



15 October 2025

Request for quotation (RFQ) – UK PACT Expert Deployment

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| RFQ title | Supporting Digital Transformation of the Rural Electrification Agency through the REPAAS Initiative |
| RFQ issue date | 15 October 2025 |
| Terms of reference | The services to be delivered are detailed in the attached Schedule. |
| Project title | UK PACT - Support Digital Transformation of the Rural Electrification Agency through the REPAAS Initiative |
| Close date and time | 7 November 2025 (17:00 BST) |
| Details for submission | Expertdeployments@ukpact.co.uk |

Palladium as the delivery partner for the Foreign, Commonwealth and Development Office (FCDO) funded UK Partnering for Accelerate Climate Transitions (UK PACT) programme invites you to submit a quotation for the services detailed in this RFQ.

Please forward your quote in accordance with the Details for Submission above by the Close Date and Time. This RFQ includes the following materials:

Schedule 1 – Terms of Reference

Schedule 2 – Instructions for submission

Schedule 3 – Terms and Conditions

Annex I – RFQ Response Form

Annex II – Budget and workplan template

We look forward to your response. If you have any questions, please do not hesitate to expertdeployments@ukpact.co.uk

1.1. Overview of requirements

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| Name of project | Supporting Digital Transformation of the Rural Electrification Agency through the REPAAS Initiative |
| Country/region | Nigeria |
| Proposed start date | 05 January 2026 |
| Proposed end date | 31 December 2026 |

1.2 Context and scope of work

The Rural Electrification Agency (REA) of Nigeria plays a central role in driving nationwide energy access, particularly through decentralized renewable energy (DRE) solutions. As Nigeria scales up its rural electrification ambitions under national frameworks like the Nigeria Electrification Strategy and Implementation Plan (NESIP), there is a growing need to modernize institutional systems, strengthen transparency, and enhance operational efficiency. To respond to these evolving challenges, the REA is implementing a flagship digital transformation initiative: **REPAAS (Rural Electrification Platform as a Service)**. REPAAS is the foundation of REA's "technology-first" strategy, bringing together a suite of integrated digital tools that will modernize procurement, contract management, project monitoring, data management, and sector training. It also supports the monetisation of climate benefits through the development of a digital Renewable Energy Credit (REC) infrastructure.

Problem Statement

REA's legacy systems, predominantly manual, paper-based workflows and siloed digital tools have limited its ability to efficiently manage its growing pipeline of rural electrification projects. Moreover, private off-grid developers continue to face challenges around customer relationship management, access to carbon finance, and technical capacity. The REPAAS initiative addresses these gaps through four coordinated workstreams that align with REA's institutional goals and Nigeria's broader climate and electrification ambitions.

Despite significant investment in rural electrification, REA and off-grid energy stakeholders face persistent systemic and institutional constraints that hamper effectiveness and scalability. These include:

- Fragmented and manual internal workflows within REA, which cause inefficiencies in procurement, contracting, and project management.
- Off-grid energy developers lack access to cost-effective, sector-specific customer relationship management (CRM) tools, impacting operational efficiency and data quality.
- Nigeria's rural electrification projects are not tapping into climate finance markets due to the absence of a functional Renewable Energy Credit (REC) issuance and trading system.
- Human capacity constraints and outdated training platforms hinder the scale-up of bankable, high-quality energy access projects.

Without strategic digital intervention, these barriers risk undermining the success of REA-led programs and Nigeria's clean energy transition goals.

Desired Outcome:

An operational REPAAS platform institutionalised within REA, enabling:

- End-to-end digitisation of procurement and project management functions to improve internal efficiency and accountability.
- Availability and adoption of an open-source, scalable CRM platform for mini-grid, productive use of energy (PUE) and solar home system operators.
- Operational digital infrastructure to support REC issuance, monetisation, and integration with global carbon markets.
- An enhanced, sector-relevant training and developer support platform that builds sustainable human capital across the off-grid energy ecosystem.

This digital transformation will position REA as a data-driven, technology-forward institution capable of delivering scalable and climate-aligned rural electrification.

Intermediate Outcomes:

1. Reduced processing time and errors through digital procurement and contract management workflows; improved real-time project oversight via centralized dashboards.
2. Documented design, sustainability, and funding strategies for the CRM and training platforms to enable future donor or REA-led execution.
3. REA and developers access new revenue streams from verified carbon credits via automated and traceable REC systems.
4. Long-term ownership of platforms within REA, supported by training, standard operating procedures, and a digital transformation roadmap for continuity and scale.

Activities

To enable the successful execution of the REPAAS Digital Transformation Initiative, the chosen supplier will lead a coordinated set of activities across four interrelated digital workstreams. These activities are designed to both address the existing institutional and operational inefficiencies within the REA and to create scalable, user-centric digital systems that can support Nigeria's energy access and climate finance goals. The technical assistance will also contribute to the achievement of several UK PACT strategic objectives in the clean energy transition sector case relating to gender equality, disability, and social inclusion (GEDSI), including (1) targeting 30% female staff participation in training, skill development and mentorship programs in REA, (2) equal opportunity for women to hold leadership and decision-making positions through mentoring programs to promote the advancement of women in the workplace, (5) incorporating a GEDSI component/module in training and meeting content accordingly, and (6) working with women and marginalised groups from low-income communities to understand their energy needs and affordability when designing projects.

Workstream 1: Development of the Off-Grid CRM Platform

This workstream will focus on laying the groundwork for a future REA-owned, open-source Customer Relationship Management (CRM) system for mini-grid and solar home system (SHS) operators. The consultancy will prioritise requirements gathering, system design, and sustainability planning to position REA to secure funding and partnerships for full development and rollout.

- **Stakeholder consultations** with REA programme teams, developers, and end-users to identify functional requirements, integration needs (e.g., smart meters, mobile money, Odyssey), and long-term sustainability considerations.
 - **Market and platform options assessment** to analyse build-versus-adapt scenarios (including open-source options) and recommend the most cost-effective, scalable solution for REA.
 - **High-level system architecture and prototype wireframes** to demonstrate core functionalities (customer onboarding, billing, service request tracking, payment reconciliation) without full coding or deployment.
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- **Sustainability and funding strategy** outlining potential donor engagement, phased implementation roadmap, and estimated cost for full build and maintenance.
- **Capacity-building for REA staff** on managing CRM requirements, vendor engagement, and partnership negotiations for future implementation.

GEDSI Considerations:

- Engage women and marginalised groups in consultations to ensure platform design addresses diverse energy access needs.
- Target 30% women's participation in all training and stakeholder engagement activities under this workstream.
- Include gender-sensitive data collection requirements in the system design to track affordability and access barriers.

Workstream 2: Deployment of the REPAAS Procurement and Project Management Platform

This workstream will overhaul REA's manual, spreadsheet-based procurement and project management processes, replacing them with a unified digital platform to improve transparency, efficiency, and data-driven oversight. This will involve the digitisation of REA's procurement and project management processes by focusing first on *critical functions* that can deliver immediate efficiency and transparency gains, while laying the groundwork for a full-suite platform in the future. During inception, the consultancy will lead a prioritisation exercise with REA procurement, finance, IT teams, and senior leadership to identify the highest-value modules for early deployment. This will ensure the platform meets urgent operational needs within the project's timeframe and budget, while keeping flexibility for expansion as additional resources become available.

- **Inception-led prioritisation & process mapping** – Document current workflows, identify pain points, and agree on the first set of core functions (e.g., e-tendering, central vendor registry, procurement dashboards, automated approvals) for Phase 1 deployment.
- **Specification & configuration of core modules** – Co-design and configure the agreed priority modules, ensuring alignment with Nigerian procurement regulations and integration potential with REA's IT and financial systems.
- **Data migration & internal pilot** – Transfer sample / pilot procurement and contract records into the platform, run a pilot with selected REA departments, and collect feedback for optimisation.
- **Capacity-building for early adoption** – Deliver targeted training and develop SOPs, user manuals, administrative guide, and hands-on technical support for the prioritised modules to ensure early operational impact.
- **Future expansion roadmap** – Document a phased plan for adding advanced modules (e.g., full contract lifecycle management, payment workflows, advanced project tracking) post-project, with indicative resourcing needs.

GEDSI Considerations:

- Ensure procurement processes are inclusive and accessible to women-led businesses and marginalised contractors, addressing barriers like overly complex requirements.
- Target 30% women's participation in REPAAS training, focusing on procurement, finance, and project tracking roles.
- Integrate GEDSI modules into training, covering gender-inclusive procurement and accessible project management practices.
- Provide mentorship for female REA staff to build leadership capacity in procurement and project management functions.

Workstream 3: Integration and Launch of the Digital Renewable Energy Credit (REC) System

This workstream will focus on enabling REA to adopt and integrate an existing, proven digital REC/MRV platform into its operations. This approach will accelerate delivery, reduce costs, and leverage platforms already aligned with international standards (e.g., I-REC, P-REC) and suited to Nigeria's regulatory and market context. The aim is to ensure REA can participate effectively in carbon and REC markets,

generate new revenue streams for off-grid projects, and align rural electrification efforts with global climate finance mechanisms.

- **Platform landscape and feasibility assessment:** Conduct a review of existing local and international REC/MRV architectures, assessing technical capabilities, compliance with relevant standards, integration potential with REA's systems, and sustainability considerations.
- **Stakeholder consultations:** Engage REC platform providers, off-grid developers, accredited third-party verifiers, carbon registries, regulators, and potential corporate buyers to validate requirements and identify pilot opportunities.
- **Integration and governance framework design**, including:
 - Protocols for automated data capture from mini-grid monitoring systems and IoT devices, REC issuance, verification, and credit retirement.
 - Creation of operational guidelines, legal templates, and verification protocols tailored to REA's adoption and management of the selected platform.
 - Governance structures and transaction management processes, ensuring transparency and accountability.
- **REC/MRV Platform Selection:** Use intelligence gathered from the feasibility assessment and stakeholder consultations to rank available REC/MRV platforms, determining their fit against the framework design requirements. The most aligned platform to be selected for the pilot implementation.
- **Pilot facilitation:** Support REA in working with the selected platform provider to integrate the REC system into one or more REA-supported sites. This will test the end-to-end process from data capture to REC issuance, sale, and retirement, with lessons captured in a detailed pilot report.
- **Capacity-building:** Deliver targeted training for REA staff on REC market participation, platform operations, vendor engagement, and ongoing management of REC processes.
- **Sustainability and market participation plan:** Develop a plan outlining revenue-sharing mechanisms, transaction fee models, stakeholder engagement strategies, and linkages to potential buyers or aggregators to ensure long-term viability and scaling.

GEDSI Considerations:

- Design the REC adoption approach to ensure equitable distribution of carbon credit revenues, with clear mechanisms for women and marginalised communities to access and benefit from these revenues.
- Target 30% women's participation in REC system training, including targeted skill development in financial management, REC issuance, and leadership in market participation.
- Provide mentorship for female REA staff to take on leadership roles in REC management, including oversight of credit allocation and buyer engagement.
- Conduct consultations with women and marginalised groups to understand energy affordability constraints, ensuring REC-linked incentives and financial mechanisms address their specific needs, including affordable and accessible off-grid solutions for rural households.

Workstream 4: Strategic Support for Scaling the Off-Grid Training and Developer Support Platform

This workstream will provide targeted support to REA to position its Off-Grid Developer Training Kit for large-scale enhancement and national rollout. The aim is to prepare a robust scale-up plan and mobilise funding from partners and donors (e.g., GIZ) to implement the expansion.

- **Platform and Content Assessment:** Conduct a review of the current Off-Grid Developer Training Kit, evaluating existing content, platform functionality, user experience, adoption rates, and technical performance, and identifying priority areas for upgrade or expansion.
 - **Stakeholder Engagement and Partnership Mapping:** Convene consultations with developers, training institutions, donors, and sector partners to validate training needs, assess collaboration opportunities, and identify potential funders.
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- **Scale-up Strategy Development:** Develop a costed expansion plan that includes technical upgrade specifications, outlines for new training modules, adoption and outreach strategies, and sustainability measures.
- **Funding Mobilisation Support:** Prepare funding proposals, concept notes, and partnership frameworks for targeted donors and co-financing opportunities.
- **Integration Planning:** Outline a roadmap for integrating the training platform with other REA systems (e.g., CRM, REPAAS) once these are operational, ensuring coherence and cross-platform learning.

GEDSI Considerations:

- Target 30% female participation in platform planning workshops and future training rollouts, with targeted outreach to women in low-income communities.
- Incorporate in the scale-up plan training modules that address the needs of women, persons with disabilities, and marginalised groups in the off-grid energy sector.
- Ensure proposed technical upgrades adhere to accessibility standards to enable inclusive participation.

1.3 Outputs and timelines

Timeline

Phase 1: Inception & Mobilisation (Jan-Feb 2026)

- Mobilise the teams for four active workstreams; CRM Platform, Procurement Platform, REC System, Training Platform funding support
- Kick-off with REA leadership; assign focal points per workstream and project area.
- Map stakeholders: off-grid developers, regulators, REC platforms, carbon buyers, donor partners, academic/vocational institutions.
- Review existing REA systems (e.g., World Bank DARES, Odyssey, Off-Grid Developer Training Kit) and relevant REC architectures.
- Agree on detailed workplan, phased roadmap, and inter-workstream dependencies.

Phase 2: Diagnostic & Framework Development (Feb–May 2026)

- **CRM:** Stakeholder consultations, functional/technical requirements, sustainability and funding strategy.
- **Procurement Platform:** Process-mapping workshops; define priority functions; develop technical specifications.
- **REC System:** Assess existing local/international REC platforms; recommend integration/adoption strategy; draft governance & MRV framework.
- **Training Platform:** Gap analysis; funding options analysis; engagement with donors/partners (e.g., GIZ); design high-level scale-up plan.
- Cross-workstream stakeholder forum to validate requirements and align donor engagement.

Phase 3: Initial Build, Pilots & Early Adoption (May–Jul 2026)

- **CRM:** Deliver system design blueprint & funding proposal; begin donor outreach.
- **Procurement Platform:** Configure core modules; internal REA pilot with sample procurement data; staff training.
- **REC System:** Configure integration with selected REC platform; develop MRV test module; identify pilot developers.
- **Training Platform:** Develop funding proposals & partnership MoUs; prepare updated content outlines for future scale-up.

Phase 4: Rollout & Capacity Building (Jul–Aug 2026)

- **CRM:** Finalise funding agreements; hand over to REA for next-phase development.
- **Procurement Platform:** Go live across REA; support first procurement cycles; issue SOPs and user guides.
- **REC System:** Launch live pilot with selected sites; issue first credits; test market transactions.

- **Training Platform:** Secure at least one donor commitment; finalise detailed implementation plan for REA/donor execution.

Phase 5: Consolidation & Institutionalisation (Aug–Nov 2026)

- **Procurement Platform:** Optimise workflows; embed ownership with REA IT & procurement units.
- **REC System:** Expand participation; refine MRV automation; develop legal templates, operational guidelines, and sustainability plan.
- **CRM & Training Platform:** Continue donor engagement and pipeline development; support REA in integrating both into institutional plans.
- Document lessons learned across all workstreams.

Phase 6: Close-Out & Handover (Dec 2026)

- Deliver all technical documents, SOPs, governance frameworks, funding proposals, and pilot reports.
- Present impact summary and donor pipeline status for CRM and Training Platform.
- Hold final multi-stakeholder forum showcasing achievements and handover to REA.

| Output | Milestone | Description & Sub-Deliverables | Deliverable Due | Acceptance Criteria / Sign-off |
|---|--|---|--------------------|--|
| Output 1 – Foundational Design for Open-Source CRM System for Off-Grid Developers | 1.1 Stakeholder Consultation & Requirements Gathering | - Facilitate consultations with REA teams, mini-grid and SHS developers, and end-users to define functional/technical requirements - Assess integration needs (smart meters, mobile money, Odyssey) - Produce consolidated requirements report. | Month 2 (Jan 2026) | Stakeholder engagement report and validated requirements matrix reviewed by REA and approved by the UK PACT Nigeria Fund Team. |
| | 1. 2 CRM System Design Blueprint | - Develop high-level system architecture, sustainability strategy, and core module mapping - Identify potential open-source frameworks - Deliver platform design report. | Month 5 (Apr 2026) | CRM system architecture and technical design document reviewed by REA and approved by the UK PACT Nigeria Fund Team. |
| | 1.3 Donor & Partnership Mobilisation for CRM Build-Out | - Prepare donor engagement pack and investment case - Host engagement workshops | Month 9 (Aug 2026) | Donor mapping note and partnership mobilisation plan reviewed by REA and approved by the UK |

| Output | Milestone | Description & Sub-Deliverables | Deliverable Due | Acceptance Criteria / Sign-off |
|--|---|--|---------------------|--|
| | | - Secure funding commitments/MoUs for platform development. | | PACT Nigeria Fund Team. |
| | 1.4 Capacity Building for CRM Implementation | - Produce training materials - Deliver targeted training sessions to REA staff (target 30% female participation) on CRM principles, system administration basics, and integration readiness | Month 10 (Sep 2026) | Training materials and capacity-building completion report reviewed by REA and approved by the UK PACT Nigeria Fund Team. Completion of training with participant feedback; training records disaggregated by gender. |
| Output 2 – Procurement & Project Management Platform | 2.1 Process Mapping & Core Functions Prioritisation | - Conduct inception workshops to re-engineer procurement/project workflows - Prioritise core functions for Phase 1 deployment; produce functional specification document. | Month 5 (Apr 2026) | Business process mapping report and core functions prioritisation framework reviewed by REA and approved by the UK PACT Nigeria Fund Team. |
| | 2.2 Core Module Development & Configuration | - Configure priority modules (e-tendering, bid evaluation, contract management, vendor registry, dashboards, automated approvals) - Integrate with REA systems. | Month 7 (Jun 2026) | Functional core modules successfully tested in internal REA pilot; feedback report completed. Core modules and test results reviewed by REA and approved by the UK PACT Nigeria Fund Team. |
| | 2.3 Full Rollout of Core Functions | - Deploy platform across REA - Migrate priority data; deliver staff training (target 30% female participation) on system use and maintenance | Month 9 (Aug 2026) | Live system operational for core procurement/project functions; SOPs and user manuals reviewed by REA and approved by the UK |

| Output | Milestone | Description & Sub-Deliverables | Deliverable Due | Acceptance Criteria / Sign-off |
|---|---|--|---------------------|--|
| | | - Provide SOPs and user manuals. | | PACT Nigeria Fund Team. Completion of training with participant feedback; training records disaggregated by gender. |
| | 2.4 Optimisation & Sustainability Toolkit | Develop toolkit and roadmap for expanding to full suite; include lessons learned, change management plan, and funding mobilisation strategy for Phase 2. | Month 13 (Dec 2026) | Final SOPs, user manuals, and sustainability plan for REA custodianship reviewed by REA and approved by the UK PACT Nigeria Fund Team. |
| Output 3 – Digital Renewable Energy Credit (REC) System | 3.1 Market & Platform Landscape Assessment | - Assess local/international REC platforms (e.g., I-REC, ecoWise); evaluate REA readiness - Produce assessment and recommendations report. | Month 5 (Apr 2026) | Assessment report on existing REC and MRV platforms reviewed by REA and approved by the UK PACT Nigeria Fund Team. |
| | 3.2 Governance Framework & MRV Protocol Design | - Develop governance framework, verification protocols, MRV automation design, and draft legal templates for REC issuance/trading | Month 7 (Jun 2026) | Draft REC governance framework and MRV protocols reviewed by REA and approved by the UK PACT Nigeria Fund Team. |
| | 3.3 Live Pilot Implementation | - Implement REC pilot with selected developer(s) - Test MRV process and issuance; gather feedback from market participants. | Month 9 (Aug 2026) | Pilot implementation report and verification results reviewed by REA and approved by the UK PACT Nigeria Fund Team. |
| | 3.4 Corporate Buyer & Registry Engagement for Market Adoption | - Develop market engagement brief; engage at least five (5) corporate | Month 10 (Sep 2026) | Market engagement and integration report with registry feedback reviewed |

| Output | Milestone | Description & Sub-Deliverables | Deliverable Due | Acceptance Criteria / Sign-off |
|---|---|--|---------------------|---|
| | | buyers/registries; secure participation in pilot phase. | | by REA and approved by the UK PACT Nigeria Fund Team. |
| Output 4 – Training & Developer Support Platform Funding Mobilisation | 4.1 Gap Analysis & Funding Strategy | - Review current platform content and technical capacity; identify scale-up needs; - Develop funding mobilisation strategy and potential donor list. | Month 5 (Apr 2026) | Training platform gap analysis and funding mobilisation strategy reviewed by REA and approved by the UK PACT Nigeria Fund Team. |
| | 4.2 Donor & Partnership Mobilisation for Training Platform Scale-Up | - Prepare donor pitch deck and investment case; conduct outreach with at least three (3) targeted partners - Secure agreements for co-funding/delivery | Month 9 (Aug 2026) | Donor coordination plan and partnership pipeline report reviewed by REA and approved by the UK PACT Nigeria Fund Team. |
| | 4.3 Integration of New Modules & Sustainability Planning | - Develop integration plan for new modules (e.g., climate finance, CRM/Procurement usage, REC system) - Draft sustainability plan with ownership model for REA. | Month 13 (Dec 2026) | Updated module integration framework and sustainability roadmap reviewed by REA and approved by the UK PACT Nigeria Fund Team. |

1.4 Required expert qualifications and experience

A team of technical experts and project management support should be suggested in proposals, with CVs provided (max two-pages per CV). It is estimated that at least four (4) experts will be required to deliver the requirements, with roles and responsibilities detailed below.

Bidders are welcome to propose alternate structures, but the proposed team should cover at minimum the following criteria. Submissions must at least include details on the experts to fulfil four required roles: 1) Digital Transformation Lead, 2) CRM lead, 3) Renewable Energy Credit System Platform Lead, and 4) Training & Knowledge Systems Lead. These four experts are expected to be fully dedicated to support REA, with the opportunity to propose additional support roles as needed. Submissions should also propose a Team Leader/Project Director who will be responsible for overall project management functions.

1. Principal Expert – Digital Energy Systems (Digital Transformation Lead)

The Principal Expert will provide strategic oversight and serve as the REPAAS Digital Transformation Lead, responsible for cross-workstream integration, donor and market engagement, quality assurance, and ensuring institutional alignment with REA's mandate. The role will prioritise an inception-led approach to confirm technical specifications, stakeholder buy-in, and sustainability plans before platform deployment. They will also directly oversee the development and phased rollout of the REPAAS Procurement and Project Management Platform (Workstream 2), coordinating with relevant REA departments and technical experts to ensure the platform's successful institutionalisation and readiness for future scale-up.

Academic Competencies

- Master's or PhD in Digital Systems, ICT, Engineering, Public Sector Innovation, or related field.
- Professional training in digital transformation, e-governance, or institutional innovation preferred.

General Experience

- Senior-level experience leading large-scale digital transformation in the energy, infrastructure, or public governance sectors.
- Demonstrated leadership across multidisciplinary teams and government-facing programs.
- Experience working with donor-funded digital public infrastructure (DPI) initiatives.

Specific Experience

- Oversight of multi-platform initiatives (CRM, project tracking, procurement systems, data platforms).
- Institutional change management and digital workflow re-engineering.
- Integration of procurement and project tracking systems aligned with public finance procedures.
- Strategic delivery of digital public goods, including sustainability planning, SOPs, and internal capacity building.
- Design and execution of donor/market engagement strategies to mobilise funding for platform development and scale-up.

2. Senior Expert – CRM Platform Development (CRM Lead)

The CRM Lead will manage the foundational design, stakeholder consultation, and sustainability planning for an open-source customer relationship management platform tailored to Nigeria's off-grid sector. This will include capturing technical and functional requirements, prototyping key modules, and developing a funding mobilisation strategy to support full build-out and adoption in future phases.

Academic Competencies

- Degree in Software Engineering, Computer Science, or ICT.
- Certifications in full-stack development, agile product design, or system integration preferred.

General Experience

- Mid-to-senior-level experience developing digital tools for infrastructure, utilities, or public services.
- Experience working with off-grid developers or utility systems in Africa.

Specific Experience

- Development of modular CRM platforms integrated with mobile billing, token vending, and smart meters.
 - Experience building in low-bandwidth, rural settings.
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- Integration with monitoring systems such as Odyssey or IoT-based energy tracking.
- User training, admin onboarding, and handover documentation.

3. Senior Expert – Renewable Energy Credit (REC) System (REC Platform Lead)

The REC Platform Lead will lead the design and phased adoption of a digital infrastructure for renewable energy credit issuance, leveraging existing REC/MRV architectures rather than building from scratch. The expert will conduct an initial assessment of local and international platforms, define integration requirements, and develop governance, operational, and market engagement frameworks to ensure REA's REC system is credible, interoperable, and financially sustainable.

Academic Competencies

- Degree in Climate Finance, Environmental Science, Energy Policy, or related field.
- Certifications in carbon accounting, MRV, or REC standards (e.g. I-REC, VERRA) desirable.

General Experience

- Mid-to-senior-level experience in climate markets, environmental MRV, or carbon credit issuance systems.
- Experience working with national registries or digital climate tools.

Specific Experience

- Design of MRV frameworks using IoT/sensor data.
- REC issuance and tracking platforms, including developer onboarding.
- Integration with platforms like Odyssey or blockchain registries.
- Development of verification protocols, trading systems, and governance documentation.
- Corporate buyer engagement and transaction facilitation for carbon credits and RECs.

4. Senior Expert – Training and Knowledge Systems (Training Platform Lead)

The Training Platform Lead will oversee the foundational strengthening, institutionalisation planning, and funding mobilisation for the enhancement of REA's Off-Grid Developer Training Kit and e-learning platform. This will include conducting a content and functionality gap analysis, engaging with universities, vocational institutes, and donors to secure resources for future expansion, and aligning platform upgrades with other REPAAS tools.

Academic Competencies

- Degree in Education Technology, Energy Access, or Public Sector Capacity Building.
- Certifications in e-learning design, instructional technology, or LMS administration desirable.

General Experience

- Mid-to-senior-level experience leading training or knowledge management programmes in energy, ICT, or education sectors.
- Experience developing platforms for professional and vocational training.

Specific Experience

- Development of digital learning platforms (LMS) with gamified content, certifications, and real-time assessments.
 - Design of modular training content for off-grid developers (e.g. climate finance, productive use, digital tools).
 - Stakeholder engagement with universities and vocational centres for curriculum adoption.
 - Institutional sustainability planning, including platform handover and ongoing content updates.
 - Donor and partner engagement to secure funding for national scale-up and long-term platform maintenance.
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Roles & Responsibilities Breakdown

| Expert | Domain | Key Responsibilities | Key Outputs |
|--|--|---|--|
| Principal Expert – Digital Energy Systems (Digital Transformation Lead) | Strategy, Integration & Oversight, REPAAS Platform | <ul style="list-style-type: none"> - Provide strategic oversight across all REPAAS workstreams, ensuring reduced-scope workstreams remain on track and aligned with REA’s mandate. - Lead delivery and institutionalisation of the Procurement and Project Management Platform (full delivery). - Ensure alignment with REA’s digitalisation goals and inter-agency strategies. - Coordinate interdependencies across platforms and delivery timelines. - Lead targeted stakeholder engagement and design sustainability, QA, and handover processes | <ul style="list-style-type: none"> - REPAAS procurement and project management platform (MVP and final version) - QA protocols and delivery assurance tools - Handover strategy and institutional embedding framework |
| Senior Expert – CRM Platform Development (CRM Lead) | Software Development, Off-Grid Systems | <ul style="list-style-type: none"> - Lead foundational CRM platform design - Facilitate consultations to define core requirements, integration needs, and sustainability pathway. - Produce high-level system architecture and donor engagement materials for potential future build. - Support capacity building of REA staff on CRM system administration basics. | <ul style="list-style-type: none"> - CRM requirements and design package. - Sustainability and funding roadmap. - Capacity building materials. - Donor engagement pack. |
| Senior Expert – Renewable Energy Credit (REC) System (REC Platform Lead) | MRV, Carbon Markets, Regulatory Tech | <ul style="list-style-type: none"> - Lead design-phase work for REC system. - Conduct REC market assessment and | <ul style="list-style-type: none"> - REC market assessment report and governance framework. - MRV protocol handbook and legal |

| Expert | Domain | Key Responsibilities | Key Outputs |
|---|---|---|--|
| | | produce governance and MRV framework. - Draft legal templates and verification protocols. - Engage targeted market participants and donors to prepare for future system deployment. - Provide limited capacity building to REA staff on REC concepts and governance. | templates for REC issuance and trading. - Pilot implementation report and verification summary. - Corporate buyer engagement brief and sustainability roadmap. |
| Senior Expert – Training and Knowledge Systems (Training Platform Lead) | E-Learning, Capacity Building, Off-Grid Dev Support | - Lead gap analysis and funding strategy for training platform scale-up. - Engage targeted donors and partners for future platform enhancement. - Develop sustainability plan and ownership model for REA. - Provide limited capacity building on platform management. | - Gap analysis report. - Funding mobilisation strategy. - Donor engagement brief. - Sustainability plan |

Supporting Roles

To ensure the effective and timely delivery of the REPAAS initiative, a number of short-term or specialist roles may be required to complement the core expert team. These may include, but are not limited to, a Systems Architect, Legal and Regulatory Counsel, Cybersecurity and Data Governance Specialist, or DevOps and Quality Assurance Engineers to support system deployment and integration. The supplier is encouraged to propose additional support roles where necessary, particularly for highly specialised technical areas (e.g., smart meter API integration, carbon verification systems, platform security compliance) or where the scope and timelines necessitate surge support. Any such roles should be clearly justified in the proposal, with an indication of their inputs, specific deliverables, and how they contribute to the achievement of the overall project outcomes.

Alongside the project specific reporting outlined in the output section and below, the supplier will also be required to align with the UK PACT monitoring and reporting governance framework which includes:

- **Monthly Reports:** Capturing progress toward deliverables, changes in timelines, implementation risks, support provided to individuals and institutions, and a summary of GEDSI-related progress.
- **Training Data & Disaggregation:** For all trainings or workshops, the supplier must collect sex-disaggregated data and, where feasible, data on age, disability status, geography, and other relevant social indicators.
- **Final Project Report:** A comprehensive project close-out report summarising activities, outputs, outcomes achieved, challenges encountered, lessons learned, and strategic recommendations for future REA or donor action.

To report against standard UK PACT indicators, the supplier will also need to collect and report disaggregated data on the organisations and individuals participating in workshops and trainings. Disaggregation should cover gender as a minimum and include age and disability where feasible.

All reporting templates and guidance will be provided by the UK PACT Nigeria Fund Management Team. The supplier will be expected to align with existing templates and submit all reports within specified deadlines.

Reporting to REA:

The expert team will report to designated focal points within the Rural Electrification Agency (REA), providing regular updates on progress, key milestones, risks, and decisions requiring REA's input.

- The **Principal Expert – Digital Platform & Systems Integration** will serve as the Team Lead, coordinating all external reporting and ensuring strategic alignment with REA and UK PACT objectives.
- Each core expert (CRM & User Systems, Procurement & PMIS, REC Platform, and Capacity-Building & Stakeholder Engagement) will report directly to the Principal Expert and provide fortnightly technical updates to their assigned REA counterparts (e.g., ICT, Monitoring, Procurement, Legal, or Off-Grid units).
- The Principal Expert will compile consolidated monthly reports for REA leadership, summarising progress across all four workstreams, risk mitigation measures, and decisions requiring REA validation.

Internal Team Reporting:

- The team will hold **weekly internal coordination meetings** to review progress, align workstreams, flag dependencies or risks, and ensure outputs are progressing in an integrated manner.
- Experts will share documentation (e.g., design specs, pilot reports, QA logs) through a shared repository and update a live delivery tracker coordinated by the Principal Expert.
- Any changes to workplans, output delivery schedules, or technical requirements will be captured through adaptive planning and reported jointly.

The maximum budget is GBP 196,500. The supplier must provide a breakdown of budgeted personnel and expenses using Annex II.

The budget must include personnel and expenses and be inclusive of all applicable local taxes. Suppliers who plan to deliver via a Nigeria-based entity will engage in a subcontract with Palladium Nigeria in Naira.

Suppliers who plan to deliver via a UK-based entity will contract with Palladium International Limited on a GBP contract. UK VAT is chargeable where applicable but is excluded from this budget cap. UK-based services in our supply chain (i.e. a UK company providing services to PIL) is not VAT exempt, but VAT is recoverable. To allow for this recovery, UK-VAT must be separated out from the activity cost.

Expenses should cover any necessary costs of any workshop/conference logistics, printed materials if the supplier intends to use them during the in-person training session(s) and workshops, any interpretation & translation services, and/or travel & accommodations of the supplier's delivery team to attend in-person training session(s). Managing these logistical aspects is a component of the service expected.

The successful supplier having passed the requisite due diligence checks will enter into a subcontractor agreement with Palladium for the delivery of these services on a time and materials basis. The exact milestone structure will be agreed between both parties during contract mobilisation.

The supplier will submit a monthly invoice, forecast and progress update.

Schedule 2 – Instructions for submission

2.1 Submission process

Timeline

| Stage | Date |
|--|------------------|
| 1. Terms of Reference (ToR) and application process launched | 15 October 2025 |
| 2. Date for confirmation of intention to bid | 24 October 2025 |
| 3. Deadline for receipt of clarification questions | 24 October 2025 |
| 4. Deadline for submission of applications | 7 November 2025 |
| 5. Applicants notified of project selection | 21 November 2025 |
| 6. Due diligence complete | 12 December 2025 |
| 7. Agreement signature | 22 December 2025 |

Applicant guidance

Interested suppliers should complete and submit the below documents to expertdeployments@ukpact.co.uk with the subject line: **RFQ Submission – [Supplier name]**
Supporting Digital Transformation of REA through the REPAAS Initiative

- RFQ Response form
- Budget and Workplan Template
- CVs of key experts or personnel (max two pages per CV)

Please note the following key dates:

- Please email us by 24 October 2025 confirming if you intend to submit a proposal
- **Deadline for Queries:** 24 October 2025 (23:59 GMT) - Clarification questions must be sent using the template provided in Annex III
- **Submission Deadline:** 7 November 2025 (17:00 BST)

2.2 Evaluation criteria

| Criteria | Category | Weighting |
|--------------|--|-------------|
| Technical | Approach and methodology | 30% |
| | Personnel | 50% |
| Commercial | Competitiveness of the supplier's personnel cost | 20% |
| Total | | 100% |

2.2.1 Technical evaluation

The technical criteria will be evaluated by the procurement panel using the scale detailed below:

| Score | Description |
|---------------------|---|
| 5 (Excellent) | Demonstrates an expert understanding of the project and proposes excellent and accurate solutions which address all requirements, and which are innovative where appropriate. Responses are excellently tailored to the context in all aspects. The level of detail and quality of information provides the highest degree of confidence in the ability to deliver. |
| 4 (Very Good) | Demonstrates a very good understanding of the topic relating to delivery of the project. Responses are relevantly tailored to the context in the majority of aspects. There is sufficient detail and quality of information to give a strong level of confidence that they will deliver. |
| 3 (Good) | Demonstrates a good understanding of the topic relating to the delivery of the project. Responses are reasonably tailored to the context for many of the aspects. There is a good level of detail and quality to give a good level of confidence that they will deliver. |
| 2 (Satisfactory) | Demonstrates a satisfactory understanding of the topic relating to delivery of the project. Some appetite to tailor to context where required. Provides a limited level of detail and the quality of information provided gives only some level of confidence that they will be able to deliver satisfactorily. |
| 1 | Demonstrates a poor understanding of the topic relating to delivery of the project. Poor tailoring to the context where this is required. Generally, an unsatisfactory and a |

| | |
|------------------|--|
| (Unsatisfactory) | low level of quality information and detail, leading to a low level of confidence that they will deliver. |
| 0 (Fail) | Failure to address the material requirements of the project. No tailoring of responses to meet the context. No quality responses providing no confidence that they will deliver. |

2.2.2 Commercial evaluation

The commercial evaluation will be conducted using the total personnel cost quoted in the Schedule III - Budget and Workplan (Cell V15 of "Budget Summary" sheet, the Personnel Total).

Supplier scores will be calculated relative to the lowest price supplier using the formula below:

$$((\text{Personnel cost of lowest price supplier} / \text{personnel cost of supplier}) * \text{price weighting } 20\%)$$

Where required, a Best and Final Offer process may be used to differentiate between suppliers of equal scoring.



Terms and Conditions

- 1. Quote conditions**

By submitting a quote, potential suppliers are bound by these terms and conditions. Potential suppliers must submit offers with all details provided in English and with prices quoted in GBP.
- 2. Quote Lodgement**

The Company may grant extensions to the Closing Time at its discretion. The Company will not consider any quotes received after the Closing Time specified in the RFQ unless the Company determines to do so otherwise at its sole discretion.
- 3. Evaluation**

The Company may review all quotes to confirm compliance with this RFQ and to determine the best quote in the circumstances.
- 4. Alterations**

The Company may decline to consider a quote in which there are alterations, erasures, illegibility, ambiguity or incomplete details.
- 5. The Company's Rights**

The Company may, at its discretion, discontinue the RFQ; decline to accept any quote; terminate, extend or vary its selection process; decline to issue any contract; seek information or negotiate with any potential supplier that has not been invited to submit a Quote; satisfy its requirement separately from the RFQ process; terminate negotiations at any time and commence negotiations with any other potential supplier; evaluate quotes as the Company sees appropriate (including with reference to information provided by the prospective supplier or from a third party); and negotiate with any one or more potential suppliers
- 6. Amendments and Queries**

The Company may amend, or clarify any aspect of the RFQ prior to the RFQ Closing Time by issuing an amendment to the RFQ in the same manner as the original RFQ was distributed. Such amendments or clarifications will, as far as is practicable be issued simultaneously to all parties. Any queries regarding this RFQ should be directed to the Contact Person identified on the cover page of this RFQ.
- 7. Clarification**

The Company may, at any time prior to execution of a contract, seek clarification or additional information from, and enter into discussions and negotiations with, any or all potential suppliers in relation to their quotes. In doing so, the Company will not allow any potential supplier to substantially tailor or amend their quote.
- 8. Confidentiality**

In their quote, potential suppliers must identify any aspects of their quote that they consider should be kept confidential, with reasons. Potential suppliers should note that the Company will only agree to treat information as confidential in cases that it considers appropriate. In the absence of such an agreement, potential suppliers acknowledge that the Company has the right to disclose the information contained in their quote. The potential supplier acknowledges that in the course of this RFQ, it may become acquainted with or have access to the Company's Confidential Information (including the existence and terms of this RFQ and the TOR). It agrees to maintain the confidence of the Confidential Information and to prevent its unauthorised disclosure to any other person. If the potential supplier is required to disclose Confidential Information due to a relevant law or legal proceedings, it will provide reasonable notice of such disclosure to the Company. The parties agree that this obligation applies during the RFQ and after the completion of the process
- 9. Alternatives**

Potential suppliers may submit quotes for alternative methods of addressing the Company's requirement described in the RFQ where the option to do so was stated in the RFQ or agreed in writing with the Company prior to the RFQ Closing Time. Potential suppliers are responsible for providing a sufficient level of detail about the alternative solution to enable its evaluation.
- 10. Reference Material**

If the RFQ references any other materials including, but not limited to, reports, plans, drawings, samples or other reference material, the potential supplier is responsible for obtaining the referenced material and considering it in framing their quote. And provide it to the Company upon request.
- 11. Price Basis**

Prices quoted must be provided as a fixed maximum price and show the tax exclusive price, the tax component and the tax inclusive price. The contract price, which must include any and all taxes, supplier charges and costs, will be the maximum price payable by the Company for Services.
- 12. Financial Information**

If requested by the Company, potential suppliers must be able to demonstrate their financial stability and ability to remain viable as a provider of the Services over the term of any agreement. If requested by the Company, the potential supplier must promptly provide the Company with such information or documentation as the Company reasonably requires in order to evaluate the potential supplier's financial stability.
- 13. Referees**

The Company reserves the right to contact the potential supplier's referees, or any other person, directly and without notifying the potential supplier.
- 14. Conflict of interest**

Potential suppliers must notify the Company immediately if any actual, potential or perceived conflict of interest arises (a perceived conflict of interest is one in which a reasonable person would think that the person's judgement and/or actions are likely to be compromised, whether due to a financial or personal interest (including those of family members) in the procurement or the Company).
- 15. Inconsistencies**

If there is inconsistency between any of the parts of the RFQ the following order of precedence shall apply:
(a) these Terms and Conditions;
(b) the first page of this RFQ; and
(c) the Schedule so that the provision in the higher ranked document will prevail to the extent of the inconsistency.
- 16. Collusion and Unlawful Inducements**

Potential suppliers and their officers, employees, agents and advisors must not engage in any collusive, anti-competitive conduct or any other similar conduct with any other potential supplier or person or quote any unlawful inducements in relation to their quote or the RFQ process. Potential suppliers must disclose where quotes have been compiled with the assistance of current or former the Company employees (within the previous 9 months and who was substantially involved in the design, preparation, appraisal, review, and or daily management of this activity) and should note that this may exclude their quote from consideration. Potential suppliers warrant that they have not provided or offered any payment, gift, item, hospitality or any other benefit to the Company, its employees, consultants, agents, subcontractors (or any other person involved in the decision-making process relating to this RFQ) which could give rise to a perception of bribery or corruption in relation to the RFQ or any other dealings between the parties.
- 17. Jurisdiction**

This Agreement shall be subject to the laws of the Jurisdiction. The Supplier and the Company will use their best efforts to settle amicably any dispute, controversy, or claim arising out of, or relating to this Agreement or the breach, termination, or invalidity thereof. If no agreeable settlement can be found, any dispute, controversy, or claim arising out of or relating to this Agreement or the breach, termination, or invalidity thereof, shall be settled by arbitration in accordance with the UNCITRAL Arbitration Rules in effect on the date of this Agreement. The appointing authority shall be the Secretary-General of the Permanent Court of Arbitration. The Parties will be bound by any arbitration award rendered as a result of such



arbitration as the final adjudication of any such dispute. The place of arbitration shall be the headquarters location of Company at the time the claim is filed and the language of the arbitration will be English. The relevant laws shall be the laws of the Jurisdiction.

If your quote is successful, you will be required to enter into the Company's standard contract for the types of services being provided. In the provision of the Services, you will be required to comply with the Company's policies, including (without limitation) its Business Partner Code of Conduct and any relevant Project Manual. Potential suppliers must also comply with the Company's Business Partner Code of Conduct in the submission of any quotes pursuant to this RFQ. If you are bidding as part of a joint venture, partnership or similar, please make this clear in your submission. Likewise, if you propose to subcontract any part of the services provision, then disclose this fact within your submission. The Company may require additional information from you and approval for subcontracting will not be automatic as subcontractors will be subject to Palladium's Due Diligence process.