

SEforALL Terms of Reference

Project Management Services to Support Electrification and Refurbishment of 33 Schools in Tanzania

3 July 2025

1. Background and Context

Sustainable Energy for All (SEforALL) is an international organisation working with leaders in government, the private sector and civil society to drive further, faster action toward achievement of Sustainable Development Goal 7 (SDG7), which calls for universal access to sustainable energy by 2030, and the Paris Agreement, which calls for reducing greenhouse gas emissions to limit climate warming to well below 2° Celsius.

Achieving these goals will require a radical rethink of the way we produce, distribute, and consume energy. SEforALL is at the heart of this foundational shift to ensure no one is left behind. Drawing on data and evidence, we identify a critical path to success in achieving SDG7.

Former UN Secretary-General Ban Ki-moon launched the Sustainable Energy for All initiative in 2011. Now an independent organization, we maintain close links with the UN, including through a relationship agreement, partnerships with UN agencies and with SEforALL's CEO acting as the UN Secretary-General's Special Representative for Sustainable Energy for All and Co-Chair of UN-Energy. These roles include advising the UN Secretary General and his staff on issues relating to sustainable energy and the implementation of SDG7 and supporting the coordination of sustainable energy issues in the United Nations system.

The ambitions of SDG7 are extraordinary. Aiming to achieve them in the context of the Paris Agreement on climate change involves transformation at a scale never undertaken before. Swift action must be taken by leaders in governments, private sector companies, institutions, financiers, development banks, unions, communities, entrepreneurs and civil society. As we enter the final decade to achieve SDG7, SEforALL has strategically chosen to strengthen global agenda-setting while expanding its activities to an engagement model that prioritizes data-driven decision-making, partnerships with high-impact countries and implementation on the ground. The new SEforALL three-year business plan outlines work programmes that scope out our planned interventions and demonstrate to our funding partners the impact of their support. <https://www.seforall.org/>

Context

Over 2.1 billion people globally, including a large portion of Tanzania's population, lack access to clean cooking solutions, relying instead on traditional biomass and polluting fuels. This dependence leads to severe health risks, particularly for women and children, causing 3.2 million premature deaths annually, more than tuberculosis, malaria, and AIDS combined. Traditional cooking methods also contribute to significant environmental harm, including deforestation and carbon emissions.

In response to these challenges, Tanzania has recently launched the National Clean Cooking Strategy 2024-2034, which sets an ambitious target of achieving 80% clean cooking access across the country. This strategy underscores the government's commitment to reducing reliance on biomass and promoting modern, sustainable cooking solutions. Complementing this, H.E. President Samia Suluhu Hassan has issued a specific mandate requiring all public institutions that feed more than 100 people to stop using firewood and charcoal and transition to clean energy for cooking. This directive from the president highlights Tanzania's prominent role in the global sphere as, not only a national advocate for clean cooking but also a global leader and is a critical step toward accelerating the adoption of clean cooking technologies in Tanzania.

In Tanzania, with 17,686 government primary schools and over 11 million students, there is a pressing need for change. Surveys by the World Food Programme (WFP) in 2023 revealed that approximately 9,200 schools operate feeding programs, with 99% relying on firewood for cooking. However, around 5,600 of these schools are connected to the national grid, offering a prime opportunity to introduce electric cooking (eCooking) solutions. This presents a pivotal moment to implement sustainable and clean cooking solutions, leveraging existing infrastructure to catalyse positive change in cooking practices in Tanzanian public institutions.

Sustainable Energy for All (SEforALL) and the World Food Programme (WFP) have announced an innovative partnership focused on bringing clean and efficient electric cooking solutions to government primary schools in Africa through a Clean Cooking Transition in Schools Initiative (CCTIS), helping them shift away from polluting and harmful cooking methods currently used for preparing student meals.

Transitioning schools to clean, affordable and reliable cooking solutions, such as electric cooking (eCooking), improves the health of students, teachers and cooks by reducing their exposure to air pollution generated in school kitchens. It also improves wider economic and social outcomes, for example by eliminating time spent collecting firewood, while protecting the environment from emissions and deforestation from firewood use.

SEforALL and WFP, together with the Government of Tanzania with support from the UKAid-funded Modern Energy Cooking Services (MECS) programme, have already begun work on creating an eCooking Demonstrator project in Tanzania that targets learnings from up to 50 schools. These are primary schools with school feeding programmes that are connected to the national electricity grid, which offers an immediate opportunity to provide clean eCooking solutions that will feed more than 25,000 students. Beyond the initial phase, the partnership has identified more than 5,000 grid-connected schools in Tanzania for potential expansion of the programme, with more expected to join as national electrification extension progresses. Using learnings from Tanzania, WFP and SEforALL will look to scale and replicate the programme to other countries as well. The partners have the ambition of reaching 10,000 schools and 5 million children globally in the next three years and are calling for an investment of about USD 100 million combined with carbon financing, to achieve this target.

SEforALL with WFP and support from MECS, in collaboration with the Government of Tanzania, is now preparing for the transition and refurbishment of kitchens for government primary schools:

Lot 1 - Dar es Salaam, Temeke district

Site	School name	Ward	Refurbishment Category (see Annex II)
1	Unubini Primary School	Changombe	B
2	Lioness Miburani	Temeke	B
3	Umoja	Temeke	C
4	Ali Hassan Mwinyi	Tandika	B
5	Nzasa	Kilungule	C
6	Chemchem	Kilungule	C
7	Charambe	Kilungule	C
8	Likwati	Miburani	C
9	Madenge	Madenge	A

Lot 2 - Kigoma - Kasulu and Kibondo districts

Site	School Name	Ward	Refurbishment Category (see Annex II)
1	Murabona Primary School	Ruhita	C
2	Mwibuye Primary School	Muganza	C
3	Kigadye Primary School	Herushingo	A
4	Nyarugusu Primary School	Herushingo	C
5	Nengo Primary School	Biturama	B
6	Kumkambati Primary School	Nyamidaho	C
7	Kabanga Primary School	Msambara	B

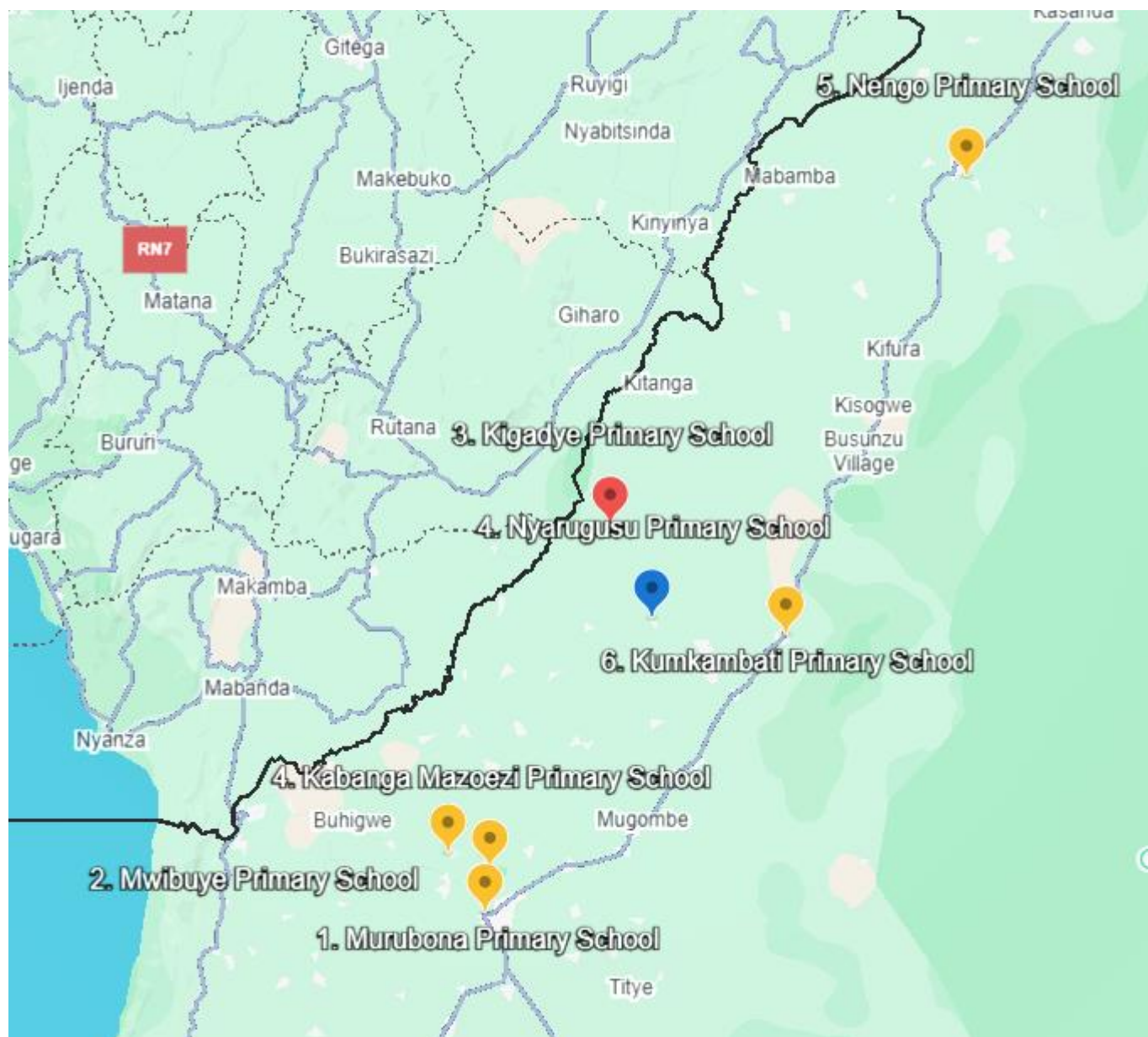


Figure 1: Map - LOT 2

Lot 3 - Dodoma - Dodoma City Council

Site	School name	Ward	Refurbishment Category (see Annex II)
1	Amani Primary School	Hazina	C
2	Makole Primary School	Makole	C
3	Nkuhungu Primary School	Nkuhungu	B
4	Kaloleni Primary School	Uhuru	B
5	Mtube Primary School*	Nkuhungu	A
6	Changombe Primary School	Changombe	B

7	Mlimwa Primary School	Kiwanja cha Ndege	A
8	Mbwanga Primary School	Mnadani	B
9	Jtegemee Primary School	Mnadani	A
10	Msangalee English Medium**	Makulu	A
11	Dodoma Makulu**	Makulu	A

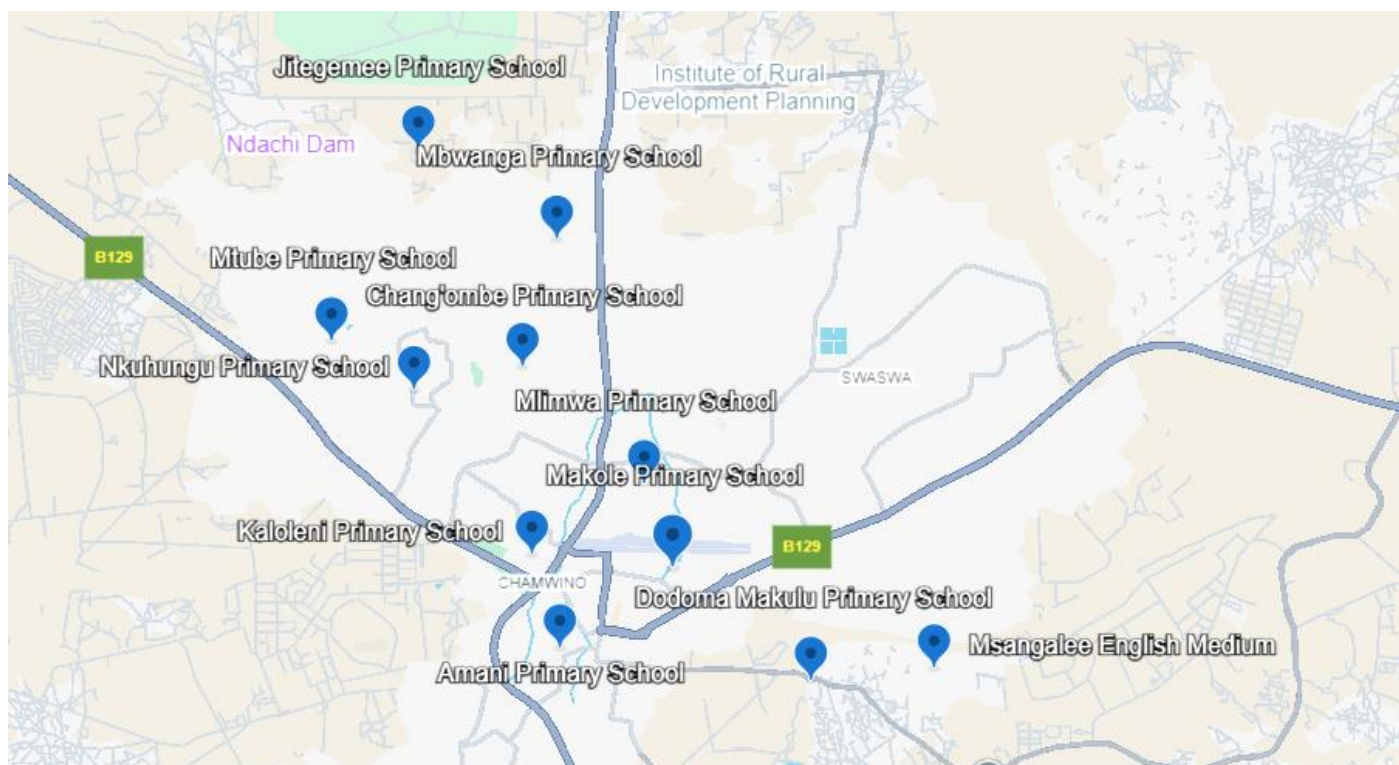


Figure 2: Map - LOT 3

Lot 4 - Tabora municipality

Site	School name	Ward	Refurbishment Category (see Annex II)
1	Furaha Boarding School	Kanyenye	A
2	Tabora Viziwi	Kanyenye	A
3	Bomba Mzinga	Isevyu	B
4	Uhuru	Cheyo	B
5	Kizigo	Ng'ambo	B
6	Mageraza	Mtendeni	B

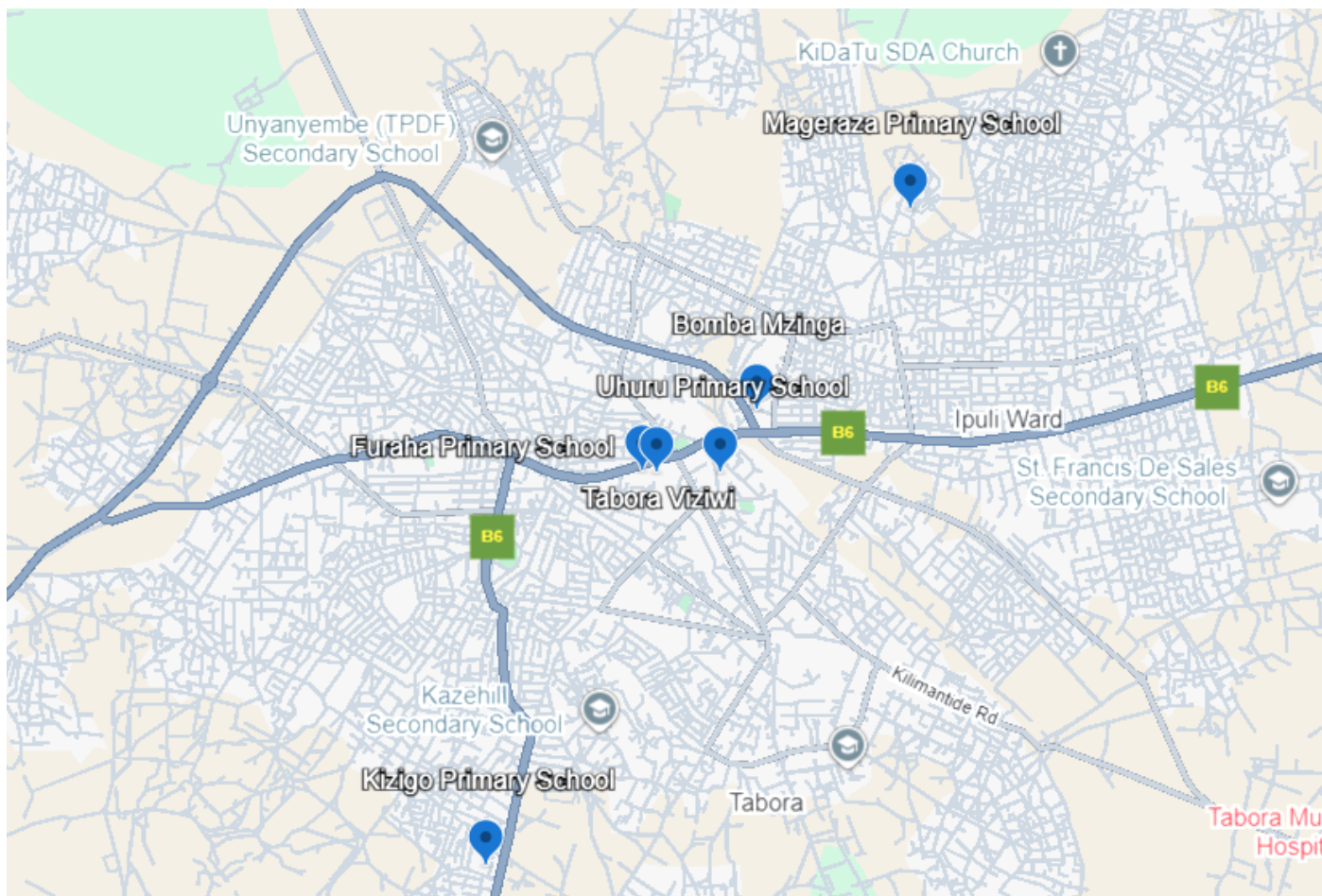


Figure 3: Map - LOT 4

2. Objective

SEforALL's Clean Cooking Team is seeking the services of a Project Management Firm (the "Consultancy") to finalize the technical designs for the school kitchens, prepare a bill of quantities (BOQ) for each school, procure and supply all required materials, supervise the execution of civil and electrical works, develop safety and health plans, and provide direct day-to-day support until the completion of all the works. The Consultancy will also be responsible for ensuring the project is completed as per the agreed work plan and that it meets national and international quality standards.

3. Scope of Work

Under the supervision of SEforALL's Clean Cooking Team, the role of the Consultancy will provide the following services:

3.1 Project Management

3.1.1 Stakeholder Management:

- Coordinate all activities with SEforALL, WFP, suppliers, TANESCO, school administrators, and other implementation partners.
- Maintain close communication with national and local stakeholders (e.g. Ministry of Education, PO-RALG, school boards).
- Ensure smooth coordination across regions and clear documentation of progress at each school.

3.1.2 Planning and Oversight:

- Develop a detailed work plan with a bi-weekly coordination schedule, outlining roles, responsibilities, and timelines.
- Develop and disseminate a work plan for STEM Trainees to be shared with key stakeholders, including a training plan embedded within implementation activities.
- Lead milestone-based implementation oversight including regular meetings, onsite verifications, and ad-hoc troubleshooting as needed.

3.1.3 Risk Management:

- Maintain a live risk and issue register. Proactively identify implementation challenges (e.g., delays, infrastructure gaps, grid constraints) and propose mitigation measures.

3.1.4 Reporting:

- Submit bi-weekly progress updates and a Monthly Report using SEforALL templates, detailing activities, site status, issues, and recommendations.

3.2 Technical Support

3.2.1 Workplan Development:

- Prepare and submit a comprehensive workplan, identifying key activities, timelines, and required inputs from all stakeholders.
- Prepare & outline approach to integrate the training of STEM Trainees into work plan development and subsequent activities.
- Prepare and submit safety and health plans for each school.

3.2.2 Site and Technical Needs Assessment:

- Conduct in-depth technical assessments for each school site, focusing on:
 - Structural refurbishment needs: ventilation, flooring, worktops, plumbing, safety.
 - Electrical needs: load calculations, rewiring, compatibility with EPCs.
 - Grid connectivity: availability, stability, TANESCO coordination.
- Submit a Technical Assessment Report including:
 - Summary of kitchen condition.
 - Infrastructure/electrical upgrade recommendations.
 - Proposed layout and refurbishment scope for each school.
- Deliver a consolidated Inception Report, including the workplan and technical assessment results.

3.2.3 Kitchen Refurbishment & Electrical Upgrades:

- Finalize kitchen designs with SEforALL, incorporating recommendations from site technical assessments.
- Procure and supply all required materials.
- Facilitate and oversee training of STEM Trainees throughout execution of infrastructure updates.
- Oversee and execute infrastructure upgrades including:
 - Ventilation, cabinetry, fire safety, flooring, and water systems.
 - Rewiring, load balancing, and safe distribution of power.
 - TANESCO engagement to confirm grid connectivity and resolve site-specific issues.

3.2.4 Training & Final Handover:

- Address final punch list items through post-installation inspection.

- Submit a comprehensive Final Report, including:
 - Summary of completed works.
 - EPC performance test results.
 - Purchase orders.
 - Recommendations for sustainability.

Facilitate the official handover of refurbished kitchens to the school with participation of SEforALL and WFP.

3.3 Project Closure

- Complete all deliverables as per the workplan, ensuring each school meets minimum eCooking readiness standards.
- Conduct final school inspections
- Compile and archive all documentation, including:
 - Technical reports, BoQs, invoices, layouts, photographic evidence.
 - Final punch list resolution.
 - Training and visibility materials.
- Deliver a consolidated Project Completion File and formally hand over site files to SEforALL.

4. Approach, Timeline, and Deliverables

Approach: The selected Consultancy will report to the SEforALL Clean team and will work closely with other implementing partners such as the World Food Programme Tanzania Country Office.

The selected Consultancy should make a concerted effort to mainstream gender considerations throughout this assignment. This includes following gender parity when looking for candidates. Furthermore, the Consultancy is encouraged to implement a 40:60 female to male ratio in their team and submit a copy of gender policies followed by the Consultancy.

Timeline and Deliverable(s): The projected timeline for this assignment is August 2025 to December 2025

Deliverable	Indicative Timeline
Project kick-off meeting with key stakeholders	August 2025
Validation of final designs for all selected schools	August 2025
Validation of bill of quantity and purchase orders for all selected schools	August 2025
Project visibility strategy developed and approved by SEforALL	September 2025
Delivery model suggestions developed and approved by SEforALL	September 2025
Successfully supported Electric Pressure Cooker (EPC) contractor for deployment of electric cooking devices	September 2025
Site commissioning event	December 2025
Closing event	December 2025
Final Report	December 2025

Travel: The Consultancy is expected to travel as needed locally to the project sites.

5. Eligibility Criteria, Qualification Requirements and Expertise

Eligibility Criteria:

- Registered company/legal entity with a minimum of 5 years' experience in the subject area (scanned copy of the Certificate of Incorporation to be submitted).
- Completed and signed Bank Details Form.
- Statement of Confirmation.
- Audited Financial Statements for the last 2-3 years:
 - *Profitability*
Profit Margin Ratio or Return on Assets Ratio should be preferably positive. In case of negative profit margin ratio, SEforALL may request additional documents and/or adapt payment terms and conditions.
 - *Solvency*
A solvency ratio should be preferably more than one (1). In case of negative solvency, SEforALL may request additional documents and/or adapt payment terms and conditions.
 - *Turnover*
The average annual turnover for the past three (3) years (or for the period the bidder has been in business if it has not yet reached three (3) years) should be at least 1 time more than anticipated value of the contract.

Qualification Requirements and Expertise:

Consultancy wishing to submit a proposal should:

- Must have an in-country ground presence and footprint in Tanzania, with a demonstrated ability to legally operate in Tanzania, the Consultancy must also retain in-country presence for the duration of the assignment.
- The Consultancy must have previous experience in acting as project manager in at least two (2) similar projects in refurbishment and infrastructure related work.
- Have experience managing multi-stakeholder projects.
- Demonstrate experience managing relationships with key stakeholders including the national Government, relevant Ministries Health, Energy, Local Government, Environment and Climate Change development partners, and private sector actors.
- Demonstrate experience delivering high-quality reports and other written products.
- The core team must be proficient in the English language: read, write and verbal.
- Must possess all relevant skills in Microsoft Office Suite (Word, Excel, PowerPoint, Project).

Team Requirements:

Key experts for the team to carry out this assignment are:

1. Team Lead – Project Manager

- A qualified architect, construction engineer, civil engineer or any relevant discipline with at least 8 years of project management experience, including **coordination of multi-stakeholder infrastructure projects in public institutions** (e.g., schools, clinics).
- At least 5 years' experience designing and building housing infrastructure including interior design, furniture and renovations.
- Experience conducting site assessment and preparing accurate Bills of Quantities for civil and electrical works.
- Proven experience in developing and overseeing **milestone-based workplans**, maintaining **risk registers**, and managing **field implementation teams**.
- Familiarity with **education sector operations** and engagement with national/local government bodies is considered an advantage (e.g., Ministry of Education, PO-RALG, school boards).

2. Electrical Engineer

- Minimum 7 years of experience in **designing and upgrading electrical infrastructure** in institutional or public facilities.
- Demonstrated experience in:
 - **Load calculations** and **rewiring** of existing school buildings.
 - Ensuring **grid compatibility** with high-power appliances such as **electric pressure cookers (EPCs)**.
 - Supervising safe installation of **smart metering equipment** and basic building-level distribution upgrades.
- Familiarity with **TANESCO coordination**, including transformer sizing, connection approvals, and fault resolution.

3. Field Engineer

- Minimum 3 years of field experience supporting building construction works, interior design, house renovations and other structural works.
- Experience with:
 - **On-site technical needs assessments** and preparation of Bills of Quantities for building and electrical works.
 - Site supervision and management, including staff management and coordination.
- Understanding of electrical installation work, plumbing, furniture works and kitchen installation is an added advantage.

- Ability to engage with school staff and local technicians on **basic safety and maintenance protocols**.

The proposed team can include other non-key experts as necessary to carry out this assignment.

6. Bidding Process

Proposals may be submitted by a single entity or as a consortium. Interested and qualified bidders must submit one Technical Proposal and one Financial Proposal as separate documents. Bidders are invited to submit proposals for one or more LOTs. SEforALL reserves the right to split the award as deemed appropriate, considering the available budget and geographical coverage. Proposals must be submitted in either PDF or PPT format and should include the following:

Technical Proposal (Annex I):

- Brief background about your organization and the year it was founded and incorporated or organisations if consortium.
- The organization's experience in carrying out similar work in East Africa with a special focus on demonstrating technical and/engineering expertise in the management of large-scale infrastructure projects.
- Submit an organization chart/Project Team members to manage the project, including assigned roles, relevant experience, and expected level of effort.
- Project Management approach: Your understanding of the assignment and a work approach/methodology. Any deviation from the TOR should be clearly stated. The work plan must also have a Gantt chart outlining activities and timing, including a short narrative on key milestones and sub-activities.
- Three (3) organizational references in the last three (3) years.
- Relevant skills, qualification, knowledge, and experience of the individuals in the team that match those set out above. Detailed CVs of key personnel who will be involved in the project should be submitted, including the level of effort each team member is expected to undertake.

Financial Proposal, outlining the costs in USD associated with carrying out the scope of work as per Annex III - Financial Proposal Form

7. Evaluation Process

- The evaluation of proposals will be based on an 80–20 split for technical proposal and financial proposal, respectively. Details of the evaluation criteria are attached as Annex I.

8. Submission of Proposals

Please submit your proposal to procurement@seforall.org by **28 July 2025, 17:00 PM Central European Summer Time (CEST)**. In case of questions or queries contact SEforALL at procurement@seforall.org

Important Note:

Bidders interested in submitting a proposal for the **RFP 2025-104** can request access to additional photo material demonstrating the current state of the schools. This material will be shared only with bidders

who have explicitly expressed their interest in submitting a proposal and have signed a Non-Disclosure Agreement (NDA). Please send your expression of interest to procurement@seforall.org to receive the NDA and a link to the photo material.

Annex I – Evaluation Criteria

Project Management Services to Support Electrification and Refurbishment of 33 Schools in Tanzania

1. Compliance with eligibility criteria: Pass/Fail

2. Technical Evaluation Criteria

Organization/Consortium Qualifications and Experience: 30 points

- Demonstrated organizational experience in managing multi-stakeholder projects in institutional settings (e.g. schools) involving infrastructure upgrades and electrical systems (at least 2 similar projects). 10 points.
- Demonstrated organizational experience in implementing or supervising refurbishment of infrastructure in Tanzania or East Africa: 10 points.
- Demonstrated organizational experience in providing technical assistance to different donors and governments in East Africa on infrastructure projects: 10 points.

Methodology and Approach: 30 points

- Approach and methodology for executing infrastructure projects and managing various stakeholders: 10 points.
- Proposed training, and safety and health plan. 10 points
- Proposed work plan with clear milestones and timelines: 10 points.

Team Composition: 20 points

- Minimum requirements met by the team: 10 points.
- Expertise offered by the overall team and its structure in line with the scope of work: 7 points.
- Gender balance in the overall team proposed: 3 points.

Minimum technical passing score is 60 points. Firms who pass the minimum passing score will be considered for the commercial evaluation.

3. Commercial Evaluation Criteria

Budget and Cost-effectiveness: 20 points

Annex II – Refurbishment Categorization

Project Management Services to Support Electrification and Refurbishment of 33 Schools in Tanzania

Category A: Light Refurbishment

Schools in this category require minor improvements to ensure readiness for electric cooking deployment. Interventions may include:

- Ensuring proper electrical connectivity (functioning sockets, circuit breakers, basic safety checks).
- Minor electrical upgrades (e.g., rewiring a section, ensuring three-phase access where required).
- Construction of kitchen countertops and storage units.
- Basic repair or repainting of internal walls, as needed.

Category B: Moderate Refurbishment

Schools in this category require intermediate-level infrastructure improvements, including all Category A activities plus:

- Partitioning of kitchen space for hygiene and workflow efficiency.
- Tiling of walls and/or floors for easier cleaning and maintenance.
- Minor civil works, such as structural reinforcement, plumbing for wash areas, or small extensions.
- Improved lighting and ventilation.

Category C: Full Refurbishment

Schools in this category need comprehensive refurbishment to create a safe, functional kitchen environment. This includes:

- Full electrification and rewiring of kitchen facilities.
- Floor levelling and finishing to ensure safety and drainage.
- Ceiling installation or repair to protect appliances and improve insulation.
- Replacement of kitchen doors/windows were damaged or unsuitable.
- Full scope of Category A and B activities.

Annex III – Financial Proposal Form

Project Management Services to Support Electrification and Refurbishment of 33 Schools in Tanzania

RFP reference no: [insert RFP reference No.]

Name of Bidder: [insert name of bidder]

Bidders shall fill in these forms in accordance with the instructions indicated.

LOT 1 - Dar es Salaam, Temeke

School Name	Price in USD (Lump Sum, All Inclusive)
Category A: Light Refurbishment	
	[Bidder to insert price]
	[Bidder to insert price]
Category B: Moderate Refurbishment	
	[Bidder to insert price]
	[Bidder to insert price]
Category C: Full Refurbishment	
	[Bidder to insert price]
	[Bidder to insert price]
LOT 1: Total financial proposal in USD	

LOT 2 - Kigoma - Kasulu and Kibondo

School Name	Price in USD (Lump Sum, All Inclusive)
Category A: Light Refurbishment	
	[Bidder to insert price]
	[Bidder to insert price]
Category B: Moderate Refurbishment	
	[Bidder to insert price]
	[Bidder to insert price]
Category C: Full Refurbishment	

	[Bidder to insert price]
	[Bidder to insert price]
LOT 2: Total financial proposal in USD	

LOT 3 - Dodoma - Dodoma City Council

School Name	Price in USD (Lump Sum, All Inclusive)
Category A: Light Refurbishment	
	[Bidder to insert price]
	[Bidder to insert price]
Category B: Moderate Refurbishment	
	[Bidder to insert price]
	[Bidder to insert price]
Category C: Full Refurbishment	
	[Bidder to insert price]
	[Bidder to insert price]
LOT 3: Total financial proposal in USD	

LOT 4 – Tabora

School Name	Price in USD (Lump Sum, All Inclusive)
Category A: Light Refurbishment	
	[Bidder to insert price]
	[Bidder to insert price]
Category B: Moderate Refurbishment	
	[Bidder to insert price]
	[Bidder to insert price]
Category C: Full Refurbishment	
	[Bidder to insert price]
	[Bidder to insert price]
LOT 4: Total financial proposal in USD	[Bidder to insert price]

Cost breakdown per component

Bidders are requested to provide the cost breakdown for the above given prices based on the following format. SEforALL shall use the cost breakdown for the price reasonability assessment purposes as well as the calculation of price in the event that both parties agree to a contract amendment in the future.

Cost component	(a) Qty.	(b) Unit of measurement	(c) Remuneration per Unit	a x b x c Total Price USD
Project Manager				[Bidder to insert price]
Electrical Engineer				[Bidder to insert price]
Field Engineer				[Bidder to insert price]
Add personnel as required				[Bidder to insert price]
Add personnel as required				[Bidder to insert price]
Add personnel as required				[Bidder to insert price]
Add personnel as required				[Bidder to insert price]
Sub-total personnel costs*				[insert sub-total price]
Other costs (provide details and add as many lines as needed)**				[Bidder to insert price]
Sub-total other costs				[insert sub-total price]
Total financial proposal USD				[insert total price]
Sub-total other expenses				
Total financial proposal in USD				

* Please include team members as needed

** Please provide a breakdown of admin and associated costs or any other costs

I, the undersigned, certify that I am duly authorized by [insert full name of bidder] to sign this statement and bind [insert full name of bidder] should SEforALL accept this bid:

Name : _____

Title : _____

Date : _____

Signature : _____

Annex IV – Statement of Confirmation

Project Management Services to Support Electrification and Refurbishment of 33 Schools in Tanzania

RFP reference no: [insert RFP reference No.]

Name of Bidder: [insert name of bidder]

Bidders shall confirm the below:

- Confirmation of no conflict of interest (e.g., none of the bidder's key personnel, including individuals directly involved in project implementation, management, or decision-making, is associated - financially, personally, or employment-wise - with concerned SEforALL staff, SEforALL experts/consultants recruited under this project).
- Confirmation that no fees, gratuities, rebates, gifts, commissions, or other payments, other than those explicitly stated in the offer, have been given, received, or promised in connection with the selection process or in contract execution.
- Confirmation of satisfactory past performance, including adherence to contractual obligations, timely delivery of services, and compliance with relevant regulations, and confirmation that the bidder is not debarred from conducting business in the country where the procurement is taking place.
- Confirmation that the bidder did not participate directly or indirectly in the preparation of the concerned procurement process or the bidding documents, including the terms of reference, being subsequently used by SEforALL.
- Confirmation of no conflict of interest between or among bidders, and a commitment to disclose any potential conflicts of interest to SEforALL for resolution prior to the submission of bids.

I, the undersigned, certify that I am duly authorized by [insert full name of bidder] to sign this statement and bind [insert full name of bidder] should SEforALL accept this bid:

Name : _____

Title : _____

Date : _____

Signature : _____