

# Terms of Reference (TOR)

Prepared by ICLEI Africa



On behalf of the **Rwanda Green Fund (RGF)** and the  
**Development Bank of Rwanda (BRD)**



## ICLEI Africa seeks a service provider to design and conduct a moto driver survey in Rwanda

This ToR is issued by ICLEI Africa on the behalf of the implementation organisations for the **Rwanda Electric Motorcycle (E-Moto)** Project, funded by the Mitigation Action Facility and implemented by the Rwanda Green Fund (RGF) and the Development Bank of Rwanda (BRD), with technical support from ICLEI Africa and the Global Clearinghouse for Development Finance (GlobalDF).

**ToR issued:** 31 October, 2025

**Submission of bids by:** 14 November, 2025

**Estimated project implementation period:** 3 weeks

Please submit your application to Kennedy Kanyiha ([kennedy.kanyiha@iclei.org](mailto:kennedy.kanyiha@iclei.org)), with Grace Stead ([grace.stead@iclei.org](mailto:grace.stead@iclei.org)), Tony Shyaka ([t.shyaka@greenfund.rw](mailto:t.shyaka@greenfund.rw)) and Gael Imanzi ([g.imanzi@greenfund.rw](mailto:g.imanzi@greenfund.rw)) copied, by the end of the day Central African Time on 14 November 2025.

*ICLEI Africa reserves the right not to appoint a Service Provider in relation to this procurement process.*

The Rwanda E-Moto Project is funded by



On behalf of

Supported by:



on the basis of a decision  
by the German Bundestag

## Background and context

ICLEI Africa issues this Terms of Reference (ToR) under the **Accelerating the deployment of electric motorcycles (e-motos) in Rwanda project** (Rwanda E-Moto Project), funded by the Mitigation Action Facility and implemented by the **Rwanda Green Fund (RGF)** and the **Development Bank of Rwanda (BRD)**, with technical support from ICLEI Africa and the Global Clearinghouse for Development Finance (GlobalDF).

The E-Moto Project aims to decarbonise Rwanda's transport sector by promoting the widespread adoption of electric motorcycles. This initiative aims to reduce greenhouse gas emissions while generating development co-benefits, including inclusive economic growth and increased participation of women in the e-moto sector value chain. Motorcycles account for 55–60% of Rwanda's total vehicle stock, and the Kigali government has announced a ban on registering new petrol-powered taxi motorcycles starting in January 2025. In this context, the Project focuses on accelerating electrification by providing support for both supply and demand. This will be achieved through technical assistance and two innovative financing mechanisms: a Credit Enhancement Facility to assist lenders to e-moto manufacturers and a Rebate Scheme to subsidise the purchase or leasing costs for disadvantaged and female operators.

The **Rwanda E-Moto Technical Sector Study** is a key output of the project currently underway to evaluate the international, regional, and national fundamentals of the sector. It aims to assess market viability, creditworthiness, and sustainability. This study aims to provide commercial banks and financial institutions with an independent assessment of the sector, assisting them in their due diligence processes. As a component of this Technical Sector study, the **Driver Survey** will gather firsthand empirical data from motorcycle operators based in Kigali. This data will further inform the market assessments and enhance the evidence base for the baseline evaluation of the Rwanda e-moto sector and its market viability.

### 1. Purpose of the assignment

The purpose of this assignment is to design, implement, and analyse a structured survey of motorcycle riders in Kigali, primarily e-moto and ICE-moto taxi riders, but also including delivery riders, to:

1. Assess the economic fundamentals of operating an e-moto (revenues, costs, loan terms, affordability).
2. Compare e-moto and ICE moto economics and livelihoods.

3. Identify gender-specific experiences, opportunities, and barriers.
4. Understand riders' perspectives on regulations, financing, policies, and operational challenges.
5. Provide evidence-based insights to inform financiers, policymakers, and sector actors.

## 2. Scope of work

The Service Provider, whether an individual, firm or consortium, will be responsible for designing and executing the full survey process outlined below:

a. **Task 1 – Inception and survey design**

- Review key E-Moto Project documents and conduct inception discussions with ICLEI Africa, RGF and BRD.
- Develop a survey framework document outlining objectives, hypotheses, key themes, and sampling design based on ethical research practices.
- Present the framework for validation and refinement.

b. **Task 2 – Survey instrument development**

- Develop a detailed survey questionnaire that captures quantitative and qualitative insights across identified themes.
- Integrate gender-disaggregated questions, and where necessary, translate into Kinyarwanda, and digitise the questionnaire if possible.
- Pilot test and finalise the questionnaire based on feedback.

c. **Task 3 – Sampling design and fieldwork**

- Design and implement a sampling strategy to capture a sample that is adequately representative of the target respondents, ensuring representation across gender and motorcycle types.
- Recruit, train, and supervise enumerators, and conduct fieldwork with GPS tracking and quality control.

d. **Task 4 – Data cleaning, analysis, and reporting**

- Clean and validate data, conduct descriptive and comparative analysis, and prepare summary findings.
- Produce a concise analytical report and deliver a virtual presentation to the E-Moto Project Team.

### 3. Qualifications and experience

The Service Provider must meet and provide evidence of the following requirements:

- One or more experts with 5+ years of proven experience conducting quantitative socio-economic and/ or transport-sector surveys, experience in Rwanda or East Africa is an added advantage.
- One or more experts with 5+ years of demonstrated experience in assessing the electric vehicle sector, preferably with a focus on emerging markets.
- One or more experts fluent in Kinyarwanda and English.
- Strong capacity in survey design, data management, and statistical analysis.
- Experience applying gender-sensitive and ethical research practices.
- Ability to deliver high-quality outputs under tight timelines.
- Confirmation in writing of the following:
  - Applicants are based in Rwanda and are prepared to carry out the assignment in Kigali.
  - Ability to undertake the assignment within the timeframes outlined.
  - Whether the application is as an individual consultant, a firm or a consortium.

### 4. Proposal submission requirements

Applicants must submit two documents:

1. Technical Proposal (max 5 pages), including:
  - Understanding of the assignment and objectives.
  - Proposed methodology and work plan.
  - Draft outline of key survey themes and approach, including the proposed survey tool (e.g KoBoToolbox, ODK) to be used.
  - Team composition and CVs of all experts who will work on the assignment.
  - Summary of relevant previous assignments.
2. Financial Proposal (in Euros)
  - Itemised budget with clear cost breakdown (must include daily/ hourly rate per expert and days set against tasks). These rates should be consistent with prevailing local market rates for comparable professional services.

## 5. Evaluation criteria

Proposals will be evaluated based on the following criteria:

- Demonstrated understanding of the Terms of Reference (ToR) and the work required to deliver the assignment, including proposed methodology.
- Qualifications and experience of the Service Provider, including team composition and relevant experience.
- Value for money, assessed via budget breakdown.

## 6. Submission details

Please submit your application to Kennedy Kanyiha ([kennedy.kanyiha@iclei.org](mailto:kennedy.kanyiha@iclei.org)), with Grace Stead ([grace.stead@iclei.org](mailto:grace.stead@iclei.org)), Tony Shyaka ([t.shyaka@greenfund.rw](mailto:t.shyaka@greenfund.rw)) and Gael Imanzi ([g.imanzi@greenfund.rw](mailto:g.imanzi@greenfund.rw)) copied, by the end of the day Central African Time on 14 November 2025.

Please use the subject line: **‘Service Provider: Rwanda E-Moto Driver Survey Proposal’**, submitting your proposal.

*ICLEI AFRICA RESERVES THE RIGHT NOT TO APPOINT A SERVICE PROVIDER IN RELATION TO THESE TERMS OF REFERENCE.*

- For more information on the E-Moto Project, see: [Rwanda - Accelerating the deployment of E-motos - Mitigation Action Facility](#)
- For more information on ICLEI Africa, see <https://africa.iclei.org/>.

## 7. Ethical and data protection standards

All activities must:

- Obtain informed consent before interviews.
- Guarantee anonymity and confidentiality of respondents.
- Uphold gender and social inclusion principles.
- Adhere to Rwanda’s ethical research guidelines and international data-protection standards.