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Ref. No.: UCBMF/IP/2026/001 **Date: 13 October 2026**

Terms of Reference

Supervision of the EPC Contractor

Umutara Cement and Building Materials Factory (UCBMF)

Bugesera Special Economic Zone, Rwanda

CD Investment Africa Ltd,
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I. Invitation to Submit a Competitive Proposal

Supervising Contractor – UCBMF Project

African Investment Holdings Ltd invites qualified and experienced firms to submit competitive proposals for the **construction supervision contract** for the Umutara Cement and Building Materials Factory (UCBMF) project in Bugesera District, Rwanda.

The project is planned as a modern cement facility with an initial capacity of approximately 6,000 tonnes per day. The selected firm will provide professional oversight of construction and installation works, monitor quality, schedule, safety, and compliance with project requirements, and report progress to the Client.

Interested firms should submit their company profile, relevant cement-plant experience, proposed team, methodology, schedule, and competitive financial proposal.

Procurement Notice

Site visit: 20 October 2026

Submission deadline: 20 November 2026

Opening: 11:00 AM at BSEZ

We welcome proposals from capable firms interested in contributing to this important project.

For and on behalf of African Investment Holdings Ltd

Name: Etienne **TUYISENGE**

Title: Act. General Manager
Signature: _____

Cc:

- **African Investment Holdings Ltd**

- **IIBDG&AIH Capital Management Ltd**

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1. Background

CDIA Ltd. (the **Employer**) intends to develop the Umutara Cement and Building Materials Factory (UCBMF) in the Bugesera Special Economic Zone, Rwanda, to serve Rwanda and regional markets.

The investor presentation, **Umutara Cement and Building Materials Factory -UCBMF- Investors Paper**, describes a proposed capacity of 6,000 tons per day (approximately 2 million tons annually), using dry-process technology to produce CEM I 42.5R and CEM II/B-M 32.5 cement. These are project objectives and shall be verified against the executed EPC contract and approved technical documents.

The **Clarification Letter of 'Total price estimation' on Pages 111 - 112.pdf** states a total EPC price of USD 79,197,142.86. Listed components include engineering, equipment and installation, spare parts, plant-area road and drainage layout, construction, commissioning, training, EPC management, equipment transportation and insurance, and an engineering geological survey. The letter states that pile foundations and special foundation treatment, site levelling, and power and water supply are excluded from the stated price. The executed EPC contract and its final scope shall govern in case of discrepancy.

No.13 Execution Work Plan.pdf, dated 28 April 2025, schedules the project from 1 January 2026 to 7 May 2027. It identifies design, procurement, construction, installation, testing, commissioning, first qualified cement production, and provisional acceptance activities. These dates are indicative until confirmed against the executed contract and current approved programme.

CDIA seeks an independent **Owner's Engineer / Supervision Consultant** (the **Consultant**) to monitor and verify EPC Contractor performance on the Employer's behalf.

2. Objectives of the Assignment

The Consultant shall:

- Independently monitor EPC compliance with the contract, approved designs, specifications, applicable laws, and good industry practice.
- Provide timely assurance on safety, quality, schedule, cost, environmental and social performance, and technical integrity.
- Review and advise on EPC submissions, changes, claims, payment applications, tests, and acceptance documentation.
- Identify risks and deviations early and recommend corrective action.
- Support CDIA through commissioning, performance verification, and provisional acceptance.

- Review and monitor site investigations, geotechnical and geological information, permitting, and environmental and social obligations relevant to project delivery.

The Consultant acts for CDIA and shall not relieve the EPC Contractor of its contractual obligations or assume responsibility for EPC design, construction, or means and methods.

3. Scope of Services

3.1 Mobilization and contract review

At commencement, the Consultant shall:

- Review the EPC contract, scope split, specifications, drawings, price schedules, guarantees, exclusions, interfaces, and acceptance criteria.
- Review the baseline schedule and identify critical-path activities, milestones, float, and schedule risks.
- Establish a supervision plan, inspection and test plan review procedure, document-control system, reporting formats, risk register, and site staffing plan.
- Confirm Employer and EPC Contractor responsibilities, decision routes, and approval authorities.
- Identify required permits, statutory approvals, insurance, bonds, and other prerequisites, advising CDIA of gaps.
- Confirm contractual responsibility for surveys, soil and geotechnical investigations, ESIA and related studies, permit applications, fees, and excluded or Employer-provided works.

3.2 Engineering and design review

Review EPC design submissions for general conformity with the contract, applicable Rwanda requirements, and relevant international standards. Reviews shall include, as applicable:

- General layout, process flow sheets, and process flow charts.
- Mechanical equipment lists and specifications.
- Electrical single-line diagrams, instrumentation, and automation diagrams.
- Civil, structural, architectural, and building designs.
- Plant roads and drainage layouts included in the EPC scope.
- Interfaces among process facilities, utilities, buildings, and external infrastructure.

The Consultant shall track design deliverables, review comments, and close-out, and flag constructability, operability, maintainability, safety, and interface concerns. Reviews do not replace the EPC Contractor’s design responsibility.

3.3 Site surveys, investigations, and geological/geotechnical review

The Consultant shall coordinate, review, and monitor the relevant site investigations, with the EPC Contractor or separately appointed qualified specialists responsible for carrying out the work and preparing technical submissions as allocated under the executed contract.

Topographic survey

Review the survey scope and supervise or verify the topographic survey, as authorized by CDIA. The survey should establish, as applicable:

- Site boundaries, coordinates, benchmarks, elevations, contours, and existing ground levels.
- Existing roads, access points, drainage paths, watercourses, utilities, structures, and other physical features.
- Survey control points and coordinate and vertical datum's.
- Data and drawings suitable for site planning, grading, drainage, roads, foundations, and utility routing.

Check coverage, accuracy, consistency, and suitability for design; identify discrepancies or missing information; and confirm coordination with official SEZ plot boundaries and requirements.

Soil testing and geotechnical investigation

Review and monitor a site-specific investigation programme prepared by a qualified geotechnical specialist. As appropriate to the proposed facilities, it shall include:

- Boreholes, trial pits, in-situ tests, and groundwater observations.
- Soil and rock sampling and laboratory testing.
- Assessment of soil stratigraphy, bearing capacity, settlement, groundwater, slope stability, and excavation conditions.
- Foundation recommendations for process equipment, buildings, silos, roads, and other structures.
- Identification of problematic ground conditions and mitigation recommendations.

Verify that investigation locations and depths adequately cover proposed structures; review field and laboratory records; and assess whether recommendations are supported by the investigation. Promptly advise CDIA of additional investigation needs or potential special foundation treatment.

Geological report

Review the engineering geological report for completeness and consistency with the survey, geotechnical investigation, plant layout, and design requirements. The review shall consider site geology, ground conditions, geohazards, uncertainties, and design and construction recommendations.

Identify implications for design, cost, schedule, foundations, earthworks, drainage, and EPC scope. Specifically assess the contractual implications of the EPC price clarification, which excludes pile foundations and special foundation treatment from the stated price. Refer scope gaps and potential additional costs to CDIA before related work is instructed or approved.

3.4 Procurement and equipment

Monitor procurement progress and verify that proposed equipment and materials comply with the contract. Services shall include:

- Reviewing procurement schedules, vendor data, technical submittals, and manufacturing plans.
- Witnessing or arranging inspections and factory acceptance tests for critical equipment, as agreed with CDIA.
- Monitoring manufacturing, packing, shipping, insurance, import permits, duty-free approvals, and site delivery.
- Reviewing certificates, inspection records, warranties, spare-parts lists, and preservation requirements.
- Tracking major equipment identified in the execution plan, including the roller mill, bag filter, cement packer, screw compressor, and auxiliary equipment.

3.5 Construction supervision

Provide site supervision and monitoring of EPC construction activities, including:

- Temporary facilities, camps, temporary electricity and water, and temporary roads.
- Plant general layout works, fence, and roads.
- Civil and structural works for production facilities and utilities.
- Foundations, buildings, steel structures, silos, storage and conveying facilities, packing and loading facilities, and associated infrastructure.
- Central laboratory and control room, compressed-air station, water facilities, mechanical and electrical workshop/material storage, weighbridge, and main step-down substation, to the extent included in the contract.

Review method statements and inspection requests; conduct site inspections; maintain records; witness tests; issue non-conformance reports where authorized; and monitor corrective actions. The EPC Contractor remains responsible for construction methods, temporary works, workmanship, and site safety.

3.6 Quality assurance and quality control

- Review the EPC Contractor's quality-management plan, inspection and test plans, procedures, and quality records.
- Verify material approvals, traceability, testing, calibration, and inspection hold points.
- Monitor concrete, reinforcement, structural steel, welding, equipment installation, electrical works, instrumentation, and other relevant quality activities.
- Maintain a register of non-conformances, defects, concessions, and corrective actions.
- Advise CDIA on unresolved or repeated quality issues and their potential effects on performance or acceptance.

3.7 Health, safety, environmental and social performance

Monitor EPC compliance with applicable law, contract requirements, approved plans, and permit conditions. This includes:

- Site safety management, inductions, permits to work, lifting operations, working at height, confined spaces, electrical safety, and emergency preparedness.
- Environmental controls, waste management, dust, noise, water, and spill prevention.
- Worker welfare, camp conditions, community health and safety, and incident reporting.
- Applicable environmental and social assessment and management commitments, including stakeholder engagement and grievance arrangements.

Promptly notify CDIA of serious incidents, imminent risks, or material non-compliance, and recommend corrective measures. The EPC Contractor retains primary responsibility for HSE and environmental and social management of its works.

3.8 ESIA and environmental and social management

The Consultant shall support CDIA in ensuring that project environmental and social risks are identified, assessed, managed, monitored, and reported through design, construction, commissioning, and handover. The investor presentation's references to sustainability and green technologies provide context only and do not replace project-specific assessment or regulatory approval.

The Consultant shall:

- Review available environmental and social screening documents, ESIA reports, environmental and social management plans (ESMPs), permits, approvals, and conditions. Identify gaps, outdated information, or further studies required under Rwandan law, SEZ requirements, and applicable financing or contractual standards.

- If an ESIA is outstanding or requires updating, advise CDIA on the required scope and coordinate with qualified, appropriately licensed specialists. Review baseline studies, impact assessment, alternatives analysis, stakeholder engagement and consultation records, disclosure materials, and management plans.
- Review the EPC Contractor's project-specific ESMP and related plans, including, as applicable:
    - Construction environmental and social management.
    - Occupational health and safety and emergency response.
    - Dust and air emissions; noise and vibration.
    - Water use, wastewater, stormwater, erosion, and sediment control.
    - Waste and hazardous materials.
    - Traffic and community health and safety.
    - Labour and working conditions, worker accommodation, and grievance mechanisms.
    - Biodiversity and cultural heritage, where relevant.
    - Stakeholder engagement and community grievance procedures.
- Conduct risk-based inspections; review monitoring results, incidents, complaints, and corrective actions; maintain a compliance register; and track corrective and preventive actions to close-out.
- Before commissioning and handover, review environmental and social monitoring arrangements, operating procedures, training, emergency preparedness, and outstanding ESMP actions, and advise CDIA on readiness to transfer relevant obligations to the operator.

The Consultant does not replace the competent authority, accredited ESIA practitioner, project proponent, or EPC Contractor in their respective statutory or contractual responsibilities.

3.9 Permits and statutory approvals

Assist CDIA in tracking and coordinating construction permits and other approvals required under Rwandan law and Bugesera SEZ requirements. The Consultant shall:

- Prepare and maintain a permits and approvals register identifying responsible parties, submission requirements, dependencies, and target dates.
- Review EPC or specialist documents intended to support applications for completeness and consistency.
- Monitor submissions, authority reviews, comment resolution, and approval status.
- Advise CDIA of conditions affecting design, construction, environmental and social management, or schedule.

- Identify approvals required before relevant works proceed and report any outstanding prerequisites.

The Consultant shall not act as the permitting authority or guarantee approval. CDIA and the EPC Contractor retain their respective responsibilities as defined by law and contract.

3.10 Schedule and progress control

- Review and monitor the EPC Contractor's detailed programme against the approved baseline.
- Assess progress using verifiable quantities, deliverables, and milestones.
- Review look-ahead schedules, recovery plans, critical-path impacts, and delay notices.
- Report slippage, constraints, interface risks, and proposed mitigation.
- Monitor major civil works and erection, no-load testing, commissioning, first qualified cement production, and provisional acceptance.

The execution plan identifies first qualified cement production on 7 April 2027 and provisional acceptance from 8 April to 7 May 2027. These dates are subject to contract confirmation and approved programme updates.

3.11 Contract administration, variations, claims, and payments

As authorized by CDIA, the Consultant shall:

- Review payment applications against measured progress, contractual milestones, supporting records, and approved variations.
- Assess proposed variations, instructions, claims, extensions of time, and cost impacts, and provide recommendations.
- Maintain registers of instructions, submittals, RFIs, change requests, claims, payments, and decisions.
- Advise CDIA on contractual notices and deadlines.
- Ensure payment recommendations do not constitute acceptance of defective or incomplete work.

The Consultant shall not amend the EPC contract, approve additional expenditure, waive Employer rights, or issue binding instructions unless expressly authorized in writing by CDIA.

3.12 Testing, commissioning, and acceptance

Review and monitor EPC testing and commissioning plans and records, including:

- Mechanical completion and installation checks.
- Electrical and instrumentation checks and energization readiness.
- No-load tests and other contractual tests.
- Integrated commissioning and process start-up.
- Product quality testing and verification of the first qualified cement.
- Performance and reliability tests required by the EPC contract.
- Punch-list close-out, operating manuals, as-built documents, training, warranties, and handover records.

Advise CDIA on readiness for testing and acceptance and provide a reasoned recommendation. Acceptance remains a decision of CDIA under the EPC contract. The price clarification refers to training for 20 persons for four weeks in China and Rwanda; the Consultant shall monitor delivery and records if this remains in the executed contract scope.

4. Key Deliverables

The Consultant shall provide, at minimum:

1. **Inception Report and Supervision Plan** — within 30 days of commencement.
2. **Contract and Scope Review Memorandum** — including interfaces, exclusions, risks, and clarification requirements.
3. **Design Review Register and Reports** — updated throughout design.
4. **Site Investigation Review Plan** — scope, standards, coverage, and review hold points.
5. **Topographic Survey Review Report** — including acceptance issues and design-use limitations.
6. **Geotechnical Investigation Monitoring and Review Reports** — including recommendations for supplementary investigation.
7. **Geological and Geotechnical Review Memorandum** — identifying design, cost, schedule, and contract implications.
8. **ESIA and Environmental/Social Approvals Gap Assessment.**
9. **ESIA/ESMP Review Comments and Compliance Matrix.**
10. **Permits and Approvals Register** — updated monthly or more frequently when required.
11. **Permit Readiness and Compliance Updates** — identifying approvals required before relevant construction activities.
12. **Procurement and Manufacturing Status Reports** — including critical equipment and delivery risks.

13. **Monthly Progress Reports** — covering schedule, cost/payment status, quality, HSE/ES, risks, changes, claims, permits, and actions.
14. **Site Inspection and Meeting Records** — issued promptly after each inspection or meeting.
15. **Non-Conformance and Corrective-Action Register.**
16. **Environmental and Social Incident, Grievance, and Corrective-Action Registers.**
17. **Payment and Variation Review Recommendations** — as required by CDIA.
18. **Testing and Commissioning Readiness Reports** — before major test and start-up stages.
19. **Pre-Commissioning Environmental and Social Readiness Report.**
20. **Completion and Acceptance Recommendation** — including outstanding works, test results, records, and handover status.
21. **Final Supervision Report** — summarising performance, unresolved matters, lessons learned, and recommended follow-up.
22. **Final Environmental and Social Close-out Report** — including outstanding actions and recommended operational follow-up.

Reports shall be in English, with electronic copies in formats agreed with CDIA.

5. Indicative Project Milestones

The following dates are drawn from **No.13 Execution Work Plan.pdf** and are indicative until reconciled with the executed EPC contract and current approved programme.

Milestone / activity	**Planned date**
Basic design	1–30 January 2027
Main and auxiliary equipment supply	31 January–3 November 2027
Plant fence completion	18 August 2027
Plant roads and general layout completion	17 September 2027
Cement grinding and conveying no-load test	8–22 March 2028
Cement silo and bulk-loading no-load test	7–16 March 2028

Milestone / activity	Planned date
Cement packing and loading no-load test	12–21 March 2028
Overall erection and acceptance activity	23–29 March 2028
Commissioning	8 March–7 April 2028
First qualified cement	7 April 2028
Provisional acceptance	8 April–7 May 2028

6. Consultant's Team and Qualifications

The Consultant shall propose a multidisciplinary team with staffing proportionate to the project stage. The team should include:

- Team Leader / Resident Engineer with substantial EPC industrial-plant supervision experience.
- Process and cement-plant specialist.
- Mechanical and equipment-installation specialists.
- Civil/structural and architectural specialists.
- Electrical, instrumentation, and automation specialists.
- Planning and project-controls specialist.
- QA/QC specialist.
- HSE and environmental/social specialist, with ESIA/ESMP experience.
- Geotechnical and engineering-geology specialist.
- Survey specialist, as required.
- Permitting and statutory-approvals support.
- Contract, cost, and claims support.
- Commissioning and performance-testing specialists.

The proposal shall identify key personnel, roles, qualifications, relevant experience, availability, site presence, and mobilisation schedule. Experience with cement grinding plants or comparable process

facilities is desirable. Personnel shall be able to work effectively with Rwandan authorities, CDIA, and the EPC Contractor.

7. Employer Support and Consultant Facilities

CDIA shall provide available contract documents, Employer decisions, and access to the project site and relevant meetings. The Consultant shall state any facilities, data, or support required from CDIA.

The Consultant shall provide its own professional tools, communications, transport, and routine office resources unless otherwise agreed.

8. Duration and Location

The assignment is expected to cover EPC implementation from mobilization through provisional acceptance and submission of the final report. The execution plan gives an overall period of 1 January 2026 to 7 May 2027; actual consultancy commencement and duration shall be set by CDIA's procurement and contract arrangements.

The principal duty station is the project site in the Bugesera Special Economic Zone, Rwanda, with off-site design, procurement, investigation, ESIA, and permitting reviews as required.

9. Proposal Requirements

Interested firms shall submit:

- Understanding of the project and proposed supervision methodology.
- Work plan and staffing schedule aligned with the EPC programme.
- Team composition, CVs, and relevant project references.
- Quality, HSE, environmental and social, geotechnical, survey, permitting, and document-control approaches.
- Risk-management and reporting approach.
- Financial proposal with professional fees, reimbursables, taxes, assumptions, and validity period stated separately.
- Declaration of conflicts of interest and confirmation of independence from the EPC Contractor and its suppliers.

10. Performance and Coordination

The Consultant shall report to the CDIA Project Manager or designated Employer's Representative. The Consultant shall coordinate with the EPC Contractor, but formal instructions shall be issued by CDIA or by the Consultant only where CDIA has delegated that authority in writing.

The Consultant shall maintain confidentiality, avoid conflicts of interest, preserve complete project records, and promptly disclose any actual or potential conflict.

11. Scope and Commercial Clarifications

The EPC price clarification gives a total of USD 79,197,142.86; this is not a budget for the supervision consultancy. The Consultant shall not assume that all project costs or interfaces are included in the EPC price.

The EPC clarification identifies pile foundations and special foundation treatment, site levelling, power supply, and water supply as excluded from the stated EPC price. The Consultant shall review the executed contract to confirm responsibilities, scope boundaries, schedule interfaces, and any separate procurement or Employer-provided works.

Although the clarification lists an engineering geological survey of the plant area as a priced item, the Consultant shall verify the executed contract to establish responsibility for the topographic survey, soil testing, geological report, additional investigations, permit applications and fees, ESIA preparation and updates, and environmental and social monitoring. Any scope gap, additional cost, or potential schedule impact shall be referred to CDIA before commitment.

The investor presentation's capacity, products, market projections, financing assumptions, sustainability statements, and employment claims are contextual information, not EPC acceptance criteria unless expressly incorporated into the contract.

12. Reference Documents

- **Umutara Cement and Building Materials Factory -UCBMF- Investors Paper,**
- **No.13 Execution Work Plan,**
- **Clarification and Apology Letter of 'Total price estimation' on Pages 111 – 112,**

All project scope, price, dates, guarantees, permits, and acceptance requirements shall be verified against the executed EPC contract and its approved schedules.

13. Contact Details

For further information, please do not hesitate to contact **CDIA Ltd**:

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14. Conclusion

Umutara Cement and Building Materials Factory (UCBMF) is positioned to address the growing demand for quality cement in Rwanda and the wider East African region. With planned production capacity of approximately 2 million tonnes per year, modern technology, strategic market access, and strong regional growth prospects, the project offers an opportunity to support Rwanda's industrial development while building a competitive regional business.

The project has secured key foundational documents: the Land Lease Agreement, Site Access Document, and Investment Registration Certificate. In addition, CDIA has procured an EPC contractor with extensive global experience in cement and clinker plants, strengthening the project's delivery capability.

UCBMF invites investors and strategic partners to join in advancing this opportunity—strengthening local supply, supporting infrastructure and job creation, and creating a platform for sustainable regional growth. We welcome further discussion about the project, its investment structure, and the next steps toward realization.