**Terms of Reference**

**Supporting the roll-out of a Quality Apprenticeship Pilot in Rwanda for Software Developers (for service contract/Companies only)**

**The project of Boosting Decent Jobs and Enhancing Skills for the youth in Rwanda’s digital economy**

**Dar es Salaam Country Office**

1. Background

Rwanda’s long-term economic vision—[Vision 2050](https://www.minecofin.gov.rw/fileadmin/user_upload/Minecofin/Publications/REPORTS/National_Development_Planning_and_Research/Vision_2050/English-Vision_2050_Abridged_version_WEB_Final.pdf)—targets the country’s transformation into a high-income economy. Rwanda is aiming to rapidly position itself as a digital hub in East Africa. Becoming a regional digital hub requires the development of a skilled and dynamic workforce to meet the increasing demand for digitally competent staffs. However, for the moment, skills shortages and mismatches remain key constraints, limiting business growth, investment, and the country’s transition to a knowledge-based economy.

The Government of Rwanda has made significant strides towards improving digital capabilities through initiatives such as the [Smart Rwanda Initiative](https://www.minict.gov.rw/fileadmin/user_upload/minict_user_upload/Documents/Policies/SMART_RWANDA_MASTERPLAN.pdf), 1 million coders ’initiative investments in digital infrastructure, the [Rwanda digital talent policy](https://rwandatrade.rw/media/2016%20MINICT%20Digital%20Talent%20Policy.pdf) and the National Digital Skills Framework (NDSF)[[1]](#footnote-2), which sets standardized benchmarks for digital literacy and workforce readiness.

To contribute to these efforts, the Global Initiative on [Decent Jobs for Youth](https://www.decentjobsforyouth.org/) is implementing the [Boosting Decent Jobs and Enhancing Skills for Youth in Rwanda's Digital Economy project](https://www.ilo.org/projects-and-partnerships/projects/boosting-decent-jobs-and-enhancing-skills-youth-rwanda%E2%80%99s-digital-economy#:~:text=The%20project%20will%20focus%20on,work%20in%20the%20digital%20economy.). This four-year partnership, funded by the Government of Luxembourg and implemented by the International Labour Organization (ILO) is supporting the Government of Rwanda, employers' and workers' organizations, and young people to support the country’s structural transformation and digitalization agenda.

More specifically, it aims to empower young women and men (aged 18–30) in Kigali and secondary cities to access decent employment and entrepreneurship opportunities in the digital economy. The project is part of a broader ILO/ITU/AU Joint Programme spanning several African countries, focusing on:

* Job creation and entrepreneurship in the digital economy
* Digital skills development for young people
* Facilitating the transition to decent work in the digital economy

Under **Outcome 2**, the project focuses on promoting work-based learning approaches in Technical and Vocational Education and Training (TVET), including through the implementation of **quality apprenticeship programmes** aligned with labour market needs. To this end, the ILO seeks to engage an **Implementation Partner** to support Rwanda’s TVET and Digital Skills stakeholders and the ILO in the roll-out of a **Quality Apprenticeship Pilot in Rwanda for software developers.**

1. Objective

The objective of this Implementation Agreement (IA) is to support the International Labour Organization (ILO) and Rwanda’s TVET, Digital Skills stakeholders and the private sector in piloting a quality apprenticeship for software developers in Rwanda, documenting process and results, facilitating its upscaling and informing the Quality Apprenticeship Framework for Rwanda

The apprenticeship programme will be implemented based on the agreed framework of implementation, which is envisaged to be finalised as part of the inception phase of this scope of work.

1. Outputs and Tasks

The Implementation Partner will be responsible for producing key outputs, and coordinating and executing key activities under the pilot based on the agreed framework of implementation that should be used as the main guidance and reference point, specifically:

1. Initiation phase
2. **Competency standards are revised, with external technical inputs** *(1 month from signing the contract)*
   1. Coordinate and facilitate the consultative and validation workshops towards the revision of the competency standards and training materials.
3. **Campaign is designed and implemented to attract companies and apprentice candidates**.*(1 month from signing the contract)*
   1. Development of two social media campaigns (including social media cards) to disseminate the EoIs on social networks.
   2. Produce a visually engaging brochure with infographics to raise awareness among businesses for promotional events.
   3. Organize and facilitate 3 promotional events.
4. Prior the apprenticeship programme roll-out phase
5. **ICT companies that are willing and capable to participate in the pilot are identified, selected as per criteria agreed with ILO and TVET and digital skills stakeholders, and briefed.** *(3 months from signing the contract)*
6. Finalise of the selection criteria
7. Draft and launch a competitive call for applications for host companies, using resources such as social media, the KORA website, Private Sector Federation (PSF), and Jobs in Rwanda databases and platforms.
8. Provide of a list of 25 host companies in a digital format (Excel), categorizing them based on agreed criteria.
9. Organize and conduct one induction session for participating companies, including briefing participating companies on their broader role in offering in-kind support (e.g. mentorship), and promoting the programme within their networks
10. Negotiate with the companies on their short and long-term commitments to the apprenticeship programme in Rwanda
11. Ensure the companies are aware and receive capacity development on ILO Recommendations 208 on Quality Apprenticeship.
12. **In partnership with the companies, apprentices are selected, based on agreed or set entry requirements for the level of qualification selected including young women, and learners with disabilities, using ILO guidance [[2]](#footnote-3).** *(3 months from signing the contract)*
    1. Draft and launch an expression of interest through a competitive call for applications for aspiring coders aged 16 years or older, using RTB school networks.
    2. Prepare the interview questions to screen out the most suitable candidates based on agreed criteria developed jointly with key stakeholders
    3. Classify candidates by specific criteria including sex, geographic location, status ( disabled, etc.) and propose 50 shortlisted ones for final decision by ILO and TVET and digital skills stakeholders.
    4. Organize and coordinate applicants' interviews jointly with representative of the enterprises and TVET and digital skills stakeholders
    5. Facilitate the identification of learners’ needs in terms of access and learning style and organize required accommodation of these needs at the workplace and in the classroom.
13. **Training plans and agreements are developed, signed by host companies and apprentices and implemented** *(3 months from signing the contract)*
    1. Liaise with host companies and apprentices to ensure the signature of the Quality Apprenticeship agreements, as per a template agreed with TVET and digital skills stakeholders and ILO, and monitor their implementation.
    2. Ensure a training plan / logbook is agreed between the learner, the company and the training provider; it will clarify which competency is expected to be acquired in class and which one on the job and when;
    3. Ensure formative self-evaluation of apprentices along training plans are validated by in-company trainers and by instructors.
    4. In consultation with the companies, disburse and or facilitate the apprentices agreed package of payment (RWF 150,000 per month), benefits and access to social protection schemes (the latter is informed by Rwanda Social Security Board relevant schemes).
14. The apprenticeship programme implementation
15. **In collaboration with ILO’s Technical Consultant, the trainings need assessments are organised to inform TVET and in company trainers' orientation or ToT** *(4 months from signing the contract)*
    1. Organise training needs assessment of in-company trainers on didactic skills, as per ILO modules; the TNA will inform ToT
    2. Organise training needs assessment of TVET instructors on core work skills as per ILO and other modules; the TNA will inform ToT . Assess the in-company TNA And update RTB’s in-company trainer manual, using ILO guidance, to align with ICT apprenticeship standards.
    3. Consider inclusion of underrepresented groups and based on stakeholder inputs.
    4. Organize and deliver induction session to selected apprentices in collaboration with RTB, hosting companies and TVET and digital skills stakeholders.
16. Post the apprenticeship programme
17. **coordinate and organize graduation ceremony jointly with the TVET and digital skills stakeholders, the private secotrand ILO*.*** *(11 months from signing the contract)*
    1. Organize and facilitate a graduation ceremony to award apprentices with certificates in collaboration with Participating TVETS, and enterprises.
18. **The M&E system of the pilot is developed and implemented, to allow for addressing problems in a timely manner, to document the model and results, and to publicize lessons learned.**
    1. Ensure apprenticeship logbooks are completed, and used to identify progress, challenges, and possible corrective actions.
    2. Based on the agreed framework, develop and agree on (with participating enterprises and TVET institutions) monitoring visit schedule. Regularly liaise with companies TVET providers and apprentices to monitor programme effectiveness, identify areas for improvement and troubleshoot issues that may arise. Seek guidance from ILO and or the TVET and digital skills stakeholders on matters that are beyond the mandate of this contract
    3. Prepare and provide progress reports during the scheduled tripartite/bipartite committee meetings.
    4. Document systematically the progress of the pilot and its results along a plan agreed with ILO and TVET and digital skills stakeholders, and present this as part of the final report, and as a basis for recommendations on how to upscale the approach.
    5. Submit progress report, final progress report, and expenditure budget in the format indicated by the ILO and as per agreed contract terms.
    6. Produce 2 video interviews (1 of an apprentice and 1 of a host company) and at least 3 Apprentice success stories and 3 companies success stories based on the ILO-provided template.
19. **Provide a clean, structured digital file covering all information captured through interviews, copies of interview notes, transcripts, pictures, videos, and the final drafts of the success stories.**
20. **Both companies and apprentices, but also TVET and digital skills stakeholders and ILO are supported with facilitation and coordination services*.*** *(across the 12 months of the contract)*
    1. companies Establish and implement a clear communication and collaboration plan among schools, , and apprentices to foster collaboration.
    2. Maintain close coordination (weekly meetings) with TVET and digital skills stakeholders and the ILO throughout the pilot implementation, providing updates on progress and implementation milestones.
    3. Resolve problems as they may arise, in a collegial manner.
    4. Disburse payments as per agreed plan and report on expenses as part of financial report

4.Payment Schedule

The payment arrangements proposed for the assignment are as follows:

Deliverable, Payment terms:

1. The Inception Report. 5% of the total amount to be disbursed after the inception report if finalized and ILO comments are reflected.
2. **Deliverable A**. Initiation phase: 10 % of the total amount is disbursed after the Initiation Phase deliverables and relevant progress report are submitted and ILO comments are reflected.
3. **Deliverable B**. Prior the apprenticeship programme roll-out phase. 15% of the total amount is disbursed after the deliverable outputs and relevant progress report are submitted and ILO comments are reflected.
4. **Deliverable C**. The apprenticeship programme implementation. 20% of the total amount is disbursed after the 3 months of the apprenticeship programme passes and relevant progress report is submitted, and ILO comments are reflected.
5. **Deliverable C**. The apprenticeship programme implementation. 25% of the total amount is disbursed after the remaining 3 months of the apprenticeship programme passes and relevant progress report is submitted, and ILO comments are reflected.
6. **Deliverable D**. Post the apprenticeship programme implementation. 20% of the total amount is disbursed after the deliverable’s outputs and relevant progress report is submitted.
7. Initiative Final progress Report: 5% is disbursed on the final report that documents results and lessons learned is submitted and ILO comments are reflected.

5.Reporting Lines

The selected service contractor/Company will work under the direct supervision of ILO Project Team and the Specialists of the Decent Work Country Team, the Regional Office and the HQ. This engagement includes regular planning and progress meetings, joint discussions and missions, and agreement on research methods for the various technical areas covered under this intervention.

6.Selection criteria

The selection of the service contractor will be based on the following criteria:

a) Institutional Profile and relevant experience (30 marks at most)

* Proven track record in implementing skills development programmes, in Rwanda.
* Demonstrated experience in managing complex, multi-stakeholder projects involving private sector engagement, training, and placement of young people.
* Existing and active network of private sector companies (members, affiliates, or formal partnerships) relevant to the ICT and innovation sectors.
* Prior experience coordinating apprenticeship, dual training, or work-based learning initiatives will be considered a strong advantage.
* Operational presence in Rwanda, with sufficient staffing and logistical capacity to implement activities nationwide.
* Personnel with Rwandan nationality is considered an advantage.

b) Technical Proposal and understanding of the assignment (40 marks at most)

* Demonstrated understanding of active labour market programmes, youth employability, and private sector engagement strategies.
* A clear, practical, and feasible implementation approach including the organisation of calls for EOI, company mapping, training logistics, matching processes, and support for apprentices and companies.
* Coherent plan for quality assurance, coordination mechanisms, and risk mitigation during implementation.
* Innovative and contextually appropriate communication and outreach strategy for promoting the pilot to companies and the public.
* Proposed M&E framework aligned with ILO guidance, including the use of disaggregated data.

c) Communication, coordination and stakeholder engagement (10 marks at most)

* Proven capacity to coordinate with public institutions (e.g., MINICT, RTB, CSO of MIFOTRA), private sector actors, and training institutions.
* Capacity to manage effective and culturally appropriate engagement with young beneficiaries and participating companies.
* Strong internal communication systems to ensure timely updates and reporting to ILO and TVET and digital skills stakeholders.
* Excellent written and spoken communication in English and Kinyarwanda.

d) Knowledge of the national Context and stakeholders (20 marks at most)

* In-depth knowledge of Rwanda’s employment ecosystem, including relevant ministries, public agencies, and development partners.
* Prior engagement with government-led initiatives in education, youth employment, or private sector development.
* Familiarity with national policies related to skills development, digital transformation, and social protection is highly desirable.

NOTE: The total marks related to the above are 100 and weighted at 70% of the total scoring.

e) Cost-Effectiveness and Financial Proposal (30 marks at most)

* Transparent, realistic, and detailed financial proposal aligned with the proposed timeline and deliverables.
* Value for money in terms of staffing, logistical arrangements, and training costs.
* Ability to efficiently manage and report on stipends and direct support provided to apprentices and companies.

NOTE: the financial offer is weighted at 30% of the total scoring.

7.Application

Applicants must submit an expression of interest including the following elements:

a) Organizational profile and cover letter

The cover letter (max. 2 pages) should:

* Summarize the organization’s suitability and motivation for the assignment.
* Highlight relevant experience in implementing employment, apprenticeship, or private sector engagement initiatives in Rwanda or similar contexts.
* Describe the organization’s structure, legal registration, and operational presence in Rwanda.
* Identify the focal point/person responsible for the proposal.

The organizational profile should include:

* Founding year, legal status, governance structure.
* Key areas of operation and thematic focus (e.g. youth employment, skills development, private sector outreach).
* Geographical areas of activity in Rwanda.

b) Technical proposal (maximum 5 pages)

The technical proposal should clearly demonstrate the applicant’s capacity to deliver the pilot and address the following:

* Understanding of the assignment and its objectives, including apprenticeship, company engagement, and youth employability in Rwanda.
* Implementation methodology:
  + Mapping and selection of companies.
  + Recruitment and matching of apprentices.
  + Organization of trainings and coordination with TVET and digital skills stakeholders.
  + Promotion and visibility plan.
  + Monitoring and evaluation framework.
* Risk assessment and mitigation strategies.
* Timeline and detailed work plan, including indicative milestones over the implementation period.

c) Financial Proposal

The financial proposal should be submitted in USD and presented as a detailed budget covering:

* Estimated costs by activity per unit, including logistics, communication, staff, training materials, etc.
* Provision for apprentice stipends and any other support measures.
* Breakdown of administrative or overhead costs at unit cost
* Justification for all major budget lines.

*Note: The financial proposal will be evaluated based on cost-effectiveness and realism.*

d) Examples of Relevant Work

Applicants are encouraged to include:

* Up to two examples of previous or ongoing similar projects (e.g. employment programmes, apprenticeship initiatives, skills development).
* Relevant references or public links to reports, communication materials, or evaluations (if available).

e) Supporting Documents

* Copy of official registration certificate or legal entity status.
* Audited financial statements or proof of financial capacity (optional but recommended).
* Organizational organigram, highlighting the team proposed for this project.
* List of partner companies or sectors of engagement.
* Includes references, CVs of key staff.

f) Submission Instructions

* All application materials must be submitted electronically in PDF format to: [rwaprocurement@ilo.org](mailto:rwaprocurement@ilo.org)
* The subject line should read: Technical and Financial Proposal for the roll-out of a Quality Apprenticeship Pilot in Rwanda  
  1. **How to Apply**
* Register on UNGM as a supplierby creating an account with your company details and activating it via email.
* Complete the Basic Registration Form with your company’s ID, address, areas of expertise (using UNSPSC codes), and eligibility declaration.
* Search for consultancy opportunities under the “Procurement Opportunities” section, filtering for calls for companies (e.g., RFPs, ITBs). Or use the direct link to the TOR provided here: [RFP/44/2025/CUK/ROAF - Supporting the roll-out of a Quality Apprenticeship Pilot in Rwanda for Software Developers](https://eur01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.ungm.org%2FPublic%2FNotice%2F279283&data=05%7C02%7Cbyiringiro%40ilo.org%7C3f5e91d708d44c33a81a08ddfa9ce865%7Cd49b07ca23024e7cb2cbe12127852850%7C0%7C0%7C638942274021418904%7CUnknown%7CTWFpbGZsb3d8eyJFbXB0eU1hcGkiOnRydWUsIlYiOiIwLjAuMDAwMCIsIlAiOiJXaW4zMiIsIkFOIjoiTWFpbCIsIldUIjoyfQ%3D%3D%7C0%7C%7C%7C&sdata=8%2Fpjei%2BJMFGhYl9YhveLFbAwQ%2Fu32pK30U1tiQV9n0U%3D&reserved=0)
* Apply by following the instructions in each notice—either online through UNGM or via email, as required by the UN agency.
* The proposal submission deadline is **12 October 2025, 18:00 (Rwanda time)**.

1. Not yet published. The PDF will be provided by the ILO upon completion of the recruitment process. [↑](#footnote-ref-2)
2. [Guide and assessment tool on the inclusiveness of TVET and skills development systems for all | International Labour Organization](https://www.ilo.org/publications/guide-and-assessment-tool-inclusiveness-tvet-and-skills-development-systems) [↑](#footnote-ref-3)