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**AFTER II**  
**Appui à la Formation Technique et à l'Emploi au Rwanda**

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**Terms of Reference**

**Individual consultancy service to support Rwanda TVET Board to establish and implement a Quality Management System compliant to ISO 9001:2015**

**Activity code: 4.2.4**

**Venue:** Rwanda

**Dates:** From April 2025 to December 2025

**Estimated number of days:** 60 days

**1. Project description**

The Government of Rwanda and Agence Française de Développement (AFD) signed 5 years grant/loan agreements on 8th March 2023 to implement AFTER II Project (Appui à la Formation Technique et l'Emploi au Rwanda). AFTER II aims to improve technical and vocational education and learning conditions in order to strengthen the skills of youth in line with labour market requirements.

Project management will be provided by two contracting authorities: Rwanda Polytechnic (RP) for college-related interventions, and Rwanda TVET Board (RTB) for TVET schools-related interventions, through their respective Single Projects Implementation Units (SPIU).

Expertise France will provide technical assistance to the project implementation. Short and long-term expertise are mobilized on the basis of a technical offer validated by AFD, with the agreement of the Rwandan party.

On the side of RP, the beneficiary sites are RP Karongi and Kitabi colleges located in Karongi and Nyamagabe Districts. On the side of RTB, the beneficiary sites are Muhororo and Cyanika TVET Schools located in Karongi and Nyamagabe Districts.

AFTER II project is divided into 4 main components and 2 cross-cutting components:

- Component 1: The RP Kitabi and Karongi colleges and TVET schools of Cyanika and Muhororo campuses are expanded, modernised and environmentally friendly
- Component 2: The training offer in the RP Kitabi and Karongi colleges and TVET schools of Cyanika and Muhororo is strengthened and more attractive
- Component 3: The link between TVET providers and the private sector is strengthened, and employment and entrepreneurship support mechanisms are more efficient
- Component 4: The quality and leadership of RP and RTB as institutions in the TVET sector are reinforced
- Cross-cutting component 5: The TVET programs are more gender-responsive and inclusive and specifically address dropouts of the general education

- Cross-cutting component 6: Greening TVET – TVET programs provide youth with green skills and competencies for sustainable economic growth

## 2. Objectives

Rwanda TVET Board (RTB) is mandated to promote quality education in technical and vocational education and training from level one (1) to five (5), aimed at fast tracking socio-economic development of the country. In order to enhance the quality of the service delivery and ensure continual improvement, Rwanda TVET aims to improve its management system and as such attain ISO 9001 2015 Quality Management System (QMS) certification.

The main objective of this assignment is to support Rwanda TVET Board in designing, developing, and implementing its Quality Management System (QMS) in compliance with ISO 9001:2015 requirements to attain ISO certification.

## 3. Scope of work

To achieve the objectives, the expert will conduct the following tasks:

1. Conduct a detailed analysis of Rwanda TVET Board existing system and processes to identify gaps with ISO 9001:2015 requirements
2. Develop, in collaboration with RTB QMS Team, a tailored Quality management system framework, including quality Manual, quality policies, standard operating procedures, process flowcharts, guidelines and forms, in alignment with ISO 9001:2015 standards which should be in place to be ready for the ISO 9001:2015 audit
3. Prepare an implementation plan in order to guide RTB in implementing the documented QMS.
4. Define key metrics and key performance indicators
5. Develop monitoring tools
6. Monitor progress and address challenges related to QMS during the implementation phase
7. Conduct and facilitate internal audits to assess QMS readiness
8. Provide recommendations for corrective actions, corrections and preventive actions.
9. Support RTB in certification processes

## 4. Deliverables

Expertise France is supporting Rwanda TVET Board in the AFTER II project implementation. In this framework, Expertise France will mobilise an individual ISO 9001:2015 expert to support RTB in the preparation and implementation of its quality management system based on ISO 9001:2015 requirements.

The expert will provide the following deliverables in maximum 6 months:

| Deliverables  | End date                                     |
|---|--|
| 1. Inception Report: Detailed work plan and methodology within one weeks from contract signature. | One week after the signature of the contract |

|  |   |
|--|---|
| 2. Gap Analysis Report: Comprehensive report outlining findings and recommendations.   | Two weeks after the approval of deliverable 1     |
| 3. QMS Documentation: Fully developed QMS documents, including the: <ul style="list-style-type: none"> <li>▪ Quality Manual,</li> <li>▪ Quality policy,</li> <li>▪ Quality objectives,</li> <li>▪ Develop a plan for implementing quality objectives</li> <li>▪ Develop change management procedures</li> <li>▪ Scope of the Quality management system and its processes</li> <li>▪ Documented information control procedures</li> <li>▪ Standard operating procedures (SoPs)</li> <li>▪ Work instructions or guidelines</li> <li>▪ Forms and registers</li> <li>▪ Identify risks, opportunities and their assessment reports</li> <li>▪ Continual improvement plan</li> </ul> | Two months after the approval of deliverable 2    |
| 4. Internal Audit Report: Findings from the internal audit and recommendations for improvements as well as its implementation  | One month after the approval of deliverable 3     |
| 5. Quality management system automated: Facilitate and advise RTB on the way to develop a digitalised QMS system   | Two weeks after the approval of deliverable 4     |
| 6. Certification Support Report: Final report summarizing the readiness for certification and lessons learned.   | One month after the approval of the deliverable 5 |

## 5. Requested profile

The ISO expert shall fulfill the following requirements:

- At least a bachelor's degree
- Certified against ISO 9001 Quality management system
- At least five years' professional experience working on quality management system aspects
- Proven previous experiences with good completion certificates for at least three supported organizations to develop and implement ISO 9001:2015 Quality Management System
- Excellent writing and communication skills.

## 6. SELECTION CRITERIA

Applications will be evaluated based on the following criteria:

| # | Evaluation criteria   | Max score |
|---|---|-----------|
| 1 | Education qualification   | 5         |
| 2 | Certified against ISO 9001 Quality management system  | 10        |
| 3 | Professional experience working on quality management system aspects                          | 10        |
| 4 | Successful completion of similar assignments  | 15        |
| 5 | Technical proposal (Understanding of the assignment, methodology, work plan and deliverables) | 30        |
| 6 | Financial proposal  | 30        |

## 7. NEGOTIATION

After a first appraisal, negotiation may be engaged by Expertise France with some or all of applicants.

## 8. Submission of offer

Interested individual ISO 9001:2015 Expert will submit the following documents:

- Expression of Interest/Cover letter highlighting the qualification, summary of relevant experience and how the applicant meets the requirements
- CV and relevant certificates
- Technical proposal outlining the understanding of the assignment, methodology, work plan and deliverables
- Financial proposal showing the daily expert fees in the table below

| Deliverable                              | Number of working days | Unit price (Tax Inclusive) | Total Price (Tax Inclusive) |
|--|------------------------|----------------------------|-----------------------------|
| 1. Inception Report                      |                        |                            |                             |
| 2. Gap Analysis Report                   |                        |                            |                             |
| 3. QMS Documentation                     |                        |                            |                             |
| 4. Internal Audit Report                 |                        |                            |                             |
| 5. Quality management system digitalised |                        |                            |                             |
| 6. Certification Support Report          |                        |                            |                             |

**Note:**

- It will be noted that failure to provide any of the required document in the submission of the application will lead to automatic disqualification
- All expenses related to workshop, meetings, transport, etc. will be covered directly by Expertise France and all the printing of material will be covered by Rwanda TVET Board
- The number of working days are the exact number to be considered for payment purposes and are different from the period needed to conduct the assignment

The deadline for Application is May 30<sup>th</sup> 2025.