REQUEST FOR EXPRESSIONS OF INTEREST

(CONSULTING SERVICES – INDIVIDUAL CONSULTANT SELECTION)

PROJECT PREPARATION UNDER THE GRANT FACILITY FOR PROJECT PREPARATION (GRANT NO. E6900-001)— AI FOR ECONOMIC TRANSFORMATION IN RWANDA (P517443)

Assignment Title: Project Director, Project Implementation Unit

The Government of Rwanda has received financing from the World Bank toward the cost of project preparation for the AI for Economic Transformation in Rwanda operation, through the Grant Facility for Project Preparation (GFPP). The Government has appointed the Rwanda AI Agency Ltd (RAIA) to be the implementing entity for the GFPP, and the institutional host of the Project Implementation Unit (PIU).

About RAIA

The Rwanda AI Agency (RAIA) aims to advance the responsible and inclusive use of Artificial Intelligence and other emerging technologies to support Rwanda's national development priorities.

About the Consultancy

The GFPP intends to apply part of the funds for consulting services ("the Services") for an individual consultant to serve as Project Director, Project Implementation Unit. The consultant will lead the day-to-day management of the Project Implementation Unit (PIU), coordinate preparation activities across participating institutions, put in place the governance, reporting and coordination systems the programme requires, act as principal counterpart to the World Bank, and lead preparation of the Project Implementation Manual so that the follow-on operation is ready for appraisal. The assignment is full time, with an estimated level of effort of 13 person-months, from 1 December 2026 to 31 December 2027, with an expected start date of 1 December 2026. The duty station is Kigali, Rwanda.

The detailed Terms of Reference (ToR) for the assignment are found in Annex I of this Request for Expressions of Interest.

RAIA now invites eligible individuals ("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 minimum requirements are:

- Master's degree in project management, public administration, engineering, economics or a related field.
- At least 10 years of professional experience, including at least 5 years managing projects financed by the World Bank or other development finance institutions.
- Working knowledge of World Bank procurement (including STEP), financial management and Environmental and Social Framework requirements.

- Strong record of coordinating multiple government ministries and agencies.
- Proficiency in written and spoken English.

Candidates meeting the minimum requirements will be compared against the following criteria:

Criterion	**Points**
Education	10 points
Management of projects financed by the World Bank or other development finance institutions	20 points
Knowledge of World Bank procurement, financial management and ESF requirements	15 points
Coordination of multiple government ministries and agencies	15 points
Digital government, ICT or AI sector knowledge	10 points
Knowledge of the Rwandan public sector institutional and policy environment	15 points
Written and oral proficiency in English	10 points
Working fluency in Kinyarwanda (assessed at interview; not a pass or fail requirement)	5 points
Total Points	**100 points**

Eligibility is open to individuals from all countries, subject to the eligibility provisions of paragraphs 3.20–3.22 of the World Bank Procurement Regulations for IPF Borrowers (September 2025).

The attention of interested Consultants is drawn to Section III, paragraphs 3.13 and 3.15–3.17 of the World Bank's "Procurement Regulations for IPF Borrowers" (September 2025), setting forth the World Bank's provisions on conflict of interest and unfair competitive advantage.

This assignment is for an individual consultant; expressions of interest from firms will not be considered.

A Consultant will be selected in accordance with the Open Competitive Selection of Individual Consultants method set out in the Procurement Regulations (paragraphs 7.34 to 7.37). Candidates will be assessed against the criteria above on the basis of the documents submitted. The three highest-scoring candidates who meet the minimum qualification requirements and achieve the minimum score of 70 points will be shortlisted for interview. If fewer than three candidates meet these requirements, all qualifying candidates may be shortlisted. Working fluency in Kinyarwanda is assessed at interview, so the minimum score is applied to the other criteria (95 points). Shortlisted candidates will be invited to an interview by video conference.

The contract will be time-based, with a gross monthly fee inclusive of all taxes, negotiated on the basis of the selected Consultant's documented remuneration history. A Consultant based outside Rwanda at the time of selection will be reimbursed, against receipts, for eligible relocation costs of up to US$5,000,

including economy-class travel to Kigali at the start of the assignment and return travel on satisfactory completion of the full assignment.

The contract will use the World Bank's standard form of contract for Individual Consultants (time-based), adapted to this assignment. The initial contract ends no later than 31 December 2027, the closing date of the grant. Subject to satisfactory performance, continued need for the services, availability of financing and the World Bank's agreement where required, the contract may be extended, or a new contract awarded, to cover work on the follow-on operation (see Annex I, Section 8).

Further information can be obtained at the address below (Block 5, Norrsken House, 1 KN 78 St, Kigali – Rwanda) or via email at procurement@raia.rw during office hours, 09:00 to 17:00 hours, Kigali time, Monday to Friday.

Expressions of interest, comprising a cover letter, a detailed curriculum vitae, copies of degrees and professional certificates, and contact details for three professional referees, must be submitted in written form through the online application form available here: Project Director:~~Project Director_Project Directo~~ by 27 October 2026 at 17:00 hours, Kigali time. The application should be titled: “REOI — Project Director, Project Implementation Unit”.

Rwanda AI Agency Ltd (RAIA)
Attn: Project Implementation Unit — Procurement
Block 5, Norrsken House, 1 KN 78 St
Kigali, Rwanda
E-mail: procurement@raia.rw

Procurement-Related Complaints
A candidate that considers it has been harmed by an alleged breach of obligation in this selection process may submit a procurement-related complaint in writing to complaints@raia.rw, within the periods and following the procedures set out in Annex III (Procurement-Related Complaints) of the World Bank Procurement Regulations for IPF Borrowers (September 2025).

Annex I: Terms of Reference

Package 7 — Project Director, Project Implementation Unit

Procurement Plan item	Project Preparation and Institutional Capacity, Package 7
Budget	Within the approved budget for the assignment. Time-based contract with a monthly fee, gross and inclusive of all taxes, negotiated on the basis of documented remuneration history. Relocation costs of up to US$5,000 may be reimbursed (see Section 8).
Selection method	Open competitive selection of Individual Consultants; post review
Indicative timeline	Publication 13 Oct 2026; applications close 27 Oct 2026; shortlisting by 3 Nov 2026; interviews by 10 Nov 2026; notification of selection by 16 Nov 2026; contract signature 24 Nov 2026; start 1 Dec 2026
Duration	13 months: 1 December 2026 to 31 December 2027, full time

1. Background

The Government of Rwanda has received a Grant Facility for Project Preparation (GFPP) from the World Bank toward the preparation of the follow-on operation "AI for Economic Transformation in Rwanda," which covers AI-ready data infrastructure, AI solutions in priority sectors, AI-ready digital skills, and project preparation and institutional capacity. The Government has appointed the Rwanda AI Agency Ltd (RAIA) as the implementing agency.

2. Objective

A Project Implementation Unit (PIU) is being established to manage the GFPP and prepare the follow-on operation for World Bank appraisal. The Project Director will lead the day-to-day management of the PIU, put in place the governance, reporting and coordination systems the project requires, supervise the quality of reports and deliverables by external consultants and vendors, and ensure that preparation outputs translate into implementation readiness for the follow-on operation.

3. Scope of work

Project management

- Develop and maintain work plans, delivery milestones, dashboards and risk registers.
- Oversee the execution of the procurement plan and project deliverables.
- Coordinate across implementing ministries and agencies, including MINICT, RISA, MINEDUC, MINECOFIN, RDB, RRA, NISR, and NCSA on delivery of use cases and enabler workstreams.
- Resolve delivery bottlenecks and maintain visibility over risks, dependencies and decisions.

Governance and institutional continuity

- Establish project governance, reporting and escalation mechanisms so that issues not resolved at working level are surfaced and settled promptly.
- Track actions, dependencies and decisions so that nothing depends solely on institutional memory.

- Ensure that systems and working arrangements built during preparation can transition cleanly as the project structure evolves.
- Lead preparation and subsequent implementation of the Project Implementation Manual for the follow-on operation.

Fiduciary and safeguards oversight

- Oversee financial management and procurement compliance, with the Financial Management and Procurement Specialists, against the requirements of the Bank.
- Oversee environmental and social compliance with the Environmental and Social Specialist.
- Ensure compliance with the covenants of the financing agreement and with the Project Implementation Manual.
- Operationalise internal control mechanisms and ensure compliance with the administrative, financial and procurement procedures that apply to World Bank-financed projects.
- Examine and sign disbursement requests, and ensure that they are processed promptly.
- Validate payment authorisation documents for all service providers before they are submitted for processing.
- Ensure that the annual project financial statements are audited and submitted to the World Bank within the required timeframes.

Technical oversight

- Contribute to the preparation and validation of terms of reference and bidding documents under the project.
- Review and validate deliverables produced by consultants to ensure their quality and alignment with project objectives.
- Oversee the provisional and final acceptance of goods and works procured under the project.

Reporting and liaison

- Lead monitoring and evaluation and prepare consolidated progress reports for the Managing Director.
- Act as principal liaison for World Bank teams.
- Supervise and appraise the other PIU specialists, including but not limited to the procurement, financial management, environmental and social, and monitoring and evaluation specialists.

4. Deliverables and reporting

Deliverable	Due
D1 Inception report and consolidated work plan	Month 1 — Dec 2026
D2 Annual work plan, budget and consolidated procurement plan	Month 2 — Jan 2027
D3 Programme governance, reporting and escalation framework, and risk register	Month 3 — Feb 2027
D4 Draft Project Implementation Manual for the follow-on operation	Month 7 — Jun 2027
D5 Quarterly consolidated progress reports to RAIA management	Quarterly throughout

Deliverable	Due
D6 Consolidated preparation package for appraisal of the follow-on operation (including the Project Appraisal Document (PAD), the Project Procurement Strategy for Development (PPSD), and the Environmental and Social Commitment Plan (ESCP) and Stakeholder Engagement Plan (SEP))	Month 11 — Oct 2027
D7 Programme completion report and handover note	Month 13 — Dec 2027

All deliverables are subject to written acceptance by RAIA. Due dates are indicative and assume a start on 1 December 2026. They will be confirmed with RAIA within the first month of the assignment against the sequencing of the other GFPP assignments (Packages 1 to 6 and 13) and the World Bank's preparation timetable for the follow-on operation, and may be adjusted by written agreement. An adjustment does not extend the contract beyond 31 December 2027 or increase the contract ceiling.

5. Duration, duty station and reporting line

Item	Detail
Duration	13 months: 1 December 2026 to 31 December 2027, full time
Duty station	Kigali, Rwanda, with travel within Rwanda as required
Reporting line	Managing Director, with administrative coordination through the Head of Finance & Administration, and day-to-day coordination across RISA, MINICT, MINECOFIN and participating institutions. Supervises the other PIU specialists.
Facilities	Office space and IT equipment, and access to relevant information, systems and counterpart staff.

6. Qualifications and experience

Essential — candidates not meeting these will not be considered

- Master's degree in project management, public administration, engineering, economics or a related field.
- At least 10 years of professional experience, including at least 5 years managing projects financed by the World Bank or other development finance institutions.
- Working knowledge of World Bank procurement (including STEP), financial management and Environmental and Social Framework requirements.
- Strong record of coordinating multiple government ministries and agencies.
- Proficiency in English.

Desirable — scored in the evaluation

- Knowledge of the Rwandan public sector institutional and policy environment (scored).
- Working fluency in Kinyarwanda (scored at 5 points and assessed at interview; not a pass or fail requirement).
- Prior leadership of a PIU on a WB financed project.

- Sector knowledge in digital government, ICT or AI.

Core competencies

Fiduciary discipline, stakeholder coordination, results orientation, integrity, and calm decision making under pressure.

7. Evaluation criteria

Qualified candidates will be compared against the criteria below.

Criterion	Points
Education	10 points
Management of projects financed by the World Bank or other development finance institutions	20 points
Knowledge of World Bank procurement, financial management and ESF requirements	15 points
Coordination of multiple government ministries and agencies	15 points
Digital government, ICT or AI sector knowledge	10 points
Knowledge of the Rwandan public sector institutional and policy environment	15 points
Written and oral proficiency in English	10 points
Working fluency in Kinyarwanda (assessed at interview; not a pass or fail requirement)	5 points
Total Points	**100 points**

Minimum score for interview: 70 points.

The three highest-scoring candidates who meet the minimum qualification requirements and achieve the minimum score of 70 points will be shortlisted for interview. If fewer than three candidates meet these requirements, all qualifying candidates may be shortlisted.

Working fluency in Kinyarwanda (5 points) is assessed at interview. The minimum score for interview is therefore applied to the other criteria (95 points).

8. Contract terms

Item	Provision
Selection method	Open competitive selection of Individual Consultants under paragraphs 7.34 to 7.37 of the World Bank Procurement Regulations for IPF Borrowers. The position is advertised through a request for expressions of interest that includes these Terms of Reference. The individual selected will be the most experienced and best qualified among the candidates, assessed against the criteria in these Terms of Reference, followed by interview of shortlisted candidates.
Bank review	Post review, as agreed with the Bank.
Eligibility	Open to eligible individuals of all nationalities.
Fee	Time-based contract with a monthly fee. The fee is gross and inclusive of all taxes; tax will be withheld as required by Rwandan law. The fee will be negotiated with the selected candidate on the basis of documented remuneration history, within the approved budget for the assignment.

Item	Provision
Travel and relocation	A Consultant based outside Rwanda at the time of selection will be reimbursed, against receipts, for eligible relocation costs of up to US$5,000, including economy-class travel to Kigali at the start of the assignment and return travel on satisfactory completion of the full assignment.
Award publication	A Contract Award Notice will be published within 10 business days of notifying the selected consultant (paragraph 5.93).
End date	The initial contract ends no later than 31 December 2027, the closing date of the grant. Services after that date cannot be financed by the grant.
Extension	Subject to satisfactory performance, continued need for the services, availability of financing and the World Bank's agreement where required, the contract may be extended, or a new contract awarded, to cover work on the follow-on operation "AI for Economic Transformation in Rwanda". As the Consultant will have been selected competitively, such continuation may be made by direct selection under paragraph 7.39(a) of the Procurement Regulations, in line with the procurement arrangements agreed for the follow-on operation.
Form of contract	The World Bank's standard form of contract for Individual Consultants (time-based) will be used, adapted to this assignment.
Performance	Assessed after three months and at mid-contract; continuation depends on satisfactory performance.
Integrity and confidentiality	The World Bank's Anti-Corruption Guidelines apply. Project information and personal data must be handled in line with Rwanda's data protection law.
Contracting entity	Rwanda AI Agency Ltd (RAIA), Kigali, Rwanda.