

**To:** Offerors  
**Issuance date** August 29, 2023  
Amendment 01 Date: September 05, 2023  
**Amendment 02 Date:** September 25, 2023  
**RFP:** ATI-037  
**From:** Procurement and Partnerships Team, Africa Trade and Investment (ATI) Program; Implemented by DAI Global LLC  
**Subject:** Request for Proposals (RFP) ATI-037: USAID/RWANDA SUSTAINABLE BANKING ALLIANCE RWANDA  
**Due:** 5:00 PM EAT on October 3, 2023

Dear Offerors:

Enclosed is a Request for Proposals (RFP) to support the implementation of DAI's ATI project funded by the United States Agency for International Development (USAID). DAI invites firms to submit a proposal to support work under the USAID/RWANDA - Sustainable Banking Alliance Rwanda

- I. RFP Process and deadlines:** This solicitation will result in the award of one (1) firm fixed price subcontract. We anticipate issuing one (1) Firm Fixed Price (FFP) Subcontract award with a budget range of USD \$450,000 – USD 530,000 resulting from the implementation of this scope of work.
- a. Bidders Conference – Will be held between 2pm – 3pm EAT on September 13<sup>th</sup>, 2023, via a link shared on the email.
  - b. Submission of Questions – Questions must be submitted no later than 5PM EAT on September 18<sup>th</sup>, 2023, via email to [ATI\\_Procurement@dai.com](mailto:ATI_Procurement@dai.com)
  - c. Submission of Proposal – **Proposal must be submitted no later than 5:00PM EAT on October 3, 2023** via email to [ATI\\_Procurement@dai.com](mailto:ATI_Procurement@dai.com), copying [ATI\\_PartnershipTeam@dai.com](mailto:ATI_PartnershipTeam@dai.com). The subject line of the email should be your organization name, followed by “Submission under **USAID/RWANDA – Sustainable Banking Alliance Rwanda**. Please certify in your submission email a validity period of 60 days for the price(s) provided and include your organization's Unique Entity Identity Number (UEID via SAM.GOV). Please limit file submissions to 10 megabytes or less.
- II. Composition of Proposal:** The proposal should comprise the following submission documents. The Technical Proposal and Cost Proposal should be prepared as separate files for independent evaluation, as follows below. Technical proposals should be submitted as a ten (10) slide presentation, using 12-point standard font size. Graphics may be included, so long as text is clearly legible. If text or graphics are of poor resolution, the information provided may be excluded from consideration. Submissions in PowerPoint or PDF are acceptable, although PDF is preferred along with an accompanying PowerPoint document. Please provide a copy of your cost proposal in Excel format; offerors should use the attached cost/budget template.

### **Part 1 – Technical Proposal**

The technical proposal is composed of the following three (3) sections:

1. **Technical Approach** – Offerors will detail their approach to fulfilling the accompanying Statement of Objectives (SOO). The approach will clearly indicate how the proposed activities will result in the successful completion of all deliverables and milestones.
2. **Institutional Capacity** – Offerors should provide details about the experience, expertise, and capacity of their firm (or firms if partners are proposed) to implement the proposed approach and complete the work as described. This should also include past performance information for similar activities.
3. **Management Plan/Staffing Structure** – Offerors should include details of personnel who will be assigned to activities as proposed in the technical approach, as well as a clear management plan in narrative form for the development, review, and submission of all associated deliverables, including a milestone schedule. Offerors are permitted to engage in partnering arrangements if it will aid in providing best value to USAID. If a partnering arrangement is being proposed, please describe the nature of the arrangement, the specific technical value being contributed by each member of the team, and the appropriate management controls to ensure successful delivery.

In addition to the above, please include the following inputs, which will not be counted as part of the 10-slide limit and format may be PDF or Word:

- Two (2) examples of past performance (i.e., case studies) relevant to this activity (Limited to two (2) pages per example). Examples should be within the last 5 years.
- CV(s) of any individuals proposed in the staffing plan to conduct this activity (Limited to two (2) pages per individual).

A cover page will be considered a non-counting page, should offerors choose to include one. No additional annexes or documentation are requested nor should be submitted.

### **Part 2 – Cost Proposal**

The contract type for the presumptive work will be Firm Fixed Price (FFP) awarded as a subcontract by DAI Global, LLC. Please include your total proposed fixed price along with details for specific deliverable pricing. Offerors must also include a cost breakdown of the hourly rates for proposed personnel, any other direct costs, indirect costs, and fees if applicable, with a build-up to their total proposed price or include substantiating price reasonableness documentation/justification. Cost breakdowns included will be utilized to determine price reasonableness. The successful Offeror will need to demonstrate that the proposed rates, fees, etc. are reasonable and will be required to provide documentation during subcontract negotiations to substantiate costs, as needed. Offerors may use the attached cost/budget template but are not required to as long as the cost criteria is met; please limit file submissions to 10 megabytes or less.

**III. Evaluation of Proposal:** DAI will use best value determination for the award of this Request for Proposals. A best value determination means that, in DAI's estimation, the selected offer will provide the greatest overall benefit to USAID in response to the requirements stated in this RFP. DAI may also exclude an offer from consideration if it determines that an Offeror is "not responsible," i.e., that it does not have the management and financial capabilities required to perform the work required. DAI reserves the right to check the past performance, references, and other pertinent offeror information in making award decisions. Proposals will be evaluated against a stated number of factors including: the overall proposed approach, past performance, specific qualifications in the identified approach and sectors, and other evidence substantiating the bidder's ability to deliver, including budget and time frame considerations.

**1. Technical Proposal:** The Technical Proposal will be scored and evaluated separately from the cost proposal. Technical panel reviewers will evaluate offerors on the following factors, consistent with the offerors' technical proposal. The Technical Proposal will be evaluated against the following criteria:

**a. Technical Approach (40 Points):** Points for this section will be awarded based on the information presented in the technical approach. The offeror will be scored based on its presentation of a clear approach that reflects the requirements of this specific activity but also incorporates the offeror's competencies.

- i. The successful offeror shall demonstrate experience in climate finance including ESG investment, sustainable business operating models, international sustainable finance standards, climate risk, credit assessment of climate projects in Africa.
- ii. Demonstrate Sound technical approach that outlines a clear process from landscape analysis and assessment to the develop of options that will generate ownership of tailored roadmaps that meet each financial institution's needs.
- iii. Demonstrate competency, efficacy and clarity in management planning for the development, review and submission of associated deliverables for climate projects.

**b. Institutional Capacity (35 Points):** Points for this section will be awarded based on information presented in the corresponding section and any submitted case studies (i.e., examples of past performance).

- i. Demonstrate experience advising banks and financial institutions in East Africa (Rwanda preferred).
- ii. Any other relevant experience that would be critical to a successful outcome of this work.

- iii. Demonstrated experience conducting needs assessments, developing road maps or workplans, and building capacity of financial institutions.

c. **Management Plan/Staffing Structure (25 Points):** Points for this section will be awarded based on the qualifications of proposed staff, clear delineation of the roles and responsibilities of each proposed staff and each proposed firm (if firms are partnering), and the demonstrated efficacy and clarity of the management plan. Proposals should provide a clear management plan in narrative form for the development, review, and submission of all associated deliverables, including a proposed milestone schedule. If the offeror is submitting a proposal with partners, the proposal should describe the nature of the arrangement (i.e. added technical value), the division of labor among the partners, and the appropriate management controls to ensure successful delivery. The offeror should clearly demonstrate that they can work in or travel throughout Africa as needed. The Management Plan should clearly outline where staff are located and, if any portion of the team or consortium will be remote, offerors should demonstrate how they will effectively supplement the work on-the-ground and coordinate with national and international staff. Additionally, the offeror should provide management plan considerations for Covid-19 contingencies as relevant.

- i. Located in Rwanda, or having staff located in Rwanda, as work with the financial institutions will be predominantly in-person.

2. **Cost Proposal:** Cost and associated cost build-up will be evaluated separately from the technical approach, with due consideration for realism, price reasonableness, and allowability consistent with U.S. government cost principles. Evaluation for this section will be dependent upon all information presented by the Offeror in their deliverable table and supporting cost information, as well as its alignment with the proposed technical approach.

**IV. Offeror's Agreement with Terms and Conditions:** The completion of all RFP requirements in accordance with the instructions in this RFP and submission to DAI of the technical and price proposals will constitute an offer and indicate the Offeror's agreement to the terms and conditions in this RFP and any attachments hereto. DAI is not required to accept and/or evaluate proposals that do not conform to the instructions of the RFP, and additionally, DAI may reject all proposals and not award a subcontract for this RFP. DAI reserves the right to award a subcontract without discussion and/or negotiation; however, DAI also reserves the right to conduct discussions and/or negotiations, which among other things may require an Offeror(s) to revise its proposal (technical and/or price). By submitting an offer, Offerors agree to comply with the general terms and conditions for an award, including [Representations and Certifications](#) compliance. Offerors must provide full, accurate, and complete information in response to this solicitation, specifically a **Unique Entity ID (SAM)**. There is a **mandatory** requirement for the Offeror to provide a Unique Entity ID (SAM) to DAI. Without a Unique Entity ID (SAM), DAI cannot deem an Offeror "responsible" to conduct business with and therefore, DAI will not enter into a subcontract/purchase order or monetary agreement with any organization. The determination of a



successful offeror/applicant resulting from this RFP/RFQ/RFA is contingent upon the winner providing a Unique Entity ID (SAM) DAI.

Obtaining a Unique Entity ID (SAM) may take up to 3 weeks or more. Therefore, offerors are strongly encouraged to initiate the process to obtain a Unique Entity ID (SAM) prior to submitting an offer. It is preferred that **the Unique Entity ID (SAM) is submitted along with the Technical and Cost Proposals.** If an offeror is selected for award but does not have a Unique Entity ID (SAM), DAI reserves the right to deem the offeror ineligible for award or apply additional conditions in any resultant subcontract/purchase order. A copy of the instructions for obtaining a Unique Entity ID (SAM) - DAI'S Vendors, Subcontractors is attached to this RFP. By submitting an offer, Offerors certify that they have not/will not attempt to bribe or make any payment to DAI employees in return for preference. Issuance of this RFP in no way obligates DAI to award a subcontract, nor does it commit DAI to pay any costs incurred by the Offeror in preparing and submitting the proposal. DAI reserves the right to award a subcontract to one organization or to issue multiple awards to different organizations based on the results of our evaluation.

Thank you,  
**DAI ATI Procurement and Partnerships Team**  
[ATI\\_Procurement@dai.com](mailto:ATI_Procurement@dai.com)

**Statement of Work under RFP ATI-037**  
**SUSTAINABLE BANKING ALLIANCE RWANDA**

**INTRODUCTION**

In partnership with Prosper Africa, Feed the Future, and other initiatives, the USAID Africa Bureau, Africa Regional Missions, and the Middle East Bureau have established the Africa Trade and Investment (ATI) Program. The purpose of this Program, managed by DAI, is to mobilize enterprise-driven solutions that increase trade and investment in Africa, including North and Sub-Saharan Africa. It aims to strengthen Africa's markets by developing new trade and investment relationships, particularly between the U.S. and Africa, and achieve development outcomes across all sectors in line with USAID's Private Sector Engagement Policy and the USG Prosper Africa initiative.

Driven by market demand, the Program will embrace innovative approaches to achieve its goals. The Program is envisioned as a small, core set of centrally coordinated technical and institutional support activities, and a large, flexible performance-based subcontracting and grants under contract facility designed to support the needs and opportunities that missions, and the private sector identify. The Program aims to mobilize private sector resources and expertise, in conjunction with other USG interagency partners, resulting in the increased capacity, competitiveness and availability of businesses, investors and intermediaries that will drive future trade and investment.

**PURPOSE AND BACKGROUND**

The financial sector plays an important role in mobilizing finance by ensuring that capital flows away from carbon-intensive activities and toward investments in climate adaptation and mitigation activities, like forest conservation and renewable energy. This type of finance is referred to as "climate finance," which encompasses all financing that is directed to climate change mitigation and/or adaptation investments. To limit global warming to 1.5 degrees Celsius compared to pre-industrial levels, public and private climate finance flows in emerging markets, like Rwanda, need to reach USD1.5 trillion annually by 2030. Rwanda's climate action agenda submitted to the United Nations Framework Convention on Climate change as the Rwanda Nationally Determined Contributions (NDC) targets a 38% reduction of greenhouse gas emissions below business-as-usual projections by 2030; the NDC estimates the total cost for Rwanda's identified NDC mitigation measures through 2030 at USD 5.7 billion, and the cost of adaptation measures at over USD 5.3 billion.

Rwanda adopted a low carbon growth strategy in 2011 and pioneered climate finance mobilization through FONERWA, now called the Rwanda Green Fund. Climate finance is positioned to spur a climate responsive and conscious private sector in the region. ATI is guided by USAID Rwanda's climate change priorities to support Rwanda in equipping its financial institutions with climate banking practices. This is in line with USAID Rwanda's CDCS 2020-2025 (Country Development Cooperation Strategy) Development Objective 3 (DO3), which aims to increase inclusive and sustainable private sector-driven growth. In this objective, agriculture is identified as a driver of growth and alignment to Rwanda's Green Growth and Climate Resilience Strategy is a priority. DO3 also seeks to strengthen the enabling environment for private sector competitiveness by building the capacity of the Government of Rwanda (GOR) and supporting financial markets to develop financial solutions for widened access to finance.

Rwanda's banking sector has already taken steps to increase climate finance flow in alignment with the country's environmental goals. The Kigali International Financial Centre's (KIFC) Sustainable Finance

Roadmap sets out an ambitious strategy for Rwanda to “be a leading pan-African hub for local, regional, and international sustainable finance based on its strategic location, efficient and cost-effective financial system, and first-class human capital.” Through the NDC Partnership, the National Bank of Rwanda has asked for assistance in assessing financial risks and developing guidelines for reporting financial risks related to climate change. Moreover, there are several international finance and donor groups, such as the European Investment Bank and the World Bank, that are working with Rwandan institutions to help develop the climate finance landscape.

Despite this support, Rwandan financial institutions, particularly the commercial banks, require additional capacity building and technical guidance to understand the physical risks of climate change and its financial impacts. KIFC’s Sustainable Finance Roadmap found that at the close of 2020, very few Rwandan companies would qualify for investment under any stringent Environment Social Governance (ESG) investment criteria. The same report found that most commercial banks have made only superficial progress towards embedding sustainability within their business and operating models, and that “there is a relative absence of engagement by the wider financial sector with major international standard-setters and peer learning networks related to sustainable finance.” Moreover, Rwanda has not yet developed any standards related to sustainable finance; the National Bank of Rwanda is developing a climate risk and climate investment framework, which includes a taxonomy; ESG considerations/risks are not being reported or are anecdotally reported in annual reports; and the banking sector has a lack of experience in credit assessment of climate projects and a tendency to underestimate potential risks to portfolios of climate-related weather events.

## **OBJECTIVES AND ACTIVITIES**

Further to this background, ATI seeks to engage a subcontractor (the Offeror) to build the capacity of Rwandese financial institutions to drive sustainable finance using climate responsive financial tools, to embed sustainability within their financial models, and to prompt the Rwanda private sector to rise to ESG investment criteria.

In addition, ATI envisions progressive scaling up of sustainable finance and investments available for the private sector in Rwanda to support Rwanda Nationally Determined Contributions (NDC) targets of 38% reduction of greenhouse gas emissions, mitigation measures estimated at USD 5.7 billion, and the cost of adaptation measures estimated at over USD 5.3 billion.

To achieve these ends, the Offeror will carry out the following activities:

### Phase 1: The Climate Finance Needs Assessment

Objective 1: For a target subset of banks and financial institutions in Rwanda, identify gaps in understanding of sustainable finance and how to embed it into their operations.

Objective 2: Develop a roadmap tailored to each financial institution to incorporate sustainable finance into their portfolios.

Further to achieving these objectives, the envisioned process is as follows:

1. With USAID/Rwanda and ATI, host a kick-off session to introduce KIFC, National Bank of Rwanda (BNR), Rwanda Bankers’ Association, Banks, and Financial institutions to the Sustainable Banking Alliance Rwanda.
2. Together with KIFC and USAID Rwanda, identify the financial institutions that will be part of the Climate Finance Needs Assessment.
3. With USAID/Rwanda and ATI, hold a launch event for the Sustainable Banking Alliance Rwanda activity.

4. Review KIFC climate finance reports as contextual background for the assessment and roadmap; identify specific challenges the financial sector has had in embedding sustainability in their business models, including the interaction between climate finance and other ESG indicators.
5. Conduct in-depth, participatory research through visits and meetings with financial institutions to investigate current practices, financial trends, and the diversity of portfolios managed; assess financial instruments most applicable for the selected institutions.
6. Produce a Climate Finance Needs Assessment with findings from the research.
7. Co-design with the financial institutions tailored roadmaps (one per institution) to guide institutions towards embedding sustainable practices and tools into their operations.
8. Present to USAID/Rwanda the final Climate Finance Needs Assessment and tailored roadmaps aligned to the Sustainable Finance Roadmap for each participating financial institution. These will also be disseminated to KIFC and BNR.
9. Develop a learning product (paper) on Climate Finance Needs Assessment to share the learnings from the activity with other Missions

### Phase 2: The Capacity Building Workshops

Objective 3: Conduct capacity building workshops for six to eight Rwandese financial institutions based on the need's assessment/roadmap outlined above

Objective 4: Source or design needed digital tools (such as a carbon accounting tool) that banks need, based on the need's assessment/roadmap outlined above

Objective 5: Support banks and financial institutions in integrating the new skills and tools acquired into their financial operations

Further to achieving these objectives, the envisioned process is as follows:

1. Co-design the workshop curriculum with the National Bank of Rwanda (BNR) and KIFC. The curriculum will be informed by the Climate Finance Needs Assessment and consultations with BNR and KIFC; align green taxonomy training with KIFC's goal of building a sustainable stock market and BNR's forthcoming climate risk framework.
2. Serve as the principal manager for sourcing (where possible) or designing specific technical solutions needed (per the above-mentioned assessment) for participating banks to increase their green lending ability; this may include working with partners to source a carbon accounting framework and tool for portfolio emissions; design work related to Green Taxonomy implementation; or other related green lending tools. Notably, budget and timeline are important considerations for this work.
3. Schedule and host the workshops with six to eight selected local financial institutions. Engage each institution's leadership to acquire commitment to implement the co-created climate finance integration plans.
4. Provide one-on-one consultations with participating institutions to assure uptake of climate finance concepts.
5. Produce a Climate Finance Workshop Report with learnings from both phases of the activities with key recommendations for replication and share this report with other Sustainable Banking Alliance countries (including Colombia and Egypt) to help produce a modular approach to SBA.
6. Host a close-out event. Share the Climate Finance Workshop Report and have financial institutions share integration plans as public commitment to implementing sustainable climate finance practice.



Offerors may propose deliverables aligned to their approach and available funding. Offerors should include in their proposal the data they will capture as part of their standard data reporting and any due diligence procedures that will be shared with ATI as part of this activity Phase 1, Objective 1. Offerors need to be present in-person in Rwanda to gather and validate pertinent data and information, in addition to conducting the workshops and events.

## **GENERAL IMPLEMENTATION STRUCTURE**

Upon selection and award, ATI will work closely with the awardee(s) to determine the contract structure including adhering to final timelines, deliverables, and associated costs. Additionally, ATI and USAID will also work closely with the awardee(s) on the overall learning agenda, including the appropriate cadence for reporting, communications, and other general ongoing project management activities, as well as be a resource to help the awardee achieve overall objectives.

## **MONITORING, EVALUATION & LEARNING (MEL)**

DAI will work closely with the subcontractor to define appropriate indicators for the overall interventions based on applicable ME&L indicators as identified by ATI and the USAID stakeholders. ATI will collect and review data from the subcontractor for requisite reporting to USAID throughout the activity. The subcontractor will be required to reasonably maintain and report on relevant data as part of the periodic check-in process. DAI will conduct data quality assessments, as necessary. In many cases, the subcontractor must be willing to share results for at least a six-month period following the completion of their subcontract for ATI and USAID to accurately capture results (e.g., an investment that closes after the period of performance but was facilitated during the contracted support).

## **PLACE OF PERFORMANCE**

The place of performance is required to be in Rwanda for at least a portion of the engagement, and offerors should anticipate the need for in-country visits. Offerors should provide detail on their approach to working in Rwanda as the activity requires. The selected firm(s) will report to the ATI team based in Washington, DC, and in Kenya, in coordination with USAID Rwanda.

## **IMPLEMENTATION TIMEFRAME**

Offerors should propose an implementation timeline that is realistic, based on the approach suggested to fully achieve the objectives stated above. The activities outlined above are estimated to take place over a roughly 12-month period starting around November 2023 and coming to completion around October 2024, although offerors should propose a timeline commensurate with their technical approach and shorter timeframes are preferred.