well detailed and clearly describe table of deliverables and deadline 	10
<ul style="list-style-type: none"> Detail description and relevance of approach and method that will be undertaken for each of mentioned tasks 	10
<ul style="list-style-type: none"> Total number of proposed person-days invested in Rwanda for the 4 key staffs (score will be attributed in prorata of number of pers-days proposed by the evaluated bidder by comparison with the bidder proposing the higher number of persons-days); 	10
<ul style="list-style-type: none"> Total number of persons-days that will be targeted by all the proposed training sessions and awareness/consultative meetings: for each, bidder has to describe the content, the number of session, the number of person and number of day per session, etc. (score will be attributed in prorata of number of pers-days well justified by the evaluated bidder by comparison with the bidder proposing the higher number of persons-days) 	10
<ul style="list-style-type: none"> Approach proposed for regulatory text (task a and b) and traceability system elaboration (task c) 	5
<ul style="list-style-type: none"> Approach/method proposed for surveys on charcoal making (task s.) and size of the sample 	5
<ul style="list-style-type: none"> Participatory approach proposed to work on local (district, sector) level, while being in coherence with national level 	5
<ul style="list-style-type: none"> Gender approach /action plan 	5
TOTAL	100



The minimal score required to pass the technical evaluation is 70/100.

12. Element to be provided by bidder in the technical proposal

- Presentation of the firm with table of relevant experience (certificate of good completion to be provided)
- Team composition and organigram, with distribution of tasks and justification
- Qualification of each key staffs according requirement of ToRs (CV to be annexed with for each claimed experience the related certificate of good completion at the name of the expert)
- Remarks and comment on ToRs from the bidders;
- Overall approach and methodology;
- Overall detailed activity schedule and detailed linked table of deliverables (indicating deadlines);
- Detail table of investment (in person-days) of key staff, separating days in Rwanda and days from remote office;
- For each mentioned tasks, detailed approach/method/ and proposed technics, and justification,
- List of equipment proposed to be purchased by the project;
- List and detail content of each proposed training sessions, awareness session and consultative meeting, indicating for each the number of targeted person and number of days
- Participatory approach;
- Gender approach;

12. Template for financial offer

Bidder have to split all cost (remunerations per expert and reimbursable) per main task

