



INVITATION FOR EXPRESSIONS OF INTEREST (EOI)

PROVISION OF PROJECT MANAGEMENT CONSULTANCY SERVICES FOR ELECTRONIC SECURITY SYSTEMS PROJECTS

1. Background

Intersec Security Company Ltd (ISCO) is a leading private security company and systems integrator engaged in the design, supply, installation, configuration, integration, testing, commissioning and maintenance of security technologies, including CCTV surveillance systems, access control systems, intrusion alarm systems, fire detection and fire alarm systems, X-ray baggage scanners, walk-through and hand-held metal detectors, electric fencing, public address systems, perimeter security systems, integrated security management systems and video management systems, together with related electronic and low-voltage solutions.

ISCO delivers projects of varying size and complexity for government institutions, financial institutions, private companies, NGOs, industrial facilities, hospitality establishments, educational institutions, healthcare facilities and other organisations.

In line with its commitment to excellence, sound project governance and professional project delivery, ISCO intends to establish a pool of highly qualified Project Management Consultants to be engaged on a project-by-project basis.

2. Objective of the Consultancy

The objective is to engage Project Management Consultants who will provide professional project management and technical oversight services across the full project lifecycle, from initiation and planning through execution, testing, commissioning, handover and close-out, ensuring that assignments are delivered to the agreed scope, schedule, budget, quality standards and technical specifications, with effective stakeholder coordination and client satisfaction.

3. Eligibility

Expressions of Interest are invited from:

- **Individual Consultants.**
- **Consulting Firms.**

Applicants must be legally constituted or registered to provide consultancy services and must be in good standing with all applicable statutory and regulatory authorities.

4. Technical Expertise Required

Demonstrated working knowledge of the design, installation, integration, testing and commissioning of CCTV and video management systems, access control, intrusion detection, fire detection and alarm systems, screening and detection equipment, perimeter protection, public address systems and integrated security management platforms; together with applicable international standards, structured cabling, network infrastructure, power and earthing requirements, and factory and site acceptance testing regimes.





5. Brief Description of the Assignments

The selected Consultant will be engaged on a project-by-project basis. The duration of each assignment will correspond to the duration of the assigned project and will therefore vary according to project scope, complexity and contractual timelines. Assignments will typically comprise project planning and scheduling, cost control, procurement and resource coordination, technical oversight, site supervision, quality assurance, technical compliance verification, scope, risk, issue and change management, stakeholder coordination, chairing and recording of project meetings, monitoring of installation, testing and commissioning, and structured project reporting. Consultants will report to the ISCO Project Steering Committee.

6. Submission Deadline

Expressions of Interest must be received no later than **22nd October 2026 at 17:00 Hrs** via email: recruitment@isco.co.rw

Done at Kigali, on 5th October 2026.


J. Nepo. MBONYUMVUNYI
Ag. Managing Director





INTERSEC SECURITY COMPANY LTD (ISCO)

TERMS OF REFERENCE

PROVISION OF PROJECT MANAGEMENT CONSULTANCY SERVICES FOR ELECTRONIC SECURITY SYSTEMS PROJECTS

Issued to: Shortlisted Consultants

Date of Issue: 30th October 2026

1. Background

Intersec Security Company Ltd ("ISCO" or "the Company") is Rwanda's leading private security company specializing in the design, supply, installation, configuration, integration, testing, commissioning, and maintenance of security technologies. The Company's solution portfolio includes:

- CCTV surveillance systems and video management systems
- Access control systems
- Intrusion alarm systems
- Fire detection and fire alarm systems
- X-ray baggage scanners
- Walk-through and hand-held metal detectors
- Electric fencing
- Public address systems
- Perimeter security systems
- Integrated security management systems (ISMS/PSIM)
- Other electronic and low-voltage security solutions

ISCO undertakes projects of varying sizes and complexities for government institutions, financial institutions, private companies, NGOs, industrial facilities, hospitality establishments, educational institutions, healthcare facilities and other organizations. These projects are frequently multidisciplinary in nature, executed within live operating environments, and delivered alongside civil, electrical, mechanical and ICT work packages under the coordination of client representatives, consultants, architects, engineers, quantity surveyors, and contractors.

ISCO is committed to delivering every project to the highest standards of quality, schedule performance, cost control and customer satisfaction. In furtherance of this commitment, and as part of the Company's ongoing pursuit of excellence, sound governance, and professional project delivery, ISCO Security intends to establish a pool of highly qualified Project Management Consultants who will be engaged on a project-by-project basis to provide dedicated project management leadership and technical oversight on assigned projects.

2. Purpose of the Consultancy

The purpose of this consultancy is to secure the services of experienced Project Management Consultants, individual consultants or consulting firms, who combine strong project management expertise with strong technical expertise in electronic security systems, and who will apply internationally recognized project management standards and practices to the planning, execution, monitoring, control and close-out of ISCO Security projects, working collaboratively with all internal and external stakeholders under the oversight of the ISCO Security Project Steering Committee.

3. Objectives

The consultancy shall achieve the following objectives on each assigned project:

- **Professional project delivery:** apply internationally recognized project management methodologies (PMP, PRINCE2, or equivalent) proportionate to the size and complexity of the project.
- **Effective planning:** establish a complete, baselined project management plan covering scope, schedule, cost, quality, resources, procurement, risk, communications, and stakeholder engagement.
- **Project governance:** operate clear governance arrangements, decision gates, escalation routes, and reporting lines to the Project Steering Committee.
- **Cost control:** plan, monitor, and control project cost against the approved budget, forecast outturn cost, and provide early warning of cost pressures.
- **Schedule management:** develop, baseline, maintain, and control a resource-loaded project with a defined critical path, and protect agreed milestone dates.
- **Quality assurance:** ensure works, materials and services conform to the project quality plan, manufacturer requirements, and contract specifications, and that inspection and test regimes are properly executed and recorded.
- **Technical compliance:** verify that designs, equipment, installations, integrations, tests, and commissioning results comply with the contract specifications and applicable standards and codes.
- **Risk management:** identify, assess, treat, monitor, and report project risks and opportunities throughout the project lifecycle.
- **Stakeholder coordination:** coordinate the interfaces between ISCO Security departments, client representatives, client consultants, contractors, suppliers, and other external stakeholders.
- **Client satisfaction:** maintain a structured, responsive, and professional client interface and achieve the agreed client satisfaction targets.
- **Project reporting:** deliver accurate, timely, and decision-useful reporting to management and the Project Steering Committee.
- **Successful project completion:** achieve testing, commissioning, handover, documentation, close-out, and warranty transition in accordance with the contract.

4. Scope of Services

The Consultant shall provide the following services on each assigned project. The scope shall be applied proportionately to the size and complexity of the project, as defined in the applicable Assignment Order.

4.1 Project Planning

- Review the contract, tender documents, technical specifications, drawings, bills of quantities and approved designs, and confirm the project scope, assumptions, constraints and deliverables.
- Prepare a Project Management Plan (PMP) and its subsidiary plans (scope, schedule, cost, quality, resource, procurement, risk, issue, change, communications, stakeholder, HSE interface and close-out).
- Prepare and maintain the Work Breakdown Structure (WBS) and WBS dictionary.

- Define the project organization chart, roles, responsibilities, and a RACI matrix covering internal and external parties.
- Establish the project governance framework, decision authorities, escalation thresholds, and meeting cadence.
- Prepare the project execution strategy, including phasing, site access, sequencing works, and interface management with other trades.
- Establish the project baselines and obtain Steering Committee approval.

4.2 Project Scheduling

- Develop a detailed, logic-linked, resource-loaded programme in a recognized scheduling tool (e.g. MS Project), covering design, approvals, procurement, delivery, installation, integration, testing, commissioning, training handover, documentation and close-out.
- Identify and manage the critical path and near-critical paths; apply and monitor float.
- Baseline the programme and maintain schedule version control.
- Update progress at agreed intervals, measure earned progress against plan and produce variance analysis with recovery or mitigation proposals.
- Assess and report schedule impacts of variations, delays and interface constraints; maintain a delay register with cause and responsibility.

4.3 Cost Control

- Establish the project cost breakdown structure aligned to the WBS and the approved project budget.
- Monitor committed, incurred and forecast costs; maintain the cost report and cash flow forecast.
- Apply earned value techniques where appropriate (PV, EV, AC, CV, SV, CPI, SPI, EAC, ETC, VAC) proportionate to project complexity.
- Review, validate, and recommend on contractor and supplier payment applications, valuations, and invoices against work completed.
- Maintain the variation and claims register, evaluate cost impacts, and support the preparation and defense of claims.
- Maintain the contingency and provisional sums register and report on drawdown.
- Provide early warning of cost trends and recommend corrective action.
- Support the preparation of the final account and cost close-out report.

4.4 Procurement Coordination

- Prepare and maintain the project procurement plan and procurement schedule aligned to the programme's required on-site dates.
- Coordinate with the ISCO Security Procurement Department on requisitions, enquiries, technical evaluations, lead times, expediting, and delivery tracking.
- Review supplier and subcontractor technical submittals, datasheets, material approvals, and samples for compliance with specifications, and coordinate client/consultant approvals.
- Monitor long-lead items and customs, clearance, freight, and logistics milestones in coordination with the logistics function.
- Track supplier performance against purchase order terms and report deviations.
- Verify that received equipment matches approved submittals prior to installation.

4.5 Resource Coordination

- Determine project resource requirements (installation teams, technicians, engineers, specialist commissioning resources, tools; test equipment, plant, transport, access equipment).
- Prepare and maintain the resource histogram aligned to the programme.
- Coordinate resource mobilization and demobilization with the different departments.
- Monitor productivity and resource utilization against plan and report deviations.
- Coordinate site access, permits-to-work, inductions and security clearances with the client.

4.6 Technical Oversight

- Review project designs, system architecture, IP addressing schemes, power and earthing provisions, network and bandwidth/storage calculations, and integration interfaces for completeness and compliance.
- Verify that the proposed solution meets the specified functional and performance requirements across CCTV/VMS, access control, intrusion detection, fire detection and alarm, screening and detection equipment, perimeter protection, public address, and integrated security management platforms.
- Review and process technical queries, RFIs, design clarifications and technical deviations.
- Oversee integration workstreams between subsystems and with third-party systems.
- Provide technical input to value-engineering proposals without compromising specification compliance.
- Review as-built documentation, configuration records and system topology drawings for accuracy.

4.7 Site Supervision

- Supervise and monitor site work to confirm compliance with approved drawings, method statements, manufacturer instructions and applicable standards.
- Conduct and record regular site walkdowns and inspections; issue site instructions, non-conformance reports (NCRs) and observation records.
- Monitor containment, cabling, terminations, device mounting, labelling, power supplies, earthing and environmental protection.
- Monitor site housekeeping, protection of installed works and interface with other trades.
- Monitor the contractor's and installation teams' compliance with the applicable HSE requirements of the site and report any observations to the responsible party.
- Maintain a daily/weekly site record including manpower, plant, activities, weather and events affecting progress.

4.8 Quality Assurance

- Prepare and implement the Project Quality Plan and the Inspection and Test Plan (ITP)
- Verify that all materials and equipment installed are approved, correctly stored, and undamaged.
- Witness and record inspections and tests; verify calibration certificates of test equipment.
- Manage the NCR process from raising to verification of close-out and maintaining the NCR register.
- Verify that Site Acceptance Tests (SAT) are conducted against approved procedures and that results are properly recorded.
- Ensure quality records are complete and compiled into the project quality dossier.



4.9 Technical Compliance

- Verify compliance of the delivered works with the contract specification, approved designs, applicable international and national standards and codes, statutory requirements, and manufacturer requirements.
- Maintain a specification compliance matrix tracking each specified requirement to its verification evidence.
- Verify that any deviation is formally raised, technically justified, and approved by the client/consultant before implementation.
- Verify that certification, approvals, and regulatory sign-offs required for handover are obtained.

4.10 Scope Management

- Establish and maintain the scope baseline and requirements traceability matrix.
- Verify deliverables against the scope baseline prior to submission for acceptance.
- Identify, document and escalate scope creep and out-of-scope instructions; ensure they are processed through the change control procedure before execution.
- Manage scope verification and formal acceptance of completed works.

4.11 Risk Management

- Establish the project risk management approach, risk breakdown structure and risk scoring scales.
- Facilitate risk identification workshops with internal and external stakeholders.
- Maintain a live risk register with cause, event, effect, probability, impact, exposure, response strategy, owner, and target dates.
- Track risk responses to closure and monitor residual and secondary risks.
- Maintain the opportunity register and pursue realizable opportunities.
- Prepare periodic risk reports and escalate risks exceeding agreed thresholds to the Steering Committee.

4.12 Issue Management

- Maintain a live issue log capturing description, impact, owner, priority, agreed action, and target resolution date.
- Drive issues to resolution and escalate unresolved issues in accordance with the escalation matrix.
- Analyze recurring issues and recommend preventive measures at project level.

4.13 Change Management

- Establish and operate the project change control procedure, including the change request form, impact assessment and approval workflow.
- Assess the scope, cost, schedule, quality, risk, and contractual impact of each proposed change.
- Maintain the change register and ensure that approved changes are reflected in the project baselines.
- Ensure no change is implemented without documented approval from the authorized party.

4.14 Stakeholder Coordination

The Consultant shall coordinate the activities and interfaces involving:

- **ISCO Security departments:** Management, Security Services, Operations, Procurement, Finance, Business Development and Innovation, and any other relevant department.
- **Client representatives:** the client's project team, facilities, security, relevant departments, and end users.
- **Client consultants:** consultants, architects, engineers, and quantity surveyors appointed by the client.
- **Contractors:** main contractors, subcontractors, and other trades operating on the site.
- **Suppliers:** equipment manufacturers, distributors, specialist service providers, freight, and logistics providers.
- **External stakeholders:** regulatory authorities, certifying bodies, utilities, and other third parties as applicable.

The Consultant shall maintain a stakeholder register and stakeholder engagement plan, establish a single, disciplined communication channel for project correspondence, and ensure that commitments made to any stakeholder are recorded, tracked, and honored.

4.15 Meetings

The Consultant shall convene, chair as appropriate, and produce records of:

- **Kick-off meetings:** to confirm scope, baselines, governance, interfaces, and communication protocols.
- **Progress meetings:** at agreed intervals (e.g., weekly internal and monthly with the client), against a standard agenda.
- **Site meetings:** coordination meetings with contractors and site management.
- **Steering Committee meetings:** preparation of packs, presentation of status, escalation of decisions required, and tracking of resulting actions.
- **Client meetings:** technical, commercial, and progress meetings as required.

Minutes shall be issued within two (2) working days of each meeting, and a live action register shall be maintained with owners and due dates.

4.16 Monitoring

- **Project progress monitoring:** measure physical progress against the baseline programme using an agreed progress measurement system; produce variance analysis.
- **Site inspections:** conduct scheduled and unannounced inspections and record findings.
- **Installation monitoring:** monitor installation quality, sequence, workmanship, and conformance to approved drawings and method statements.
- **Testing oversight:** oversee pre-commissioning checks, point-to-point testing, functional testing; verify results against acceptance criteria.
- **Commissioning oversight:** oversee system commissioning, integration testing, performance verification, redundancy and failover testing, and reliability periods where specified.
- **Documentation review:** review as-built drawings, test records, configuration backups, license records, warranty documentation and handover dossiers for completeness and accuracy prior to submission.

5. Deliverables

The following deliverables shall be produced for each assigned project. Timing is expressed relative to the assignment commencement date ("D") or to the applicable project event and shall be confirmed in the Assignment Order.

#	Deliverable	Description	Timing	Acceptance Criteria
1	Inception Report	Confirmation of understanding of scope, review of contract and design documents, proposed methodology, mobilization plan, initial risk view, information requirements	Relative to project duration	Complete, aligned with the contract and ToR; methodology accepted by the Steering Committee; no material gaps in scope understanding
2	Project Management Plan (PMP) and subsidiary plans	Scope, schedule, cost, quality, resource, procurement, risk, issue, change, communications, stakeholder and close-out management approaches; governance and escalation matrix	Relative to project duration	Covers all subsidiary plans; consistent with contract; approved by the Steering Committee
3	Work Breakdown Structure and RACI matrix	WBS, WBS dictionary, project organisation chart and responsibility assignment matrix	With Deliverable 2	100% of contract scope decomposed; every work package has a named owner
4	Baseline Programme	Logic-linked, resource-loaded schedule with critical path, milestones and S-curve	Relative to project duration	No open-ended activities or unjustified constraints; critical path demonstrable; milestone dates match contract; approved by the Steering Committee
5	Project Budget and Cost Control Plan	Cost breakdown structure, budget allocation, cash flow forecast, cost reporting format	Relative to project duration	Reconciles to the approved project budget; CBS aligned to WBS
6	Procurement Plan	Procurement packages, evaluation approach, lead times, required-on-site dates, expediting plan	Relative to project duration	Aligned to the baseline programme; all long-lead items identified
7	Project Quality Plan and Inspection and Test Plan	Quality approach, ITP withhold/witness/review points, inspection checklists, NCR procedure	Relative to project duration	Covers all systems and stages; hold points agreed with client/consultant
8	Risk Register (initial)	Identified risks and opportunities with assessment, responses and owners	Relative to project duration	All major risk categories addressed; every risk has an owner and response
9	Stakeholder Register and Engagement Plan	Stakeholder mapping, interests, influence, engagement approach and communication protocols	Relative to project duration	All internal and external stakeholders identified; communication routes unambiguous
10	Kick-off Meeting Pack and Minutes	Agenda, presentation, attendance, decisions, actions	Relative to project duration	Minutes issued within 2 working days of the meeting; actions assigned with dates
11	Weekly Progress Reports	Progress against look-ahead, resources, issues, risks, decisions required	Every week, by close of the first working day following the reporting week	Submitted on time; accurate against site records; issues and risks current
12	Monthly Progress Reports	Comprehensive status across all knowledge areas with S-curve, cost forecast, photographs and outlook	Monthly, by the 5th working day of the following month	Submitted on time; data traceable to source records; variances explained with corrective actions

#	Deliverable	Description	Timing	Acceptance Criteria
13	Updated Programme and Variance Analysis	Progress-updated schedule with variance and recovery/mitigation proposals	Monthly, with Deliverable 12	Progress verified against site records; recovery proposals credible and resourced
14	Cost Report and Forecast	Committed, incurred, forecast and outturn cost; variations; contingency drawdown	Monthly, with Deliverable 12	Reconciles to Finance records; forecast supported by assumptions
15	Risk Reports	Top risks, movement, response status, escalations	Monthly (or as thresholds require)	Register current; escalations raised within agreed thresholds
16	Executive Dashboard	One-page RAG summary of key project indicators	Monthly, and for each Steering Committee meeting	Single page; consistent with underlying reports; no unexplained RAG movement
17	Meeting Minutes and Action Register	Records of progress, site, client and Steering Committee meetings	Within 2 working days of each meeting	Accurate; actions with owners and due dates; register maintained
18	Change Register and Change Impact Assessments	Log of change requests with scope, cost, schedule, quality and risk impacts	Continuous; assessments within 5 working days of each request	No approved change unassessed; baselines updated on approval
19	Site Inspection and NCR Records	Inspection reports, observations, non-conformance reports and close-out verification	Continuous; NCRs issued within 1 working day of identification	Findings evidenced; NCRs tracked to verified close-out
20	Testing and Commissioning Oversight Reports	FAT/SAT witness records, functional and integration test results, deviations	At each testing/commissioning stage	Results recorded against approved procedures and acceptance criteria
21	Punch List and Close-out Status	Snag list with owners, dates and closure evidence	From substantial completion until close-out; updated weekly	All items closed or formally accepted before handover
22	Handover Documentation Review Report	Review of as-builts, O&M manuals, test records, configurations, licences, warranties	Prior to handover	Documentation complete and accurate; gaps identified and closed
23	Project Completion Report	Final performance against scope, schedule, cost and quality; outstanding items; lessons learned	Relative to project duration	Complete, evidence-based; accepted by the Steering Committee
24	Project Close-out and Archive Pack	Consolidated project records, registers, final account support and archive index	Relative to project duration	Records complete, indexed and transferred to ISCO Security

All deliverables shall be submitted in electronic form in editable native formats and PDF, in English, and shall become the property of ISCO.

6. Consultant Qualifications

6.1 Education

- **Required:** Bachelor's degree in electronic engineering, Telecommunications Engineering, Computer Engineering, Project Management, or a closely related discipline, from a recognized institution.

- **Desirable:** Master's degree in project management, Engineering Management, or Business Administration.

6.2 Professional Certifications

- **Required (at least one):** Project Management Professional (PMP®), PRINCE2® Practitioner, or an equivalent internationally recognized project management certification.
- **Desirable (technical/vendor):** manufacturer or platform certifications in VMS, access control, fire detection, ISMS/PSIM, or network infrastructure; PSP (ASIS), CPP, or equivalent security certifications; ISO 9001 lead auditor.

6.3 Technical Knowledge

Demonstrated working knowledge of, and practical project experience with, electronic security systems, including:

- CCTV surveillance and video management systems, camera technologies, optics and coverage design, storage and retention calculation, bandwidth management, video analytics.
- Access control systems: controllers, readers, credentialing technologies, door hardware interfaces, anti-passback, integration with HR/visitor systems.
- Intrusion alarm systems: detection technologies, zoning, panels, signaling, and monitoring.
- Fire detection and fire alarm systems: detection principles, panels, cause-and-effect matrices, interfaces with other building systems, and applicable codes.
- X-ray baggage scanners, walk-through and hand-held metal detectors: screening throughput, siting, calibration, and regulatory considerations.
- Electric fencing and perimeter security systems: energizers, zoning, detection technologies, nuisance-alarm management, safety and signage requirements.
- Public address and voice alarm systems: zoning, intelligibility, amplification and interfaces.
- Integrated security management systems: integration architectures, protocols, APIs, SDKs, cause-and-effect logic and control room operations.
- Supporting infrastructure: structured cabling, fiber, IP networking, VLANs and QoS, cyber-hardening of security systems, power supplies, UPS, earthing and lightning protection, containment and environmental protection.
- Delivery disciplines: design review, submittal and material approval, method statements, acceptance tests, pre-commissioning, commissioning, integration testing, handover documentation and warranty transition.
- Familiarity with applicable international standards and codes (e.g. IEC/EN, NFPA, BS/EN, ISO 27001 principles as applied to security systems) and with statutory and regulatory requirements in the jurisdiction of the assignment.

6.4 Experience

Individual Consultants

- Minimum ten (10) years' professional experience in engineering or project delivery.
- Minimum five (5) years' experience as a Project Manager or Project Management Consultant on electronic security.
- At least three (3) similar assignments successfully completed within the last seven (7) years of significant scope and complexity, evidenced by reference letters or completion certificates.
- Demonstrated experience in multidisciplinary project management involving civil, electrical, mechanical, ICT, and multiple stakeholder groups.

- Demonstrated experience managing projects delivered in live, operational, or security-sensitive environments.
- Experience on large infrastructure projects (e.g. airports, ports, campuses, industrial complexes, large commercial developments) is desirable.

Consulting Firms

- Minimum five (5) years in business providing project management consultancy services.
- At least three (3) assignments of significant scope and complexity successfully completed within the last seven (7) years, evidenced by reference letters or completion certificates.
- Demonstrated organizational capability: quality management arrangements, project management methodology and tools, document control, and depth of professional staff enabling continuity of service.
- Proposed key experts must individually meet the requirements set out for individual consultants above.
- Valid registration, licensing and statutory compliance; professional indemnity insurance is desirable.

7. Duration

- Assignments under this consultancy are project-specific. Consultants selected through this process will be admitted to a pool of pre-qualified Project Management Consultants and will be engaged on a project-by-project basis as project requirements arise.
- Each consultancy engagement shall correspond to the duration of the assigned project, commencing on the date stated in the Assignment Order and continuing until the completion of the consultant's obligations for that project, including handover, documentation close-out and the project completion report.
- The duration shall therefore vary depending on project scope, complexity and contractual timelines. Each Assignment Order shall state the indicative duration, the expected level of effort (full-time, part-time or intermittent), the reporting cadence and the applicable deliverables.
- Admission to the pool does not guarantee any minimum volume of work, any minimum number of assignments, or any exclusivity.
- The validity of the pool shall be 2 years from the date of establishment, subject to periodic performance review, and may be extended or refreshed at the sole discretion of ISCO Security Ltd.
- Assignment duration may be extended by written agreement where the project schedule is extended, subject to the change control provisions of the consultancy contract.

8. Reporting

8.1 Reporting Line

The Consultant shall report to the **ISCO Project Steering Committee** ("the Steering Committee"), which holds overall oversight and decision authority for assigned projects. The Steering Committee shall designate a member as the day-to-day point of contact for the assignment.

8.2 The Steering Committee

The Steering Committee is expected to:

- Approve the Project Management Plan, baselines and any baseline changes.

- Take decisions escalated by the Consultant within the agreed escalation thresholds.
- Review performance against the reporting suite and the KPIs in Section 10.
- Accept or reject deliverables in accordance with the stated acceptance criteria.
- Authorize milestone payment certification.

9. Proposal Submission Requirements

- Bidders are invited to submit a Technical Proposal and a Financial Proposal, prepared in accordance with Sections 10 and 171 respectively.
- Proposals shall be submitted in English, in password-protected PDF files.
- Submission deadline: **21st November at 10:00 am**
- Submission address: **recruitment@isco.co.rw**
- Proposals shall remain valid for 120 days from the submission deadline.
- Late submissions shall not be accepted. Consultants bear all costs associated with the preparation and submission of proposals.
- Clarification requests shall be submitted in writing to **recruitment@isco.co.rw** no later than 7 days before the deadline; responses will be circulated to all shortlisted consultants without disclosing the source of the query.
- Each proposal shall be signed and dated by a duly authorized representative and accompanied by evidence of that authority.
- ISCO Security Ltd reserves the right to accept or reject any or all proposals, to seek clarifications, to verify any information submitted, and to annul the process at any stage without incurring any liability.

10. Technical Proposal Requirements

The Technical Proposal shall comprise:

- **Cover letter:** signed, dated, confirming validity period, no conflict of interest, and acceptance of the ToR.
- **Executive summary:** maximum two pages.
- **Consultant/firm profile:** legal status, ownership, organizational structure, number and disciplines of professional staff, quality management arrangements, and evidence of registration and statutory compliance.
- **Understanding of the assignment:** demonstrated understanding of ISCO's project environment, the electronic security systems in scope, the technical and coordination challenges of such projects, and the requirements of these ToR.
- **Technical approach and methodology:** the proposed project management methodology and standards to be applied; approach to planning, scheduling, cost control, procurement coordination, technical oversight, site supervision, quality assurance, technical compliance, scope, risk, issue and change management, stakeholder coordination, meetings, monitoring and reporting; approach to testing, commissioning and handover; quality control of the consultant's own deliverables.
- **Key experts:** signed and dated CVs (maximum four pages each) evidencing education, certifications, technical knowledge and relevant assignments; copies of degree certificates and professional certifications.
- **Relevant experience:** at least three (3) significant and complex assignments completed within the last seven (7) years, each stating the client, contract value (if permissible by the

client), dates, systems involved, the consultant's role, services provided and outcomes achieved, with reference contacts.

- **Tools and systems:** scheduling, cost control, document management, reporting and collaboration tools proposed, with evidence of licensing.
- **Value proposition:** any additional approaches or innovations offered, within the scope of these ToR.
- **Annexes:** sample deliverables (e.g. an anonymized monthly report, programme extract, risk register), declarations, and evidence of compliance.

11. Financial Proposal Requirements

The Financial Proposal shall comprise:

- **Financial Proposal submission form:** signed, dated, stating the total price in figures and words, the currency, and the validity period.
- **Pricing basis:** the consultant shall present pricing for a typical assignment under each of the following bases, to enable consistent evaluation and subsequent application to individual Assignment Orders:
- **Schedule of professional rates:** daily and monthly rates per grade of expert (e.g. Project Management Consultant/Team Leader, Project Controls/Planning Specialist, Cost Control Specialist, Technical/Security Systems Specialist, QA/Quality Specialist, Document Controller), stated as all-inclusive of overheads, profit and administrative costs;
- **Summary of costs:** remuneration; reimbursable expenses (itemized: travel, accommodation, per diem, communications, printing); taxes and duties shown separately.
- **Breakdown of remuneration:** expert-days per expert per deliverable multiplied by the applicable rate.
- **Breakdown of reimbursable expenses:** unit, quantity, unit rate and total, with the basis of estimate.
- **Discount structure:** any volume, framework or long-duration discounts offered, stated unconditionally.
- **Currency:** prices shall be quoted in Rwandan Francs (Rwf). Where multiple currencies are permitted, the conversion basis and reference exchange rate date shall be stated.
- **Tax position:** the consultant's tax status and applicable taxes, including VAT and withholding tax, stated separately from net fees.
- **Payment terms:** Prices shall be all-inclusive; costs not stated shall be deemed to be included and shall not be recoverable.

12. Evaluation Criteria

Proposals will be evaluated using the Quality and Cost Based Selection (QCBS) method, with a weighting of 80% technical and 20% financial.

12.1 Stage 1 - Preliminary Compliance

Pass/fail: proposal submitted on time; correct format and sealing; signed by an authorised representative; validity period confirmed; both proposals present; declarations submitted; statutory documents current. Non-compliant proposals will not proceed.

12.2 Stage 2 - Technical Evaluation (100 points, weighted 80%)

#	Criterion	Sub-criteria	Points
1	Understanding of the assignment	Grasp of ISCO Security's project environment and the systems in scope (5); appreciation of technical, coordination and stakeholder requirements (5)	10
2	Technical approach and methodology	Project management methodology and standards applied (6); planning, scheduling and cost control approach (7); technical oversight, site supervision, QA and technical compliance approach (7); risk, issue, scope and change management approach (5); stakeholder coordination and meetings (3); testing, commissioning and handover approach (2)	30
4	Qualifications of key experts	Education relative to the requirement (5); professional project management certification — PMP/PRINCE2 Practitioner (5); additional certifications — Pg MP/PMI-SP/PMI-RMP/technical (3); professional registration (2)	25
5	Technical expertise in electronic security systems	Demonstrated experience across the systems in scope — CCTV/VMS, access control, intrusion, fire detection and alarm, screening, perimeter, P.A, ISMS integration (10); knowledge of applicable standards, testing and commissioning regimes (5)	15
6	Relevant experience	Similar project management consultancy assignments completed (6); electronic security systems projects delivered (5); multidisciplinary engineering project management (2); large infrastructure projects — <i>desirable</i> (2)	15
7	Organizational capability and availability	Firm capability: methodology, tools, QMS, depth of staff and continuity — or, for individuals, professional support arrangements (3); availability and committed level of effort of key personnel, including responsiveness to project-by-project mobilization (2)	5
Total			100

Minimum technical qualifying score: 70 points. Proposals scoring below 70 will not have their Financial Proposals opened.

Scoring scale per sub-criterion: 0 = not addressed; 20% = poor; 40% = marginal; 60% = acceptable; 80% = good; 100% = excellent.

12.3 Stage 3 - Financial Evaluation (100 points, weighted 20%)

Financial Proposals of technically qualified consultants will be opened. The lowest evaluated price receives 100 points; others are scored as:

$$\text{Financial Score} = 100 \times (\text{Lowest Evaluated Price} \div \text{Consultant's Evaluated Price})$$

12.4 Stage 4 - Combined Score

$$\text{Combined Score} = (\text{Technical Score} \times 0.80) + (\text{Financial Score} \times 0.20)$$

Component	Weight
Technical	80%
Financial	20%
Total	100%

Consultants shall be ranked by combined score. Given the project-by-project nature of the engagement, ISCO intends to admit the highest-ranked consultants to the **consultant pool**, and to allocate individual assignments from the pool on the basis of ranking, technical fit to the specific project, availability, and current performance standing.



12.5 Interviews and Negotiation

ISCO Security may interview proposed key experts and may conduct negotiations with the highest-ranked consultant(s) on methodology, work plan, staffing, level of effort and contractual terms. Negotiations shall not materially alter the evaluated technical proposal or the agreed unit rates.

