



**International  
Labour  
Organization**

## **Terms of Reference**

**Implementing Partner for provision of:  
Facilitation of Logistics for Cyber security curriculum Pilot Training for TVET Students**

**ILO Country Office for the United Republic of Tanzania, Burundi, Kenya,  
Rwanda and Uganda**

**Project: Boosting Decent Jobs and Enhancing Skills for the youth in  
Rwanda's digital economy**

## 1. Background

Rwanda’s *National Strategy for Transformation (NST2)* places digital transformation at the center of its ambition to build a knowledge-based economy. The country is positioning itself as a regional digital hub, with strong emphasis on digital skills development, innovation, and ICT-driven growth. The Government of Rwanda has made notable progress toward this vision through initiatives such as the Smart Rwanda Master Plan, investments in digital infrastructure, and the National Digital Skills Framework (NDSF), which sets standardized benchmarks for digital literacy and workforce readiness.

Ensuring the success of this transformation requires a skilled and adaptive workforce capable of meeting the growing demand for digitally competent professionals. Rwanda’s rapid growth in online services across health, finance, education, and public administration presents a strong opportunity to position the country as a leader in secure digital innovation. By equipping youth with practical, industry-aligned skills in cybersecurity and data protection, Rwanda is well-placed to strengthen digital trust, enable business growth, and safeguard its expanding digital ecosystem.

To address these challenges, the Global Initiative on [Decent Jobs for Youth](#) is implementing the [Boosting Decent Jobs and Enhancing Skills for Youth in Rwanda's Digital Economy project](#). 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 contribute to 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 improving the digital skills of young men and women through strengthened partnerships for the delivery of training programmes and the establishment of digital campuses across the TVET system. In this context, the ILO seeks to engage an implementing partner to partner with ILO, RTB and the National Cyber Security Programme in the roll out of new cybersecurity, data protection, and privacy curricula (equivalent to RTB’s level-neutral cybersecurity short-course programme) within 2 selected TVET schools. The primary objective of this assignment is to deliver a pilot phase of modular training aligned with labour market needs, facilitate hands-on lab-based learning resources, and adapt teaching delivery to a digital campus model.

The Cybersecurity pilot Program for TVET Development initiative is a collaborative national programme designed to equip Rwanda’s workforce with practical skills in cybersecurity, data protection, and privacy, essential for safeguarding the country’s digital transformation. The programme is jointly led by the National Cyber Security Authority (NCSA), mandated to protect Rwanda’s digital infrastructure and national assets, the Rwanda TVET Board (RTB), responsible for ensuring quality and alignment within the TVET (Technical and Vocational Education and Training) system, and the International Labour Organization (ILO), which provides technical expertise in competency-based training and international standards.

The programme delivers modules of the Rwanda TVET Qualification Framework (RTQF) through a modular curriculum that combines classroom learning, online resources, and lab-based exercises. The training covers key areas including Cybersecurity Essentials, Blue Teaming (SOC and Threat Hunting),

Governance, Risk and Compliance (GRC), and Data Protection and Privacy, providing structured entry points into the cybersecurity profession and ensuring alignment with industry needs.

To build on Rwanda’s digital skills agenda and strengthen pathways from foundational training to employment, in addition with other partners the initiative will establish Cybersecurity hubs in the 2selected TVET schools. These hubs will serve as stepping stones between cybersecurity literacy and advanced, hands-on learning experiences. By aligning national cybersecurity priorities with TVET curricula and fostering industry partnerships, the programme aims to improve the relevance and quality of training and better prepare young Rwandans for decent jobs in the digital economy, ultimately contributing to Rwanda’s broader digital transformation agenda under NST2.

## 2. Overall Objective

The objective of this assignment is to support the implementation of the Cyber Security Curriculum Programme being implemented by RTB, NCSA, and ILO to pilot a competency-based, occupationally aligned, level-neutral cybersecurity short-course programme aligned with labour market needs and contributing to digital skills development, workplace readiness, and youth employability within Rwanda’s digital economy ecosystem.

The Implementing Partner will support:

A-Pre-training preparation: including school operational preparation and following the RTB and Schools guidance on student selection.

B- Operational coordination during active training implementation: training logistics coordination, student and teacher welfare administration, industry engagement activities, monitoring and reporting, oversight and coordination of technical curriculum delivery, assessments, certification, accreditation processes.

C- Post-training reporting and close-out activities: including graduation and visibility activities, and financial acquittal and close-out requirements.

NOTE: All the process above including academic quality assurance will be technically led by RTB,NCSA, ILO and participating TVET schools.

## 3. Scope of Work and Key Deliverables

The IP will coordinate operational and logistical support across the training phases (pre, during and post) covering approximately 8 weeks(**2.5 days/week**) of active training, 20 training days, 60 students across 2 participating TVET schools, with training conducted simultaneously at both schools. And a total assignment duration of 6 months from contract signature.

NOTE: The technical curriculum delivery, assessments, certification, academic quality assurance, approval processes, and technical oversight remain the responsibility of RTB, NCSA, ILO, and participating TVET schools.

### The core Training Delivery Table

Week	Training Day	School A	School B
Weeks 1–8	<b>Wednesday</b>	Classroom & lab-based training or Hands-on practical sessions	Classroom & lab-based training or Hands-on practical sessions
Weeks 1–8	<b>Saturday</b>	Classroom & lab-based training or Hands-on practical sessions	Classroom & lab-based training or Hands-on practical sessions

The scope of work is divided into three implementation phases:

- Part A: Pre-Training Preparation
- Part B: During Training Active Implementation
- Part C: Post-Training Close-Out

Deliverable	Detailed IP Responsibilities	Timeline
<b>PART A: Pre-Training / Preparation</b>		
D1. School Operational Preparation	<ul style="list-style-type: none"> <li>• <b>Coordinate operational preparation arrangements with participating TVET schools</b> following technical/lab readiness confirmation by RTB/NCSA/ILO: training schedules, classroom/lab access, implementation calendars, student selection logistics, attendance, baseline/endline administration support, progress reporting, payment reconciliation, operational readiness checks(internet/connectivity, backup power); and follow-up coordination meetings/action tracking).</li> <li>• <b>Implementation Tools, Tracking, and Readiness Monitoring:</b> In agreement with the project coordination focal point, develop, regularly update and maintain implementation tools and records (workplan/Gantt chart, risk register, stakeholder/contact list, attendance/payment reconciliation templates, monitoring tools, readiness checklists, issue logs)</li> </ul>	Due Within 40 working days of contract signature

<p>D2. Student Selection and Validation Support</p>	<ul style="list-style-type: none"> <li>• <b>Student Selection Coordination and Application Management:</b> Develop and Coordinate participant application and registration processes (registration forms, application templates, coordinate submissions conducted by TVETs channels, and manage registration timelines.</li> <li>• <b>Compile consolidated participant lists against agreed selection criteria;</b> maintain attendance templates, gender-balance tracking, and submit validated lists to RTB/NCSA/ILO for approval. Any guidance and recommendations are expected to be reflected in the implementation.</li> </ul>	
<p><b>PART B: During Training / Active Implementation:</b> The IP will coordinate operational and logistics support across all active training sessions.</p>		
<p>D3. Training Logistics Coordination - ToT</p>	<p><b>Training of Trainers (ToT) Logistics Support</b></p> <ul style="list-style-type: none"> <li>• Provision of <b>only</b> refreshments (lunch and coffee break), maintain its supporting documentation for reporting and financial acquittal for the approved ToT logistics support for up to 30 TVET teachers/trainers over 20 working days (3–28 August 2026),</li> </ul>	<p>20 working days (3 August–28 August 2026)</p>
<p>D4. Training Logistics, Student Welfare, and Stipend Administration</p>	<ul style="list-style-type: none"> <li>• <b>Coordinate session logistics during active training:</b> classroom/lab access, materials distribution, connectivity, attendance records, baseline administration (on day one of training), and scheduling.</li> <li>• <b>Process student welfare support:</b> refreshments, attendance validation, and stipend disbursement for eligible non-boarding students (capped at USD 3/day) via bank transfer or MoMo; maintain KYC, payment proof, and reconciliation records.</li> <li>• <b>Conduct operational readiness checks during training;</b> maintain issue logs and escalation records.</li> </ul>	
<p>D5. Teacher Coordination, Overtime Support, and Safeguarding, PSEA, and Data Protection Logistics</p>	<ul style="list-style-type: none"> <li>• <b>Coordinate schedule and classroom/lab arrangements</b> for approved TVET teachers; validate attendance, Administer reporting tools/templates and timesheets; process approved overtime in line with usual practices in similar national programmes /stipends; maintain payment and reconciliation records.</li> <li>• <b>Ensure safeguarding, Protection of Sexual Exploitation and Abuse ( PSEA), and data protection requirements are met:</b> consent documentation, emergency/first-aid</li> </ul>	<p>8weeks/ 2months for 60 TVET students across 2 participating schools.</p>

	information, secure storage of participant records, and escalation of any concerns.	
D6. Industry Engagement Activities	Coordinate at least two guest lectures (1–2 hours each), 1 employer virtual session, and 1–2 mentoring/career exposure sessions: invitations, attendance records, employer feedback, and visibility/reporting documentation.	
D7. Monitoring, Reporting, and Evidence Management / Graduation and Visibility	<ul style="list-style-type: none"> <li>• <b>Track implementation indicators throughout the pilot:</b> attendance, participation/completion, sex/age-disaggregated data, stipend reconciliation, safeguarding/risk logs, and employer engagement records; submit monthly technical/financial reports.</li> <li>• Ensuring <b>baseline/endline</b> raw data are accurate.</li> <li>• <b>Coordinate end-of-programme graduation event:</b> venue, confirmations, attendance lists, photography/media, and certificate printing logistics; ensure all visibility materials follow approved ILO/RTB/NCSA branding before external use.</li> </ul>	20days
<b>PART C:</b> Post-Training / Close-Out: The Implementing Partner (IP) will support reporting, acquittal, and implementation closure activities.		
D8. Final Reporting, Financial Acquittal, and Close-Out	<ul style="list-style-type: none"> <li>• Prepare and submit final implementation and close-out documentation, including post-test results; endline analysis report and raw data conducted <b>two months</b> after completion of the pilot training programme; technical and financial reports; graduation and visibility outcomes; attendance and payment reconciliation records; expenditure reporting; asset handover documentation; editable source files; and all supporting evidence required for acquittal, closure, and retention of records for 12 months after contract closure unless otherwise instructed.</li> </ul>	60 days

#### 4. Annex: Core Training Delivery Table (Proposal subject to change)

**Total:** 20 training days  
**Delivery:** ~2 months | 2 days/week (Wednesday & Saturday) | 2 TVET schools

Week	Training Day	School A	School B
Weeks 1–8	Wednesday	Classroom & lab-based training or Hands-on practical sessions	Classroom & lab-based training or Hands-on practical sessions
Weeks 1–8	Saturday	Classroom & lab-based training or Hands-on practical sessions	Classroom & lab-based training or Hands-on practical sessions

#### 5. Performance Targets (Monitoring Indicators)

- Enrollment: 60 students registered (≥50% women where feasible).
- Attendance: ≥98% average session attendance across trainees.
- Completion: ≥95% complete all required modules/assessments.
- Industry engagement: ≥3 activities (two guest lectures (1–2 hours each), 1 employer virtual session, and 1–2 mentoring/career exposure sessions)
- Timely reporting: 100% of technical reports submitted on schedule with complete supporting documents.
- Complaints/safeguarding: 0 unresolved /unreported cases; documented handling per Government of Rwanda and ILO policy.

#### 6. Duration & Location

The assignment duration is six and a half (6.5) months from contract signature. Primary delivery in Kigali and a selected Secondary City, with activities at two TVET schools.

#### 7. Management & Reporting Lines

The Implementing Partner will report to the ILO Project Manager and will follow the guidance of the focal coordination points the technical guidance is led by RTB , NCSA and ILO Decent Work Teams. Regular planning and review meetings will be held; minutes and action trackers will be maintained and recommendations are expected to be reflected in the implementation.

#### 8. Payment Arrangements

Each subsequent advance payment shall be subject to:

- Approval of the corresponding technical and financial progress reports demonstrating achievement of the agreed targets and deliverables as per terms of reference, technical proposal;
- Evidence that at least 80% of the previous advance payment has been utilized and duly acquitted. No payment will be made before the Approval of the technical and delivery report by ILO.
- Payment shall be due only upon completion and **written acceptance by the ILO** of the deliverables, in accordance with the TOR. No payment shall be made for unaccepted deliverables.

<b>Advance payment schedule</b>	<b>Deliverable &amp; Conditions</b>	<b>Advance Payment (% of Total Amount)</b>
1st Advance Payment	Upon signature of the Implementation Agreement and approval of the Inception Report, including the detailed workplan, implementation methodology, implementation tools, risk management approach, and operational readiness plan.	10%
2nd Advance Payment	Upon approval of the technical and financial progress report confirming satisfactory completion of Deliverables D1 and D2, D3 achievement of agreed targets, and utilization of at least 80% of the previous advance.	<b>(30%):</b>
3rd Advance Payment	Upon approval of the technical and financial progress report confirming satisfactory implementation of Deliverables D4,D5 and D6, achievement of agreed targets, and utilization of at least 80% of the previous advance.	35%
4th Advance Payment	Upon approval of the technical and financial progress report confirming satisfactory implementation of Deliverable D7, achievement of agreed targets, and utilization of at least 80% of the previous advance.	10%
Final Payment	Upon submission and approval of Deliverable D8 (Final Reporting, Financial Acquittal, and Close-Out), including all required technical and financial reports, supporting documentation, reconciliations, lessons learned, and evidence required for project closure.	15%

**9. Budget Rules & Eligible Costs**

- Personnel/Staffing costs (management/coordination) must not exceed 7% of the total budget.
- Administrative/Overhead costs must be clearly detailed and justified within the proposal; unsupported assumptions are discouraged.
- Student stipends are capped at USD 3 per student per training day; disbursements must be attendance-based and processed through traceable methods only (bank/MoMo).
- Teacher overtime/stipends must be based on approved timesheets, documented procedures, and applicable ILO/government practices, and apply only to TVET teachers delivering the 20 student training days.
- Visibility/graduation, communications, and media coverage costs must remain within approved implementation plans and branding guidelines.
- Refreshments (lunch and coffee break) for up to 30 teachers during 20 full training days at the UR NCSA Cyber Hub.
- Refreshments (lunch and coffee break) for 60 students during 20 full training days at the two selected TVET schools
- All costs must be reasonable, necessary, verifiable, and supported with receipts and payment evidence.

**10. Travel, DSA & Safety**

- DSA for approved missions outside the duty station will be covered by the IP in line with Government Ministerial Orders after securing ILO approval.
- Travel, insurance, and DSA for IP staff are the responsibility of the IP.

**11. Safeguarding, PSEA & Ethics, Data Protection & Records**

- The IP shall enforce safeguarding and Protection from Sexual Exploitation and Abuse (PSEA) policies; all staff must be trained and sign a code of conduct.
- Only defensive cybersecurity content is in scope; no offensive tooling will be taught or distributed.
- Photography and media require informed consent; sensitive data must be anonymized where applicable.

## **12. Proposal Submission**

Interested organizations should submit a Technical and Financial Proposal apply via: [rwaprocedure@ilo.org](mailto:rwaprocedure@ilo.org) by **11 July 2026, 16:00 (Kigali,)**.

- Questions due: **06 July 2026, 16:00 Kigali**; responses shared with all interested parties by **08 July 2026 (COB)**.

Currency: USD. Language: English.

### ➤ **The Technical Proposal**

The technical proposal should provide a comprehensive outline of the Implementing Partner’s capacity to successfully deliver on the scope of work outlined in this ToR. At a minimum, it should include the following components:

1. A detailed implementation plan, clearly outlining key activities, deliverables, and milestones for each phase of the assignment. The work plan should reflect a deep understanding of the assignment deliverables, including student selection and validation, training logistics coordination, stipend and attendance management, industry engagement activities, monitoring and reporting requirements, graduation/visibility activities, and field-level operationalization across Kigali and selected Secondary Cities.
2. A portfolio of relevant work demonstrating the organization’s experience in youth employment, digital skills, cybersecurity, training logistics coordination, or skills development initiatives. Preference will be given to proposals demonstrating prior collaboration with UN agencies, development partners, government institutions, or TVET-related programmes in implementation of training, capacity-building, or youth-focused initiatives.
3. A staffing proposal including a gender-balanced team structure, detailing roles, responsibilities, and levels of effort. The CVs of key personnel—particularly those leading training implementation, content refinement, and stakeholder engagement—should clearly highlight their experience and qualifications in line with the technical areas described in this ToR.
4. An overview of how the Implementing Partner intends to coordinate with relevant stakeholders including RTB, NCSA, participating TVET schools, employers/industry practitioners, and ILO. The proposal should outline mechanisms for implementation coordination, student engagement, attendance and reporting follow-up, industry engagement activities, and feedback integration throughout the implementation cycle.
5. Evidence of organizational structure and financial viability to independently deliver the assignment. This may include a valid registration certificate, recent financial audits (from the past two years), and internal management frameworks such as risk management protocols, safeguarding policies, and codes of ethics or conduct.
6. At least one example of a report previously developed by the organization on a similar topic, preferably under contract with the UN or other development institutions

All submitted documents will be treated with strict confidentiality and should be compiled in a single PDF file May be possible.

### ➤ **The Financial Proposal**

1. The financial proposal is to include a detailed breakdown of cost per activity and must be submitted in USD. It should reflect all anticipated costs required to successfully implement the assignment, including but not limited to Personnel costs); Training implementation costs; Content validation and finalization; Communication; Monitoring and reporting; Reasonable administrative and overhead costs.
2. The financial proposal should be accompanied by a short budget narrative that explains the rationale for each cost component. A contingency line (up to 5%) may be included where clearly justified.
3. Please note that **incomplete submissions will not be considered**. All financial proposals and supporting documents will be treated as strictly confidential and will not be made publicly available.

The technical proposal should provide a comprehensive outline of the Implementing Partner’s capacity to successfully deliver on the scope of work outlined in this ToR. At a minimum, it should include the following components.

### 13. Selection & Evaluation

Technical Criteria	Description	Maximum Points
Work Plan & Implementation Approach	Quality, coherence, and feasibility of the proposed implementation approach, including work plan, timelines, coordination mechanisms, logistics arrangements, reporting processes, and operationalization of activities across the two participating TVET schools.	35 points
Comparative Advantage & Staffing Plan	Demonstrated organizational suitability for implementation of the assignment, including proposed staffing structure, coordination arrangements, relevant qualifications and experience of key personnel, and gender-balanced team composition where feasible.	15 points
Experience & Technical Expertise	Demonstrated experience in implementation of youth employment, digital skills, TVET, cybersecurity, or training logistics coordination programmes, including evidence of comparable assignments, references, and CVs of key personnel.	30 points
Supporting Information	Technical Offer includes supporting documents to provide evidence on institutional and financial capabilities (e.g. organogram, internal control measures, approach to risk management, relevant ethics/conduct protocols and the financial audit (conducted in the past 2 years) to demonstrate the financial capacity of the proposed Implementing Partner to undertake the requested scope of work identified in the ToR.	20 points

Only proposal attaining at least 70 out of 100 points of the technical evaluation will be considered for financial evaluation. The financial evaluation will award 30 points to the applicant with the lowest offer amongst all offers meeting the minimum technical requirements. Other qualified applicants will be awarded points according to the following formula:

$$\text{Points awarded to applicant X} = 30 * (\text{Budget of lowest bidding applicant}) / (\text{budget of applicant X}).$$

### 14. Eligibility, Conflict of Interest & Exclusions

- Bidders must not be under UN sanctions, debarment, or suspension; eligibility may be verified by ILO.
- Disclose any real or potential conflicts of interest; ILO may exclude bids where conflicts cannot be mitigated.
- Adherence to ILO principles (no forced/child labour, non-discrimination, freedom of association) is mandatory.
- An organization carrying out non-profit oriented work, including: non-governmental organizations (NGOs), foundations, research institutions, statistical institutions, educational
- A constituent of the ILO and/or an affiliated member of such a constituent, including employers’ and workers’ organizations;