Terms of Reference (ToR)
Establishment of a Long-Term Agreement (LTA) for Provision of Internet Services for United Nations Agencies in Rwanda (Nationwide)

A. Background and Context of the Project.

United Nations Agencies utilize internet and other telecommunication services in their daily work in respect to their different interventions. These services enable UN agencies to carry out their mandates effectively, ensuring uninterrupted communications, access to cloud applications, and reliable internet-based program delivery in all locations nationwide.

All the UN organizations in Rwanda, work under the umbrella of the One UN country team and as such, they would like to establish a common LTA for these services.

Each participating UN organization will have specific requirements (e.g. site locations, bandwidth needs) detailed in "*Table A: Agency-wise bandwidth requirements"*, but the core ToR defines the common standards, service expectations and the framework for provision of full TCP/IP Internet Services and other related services for all the organizations.

B. Scope of Services

Technical requirement for implementation, operations, performance monitoring, maintenance, and fault correction of all network elements.

The Internet Service Provider (ISP) shall provide comprehensive internet connectivity services to cover all UN Agency offices and designated sites across Rwanda, including main offices in Kigali and multiple field/off-site locations nationwide. The exact list of sites, their locations, and required bandwidth capacities are provided in "*Table A: Agency-wise bandwidth requirements"*.

The ISP must be capable of delivering services to both urban and remote areas of Rwanda, including but not limited to refugee camps and border areas.

Some UN agencies also provide internet services for their staff in their residences. The ISP should be able to provide this service as required.

In some instances, and at their own discretion, the participating UN agencies may want to make use of Low Earth Orbit (LEO) satellite services such as those from Starlink and any other providers legally allowed to operate in Rwanda. The participating ISPs can include this element in their submission if this is a service that they can provide.

1. **Participating agencies**

#	Agency	Full Name
1	FAO	Food and Agriculture Organization of the United Nations
2	IFAD	International Fund for Agricultural Development
3	ILO	International Labour Organization
4	IOM	International Organization for Migration
5	OHCHR	The Office of the United Nations High Commissioner for Human Rights
6	UNECA	United Nations Economic Commission for Africa
7	UNCDF	United Nations Capital Development Fund
8	UNDP	United Nations Development Programme
9	UNFPA	United Nations Population Fund
10	UNHCR	United Nations High Commissioner for Refugees
11	UNICEF	United Nations Children's Fund
12	UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
13	UNIDO	United Nations Industrial Development Organization
14	WFP	World Food Programme
15	WHO	World Health Organization
16	UNDSS	United Nations Department of Safety and Security
	Any other UN agency interested in participating	

2. **Technical requirements**

Below are some of the key requirements of the connection to be provided:

1. **Fiber-optic** connectivity is the **preferred** primary medium wherever available, but the ISP should also support multiple alternative transmission technologies (e.g. microwave radio links, 4G/5G wireless, or Satellite based solutions) for last-mile connectivity or backup in locations where fiber is not feasible.
2. The ISP shall be responsible for providing and setting up all hardware, cabling, media and software required to carry out the full implementation of the Internet service including a manageable router that can be used as a bridge to the individual agency's WAN equipment

e.g. Firewall/Router. The related costs will be borne by the ISP and the UN agencies' responsibility starts at the Customer Premise Equipment (CPE).

3. The ISP should have multiple redundant infrastructures for the last mile, their backbone as well as connection to international network links, to ensure no downtime for the participating UN Agencies in case the primary link is disrupted or is inaccessible.
4. The Bandwidth provided to the UN Offices should be **dedicated** and must not be shared with other clients.
5. For residential connectivity, bandwidth package can be either symmetric or asymmetric.
6. No limitations on traffic/ports. Bandwidth capacity should be ensured through direct IP connection; no mandatory proxy servers and firewalls. All ports of all applications should be open (TCP, UDP, ICMP, etc.)
7. The ISP shall provide a Primary and Secondary DNS. The DNS servers should be hosted inside the ISP's network to get a faster response. ISP shall mention the physical location of their DNS servers.
8. Service Availability (**Uptime**) shall not be less than **99%.** Any scheduled service or maintenance must be prompted by an email to the affected UN Agency, at least two (2) working days ahead.
9. **Data confidentiality** should be guaranteed. ISP may not scan traffic and if this should be done to find problems in the network a prior agreement (on email) from the individual UN agency must be obtained.
10. The Internet link provided should support Managed VPN Services.
11. At least 4 public IP Addresses should be available per connection.
12. The ISP should have a reliable backup source for the internet as a backbone, not less than 50% of actual speed in case of main service is down to guarantee better services and a secure connection to help forward the internet service directly with minimal effect to users' browsing experience.
13. Latency from any of the UN Offices to Agency Headquarters (New York / Geneva / Rome / France) shall be no more than 200ms. Minimum Latency from any agency network to ISP should be less than 15ms.
14. In case of any disruption of any Service including equipment or media failure, ISP shall take prompt action to resolve the problem and make the links operational again. Mean Time to Restore (MTTR) shall not be more than 24 hours.
15. When resolving a service fault is dependent on third-party service providers in circumstances where the SLA has been breached, operational escalation procedures will be provided, including an escalation path through the contractor's account team.
16. The ISP shall provide software/tool for the individual participating UN Agencies IT department to check and monitor the data transfer rate/usage on ISP links at any given moment. ISP shall also monitor the link health and inform the respective agency if any degradation/disruption occurs. ISP shall generate a monthly unavailability report in the first week of the following month for all the sites and share this with the respective participating UN agency.
17. The ISP should be able to make bandwidth changes (higher or lower) on short notice.

18. The required service is mentioned in "*Table A: Agency-wise bandwidth requirements"* with the Locations of the United Nations agencies. The list will be updated/amended/reduced during the whole contract period whenever necessary from the participating agencies of the United Nations.
19. The provider will include in the technical submission complete and detailed technical specifications of the services as well as those of the underlying equipment and network.
20. For each data network link, the provider will describe the physical media type and cable location and route end-to-end, and as and when applicable will name any providers or sub-contractors for network infrastructure or equipment.

3. Network Operations Center (NOC)/Help desk

1. The ISP must have 24x7x365 helpdesk availability for technical assistance. Under normal circumstances, all problems should be resolved within a maximum of 24 hours after receiving notification from any office.
2. A guaranteed response time should not exceed 2 hours.
3. The ISP shall have a dedicated **Key Accounts Manager (KAM)** and an alternate KAM assigned to the UN agencies.
4. The ISP shall establish and communicate an **Escalation Matrix** with contact details (names, titles, phone, email) for successive support levels up to senior management, to be used if incidents are not resolved within standard timelines.
5. Support requests should be tracked via a **ticketing system**, and for serious outages the ISP should provide regular updates (e.g., status every 2 hours) and a formal incident report upon resolution. Under normal conditions, technical issues are expected to be resolved within 24 hours of notification, and critical outages in significantly shorter time (per SLA/MTTR targets). If a fault is not resolved within the MTTR, service credits as per the SLA will apply and escalation to higher support levels will occur automatically.
6. Support related to installation and maintenance of the contracted service will be free of charge. Any additional support-related charges should be documented in the contract and an estimate added to the yearly cost if applicable.
7. The ISP shall have a preventive maintenance plan that needs to be checked regularly (e.g. every 3 months).
8. The ISP shall provide access to a network monitoring and reporting tool/dashboard to enable the individual UN agencies to monitor service performance, analyze bandwidth utilization, verify service availability, and facilitate testing, troubleshooting, and performance analysis.

4. Communications

1. Contact numbers and email addresses for administrative, account and billing enquiries must be provided by the ISP.
2. Guaranteed response time for administrative, account and billing enquiries should not exceed one (1) business day.
3. The ISP shall make available to UN Agencies policies concerning privacy, security, and disaster recovery, on request.
4. The service provider shall meet with the UN (ICT Working group or Operations management Team) on a quarterly basis, to discuss issues of mutual concern, to review the ISP's performance and to discuss improvements which the provider or the UN agencies should make to achieve more effective services and support.
5. Any emergency downtime should be reported in advance via email for better planning and reporting.

5. Security of equipment provided to UN Agencies

The individual UN Agencies will ensure the security of the equipment installed by the ISP at their premises.

Individual UN Agencies will return the equipment provided by the ISP when the Contract is terminated. These equipment when returned to the ISP will be in the same condition as when delivered to the agency, subject to normal wear and tear.

6. Key Service Level Performance Parameters

Below is a list of the parameters that should be detailed in the technical submission as well as the minimum acceptable parameters:

#	**Performance Metric**	**Minimum Acceptable Parameter**
i	Packet Loss	**<= 1%**
ii	Uptime (Availability)	**<= 99.5% per month**
iii	Maximum Response Time	**<= 30 minutes** for critical incidents
iv	Maximum Time to Repair (MTTR)	**<= 4 hours**
v	Round-trip Latency to Provider's Core Network	**<= 50 ms**
vi	Round-trip Latency to at least 3 Well-Known Internet Sites (including www.office.com)	**<= 200 ms**
vii	Jitter	**<= 30 ms**

viii	Packet Delivery Rate	**>= 99%**
ix	Customer Service Support	**24 x 7 x 365 helpdesk and NOC support with dedicated account manager**

The service level agreement will be breached if the ISP fails to provide the above levels and the Monthly Recurring Cost (MRC) will be prorated to reflect the poor/unavailable service at the site.

7. Penalties

1. If the service is not delivered within the minimum requirements, while the ISP has been notified at least twice through written email, then the Participating Agencies of the United Nations have the right to stop the service and change the provider without any penalties or any legal consequences.
2. The link throughput will be monitored and may be randomly tested by the UN agencies without prior notification to the ISP, if the throughput is found to be less than what is specified, the UN agencies reserve the right to terminate the contract if they desire due to "The failure of the ISP to deliver the contracted service".
3. A penalty will be imposed on the ISP if it fails to provide the guaranteed uptime, in such a case, the ISP will reduce the following month's Monthly Recurring Cost (MRC) on a prorated basis. This clause excludes natural calamities and disasters.

Performance Criteria	**The link up-time must be up 99% without any attenuation (24X7X365) and should be able to provide agreed response time and bandwidth speed.** The downtime will be calculated location wise, from the ISP's Network Monitoring System and/or UN Agencies' network management portals such as Meraki Cloud Dashboard, Fortinet SDWAN dashboards, etc. If the downtime crosses the monthly allowable downtime, the credit will be given on a prorated basis. <u>Below is a sample calculation:</u> Allowable Downtime is: (24x365) - (24x365x99)/100 = 8760-8672.40=87.60hr/Year/office = 7.3hr/month/office Any downtime beyond 7.3hr/month will be deducted on a prorated basis of monthly billed amount of that location.

Table A: Agency-wise bandwidth requirements

#	Agency	Location	Office address/GPS coordinates	Bandwidth required (Mbps)
1	FAO	KG 7 Avenue, City of Kigali, Glory House Rwanda	Latitude: -1.945132 / S 1° 56' 42.475'' Longitude: 30.089696 / E 30° 5' 22.904''	100
2	IFAD	KG 7 Avenue, City of Kigali, Glory House Rwanda	Latitude: -1.945132 / S 1° 56' 42.475'' Longitude: 30.089696 / E 30° 5' 22.904''	30
3	UN Clinic	KG 28 Ave, House No 19; Kimihurura, Gasabo, Kigali	S=10 57' 11.82" E=300 04' 41.75"	15
4	IOM	KG 227 28 St, Remera Sector, City of Kigali	1.94934° S, 30.10840° E	100
5	IOM	KG 501 St, Kabare, Kacyiru Sector,Kigali	-1.9461882771600705, 30.094259136904352	30
6	WHO	Ebenezer House KG 7 Ave # 51 - Kacyiru	-1.9403664763269588, 30.08510548141909	30
7	UNICEF, UNDSS, UN Women, ILO	Ebenezer House KG 7 Ave # 51 - Kacyiru	-1.9403664763269588, 30.08510548141909	100
8	UNECA	Kimihurura-Rugando	-1.9574244690960254, 30.095714885416747	30
9	UNDP, UNCDF, RCO, UNIDO, OHCHR	KN 67 St, 4, Kigali, Rwanda	1° 56'57.14" S 30° 03'51.88" E Elev 1532 m	200

10	UNFPA	19 KG 7 Ave, Kigali Rwanda	-1.946383, 30.091318	30
11	UNHCR	60 KG 9 Ave, Kigali Rwanda	-1.9349534070059, 30.099100006745584	100
12	UNHCR	Gashora ETM Office	-2.2135269186753206, 30.240482283552925	20
13	UNHCR	Gashora ETM Community	-2.2135269186753206, 30.240482283552925	30
14	UNHCR	Gikondo, Rujugiro Road (KK31), House # 264	-1.984462217177333, 30.07534985450724	15
15	UNHCR	Nyabiheke refugee camp Field Office	-1.5959414020615081, 30.269391505806443	15
16	UNHCR	Huye Field Office	-2.590418, 29.749007	20
17	UNHCR	Mugombwa refugee Camp Office	Latitude: 2°40'29.3"S Latitude: 29°51'02.3"E	10
18	UNHCR	Mugombwa refugee camp Community Center	2°40'00.0"S 29°51'07.7"E	5
19	UNHCR	Mugombwa refugee camp LPG site	2°40'28.3"S 29°50'59.7"E	5
20	UNHCR	Kigeme refugee Camp Office	Latitude: 2^0 48’57.30”S Longitude: 29^0 52’41.94”E	10
21	UNHCR	Karongi Field Office	-2.0732716126389708, 29.336527023006894	20
22	UNHCR	Kiziba refugee Camp Office	Latitude: -2.131673 Longitude: 29.357325	10
23	UNHCR	Nkamira Field Office	1°38'33" S, 29°23'9" E	15

24	UNHCR	Nyarushishi Transit Center	Latitude: -2.505203 Longitude: 28.943220	10
25	UNHCR	Kijote Transit Center	Latitude: 1°37'7.23580" S Longitude: 29°25'21.26020"E	5
26	UNHCR	Kirehe Sub-Office	2°16'30.2"S 30°39'50.8"E	20
27	UNHCR	Mahama refugee camp Reg Office	-2.304662, 30.842768	5
28	UNHCR	Mahama refugee Camp Office	-2.3041161541378603, 30.83951894651006	5
29	UNHCR	Mahama refugee camp RST Office	2°18'47.4"S 30°50'29.8"E	5
30	UNHCR	Mahama refugee camp LPG site	-2.3131890, 30.8404560	5
31	WFP	KK 512 St, Kigali	-1.9727786825815143, 30.100231148173922	100

8. Proposal Evaluation

The proposals shall be evaluated in 3 stages as follows:

a. Formal criteria on pass/fail basis
b. Technical/performance criteria scoring
c. Financial evaluation

8.1 Formal criteria

Criteria	Assessment	Documents to be provided by bidder
The ISP should be legally licensed in Rwanda with a current RURA ISP License authorizing nation-wide internet service provision.	Pass/ Fail	Include valid RURA license in the technical proposal. If expired, an application for renewal submitted before the publish date of this tender shall be accepted.
Tax clearance	Pass/ Fail	Attach your tax clearance certificate covering up to March 2026
Acceptance of the KPIs, manner of measuring them, and downtime refund rates.	Pass/Fail	Bidder should attach an acceptance letter
Company has been operating in Rwanda for at least 5 years and providing the same services	Pass/Fail	Please attach evidence e.g first RURA license, RDB certificate
Geographical coverage	Pass/Fail	Attach relevant evidence such as network coverage map of physical presence in the locations listed. If the ISP plans to use a partner in any location, such agreement with the partner should be attached.
Acceptance of UN payment terms (30 days after delivery of services and submission of correct invoice)	Pass/Fail	Check the box in the attached tender document # LRFP-2026-9206598
Acceptance of UN general terms and conditions for the provision of services	Pass/Fail	Check the box in the attached tender document # LRFP-2026-9206598

To be considered technically qualified, bidders must pass all the mandatory formal criteria listed above and achieve a minimum score of 70% in the technical evaluation criteria.

8.2 Table B: Technical Evaluation Criteria

#	Criteria	Total marks	Details of the criteria to be evaluated	Marks	Documentation/Information to be provided by the bidder
1	Relevant experience	25	Experience in providing reliable, secure and high- speed internet connection to large corporate organizations, international donor and development Agencies. Provide POs, contracts, etc as evidence	10	• Attach past contracts, POs or LTAs for similar internet services from at least the last 5 years • Client Reference Letters/Testimonies
			Technical staff to be engaged in this project. List of technical staff and their CVs and should have at least 5 years experience working with TCP/IP networks with evidence such as CCNA certification or similar. Key staff should include: i) Network (NOC) engineer with at least 5 years of experience and CCNA certification. ii) Systems/Security Engineer with security certifications and ISP backbone experience iii) Network Architect / Senior Network Engineer with CCNP/CCIE or equivalent, 5+ years ISP experience	15	• Detailed CVs of the key staff members. • Copies of academic certificates. • Copies of professional certifications (CCNA, JNCIA, HCIA, MikroTik, CISSP, CISM, CEH, Security+, ISO 27001 Lead Implementer/Auditor, Fortinet NSE, Palo Alto, Check Point, etc)
			Total	**25**	

2	Understanding of ToRs	40	**Proposed network architecture and coverage:** Clearly indicate the: a) Physical topology of network backbone and access network b) Ownership of network backbone and last mile infrastructure c) Partnership for network backbone d) Connection to major points of presence (POP)	20	• Network architecture diagram showing backbone, core, distribution and access layers. • Topology diagrams showing Points of Presence (PoPs), data centres, and major network nodes. • Description of owned vs leased infrastructure. • List of backbone partners and network providers. • Peering arrangements and IXP memberships.
			International network links a) Type and number of international links with bandwidth of each link b) Technology used for each link c) Alternative routing arrangements	15	• International connectivity diagram. • Letters from upstream providers. • Capacity statements from providers. • Peering and transit documentation. • Description of redundancy and failover arrangements.
			Description of the connectivity technology to be used for the different sites clearly indicating the: a) Technology used in the backbone b) Technology to be used for the last mile connections	5	• Technical description of technologies to be used (Fiber, DWDM, MPLS, Microwave, Metro Ethernet, SD-WAN, LTE/5G etc.)
			Total	**40**	
3	Technical Support	15	Existence of 24 X 7 X 365 NOC coverage for technical assistance/Help desk	5	• NOC Structure and 24x7x365 Support Arrangement • Physical NOC location details

			Assignment of a dedicated account representative (Key account manager) for the UN Agencies who will handle all issues with the ISP. Include name, email address and title.	5	• Dedicated Account Manager Details (Name, Position, Email, Telephone)
			Description of network monitoring methods to be used for the participating UN Agencies' connections. Include details of the Network Monitoring System (NMS) to be used by the ISP and a sample monitoring report to be shared monthly covering bandwidth consumption, latency and packet loss	5	• Description of NMS platform(s) (SolarWinds, PRTG, Zabbix, LibreNMS, ManageEngine, etc.) • Sample monitoring dashboard screenshots. • Sample monthly performance reports showing bandwidth, latency, packet loss and availability metrics.
			Total	**15**	
4	Service Level Agreement (SLA)	20	The criteria for measuring service levels a) Availability (Minimum 99%) b) Throughput (Packet delivery rate) c) Round-trip latency to the provider's core network d) Round-trip latency to at least 3 well-known Internet sites including www.office.com (maximum 200 msec) e) Packet loss (Maximum 1%) f) Jitter	5	• Proposed Service Level Agreement document signed by authorized representative. • Availability Commitment (≥99%) • Latency, Packet Loss and Jitter Commitments
			Timeline in which the provider will respond to network identified failures a) Report of network outage (maximum of 10 min) b) Mean time to repair (maximum of 4 hours) c) Installation time (maximum of 30 days) d) Service changes time (maximum	5	• Incident management process document. • Sample ticket reports demonstrating response times. • Sample outage reports and MTTR reports.

			of 7 days) e) Billing dispute resolution time		
			The method for escalating network/service related problems a) Business escalation matrix b) Escalation process	5	• Escalation matrix including contacts from helpdesk to executive management. • Service desk workflow. • Business continuity and disaster recovery procedures.
			Description of mechanisms for enforcement and compensation for failure to meet SLA goals	5	• Service credit schedule. • Penalty matrix.
			Total	**20**	
			Grand Total	**100**	