

TUBIBE AMAHORO (TA)

Bwishyura Sector, Karongi District, Western Province, Rwanda
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TERMS OF REFERENCE (ToR)

Provision of Professional Court-Annexed Mediation Services and Analytical Study on ADR Referral Patterns

Reference No.: TA/ToR/MED/2026/001 | Date of Issue: May 2026

IMPORTANT NOTICE TO ALL INTERESTED APPLICANTS

TUBIBE AMAHORO invites applications from all qualified individual consultants, professional mediators, and registered consultancy firms or agencies to submit their Expression of Interest and technical proposals for the provision of court-annexed mediation services and an analytical study on ADR referral patterns. This opportunity is open to all eligible applicants meeting the requirements set out in this Terms of Reference.

1. BACKGROUND ON TUBIBE AMAHORO

TUBIBE AMAHORO (TA), meaning "Let Us Sow Peace," is a Rwandan non-governmental organization established in 1995 in the immediate aftermath of the Genocide against the Tutsi. Founded by survivors and human rights defenders, TA's mission is grounded in the conviction that sustainable peace must be cultivated from within communities through dialogue, mediation, and empowerment.

TA obtained legal status through Ministerial Order N° 41/08.11 of 31 March 2011, published in the Official Gazette No. 33 of 15 August 2011. Headquartered in Bwishyura Sector, Karongi District, Western Province, TA currently operates across 11 districts in Rwanda, employs 27 permanent staff, and mobilizes over 2,500 community volunteers.

TA's mandate focuses on five strategic pillars:

- Peacebuilding and social cohesion
- Access to justice and ADR promotion
- Civic participation and human rights
- Gender equality and family conflict prevention
- Environmental protection and sustainable community development

TA is an active member of ADR steering committees at MINIJUST level, JADF in 11 districts, JRLOS committees in 5 districts, and umbrella networks including RCCDN, RWAMNET, and Pro-Femme Twesehamwe. TA has received funding from partners including Norwegian People's Aid (NPA), UNITAR, KNH, Action Aid, EU, SIDA, DFID, and CARE International.

Organization	TUBIBE AMAHORO (TA)
Legal Status	Registered NGO – Ministerial Order No. 41/08.11 of 31 March 2011
Headquarters	Bwishyura Sector, Karongi District, Western Province, Rwanda

Contact Person	KABANO Pierre Celestin, Executive Secretary
Phone	(+250) 788 409 736
Email	sowpeace@gmail.com
Website	www.ta-rwanda.org
ToR Reference	TA/ToR/MED/2026/001

2. PURPOSE AND OBJECTIVES OF THE CONSULTANCY

TUBIBE AMAHORO, in fulfilment of its mandate to advance Alternative Dispute Resolution (ADR) mechanisms in Rwanda, seeks to engage a qualified consultant or consultancy firm to provide two categories of services:

2.1 Primary Objective – Activity 1: Mediation Services

Conduct professional court-annexed mediation sessions at the following designated judicial institutions:

- Intermediate Court of Karongi
- Primary Court of Bwishyura

2.2 Secondary Objective – Activity 2: Analytical Study

Carry out a rigorous analytical study of court-to-ADR referral patterns and institutional compliance with national ADR standards established under Rwandan law and policy frameworks.

3. SCOPE OF SERVICES

3.1 Activity 1: Mediation Services

The selected consultant shall:

- Conduct court-annexed mediation sessions as referred by both designated courts;
- Facilitate mediation proceedings in accordance with policy guidelines;
- Manage pre-mediation preparation including review of case files, identification of parties, and scheduling of sessions;
- Maintain strict confidentiality throughout all proceedings;
- Draft and execute settlement agreements for cases reaching resolution, ensuring legal enforceability;
- Prepare and submit individual case reports within 24 hours of each session.

3.2 Activity 2: Analytical Study

The selected consultant shall also deliver:

- A comprehensive review and analysis of court-to-mediation referral data, patterns, and statistics at both designated courts;
- An assessment of compliance levels with national ADR standards (referral timelines, documentation, procedural adherence);
- Identification of systemic gaps, bottlenecks, and best practices in court-ADR coordination;
- Benchmarking against Rwanda Governance Board (RGB) guidelines and the Justice Sector Strategic Plan;
- Evidence-based recommendations to improve ADR integration within the two courts;
- A structured analytical report (minimum 15 pages) with quantitative findings, qualitative observations, and actionable recommendations.

4. EXPECTED DELIVERABLES

By the end of the engagement, the consultant shall submit all deliverables as specified in the table below:

#	Deliverable	Due Date	Status
1	Individual Mediation Case Reports	Within 24 hrs of each session	Mandatory
2	Signed Settlement Agreements	Per resolved session	Mandatory
3	Attendance Registers & Session Logs	End of Day 12	Mandatory
4	Analytical Report – Court-ADR Referral Patterns (min. 15 pages)	End of Day 20	Mandatory
5	ADR Standards Compliance Assessment Matrix	End of Day 20	Mandatory
6	Final Summary Report with Recommendations (Executive Summary)	End of Day 20	Mandatory

Note: The two activities are independent of each other and will be implemented separately. The selected consultant/consultancy firm is therefore required to prepare and deliver each activity as a standalone assignment, including separate planning, facilitation and reporting.

5. DURATION AND IMPLEMENTATION TIMELINE

The consultancy will be implemented through two distinct activities, namely (i) Mediation Services and (ii) Analytical Study. The total duration of the assignment is twenty (20) working days from the date of contract signature, organized as follows:

Activity 1: Mediation Services

Phase	Working Days	Key Activities
Phase 1	Days 1 – 2	Mobilization, court liaison, and data collection at both courts
Phase 2	Days 3 – 7	Active mediation sessions at the Primary Court of Bwishyura
Phase 3	Days 8 – 12	Active mediation sessions at the Intermediate Court of Karongi

Activity 2: Analytical Study

Phase	Working Days	Key Activities
Phase 1	Days 13 – 20	Drafting and submission of the analytical report and final deliverables

The parties may agree in writing to extend the period if circumstances so require, without additional fees, subject to mutual consent.

6. ELIGIBILITY CRITERIA AND MANDATORY REQUIREMENTS

Applications are open to all qualified individuals and legal entities. The following requirements are mandatory and non-negotiable. Incomplete applications will be disqualified.

#	Requirement	Specification / Description
1	Professional Mediator Certification	The applicant must hold a valid certification as a Professional Mediator, issued by a recognized national or international body. Individual applicants must demonstrate active mediation practice. Certified copies must be attached.
2	Curriculum Vitae (CV)	A detailed and updated CV must be submitted for each proposed consultant or key expert. The CV must clearly outline: educational qualifications, professional experience in mediation and ADR, list of mediation cases handled, languages, and professional affiliations. For firms, CVs of all consultants assigned to this engagement must be provided.
3	EBM Invoice Capability	The applicant must be registered with the Rwanda Revenue Authority (RRA) and capable of issuing Electronic Billing Machine (EBM) invoices/receipts. Proof of EBM registration or capability must be attached with the application.
4	VAT Registration	The applicant must be registered for Value Added Tax (VAT) with RRA. A valid VAT registration certificate must be attached. Applicants exempt from VAT must provide a letter or certificate from RRA confirming their status.
5	RDB Registration (Companies & Firms)	All applicant companies, consultancy agencies, and firms must be duly registered with the Rwanda Development Board (RDB). A valid RDB registration certificate must be submitted. Individual consultants are exempt from this specific requirement.
6	Certificates of Good Completion	The applicant must provide at least two (2) certificates of good completion or reference letters from previous clients for comparable assignments in mediation, ADR, conflict resolution, or related fields. These must include: client name, scope of work, period of engagement, and a statement confirming satisfactory performance.
7	Methodology Statement	The applicant must submit a detailed technical proposal describing the methodology to be used for: (a) conducting court-annexed mediation sessions; and (b) carrying out the analytical study. The methodology must outline the approach, tools, data collection methods, quality assurance measures, and reporting framework. Generic or copied methodologies will not be accepted.
8	Financial Proposal	A clear financial proposal indicating the total lump-sum fee (inclusive of taxes) must be submitted separately. The proposal must specify the breakdown of costs. Applicants must confirm that the fee covers all transport, accommodation, communication, and other costs.
9	Conflict of Interest Declaration	The applicant must sign and submit a declaration confirming the absence of any conflict of interest with TUBIBE AMAHORO, the courts, or any parties involved in the assignment.
10	Confidentiality Undertaking	The applicant must sign and submit a confidentiality undertaking confirming compliance with all obligations of professional and statutory confidentiality throughout and after the engagement.

7. EVALUATION AND SELECTION CRITERIA

Applications will be evaluated based on the following weighted criteria:

Criterion	Weight (%)
Technical competence and professional mediator certification	25%
Relevant experience and certificates of good completion	25%
Quality and depth of methodology statement	25%
Academic qualifications and professional profile (CV)	15%
Financial proposal (value for money)	10%
TOTAL	100%

8. OBLIGATIONS OF THE SELECTED CONSULTANT

The selected consultant shall be bound by the following professional obligations:

- Perform all services with the highest level of professional competence, independence, and impartiality;
- Comply with all applicable Rwandan laws, mediator codes of conduct, and judicial protocols;
- Maintain strict confidentiality of all information, case data, and proceedings at all times, including after the expiry of the contract;
- Attend all scheduled sessions punctually and conduct them efficiently;
- Immediately notify TUBIBE AMAHORO of any conflict of interest arising with any referred case;
- Submit all deliverables within the stipulated timelines;
- Not sub-contract any part of this engagement without prior written consent from TUBIBE AMAHORO;
- Be solely responsible for all applicable taxes, social contributions, and statutory obligations.

9. OBLIGATIONS OF TUBIBE AMAHORO

TUBIBE AMAHORO shall:

- Provide formal letters of introduction to the Intermediate Court of Karongi and the Primary Court of Bwishyura prior to commencement;
- Provide necessary logistical support and access to case referral documentation;
- Process payments in accordance with the agreed payment schedule (30% advance upon contract signing; 70% upon satisfactory delivery of all outputs);
- Review and communicate formal acceptance or revision requests within five (5) working days of submission of each deliverable;
- Designate a focal point/contract manager for day-to-day coordination.

10. APPLICATION SUBMISSION INSTRUCTIONS

10.1 Application Package

Interested applicants must submit a complete application package comprising:

1. Motivation letter addressed to the Executive Secretary, TUBIBE AMAHORO;
2. Detailed CV(s) of the proposed consultant(s);
3. Certified copy of professional mediator certificate(s);
4. EBM registration proof (certificate or declaration from RRA);
5. VAT registration certificate or exemption letter from RRA;
6. RDB registration certificate (mandatory for companies and agencies);

7. At least two (2) certificates of good completion from prior comparable assignments;
8. Detailed technical proposal with methodology;
9. Financial proposal (in a separate sealed envelope or clearly labelled section);
10. Signed conflict of interest declaration;
11. Signed confidentiality undertaking.

10.2 Submission Deadline and Address

Applications must be submitted no later than **Friday 26, May 2026 at 5:00PM** (Kigali time).

Applications should be submitted to:

TUBIBE AMAHORO – Executive Secretariat

Email: sowpeace@gmail.com

Tel: (+250) 788 409 736

Subject Line: Application – ToR TA/ToR/MED/2026/001 - Mediation consultancy

Late applications will not be considered. TUBIBE AMAHORO reserves the right to request additional information or clarifications from any applicant.

11. GENERAL CONDITIONS AND LEGAL FRAMEWORK

- This consultancy is governed by the laws of the Republic of Rwanda and all applicable subsidiary legislation and ADR policy frameworks;
- TUBIBE AMAHORO reserves the right to cancel this ToR at any stage without obligation to explain;
- Submission of an application does not create any contractual right or obligation;
- All intellectual property, reports, data, and outputs produced under this engagement shall become the exclusive property of TUBIBE AMAHORO;
- The selected consultant will be engaged as an independent professional and not as an employee, agent, or partner of TUBIBE AMAHORO;
- Any dispute arising from the engagement shall be resolved in accordance with Rwandan law.

Done at Karongi, 19th May 2026

KABANO Pierre Celestin

Executive Secretary
TUBIBE AMAHORO



TUBIBE AMAHORO – Sowing Peace, Building Justice

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