REPUBLIC OF RWANDA

Kigali, ...12 AVR 2021
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RWANDA TRANSPORT DEVELOPMENT AGENCY
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KIGALI

REQUEST FOR EXPRESSION OF INTEREST (REOI) FOR CONSULTANCY SERVICE.

AGENCY : RWANDA TRANSPORT DEVELOPMENT AGENCY (RTDA)

FUNDING : CENTRAL CORRIDOR TRANSIT TRANSPORT FACILITATION AGENCY

SUBJECT : **CONSULTANCY SERVICES FOR CONDUCTING THE FEASIBILITY STUDY FOR DEVELOPMENT OF ROADSIDE STATIONS IN RWANDA.**

The Rwanda Transport Development Agency through the Ministry of Infrastructure has received a grant from the Central Corridor Transit Transport Facilitation Agency (CCTTFA) towards the financing of the feasibility study for development of roadside stations in Rwanda. The procurement process will be governed by Rwanda Public Procurement's procedures.

The services included under this project are mainly:

- The review and update the feasibility study for development of roadside stations conducted on Northern Corridor in year 2014,
- The feasibility study for the development of roadside stations in Rwanda,
- The detailed design of roadside stations for the selected sites,
- Advisory services on Public Private Partnership (PPP) framework for development and operationalization of RSSs.

The Rwanda Transport Development Agency (RTDA) now invites eligible consultants to indicate their interests for providing these services. Interested consultants must provide information indicating that they are qualified to perform the services (Profile of the firm, description of similar assignments, experience in similar conditions, availability of appropriate skills among key staff, etc.). Consultants may constitute joint-ventures to enhance their chances of qualification.

The detailed scope of the services can be found in the Terms of Reference (ToR), hereinafter attached.

Eligibility criteria, establishment of the short-list and the selection procedure shall be in accordance with the law N°62/2018 of 25/08/2018 governing public procurement as available on www.rppa.gov.rw.

RTDA is under no obligation to shortlist any consultant who expresses interest.

Interested firms are requested to submit their Expression of Interests via E-procurement system **by the date and time indicated** on the E-procurement system portal via www.umucyo.gov.rw

To be able to submit an expression of interest, International and National consulting firms who are not registered in E-procurement system, are advised to register themselves through www.umucyo.gov.rw .

N.B: ***Submission of expression of interest via other channels than umucyo e-procurement system shall not be considered. In case of JV, only the lead firm must submit the Expression of Interest, otherwise the EOI will be rejected.***

The short listing criteria will focus on:

1. Proof of registration with RDB (Rwanda Development Board) for local firms and trading license for international firms;
2. The firm should be in consultancy services Category A for roads and Bridge as published by RPPA in this fiscal year 2020-2021 (For local firms). A non-categorized foreign consulting firm can bid and be awarded a tender but this for only once. Before signing the contract, the foreign consulting firm shall be requested to provide the proof of application for categorization in RPPA accompanied with the proof of application in the Institute of Engineers Rwanda (IER);
3. Proof of affiliation of the firm in Rwanda Engineering Council for local firms or similar body for international firms;
4. General experience in feasibility studies of transport related projects;
5. Previous experiences in feasibility studies (and/or) detailed design for development of roadside stations (RSSs) or any other similar transport facility (use Form A attached to the Terms of Reference. Related supporting documents shall also be provided);
6. The technical and managerial organization of the firm. (Provide only the structure of the organization, general qualifications and number of key staff. Do not provide CV of staff);
7. Brief description on skills and technology transfer. For this, International consultants (if applicable) are encouraged to associate with domestic consultants.

Candidates to be shortlisted:

On the basis of the expression of interests received, at least 3 firms will be shortlisted and provided with RFP. If the number of eligible candidates meeting the selection criteria is less than the minimum number of three (3), the shortlisting process will be cancelled and re-launched. Consultant may associate with another firm in the form of a joint venture or a sub-consultancy to enhance their qualifications.

Sincerely,

Rwanda Transport Development Agency

Imena MUNYAMPENDA
Director General

TERMS OF REFERENCE

INFORMATION SHEET

1	Country	The Government of Rwanda
2	Consultancy services	Consultancy services for conducting the feasibility study for development of roadside stations in Rwanda.
4	Location of the services	The Central Corridor connects the Port of Dar es Salaam by road, rail and inland waterways to Burundi, Rwanda, Uganda and Eastern part of the Democratic Republic of Congo (DRC) and all of central and northern-western Tanzania

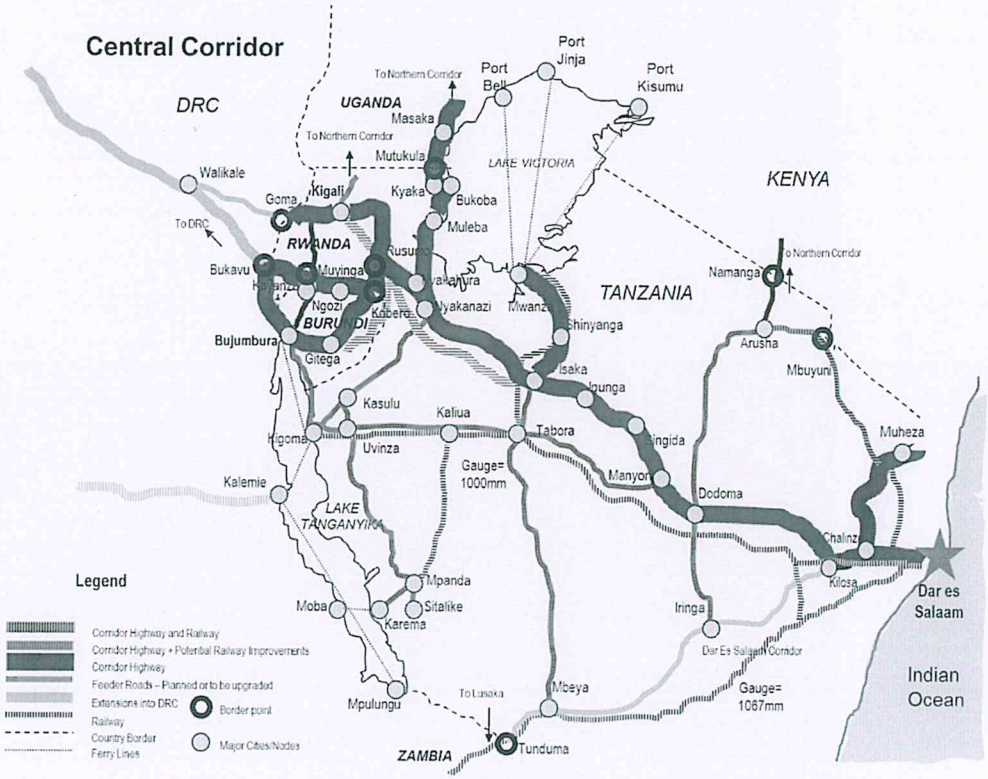

Table 1. Designated Central Corridor Routes in Rwanda

From	By way of	To
Rusumo	Kayonza	Kigali
Rusumo	Kayonza-Kigali-Rusizi	Ruzizi II
Rusumo	Kayonza-Kigali-Musanze	Rubavu
Rusumo	Kayonza-Kigali-Musanze	Cyanika
Rusumo	Kayonza-Kigali-Muhanga-Nyabihu	Rubavu
Rusumo	Kayonza-Kigali-Muhanga-karongi	Rubavu
Rusumo	Kayonza-Kigali-Muhanga-	Rusizi

	karongi	
Rusumo	Kayonza	Kagitumba
Rusumo	Kigali	Gatuna
Ruhwa	Bugarama	Ruzizi II
Rusumo	Ngoma-Bugesera	Nemba
Rusumo	Ngoma-Bugesera-Nyanza-Huye	Rusizi I

Some of the sections of Central Corridor routes also form part of the Northern Corridor departing from Mombasa Port in Kenya and entering Rwanda through Gatuna and Kagitumba borders(See Table 2).

Table 2. Designated Northern Corridor Routes in Rwanda

From	By way of	To
Kagitumba	Kigali-Huye	Akanyaru Haut
Kagitumba	Kigali-Huye	Rusizi
Kagitumba	Kigali-	Akanyaru Haut
Gatuna	Kigali-Huye	Rusizi
Gatuna	Kigali-Musanze	Rubavu
Rusizi	-	Bugarama
Cyanika	Musanze	Rubavu

The consultant shall therefore review and update the study on establishment of RSSs along the Northern Corridor for the sake of integrity.

5	Recipient	The Government of Rwanda
6	Executing Agency	Rwanda Transport Development Agency P.o. Box: 6674, Kigali- Rwanda E-mail: procurement@rtda.gov.rw info@rtda.gov.rw
7	Funding Agency	Central Corridor Transit Transport Facilitation Agency (CCTTFA) P.O. Box 2372 Dar es Salam, Tanzania Email: ttfa@centralcorridor-ttfa.org
8	Brief Description of the service	The Government of the Republic of Rwanda, represented by the Rwanda Transport Development Agency (RTDA) is recruiting a consultant who will conduct a feasibility study for development of roadside stations in Rwanda . The services include: - To review and update the feasibility study for development of roadside stations on Northern Corridor conducted by Northern Corridor Transit Transport Coordination Authority (NCTTCA), - Conducting in-dept analysis of existing/future trucking fleet

		and traffic, road safety, parking issues, mechanical inspection control issues for trucks and identify key issues and needs with focus to the truck drivers and the local community - To identify the locations and develop a network of RSSs in Rwanda, - To conduct the technical, economic, financial, enviromental and social feasibility study for development of roadside stations in Rwanda, - To propose the type and detailed design of the RSSs for the selected locations, able to respond to the issues and needs identified at the same locations in accordance with the World Bank Guidelines for RSSs, - To conduct cost benefit analysis for development and operation of RSSs, - To advise on a suitable Public Private Partnership model that would facilitate the development and operation of RSSs, in accordance with Rwanda's PPP guidelines. The services will be reported in 4 reports: 1. Inception report 2. Interim report 3. Draft final report 4. Final report The language of the reports is English.
9	Estimated Duration	Total duration of the services: 6 months (=24 weeks) It is envisaged that the studies will be completed within the allocated period.
10	Consultancy Services Required and Phase of Selection	The Procurement of Consultancy Services will be carried out in accordance with the Procurement Law of Rwanda. Consultancy services for carrying out the feasibility study for RSSs will be determined on the basis of Short-listing. The selection procedure to determine the short-listed firms for implementing the study shall be based on technical quality with price consideration (QCBS: Quality Cost Based Selection).
11	Objective of the services	1) To conduct a comprehensive feasibility study (FS) for the development of Roadside Stations in Rwanda by reviewing and updating the FS conducted by NCTTCA and conduct a feasibility (technical, economic, financial, environmental and social) study for development of Roadside Stations along the Central Corridor routes 2) To develop business plan for development and operation of RSSs

CONSULTANCY SERVICE TO CONDUCT A FEASIBILITY STUDY FOR DEVELOPMENT OF ROADSIDE STATIONS IN RWANDA

Terms of Reference

I. Background

In today's economy, the road transport industry is an essential element of modern supply chains. It connects production, distribution and consumption due to the flexibility and capability to provide door-to-door services. In Rwanda, road transport industry is still dominant and plays a major role in the entire supply chain due its cost effectiveness compared to Air Freight transportation thus, making the entire population dependent on road transport.

Over 80% of Rwanda's cargo pass through the Central Corridor. The lack of adequate facilities for rest and recovery, for maintenance, for parking and sanitation have had a serious effect on drivers using the Corridor and has resulted in high incidences of cross border HIV and AIDs, the prevalence of prostitution, road accidents and exposure of cargo to robbery due to lack of secured parking areas. Road accidents have also been a problem due to lack of resting facilities and designated areas to undertake minor urgent maintenance of vehicles. Parking alongside the road also put the road users at risk.

According to the World Bank guidelines, Roadside Stations (RSSs) are infrastructure facilities (i) designed with the help of the community and provide much stronger links between local communities and the users of the roads; (ii) they provide business opportunities for local residents, and; (iii) they are venues for the provision of multiple public services such as health care (including HIV/AIDS care), education and training activities, and cultural activities, as well as for the provision of the normal restaurant and commercial services. Briefly, Roadside stations can help to link local communities with road users, thus benefiting both parties.

The Northern Corridor Transit Transport Coordination Authority (NCTTCA) completed the study on the establishment of RSSs along the Northern Corridor in all Partner States in July 2014 whose implementation is still pending.

The Ministry of Infrastructure (MININFRA) through Rwanda Transport Development Agency (RTDA) with support of the Central Corridor Transit Transport Facilitation Agency (CCTTFA) would therefore like to hire a consultancy firm to conduct a comprehensive feasibility study for development of Roadside Stations in Rwanda by reviewing and updating the FS conducted by NCTTCA and conduct a feasibility study for development of Roadside Stations along the Central Corridor routes. The intended study should assess how Roadside Stations can help in addressing the aforementioned challenges. It is hoped that, by allowing long distance drivers to have breaks at appropriate intervals and at suitable/secure facilities, considering that driver fatigue is related to distance travelled, a network of well-designed RSSs will eliminate driver fatigue and improve security and health for crews, long distance passengers and cargo. This will reduce road accidents and loss of lives and cargo. In addition, these facilities will support drivers and travelers resting and refuvenation; vehicles condition; and development of local communities.

The Central Corridor connects the Port of Dar es Salaam by road, rail and inland waterways to Burundi, Rwanda, Uganda and Eastern part of the Democratic Republic of Congo (DRC) and all of central and northern-western Tanzania (see Figure 1).

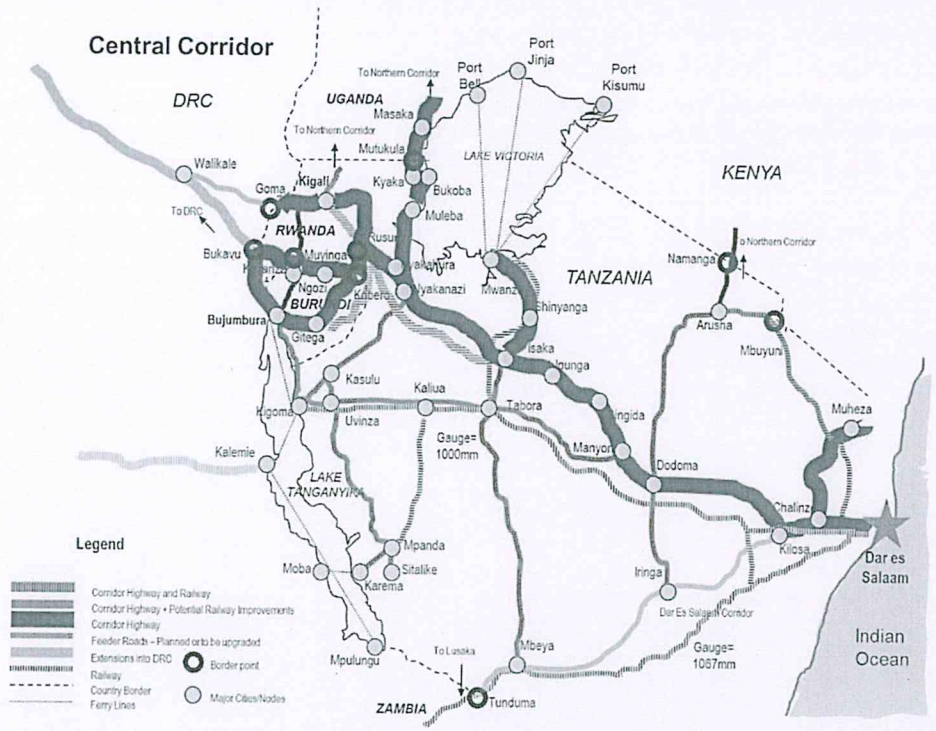

Figure 1. Central Corridor Routes

For the passage of traffic in transit by road through Rwanda, the Government of Rwanda designated the following routes for the Central Corridor (see Table 1):

Table 1. Designated Central Corridor Routes in Rwanda

From	By way of	To
Rusumo	Kayonza	Kigali
Rusumo	Kayonza-Kigali-Rusizi	Ruzizi II
Rusumo	Kayonza-Kigali-Musanze	Rubavu
Rusumo	Kayonza-Kigali-Musanze	Cyanika
Rusumo	Kayonza-Kigali-Muhanga-Nyabihu	Rubavu
Rusumo	Kayonza-Kigali-Muhanga-karongi	Rubavu
Rusumo	Kayonza-Kigali-Muhanga-karongi	Rusizi
Rusumo	Kayonza	Kagitumba
Rusumo	Kigali	Gatuna
Ruhwa	Bugarama	Ruzizi II
Rusumo	Ngoma-Bugesera	Nemba
Rusumo	Ngoma-Bugesera-Nyanza-Huye	Rusizi I

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Some of the sections of Central Corridor routes also form part of the Northern Corridor departing from Mombasa Port in Kenya and entering Rwanda through Gatuna and Kagitumba borders (See Table 2).

Table 2. Designated Northern Corridor Routes in Rwanda

From	By way of	To
Kagitumba	Kigali-Huye	Akanyaru Haut
Kagitumba	Kigali-Huye	Rusizi
Kagitumba	Kigali-	Akanyaru Haut
Gatuna	Kigali-Huye	Rusizi
Gatuna	Kigali-Musanze	Rubavu
Rusizi	-	Bugarama
Cyanika	Musanze	Rubavu

The consultant shall therefore review and update the study on establishment of RSSs along the Northern Corridor for the sake of integrity.

II. Objective

The objectives of the assignment are:

1) To conduct a comprehensive feasibility study (FS) for the development of Roadside Stations in Rwanda by reviewing and updating the FS conducted by NCTTCA and conduct a feasibility (technical, economic, financial, environmental and social) study for development of Roadside Stations along the Central Corridor routes

2) To assess the necessity of RSSs along the transport corridor routes in Rwanda by analyzing:

   - Transit traffic volume and traffic problems (number of traffic accidents, traffic fatalities, etc.)
   - Economic problems including low income standards, economic disparity, employment opportunities and availability of local specialties (agricultural products, craftworks, etc.)
   - Social problems (disease, education, and gender-related issues, etc.)
   - Historic and cultural resources in the region

3) To identify locations and develop a network of RSSs in Rwanda and design the proposed RSSs that respond to the identified issues.

   The design interventions should aim at:
   - ➢ Nurturing the right attitude and behavior among road users and communities with regard to road safety. Other road safety interventions will be selectively targeted based on their potential in supporting improved safety and health around RSSs;
   - ➢ Providing parking space and Mechanical Inspection Control services for trucks especially close to or in Kigali City and other big delivery points;

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- Needed facilities for mitigating the spread of HIV/AIDS and other communicable diseases and alleviating their socio-economic impact on the lives of people who work and live along the Transport Corridors;
- Providing required repair and maintenance services for trucks;
- Providing charging points for reefer containers to maintain a seamless cold chain
- To train reefer containers and refrigerated trucks handlers and transporters on the importance of temperature control and its consequences on quality, health and business.
- Providing rest and rejuvenation for trucks drivers;
- Delivering professional and health care services (training for behavioral change) to drivers.

4) To develop business plan for development and operation of RSSs
   - The consultant should aim at developing a detailed business plan for each of the designed station to inform the best financing model that can be opted for development and operationalization of RSSs;
   - The consultant should advise on a suitable Public private partnership model that would facilitate the development of RSSs;
   - The feasibility study shall respond to the requirements of the guidelines for Public private partnership

III. Scope and activities of the study

The tasks to be carried out by the consultant under this study will include but not limited to the following:

1) To review and update the feasibility Study on the establishment of Roadside Stations along the Northern Corridor conducted by NCTTCA and conduct a detailed feasibility study for development of Roadside Stations along the Central Corridor routes.

2) Undertake an in-depth analysis of existing trucking fleet and traffic and their increase in future, road safety, shipment safety (reefers and cold trucks), driver behavior and health conditions including the mapping of key stakeholders (their scope and competencies) around the sites that will host RSSs along the Transport Corridors and identify key issues and needs with focus to the truck drivers and local community;

3) Explore the trucks' parking issue especially in the City of Kigali and alongside the road, Mechanical Inspection Control service issue for trucks, cold chain maintenance and demonstrate how the RSSs can serve to address the same issues;

4) Review the relevant literature and ongoing initiatives in the East Africa and in the region especially on the Northern Corridor, as well as best practices from other parts of the world in areas related to road safety and the spread of HIV/AIDS and other communicable diseases along trade corridors.

5) Assess the suitability of the RSSs by demonstrating how they can help to address the above mentioned issues, respond to the community development needs taking into account the logistics growth and recommend the way forward.

6) Identify lessons, good practices and required interventions including road safety, logistics solutions and health plan to take into account for the design of RSSs. Highlight potential areas of partnership or collaboration with other initiatives.

7) Identify and propose suitable locations for RSSs and develop comprehensive RSSs network in Rwanda. The consultant is here required to conduct an assessment of the needs of local residents and road users in the vicinity of the candidate RSS:

- Economic needs: guaranteed sales opportunities for local specialties;
- Transportation needs: secure rest areas and parking areas with trucks charging points for reefer containers, availability of garage services.
- Product type in transit and handling protocols (refrigerated products such perishable foods, vaccines, medicines require controlled on an optimum temperatures)
- Social needs: hygienic toilets, sanitary drinking water, income growth, medical services, social participation, alleviation of social discrimination, etc.;

The site selection should also consider following points:

- ✓ The driver fatigue in relation to the distance and road characteristics (steep, sinuosity, slopes,…) from the entry point ;
- ✓ Transit traffic volume and traffic problems (number of traffic accidents, traffic fatalities, etc.).
- ✓ Economic problems including low income standards, economic disparity, employment opportunities and availability of local specialties (agricultural products, craftworks, etc.);
- ✓ Social problems (disease, education, and gender-related issues, etc.);
- ✓ Historic and cultural resources in the region;
- ✓ Proposed locations for weighbridge stations

8) The environmental and Social impact assessment

The consultant should analyze the followings:

- ✓ *Environmental and social perspectives:*
- Waste management at the RSS: Wastes generation, collection and disposal,
- Drainage of storm water from RSSs by avoiding water pollution by oil leakage from the RSS ground,
- Measures for controlling and fighting fire outbreak control and fighting
- Conduct Environmental and Social Impact Assessment (ESIA) for the proposed sites
- Prepare a resettlement action plan (RAP) for the selected sites

9) Propose the type, layout and the design of the RSS for each selected location able to respond to the issues and needs identified at that same location in accordance with the World Bank Guidelines for Roadside Stations. The design should exhibit functions, facilities and stakeholders of the proposed RSSs in line with the issues and needs to be addressed.

Under this task, the following activities will also be performed:

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- ✓ Determining scale of the project
  The scale of the project is determined by size of the candidate site, floor area of RSS, and parking capacity of the site.
- ✓ Designing the layout of the facilities
  A blueprint of layout of the facilities should be developed
- ✓ Perform the detailed feasibility study as per the Rwanda's PPP guidelines
- ✓ Perform the preliminary design of the facilities proposed at each station
  Develop bill of quantities (BoQ) per station with detailed cost estimates
- ✓ Perform detailed design of the facilities proposed at each station to be used in the construction of the proposed RSSs.

10) Determine the detailed breakdown of the development and operation of the proposed RSSs along the transport corridors in Rwanda
11) Conducting the cost-benefit analysis for the development and operation of the proposed RSSs along the transport corridor routes in Rwanda;
12) Analyze financing models of the RSSs along the transport corridors in Rwanda and recommend the appropriate one
13) Advise on a suitable Public Private Partnership model that would facilitate the development of RSSs, in accordance with Rwanda's PPP guidelines including but not limited to conducting value for money analysis, project risks matrix & propose risk allocation matrix,etc
14) Propose the institutional and organizational structure as well as the necessary regulatory framework for the recommended model

IV. WORKING PROGRAMS AND DELIVERABLES

The working program, deliverables and key milestones representing the completion of the assignment are outlined in the following sections.

4.1 Working program

The consultant shall organize the services in a logical order in accordance with the activity schedule of the study and shall make sure that the staff assigned to the study is at all times conversant with the necessary specializations for the perfect execution of the services. The work schedule for key activities, framework for achieving specific milestones and deliverables as specified in the ToRs should be obligatory to the consultant. However, the Consultant shall submit a more detailed working program outlining schedule for each and every activity for the whole assignment for the approval by RTDA. The work plan shall be updated monthly.

4.2 Deliverables

The proposed duration for the assignment is twenty-four (24) Calendar weeks (approx. 6 months) from the date of contract signature, assuming no more than three weeks for each review and comments period between deliverables. Each payment would be in cumulative percentage based on satisfactory receipt of an acceptable deliverable. The main deliverables after signing the contract shall be as captured in Table 3 below:

Table 3. Study deliverables and proposed schedule

No.	Deliverable	Schedule of submission	Proposed payment schedule (% of total contract amount)
1	**Inception report** which shall contain final and detailed methodology, including any questionnaires, survey forms, analytical tools, software, and strategy for conducting the study. It shall clarify the approach with which the present assignment will be carried out, provided the current Covid-19 Pandemic situation. The inception report shall further summarize the preliminary observation on the determinants of the study and shall give the status of mobilization of the staff assigned to the study, a revised program of execution of the study as well as the statement of the particular studies that shall have to be envisaged.	Within maximum of 3-weeks after signing the contract.	15%
2.	*Stakeholders' workshop: The Consultant shall be required to make presentation of inception report to stakeholders*	*Within maximum of 2-weeks after submission of the inception report.*	-
3.	**Interim report** which shall constitute summary of the accomplished work and the actual progress made while undertaking various tasks. The interim report shall importantly contain **gathered data** for the accomplishment of the assignment and **proposal of the RSS locations and functions** to be catered for in each candidate RSS in accordance with gathered information and their analysis. Based on the objectives of study, the interim report shall specifically be composed of the following reports: • Demand and Traffic Forecast Report • Site Selection Report • Preliminary Engineering Design Report • Financial & Economic Analysis Report • ESIA &RAP • Business Plan report Interim report shall also reveal the number of experts employed and their duration of services, the results and recommendations as well as the program of work for coming months. The interim report shall be submitted to RTDA and copy to MININFRA.	Within maximum of 11-weeks after approval of inception report. However, a monthly progress report shall be submitted.	35%

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4.	*Stakeholder's workshop: The Consultant shall be required to make presentation of the interim report to stakeholders. At this stage, stakeholders will also conduct a joint field visit with the consultant to the proposed site locations to check for their suitability for RSSs.*	*Within maximum of 2-weeks after submission of the interim report.*	-
5.	**Draft final report** which shall constitute a well-structured and comprehensive document containing the summary of collected data, their analysis, findings and recommendations for each of the tasks assigned to the Consultant. The draft final report will importantly and clearly show the approved locations of RSSs and their proper detailed designs in accordance with the functions approved from the interim report. The draft final report will also contain the detailed design report and construction drawings. The draft final report shall be submitted to RTDA and copy to MININFRA.	Within maximum of 6-weeks after approval of interim report.	30%
6.	*Stakeholders' workshop: The Consultant shall be required to make presentation of the draft final report to stakeholders.*	*Within maximum of 2-weeks after submission of the draft final report.*	-
7.	The consultant shall submit a **final report and data** after the completion of the work. After having taken into account the corrections and amendments highlighted by RTDA and stakeholders in the draft final report, the Consultant shall edit and submit the final report. RTDA reserves the rights to make additional comments while not satisfied with the submitted output. The final report shall be submitted in English to RTDA and copy to MININFRA. All data shall also be provided directly to RTDA and copy to MININFRA in well-organized shapefiles.	Within maximum of 4-weeks after approval of draft final report.	20%

Note:

- All deliverables shall be evaluated and approved by the Technical Evaluation Committee, comprising experts nominated from stakeholder institutions, in accordance with the scope of terms of reference.
- Any delay on the part of the consultant shall be penalized in accordance with Rwanda Public Procurement Law.
- The consultant shall provide all reports in both soft and hard form as follows:
    - Five (5) hard and soft copies of inception report i.e three (3) copies to RTDA and two (2) copies to MININFRA ;
    - Five (5) hard and soft copies of interim reports i.e three (3) copies to RTDA and two (2) copies to MININFRA ;

- Five (5) hard and soft copies of draft final report i.e three (3) copies to RTDA and two (2) copies to MININFRA ;
- Fifteen (15) hard and soft copies of final report i.e ten (10) copies to RTDA and five (5) copies to MININFRA;
- Clean shapefiles presenting all data used in the final report.
- All raw data such as excel sheets used for traffic forecast and financial models shall be submitted to the client

- Payments are subject to approval of the report/reports against each deliverable

V. Methodology

The methodology to be used for this assignment will be, but not limited to:

- ✓ Data collection,
- ✓ Data analysis
- ✓ Reports

5.1 Data Collection

5.1.1 Literature survey of related documents concerning the target location

The socioeconomic framework of the target location, including geographical situation, road traffic, and **economic standards** in the target region can be understood by examining academic theses, survey reports, and other related documents. In addition, information regarding the needs of the people and firms in the target area, the socioeconomic challenges, the main stakeholders, and the political and administrative organizations can be obtained through the literature survey of local documents. Other information that can contribute to the success of the field study, interview survey, and workshop should also be gathered in advance.

5.1.2 Field survey

The target location should be visited in order to consult with the key person. This is a potential contact person for collecting local information. The key person should be given (in advance) information and a schedule concerning the RSS survey. At the same time, a field study is conducted and data collected regarding the target region.

5.1.3 Locally conducted interviews

Based on questions prepared beforehand concerning stakeholders in the target location, general information focusing on local needs, challenges, regional exploitable resources, etc., should be gathered. This can be done by conducting interviews with cross-border transporters, inhabitants, entrepreneurs from private sector, and local/central administrative officers all along the transport corridor, and by organizing group discussions.

5.1.4 Workshops

Workshops targeting relevant stakeholders should be organized. At the workshops, a draft of the roadside station plan, based on the information gathered through the surveys described above, should be revealed and various views and opinions exchanged about the likelihood of success, the feasibility of the

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implementation, and the need for additional functions and facilities. The consultant shall be required to provide, through the inception report, the approach with which the present assignment will be carry out, provided the current Covid-19 pandemic situation. Nonetheless, the consultant shall adhere to the prevailing measures to prevent for the said pandemic.

5.2 Data analysis

Data analysis and RSSs designs will be done by using the software tools as will be stated in the inception report.

5.3 Reports

The deliverables of the assignment will be submitted to the client through well-structured reports as stated in section IV of the present document.

VI. Qualification and experience of key personnel

The assignment will be output based. The consultant will be expected to mobilize all the resource persons required to successfully and timely complete the work. The consultants' team will at the minimum include the skills, experience and competencies as in Table 4:

Table 4. Qualification and experience of key personnel

No.	Position	Qualification	Minimum experience	Estimated time inputs
1	Team Leader& Transport Economist	PhD/MSc holder in transport related field with experience as team leader in at least 3 similar studies and conversant with transport logistics in a corridor environment	10 years	6
2	Public health specialist	At least a postgraduate degree in Public Health with experience in addressing issues related to HIV/AIDS and other communicable diseases in a corridor environment	5 years	2
3	Cold chain specialist	Having an Advanced University degree, additional degree/training in Logistics, Cold Chain or related areas is an asset. Experience in logistics, cold chain or related areas; of which at least 2 years in developing countries. Knowledge on refrigeration and food safety.	5 years	1.5
4	Road safety specialist	At least a postgraduate degree in: Road safety, Transport Economics, Transport Planning & Engineering; Having experience in conducting similar road safety studies	5 years	2

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No.	Position	Qualification	Minimum experience	Estimated time inputs
5	Civil engineer or Architect	At least a postgraduate degree in Civil Engineering or Architecture conversant with transport logistics in a corridor environment with experience in the design of roadside stations	5 years	2.5
6	Financial specialist	At least post graduate degree in business management, finance, business economics Having experience in financial planning, financial analysis, cost accounting, start up operations, profit and loss management, business forecasting and market growth analyses	5 years	1.5
7	PPP specialist	At least post graduate degree in transport economics, engineering, finance, business administration, economics or related field. Having experience in developing and managing PPP concessions, with sound expertise in packaging and structuring PPP transactions. The expert would have held several positions as lead PPP Advisor in similar deals.	10 years	1
8	Surveyor	B.Sc./Diploma in: - Geography; - Urban planning; - Urban design and planning; - Town and regional planning; - Civil engineering	5 years	1.5
9	Environmentalist	University degree (A0) or post-graduate studies Environmental sciences, ecology, Environmental Engineering or environmental economics - Experience in development and conducting ESIAs assignments; - Fully conversant with the REMA's EIA guidelines and delivery methodologies -including ESMP - The Environmental Expert shall be registered by the Rwanda Association of Professional Environmental Practitioners and or any other recognized institution. - Three years EIA experience	5 years	2

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No.	Position	Qualification	Minimum experience	Estimated time inputs
		- Over the last three years, at least one relevant experience in developing countries, preferably in Eastern and/or Central Africa.		

The experts should demonstrate excellent information and data collection, analysis and reporting skills. They should be fluent in spoken and written English, the knowledge of French among of the consultants being an added advantage.

VII. Coordination

The study will be coordinated by RTDA. The consultant will report to Director General of RTDA and copy the Permanent Secretary/MININFRA. All communications including the reports and the workshops will be in English.

VIII. Logistics

CCTTFA will bear the costs directly associated with the organization of validation workshops. All other logistics costs including travels will be borne by the consultant.

REFERENCE

1. Toshiyuki Yokota MIRI, The World Bank Guidelines for Roadside Stations.

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APPENDIX

FORM A: Description of similar assignments

1. List only previous similar assignments (in nature, complexity, and size) successfully completed;
2. List only those assignments for which the Consultant was legally contracted by the Client as a company or was one of the Joint Venture partners. Assignments completed by the Consultant's individual experts working privately or through other consulting firms cannot be claimed as the relevant experience of the Consultant, or that of the Consultant's partners or sub-consultants.

Duration	Assignment name/& brief description of main deliverables/outputs	Name of Client & Country of Assignment	Number of kilometres and Approx. Contract value *(in FRW, US$ or EURO)*/ Amount paid to your firm	Role on the Assignment
{e.g., Jan.2009–Apr.2010}	{e.g., "Consultancy Services for the Supervision of Upgrading Works of....." :}	{e.g., Ministry of ....., country}	{e.g., 100km, US$1 mill/ US$0.5 mill}	{e.g., Lead partner in a JV A&B&C}
{e.g., Jan-May 2008}	{e.g., "Consultancy Services for the Supervision of Construction of....." :}	{e.g., municipality of....., country}	{e.g., 70km, US$0.2 mil/ US$0.2 mil}	{e.g., sole Consultant}

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