

## TERMS OF REFERENCE

### **1. Background**

Horizon Logistics Ltd is hereby invites qualified and reputable Recruitment Consultancy Firms to submit proposals to support the recruitment of senior and key technical positions within the organization i.e. Director of Business Development, Financial Controller, Human Resource Officer in charge of Performance and Development, and System Administrator.

These positions are essential to strengthening the Company's operational efficiency and institutional capacity. The vacancies have already been advertised, applications received, and applicant data entry and selection is ongoing. To ensure a transparent, objective, and professional assessment process, Horizon Logistics Ltd seeks to engage an experienced recruitment consultancy firm, whose roles and responsibilities are detailed in the scope of work.

### **2. Objective of the Assignment**

The objective of this assignment is to source the services of a qualified recruitment consultancy firm to support the Company in conducting a transparent, standardized, and merit-based recruitment process for the required positions.

### **3. Scope of Work**

The consultant shall be responsible for the following tasks:

- Develop position-specific interview questionnaires and assessment tools that will guide the interview panelists during the recruitment process.
- Ensure that the questionnaires are competency-based, aligned with the roles' responsibilities, and support objective evaluation.
- Support the interview process by providing guidance on the application of the assessment tools, where required.
- Consolidate and analyze individual panelists' evaluation scores for each candidate.
- Prepare comprehensive final recruitment reports for each position, including summarized scores, rankings, and overall recommendations.
- Ensure confidentiality, professionalism, and compliance with the Company's recruitment policies throughout the process.

### **4. Expected Deliverables**

- Standardized interview questionnaires for each position.

- Consolidated evaluation score sheets for all interviewed candidates.
- Final recruitment reports for each position, including recommendations for selection.

## 5. Duration of the Assignment

The assignment shall cover the required recruitment assessment activities, from the development of assessment tools to the submission of final recruitment reports, and shall be completed within a maximum period of **one (1) month** from the date of contract signing.

## 6. The consulting firm must have

- Proven experience in recruitment and selection for senior management and technical positions.
- Strong expertise in competency-based interviews and assessment methodologies.
- Experience in developing interview tools and evaluation frameworks.
- Ability to produce clear, professional, and analytical recruitment reports.

## 7. Future Recruitment Engagement

The consultant who is awarded this assignment shall, subject to satisfactory performance, support and facilitate future recruitment processes planned for the year, in accordance with the Company's recruitment plan and applicable procurement procedures.

## 8. Reporting and Coordination

The consultant shall work closely with the Recruitment Committee and submit all recruitment reports to the Committee for review and onward submission to Management for approval.

## 9. Submission Guidelines

Proposals must be submitted electronically to [tender@horizonlogistics.rw](mailto:tender@horizonlogistics.rw) not later than **15<sup>th</sup> February, 2026**. The proposal should include:

- company profile.
- Relevant experience.
- Technical proposal.
- Financial proposals.

## **10. Negotiations**

Upon completion of the evaluation and ranking of qualified firms, negotiations shall be conducted with the firm ranked first. Should negotiations with the first-ranked firm fail, negotiations shall be initiated with the next ranked firm in sequence.

## **11. Award of Contract**

The contract shall be awarded after a successful negotiation with the successful firm. Prior to award of contract Horizon Logistics Ltd shall promptly inform the other firms that their proposals were not selected. The selected firm shall then be expected to commence the assignment as agreed during negotiations.

*Januk  
Parwya*



Eng. Innocent RAYISIRE  
Managing Director  
Horizon Logistics Ltd