

# Terms of Reference (ToR)

Prepared by ICLEI Africa



on behalf of the **Rwanda Green Fund (RGF)**



**Implementation expert responsible for establishing and operationalising legal, operational, and partnership agreements for the collection, disposal, and recycling of ICE-Moto engines and E-Moto batteries in the Rwanda E-Moto Project.**

**ToR issued: 25 May 2026**  
**Expression of interest deadline: 29 May 2026**  
**Submission of bids deadline: 19 June 2026**

Please submit applications to Janvier Twagirimana ([janvier.twagirimana@iclei.org](mailto:janvier.twagirimana@iclei.org)) and Kennedy Kanyiha ([kennedy.kanyiha@iclei.org](mailto:kennedy.kanyiha@iclei.org)), with Tony Shyaka ([t.shyaka@greenfund.rw](mailto:t.shyaka@greenfund.rw)) and Grace Stead ([grace.stead@iclei.org](mailto:grace.stead@iclei.org)) in copy.

Subject line: 'Service Provider: Rwanda E-Moto Project - Waste Implementation Plan.'

For further information on the E-Moto Project, visit the project pages:

[ICLEI Africa](#)  
[Mitigation Action Facility](#)

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

The E-Moto Project is funded by:



Implemented by:



In partnership with:



# 1 Introduction

These Terms of Reference (ToR) are issued by ICLEI Africa on behalf of the implementation organisations for the *Accelerating the Deployment of 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 Rwanda Development Bank (BRD), with technical support from ICLEI Africa and the Global Clearinghouse for Development Finance (GlobalDF).

The E-Moto Project aims to significantly increase the supply and demand of electric motorcycles (e-motos) in Rwanda and reduce greenhouse gas (GHG) emissions while delivering development co-benefits. A cornerstone of the project is ensuring that the accelerated phase-out of internal combustion engine motorcycles (ICE-motos) and the uptake of e-motos is matched by a safe, responsible, and well-governed waste management ecosystem.

In 2025, the E-Moto Project completed a comprehensive Rwanda Motorcycle Waste Management Plan (WMP). This WMP provides Rwanda with a detailed framework for managing end-of-life motorcycles, their components, and batteries across a phased implementation pathway from 2026 to beyond 2030. The next step is:

- (1) The application of international best practices and lessons learned from Rwanda, in Rwanda's motorcycle waste sector, to enable the responsible collection, disposal, and recycling of both ICE-motos and their components, as well as e-moto batteries and e-moto components; and
- (2) The setting up of business arrangements and legal agreements for ICE-moto and e-moto waste collection, disposal, and recycling.

This ToR seeks to procure a suitably qualified and experienced Service Provider located in Rwanda to enable the Project to meet its waste targets of responsible disposal of 9,000 ICE-motos and their components, including engines and 450 e-moto batteries and e-moto components, based on international best practices. Therefore, the primary task of this assignment is to set up the legal, operational, and partnership agreements that operationalise disposal processes to achieve these targets.

The Service Provider will therefore need to define the roles of the Rwandan stakeholders based on critical enabling conditions, including incentives, legal, operational, and partnership agreements, that will successfully enable stakeholders to implement the actions required to responsibly dispose of three waste streams:

- i. E-moto battery and component end-of-life - the handling and disposal of batteries and components from e-motos that have reached the end of their usable life. This process involves the handling and disposal of batteries and components from e-motos that have reached the end of their usable life. It encompasses the entire end-of-life chain, including second-life screening, storage, reuse, and/ or redistribution where possible, and controlled final disposal when reuse is not possible.
- ii. Retrofit residual waste - the handling of ICE components removed during the conversion of ICE motos to electric drivetrains by retrofit operators. Unlike Stream 1, which covers the whole motorcycle retirement, this stream deals exclusively with residual parts, that is, surrendered engines, fuel systems, exhaust components, and other mechanical residuals generated as a by-product of active retrofit operations.

- iii. ICE-moto decommissioning and scrap recovery - the end-of-life processing of whole ICE motos retired from service through age, damage, or voluntary surrender (including via the Rebate Scheme). This stream covers the full decommissioning chain: collection, dismantling, material segregation, and scrap recovery of metals and reusable parts.

The expert(s) will need to set up the processes working with the full range of Rwandan stakeholders (e.g., e-moto companies, moto cooperatives, moto drivers, waste companies, financiers, government officials, etc.). The scope of work requires setting up the operations and frameworks to achieve the waste targets, including the required waste collection, disposal processes, recycling, and reporting, guided by the Waste Management Plan (WMP). The end outcome is the establishment of the full range of processes and agreements required for the responsible collection, disposal, recycling, and management of the end-of-life for ICE-moto and e-moto waste, including engines, batteries and other components (chassis, motors, etc.), respectively, laying the foundations for a robust, self-sustaining waste ecosystem for Rwanda's motorcycle sector.

### Key project waste targets

The E-Moto Project's binding performance indicators require:

- 9,000 ICE-motos responsibly disposed of through sustainable waste processes by June 2030, using the E-Moto Rebate Scheme, and
- 450 e-moto batteries and/or components of e-motos responsibly disposed of through waste processes by June 2030.

## 1 Project background

### 1.1 The E-Moto transition in Rwanda

Rwanda's motorcycle fleet represents over half of the national vehicle stock, with approximately 120,000 motorcycles in circulation as of 2025, the majority being ICE-motos. Moto-taxis provide livelihoods for thousands of operators and serve as the dominant form of public transport in Kigali and intermediate cities. The Rwandan Government has prohibited new registrations of ICE moto-taxis from January 2025 and is actively accelerating the shift to electric mobility.

The 2026 Iran war has furthermore led to a significant increase in fuel prices and the imperative of accelerating the deployment of e-motos. In fact, on April 24, 2026, Rwanda's State Minister in the Ministry of Infrastructure announced that motorcycles using petrol or diesel will soon be banned from entering the Rwandan market, with a shift toward electric motorcycles.

The E-Moto Project has been developed by the Rwandan government to accelerate this transition via technical and financial advisory workstreams, as well as two financial mechanisms, namely:

- The E-Moto Credit Enhancement Facility (E-CEF) managed by the Development Bank of Rwanda (BRD), which provides first-loss guarantees to financiers providing capital for increasing e-moto supply and adoption.
- The E-Moto Rebate Scheme managed by the Rwanda Green Fund (RGF), which provides subsidies to individuals with financial needs to buy e-motos or retrofit their ICE-motos. To advance waste disposal of ICE-motos, the Rebate Scheme includes retrofitting ICE-motos

into e-motos and is available to ICE-moto owners who need financial support and agree to the surrender and responsible disposal of their ICE-moto engines.

## 1.2 The waste management context

The accelerated retirement of ICE-motos and growth of the e-moto fleet create an urgent need for structured end-of-life processes for both ICE-motos and e-moto batteries. Without intervention, hazardous materials, including engine oils, lead-acid starter batteries, and lithium-ion traction batteries, risk leaking into informal markets and the environment.

However, Rwanda has significant foundational assets, including capable recyclers (e.g. Enviroserve, REMCO, Seven Hills, SLS Energy, Eco Plastic), an emerging digital governance infrastructure, a network of motorcycle cooperatives, and a supportive policy environment.

The key gap is not processing capacity, but rather the lack of an organisational framework to establish and operationalise robust waste management processes, secure motos and batteries for processing, and incentivise safe waste disposal from moto owners, and battery collection from e-moto companies. Additionally, various issues must be addressed about the collection, depollution, traceability systems, and the funding necessary to effectively direct ICE-moto and e-moto waste into these facilities.

## 1.3 The E-Moto Waste Management Plan

The e-Moto Waste Management Plan (WMP), finalised in March 2026, sets up a comprehensive, phased framework for Rwanda's motorcycle waste ecosystem. It covers:

- A detailed baseline assessment of Rwanda's motorcycle fleet, resulting waste streams, and the existing recycling ecosystem.
- International best practice analysis and benchmarking against Rwanda's status.
- Three feasibility scenarios under varying levels of investment and regulatory enforcement.
- Recommendations on policy and regulatory priorities for ICE-moto and e-moto battery waste management processes towards a long-term pathway for setting up a robust waste ecosystem
- Infrastructure and investment priorities, including decentralised collection, disposal, and dismantling nodes, digital traceability systems, and training programmes
- Recommendations on feasible financing pathways for management of ICE-motos, ICE-moto engines, e-moto components and battery waste collection, disposal, recycling, and reporting
- A Monitoring, Evaluation, and Learning (MEL) framework aligned to the E-Moto Project's binding indicators.

The WMP provides the strategic and analytical foundation for this implementation engagement. The Service Provider is expected to be thoroughly familiar with it and to draw on it as a key reference for all activities under this ToR, also using the full set of project documents, including those related to the disposal of ICE-moto engines through the Rebate Scheme, which will be provided on the appointment of the Service Provider.

## 2 Purpose and overall objective

The purpose of this ToR is to secure the services of a qualified, experienced expert or team of experts to operationalise the waste disposal system for motos and batteries, setting up the key

actions required to meet the Project's objectives of disposal of ICE-motos and their components, and e-moto batteries and components.

Therefore, the core dimensions for this assignment are:

- Developing the operational, legal, and partnership frameworks for the collection, disposal, trade-in, dismantling, and retrofit processes and agreements needed to achieve the project's targets of responsible disposal or recycling of 9,000 ICE-motos/engines and 450 e-moto batteries or components.
- Provide recommendations on how to address key issues that the Rwanda government, e-moto companies, and waste companies need to address with targeted, practical recommended actions.

### **3 Scope of work (SoW)**

The Service Provider will implement the following tasks, to be refined and prioritised in consultation with the Rwanda E-Moto Project Team comprising the implementing organisations Rwanda Green Fund (RGF), the Development Bank of Rwanda (BRD) and technical implementing partners ICLEI Africa and GlobalDF. The tasks are organised around the phased implementation logic of the WMP, with immediate delivery priorities indicated.

#### **3.1 Inception workplan**

The Service Provider will refine the workplan for the delivery of activities of this appointment aligned with the specific needs and objectives of the Rwanda E-Moto Project, with the aim of supporting the achievement of the project's waste management targets.

This workplan will build on the existing Waste Management Plan (WMP), the Rebate Scheme framework, and the current stakeholder landscape, including relevant government institutions, private sector actors, cooperatives, recyclers, financiers, and development partners.

The Service Provider will develop and finalise an operational workplan setting out how the project's waste management targets will be achieved through the established operational and legal agreements. This should include the sequencing of activities, roles and responsibilities, coordination mechanisms, implementation timelines, key dependencies, and any risks or mitigation measures required to support effective delivery.

To develop this workplan, the Service Provider must:

- Assess the current readiness, capacity, operational challenges, opportunities, and level of participation of key actors within the waste management ecosystem, and identify institutional, technical, financial, regulatory, and coordination gaps that need to be addressed to support effective implementation.
- Present a proposed workplan, including key milestones, timelines, and responsibilities, to the Rwanda E-Moto Project Team for review and alignment; validate priorities and the operational context; and finalise the workplan based on a detailed review of the project documentation, including the Waste Management Plan (WMP), waste assessments, stakeholder analyses, and the Rebate Scheme framework.

#### **3.2 Weekly progress reports**

Given the urgency of achieving the project's waste management targets, the Service Provider will provide **weekly progress updates** outlining activities completed, key findings, challenges met, proposed solutions, outstanding questions, and recommended next steps to support prompt decision-making and implementation.

### **3.3 Establish functioning operational, legal and partnership agreements for all three waste streams**

This is the main task and the primary route to achieving the project's binding waste targets. The Service Provider will engage and work with identified waste companies, e-moto companies, and other stakeholders as needed to design and establish functioning operational, legal and partnership agreements to operationalise the collection, disposal, and recycling for all three waste streams as per above.

This will involve the following activities:

- Define and formalise the legal, commercial, and operational agreements required to implement the collection, handling, second-life screening, storage, reuse, recycling, and final disposal of ICE-motos, ICE-moto components, e-moto batteries, e-moto components, and related retrofit and end-of-life waste streams, including any necessary financial arrangements and cost-sharing mechanisms.
- In close coordination with the Rwanda E-Moto Project Team, relevant government institutions, e-moto companies, motorcycle cooperatives, and waste management companies, design and operationalise the end-to-end waste management flow for ICE-motos and e-motos, including ICE-moto engine surrender during retrofits, disposal of complete ICE-motos where applicable, and the collection, dismantling, recycling, and disposal of e-moto batteries and associated components.
- Support the Rwanda Green Fund (RGF) to integrate waste compliance, verification, traceability, and reporting requirements into rebate evaluation, approval, and disbursement processes.
- Support the Development Bank of Rwanda to integrate waste management considerations into relevant financial advisory, financing, and credit enhancement mechanisms linked to the e-mobility sector.
- Support the identification of centralised collection and disposal nodes in collaboration with qualifying waste management companies and in alignment with the Waste Management Plan (WMP), while also exploring opportunities for decentralised collection and disposal systems where workable.
- Develop and finalise a detailed operational implementation plan for the duration of the project, including milestones, responsibilities, monitoring mechanisms, and reporting requirements, to support achievement of the project targets relating to the responsible management of 9,000 ICE-motos/engines and 450 e-motos components/batteries.

### **3.4 Policy, regulatory, and institutional support**

In developing the operational implementation plan to achieve the 9,000 ICE-moto target and the 450 e-moto target, the Service Provider will identify key technical, operational, financial, policy/regulatory, and coordination challenges requiring action by government institutions, e-moto companies, waste management companies, and other stakeholders, and will provide practical, targeted recommendations to address these issues.

Through the engagements to deliver the tasks under the assignment, the Service Provider will support with identifying the financing gaps that need to be addressed to enable the development of commercially practical and financially sustainable processes for the sustainable management of ICE-moto and e-moto waste.

The Service Provider will further support the E-Moto Technical Hub, which is tasked with managing the E-Moto Project and providing technical and facilitation support, including supporting the effectiveness of the Project’s two financial mechanisms: the Rebate Scheme and the E-Moto Credit Enhancement Facility (E-CEF). The Service Provider will provide technical, strategic, and operational recommendations on the key actions needed to achieve the waste targets, including clarifying the respective roles, responsibilities, and coordination requirements of each stakeholder involved in the waste management value chain.

Please note that this task is expected to be continuous as the Service Provider executes the assignment, and any pertinent challenges and recommendations are to be provided through the weekly progress reports. The final observations and recommendations should be included as a section into the final project report.

### 3.5 Final report

The Service Provider shall provide a final consolidation of all project activities; documenting outcomes achieved against the assignment as defined in the Terms of Reference. This deliverable shall document lessons learned and provide actionable guidance to the E-Moto Project Team to support the continued delivery and management of the waste process through the established agreements. The report shall include strategic recommendations for continuation to ensure operational continuity beyond the contract period.

## 4 Deliverables and reporting structure

The service provider will report to ICLEI Africa, who will coordinate input from relevant E-moto Project team members and partners. All relevant documents will be provided to the Service Provider to enable necessary understanding of the project. The delivery of this assignment is expected to require 40 expert days and must be concluded no later than November 20, 2026.

The following deliverables are required:

SoW	Deliverables	Descriptions	Indicative timing
4.1 Project workplan	D1: Project workplan	An updated and detailed project work plan—including updated milestones, timelines, and responsibilities—reflecting feedback from the E-Moto Project Team.	1 week after the appointment
4.2 Weekly progress reports	D2: Weekly progress reports	Given the urgency to meet the project waste targets, weekly progress reports will detail results, issues, practical solutions, and questions.	Weekly
4.3 Establish functioning	D3a: Finalised (signed or near-execution)	Finalised operational and legal partnership agreements for the	1-3 months after start

operational, legal and partnership agreements for all three waste streams	agreements) operational and legal partnership agreements	three waste streams. Specific, operational, and legal agreements shall cover: 1) ICE-moto decommissioning entailing collection, disposal, dismantling, and scrap recovery, including through the Rebate Scheme, 2) E-moto battery and component end-of-life processing, entailing second-life screening, storage, reuse, and controlled disposal. 3) Retrofit residual waste management of surrendered ICE engines and residual components arising from retrofit operations	1) Finalised operational and legal agreement for retrofit waste between Enviroserve and REM within 1 month after start. 2) Other agreement(s) on batteries within 3 months of start. 3) Other agreement(s) as needed to meet targets.
	D3b: Finalised operation workplan.	A strategic roadmap detailing the execution steps to achieve the project targets of 9,000 ICE-motos and their components; and 450 e-motos batteries and components, utilising the established operational and legal agreements.	3 months after start
4.4 Policy, regulatory, and institutional support	D4: Policy, Regulatory and Financial Gap Analysis	Ongoing support in identifying key barriers and proposing practical actions to achieve waste targets, including advisory guidance for the Technical Hub on stakeholder roles, coordination, and priority actions required to operationalise waste targets, and recommendations to inform the development of commercially viable and financially sustainable processes for the sustainable management of ICE-moto and e-moto waste.	Ongoing input, with summary in final report at contract close
4.5 Final report	D5: Final report	Comprehensive synthesis of all activities across all tasks and waste streams, outcomes achieved against project targets, lessons learned, including a section on policy, regulatory, and institutional support, recommendations for continuation, and an updated implementation roadmap for the waste system beyond the contract period.	At contract close

All reports must be submitted in English and in editable Word format and PDF. The final reports and outputs must be professionally presented and well edited, with a clear and logical structure,

appropriate referencing where required, and written in clear, concise language with consistent terminology and e-Moto Project branding. A formal quality assurance process must be applied, including internal review by the Service Provider, incorporation of project team feedback, and final proofreading before submission.

The Service Provider may be requested to present findings or provide ad hoc technical support to the E-Moto Technical Hub, Steering Committee, Partnership Group, or project team on an as-needed basis (reserve 2 expert days for this).

## **5 Service provider requirements**

This engagement requires an expert or team of experts with deep in-country roots, hands-on waste sector experience, and the operational bandwidth to drive implementation (not just advisory) outcomes.

### **5.1 Mandatory requirements**

The Service Provider must meet the following mandatory requirements and provide evidence for each:

#### **Country knowledge and embeddedness**

- Strong demonstrated and relevant knowledge of Rwanda, with strong networks and active relationships across the waste and recycling sector.
- Proposals from non-Rwandan-based Service Providers must demonstrate in-country operational capacity, including details of past relevant experience and achievements in Rwanda.
- At least one expert would need to be based in Rwanda during the contract duration to ensure effective team coordination and the ability to develop and operationalise the waste legal and operational agreements.

#### **Demonstrated experience in the waste sector**

- Minimum of three (3) years of demonstrated experience operating within the waste management, recycling, and environmental sector, with direct working relationships with key recyclers, waste handlers, and/or government regulatory authorities in Rwanda.
- Demonstrated achievements in designing and implementing business and legal agreements between companies working in the waste sector.

#### **Technical and professional qualifications**

- Demonstrated success in developing operational processes, including legal and operational agreements and partnerships for the waste sector.
- Demonstrated experience in waste management plan implementation.
- Demonstrated expertise in drafting and reviewing legal and partnership agreements across the waste management sector, across waste streams, and with multiple institutional actors.

#### **Critical availability requirement**

This engagement is operationally intensive and requires consistent, hands-on presence. To ensure effective delivery, key personnel must be resident in or regularly physically present in Rwanda throughout the contract. Remote-only engagement from outside Rwanda will not be accepted for key team members.

## 5.2 Advantageous requirements

- Experience with hazardous waste handling, lead-acid battery management, and/ or lithium-ion battery handling in Rwanda.
- Demonstrated experience in operationalising collection, disposal, or dismantling systems.
- Experience in automotive, e-waste, or hazardous waste streams.

## 6.3 Organisational requirements

- The Service Provider may be an individual, a single organisation, or a consortium of experts and/or organisations partnering to deliver the ToR scope.
- Consortia must clearly designate a lead entity and provide a consortium agreement or letter of intent confirming the roles, responsibilities, and resource commitments of each member.
- The Service Provider must demonstrate financial stability and the ability to mobilise and sustain operations in Rwanda throughout the contract period.

# 6 Proposal Submission Requirements

Proposals must not exceed 20 pages (excluding CVs and annexes) and must address the following components:

## 6.1 Relevant Experience

A summary of relevant prior experience in the waste management and recycling sector, as well as experience in developing and operationalising operational processes, partnership arrangements, and legal agreements.

Submissions should demonstrate practical experience working with recyclers, waste handlers, and/or regulatory authorities, and should show the Service Provider's ability to design, coordinate, and implement operational arrangements involving multiple stakeholders.

The Service Provider must include a table of relevant prior assignments, listing the client's name, assignment scope, dates, estimated value, outcomes achieved, and contact reference for verification.

## 6.2 Country knowledge and embeddedness

A concise description of the Service Provider's experience and operational presence in Rwanda, including any active institutional relationships relevant to the assignment.

This should include evidence of prior work in Rwanda, familiarity with the local regulatory and operational context, and existing relationships with relevant government agencies, private sector actors, recyclers, waste handlers, e-moto companies, motorcycle cooperatives, financial institutions, and/or other stakeholders relevant to the Rwanda E-Moto Project.

## 6.3 Demonstrated understanding of the ToR and the WMP

A concise statement demonstrating the Service Provider's understanding of the Motorcycle Waste Management Plan (WMP), the Rwanda E-Moto Project context, and how its prior experience positions it to deliver the scope defined in this ToR.

The statement should include a brief outline of the proposed approach to key deliverable D3: Finalised operational and legal agreements and draft operational workplan. This should demonstrate the Service Provider's understanding that D3 must set out the practical, institutional, legal, and operational arrangements required to implement the waste management workflow, including roles and responsibilities, contractual arrangements, compliance requirements, operational procedures, coordination mechanisms, implementation sequencing, and any key dependencies.

The Service Provider should also identify the two or three most critical implementation challenges likely to affect delivery of the assignment and describe its proposed approach to addressing each.

## **6.4 Methodology and work plan**

A detailed methodology should be provided covering all tasks defined in Section 4. The methodology must include a practical work plan that demonstrates operational credibility and sets out how the assignment will be implemented in coordination with the relevant project partners.

This should include a clear approach for designing and implementing the waste management workflow for ICE-motos, e-motos, and the Rebate Scheme. The workflow should cover the safe collection, surrender, dismantling, storage, transport, recycling, reuse where appropriate, and final disposal of ICE-motos/engines and related components, as well as e-moto batteries and other e-moto components.

The methodology should demonstrate how the proposed approach will achieve the safe disposal targets of 9,000 ICE-motos/engines and their components, and 450 e-motos, batteries, and e-moto components. It should also explain the roles and responsibilities of the different actors involved, including government agencies, e-moto companies, motorcycle cooperatives, waste management companies, recyclers, and any other relevant stakeholders.

The workplan should include key activities, sequencing, timelines, deliverables, decision points, and risk mitigation measures to ensure that the waste workflow is practical, compliant, traceable, and capable of being implemented at scale.

## **6.5 Data and information needs**

Identification of additional data, access, or information needed from the E-Moto Project Team or project partners, with proposed approaches for obtaining these.

## **6.6 Financial proposal and timeline**

A detailed financial proposal must be provided, clearly setting out the proposed activities, the expert/s assigned to each task, the number of expert days allocated per task, the person-day rate per expert in EUR, and the total cost per task in EUR. The budget must be fully inclusive of all costs required to deliver the assignment.

It is expected that delivery of this ToR will require approximately 40 expert days in total, with all work to be completed no later than 20 November 2026. The budget must be itemised by task and by expert, and the proposed person-day rates should be consistent with prevailing local market rates for comparable professional services.

The submitted workplan will be reviewed and refined during contracting to ensure alignment with the final scope of work and to include any additional detail required.

## 6.7 Resumes

The following addenda must be included:

- Professional resumes for all proposed key personnel;
- Clearly designated roles for each proposed expert, aligned with the ToR; and
- Evidence of relevant experience, including specific experience in Rwanda where applicable.

## 7 Evaluation criteria

Proposals will be assessed by a review panel using the following criteria:

Criterion	Key Assessment Factors
Country knowledge and embeddedness	Understanding of and level of operational presence in Rwanda, existing relationships with key recyclers and government actors, and evidence of knowledge of the Rwandan waste sector.
Technical qualifications and relevant experience	Qualifications of key experts, evidence of ability to design and implement operational and legal agreements, depth and relevance of waste management experience, e-waste and hazardous waste expertise, and automotive/motorcycle sector knowledge.
Understanding of ToR and proposed methodology	Demonstrated understanding of the ToR; credibility and operational realism of the proposed approach; quality of workplan.
Key personnel availability and team composition	Compliance with mandatory team requirements and availability, team structure, and a realistic deployment plan.
Financial proposal	Budget efficiency and reasonableness, person day rate, clear cost breakdown, and value for money relative to scope.

## 8 Key definitions

Term	Definition
Service Provider	An individual, single organisation, or consortium of experts and/or organisations partnering to deliver the ToR deliverables.
E-Moto Project Team	Rwanda Green Fund (RGF), Development Bank of Rwanda (BRD), ICLEI Africa, and GlobalDF.
WMP	The Motorcycle Waste Management Plan for Rwanda's Motorcycle Sector.
CoD	Certificate of Destruction - an official document confirming a motorcycle or engine has been formally decommissioned and processed by a licensed facility.
Rebate Scheme	The E-Moto Project's financial mechanism that provides subsidies to low-income individuals with financial needs who agree to retrofit their ICE-moto, with eligibility linked to the surrender of ICE-moto engines.

Term	Definition
BaaS	Battery-as-a-Service, the model used by most e-moto companies in Rwanda, whereby the company retains ownership of batteries and manages their collection and replacement.

## 9 Relevant project resources

To receive relevant project documents, please submit your Expression of Interest (Eoi) for this assignment as indicated on the cover page.

Proposals submitted by entities that did not submit an Expression of Interest will still be considered; however, such entities must accept that they may not have had access to all documentation, clarifications, and/ or information shared during the Eoi stage, and no extension or adjustment will be granted on this basis.

### Submission process

- Terms of Reference issued: **25 May 2026**
- Expression of interest deadline: **29 May 2026**
- Submission of bids deadline: **19 June 2026**

Please submit applications to Kennedy Kanyiha ([kennedy.kanyiha@iclei.org](mailto:kennedy.kanyiha@iclei.org)) and Janvier Twagiramana ([janvier.twagiramana@iclei.org](mailto:janvier.twagiramana@iclei.org)) with Tony Shyaka ([t.shyaka@greenfund.rw](mailto:t.shyaka@greenfund.rw)) and Grace Stead ([grace.stead@iclei.org](mailto:grace.stead@iclei.org)) in copy.

**Subject line:** 'Service Provider: Rwanda E-Moto Project - Waste Implementation Plan.'

For further information on the Rwanda E-Moto Project, see:  
Rwanda – Accelerating the Deployment of E-Motos: [Mitigation Action Facility website](#)

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