

ACCESS TO FINANCE RWANDA

REQUEST FOR PROPOSALS

For

CONSULTANCY SERVICES FOR MID-TERM REVIEW OF THE RWANDA SUSTAINABLE FINANCE ROADMAP FOR KIGALI INTERNATIONAL FINANCIAL CENTRE (2022-2025)

Subject of Procurement:	MID-TERM REVIEW OF THE RWANDA SUSTAINABLE FINANCE ROADMAP FOR KIGALI INTERNATIONAL FINANCIAL CENTRE (2022-2025)
Procurement Reference Number:	AFR/RFP- MID TERM REVIEW FOR KIGALI INTERNATIONAL FINANCIAL CENTRE /FEBRUARY/2026.
Date of Issue:	FEBRUARY 26, 2026

REQUEST FOR PROPOSALS

PROCUREMENT REFERENCE: MID-TERM REVIEW OF THE RWANDA SUSTAINABLE FINANCE ROADMAP FOR KIGALI INTERNATIONAL FINANCIAL CENTRE (2022-2025)

1. INTRODUCTION

About Access to Finance Rwanda (AFR)

Access to Finance Rwanda (AFR) is a Rwandan not-for-profit company established in 2010 to promote financial inclusion and financial sector development in Rwanda. AFR is currently funded by Sweden, MasterCard Foundation, Global impact/ Co-Develop and Jersey Overseas Aid.

AFR is part of the broader Financial Sector Deepening (FSD) network in Africa that seeks to create a transformative impact on ending poverty by supporting efforts to improve financial inclusion and financial sector development. This is done by working with policymakers, regulators, financial service providers, and other market participants to drive more inclusive and sustainable economic growth. Over the last 15 years, AFR has rolled out many programs and implemented projects and interventions that contributed to the inclusion of many Rwandans in the financial ecosystem (96% financial inclusion from 48% in 2008) as highlighted by the Rwanda 2024 Finscope survey report.

1.2 About the Kigali International Financial Centre (KIFC)

KIFC is a national flagship initiative to transform Rwanda into a financial services and business hub. It includes Rwanda's financial ecosystem and investors looking to set up in Rwanda to invest across the African continent.

1.3 About Rwanda Finance Limited (RFL)

The Government of Rwanda established RFL as the lead agency to advance the competitiveness of the financial industry in Rwanda and facilitate increased investment and trade in the country. Over the past four years, RFL has worked with key stakeholders and partners to develop and promote KIFC through facilitating investment promotion, policy and regulatory reform advocacy, and sector upskilling.

1.4 Background and purpose of the assignment

The RFL has been implementing the Sustainable Finance Roadmap (2022–2032), which provides a strategic framework for positioning Rwanda as a leading Pan-African hub for sustainable finance. The roadmap aligns with Rwanda's Vision 2050 and Green Growth and Climate Resilience Strategy, aiming to integrate sustainable finance into the country's financial sector to support local and regional green projects. The roadmap also sets out key strategic objectives and initiatives focused on:

- Developing sustainable financial instruments and deepening sustainable finance markets.
- Strengthening financial sector infrastructure to support sustainable finance; and
- Building human capital and institutional capacity across the ecosystem.

Notable achievements to date include the development of the Rwanda Sustainable Finance Taxonomy and its accompanying Implementation Plan, ongoing efforts to enhance Environmental, Social, and Governance (ESG) disclosure standards, and a range of capacity-building initiatives across the financial sector.

As the Roadmap reaches its mid-term milestone, it is important to conduct a Mid-Term Review (MTR) to evaluate progress against the set objectives, identify implementation bottlenecks, and refine strategic priorities to ensure effective delivery over the remaining period. In this context, AFR, in collaboration RFL, intends to recruit a qualified consulting firm to undertake this review and provide actionable recommendations to strengthen implementation and maximize impact.

The purpose of this consultancy is to conduct an independent Mid-Term Review of the KIFC Sustainable Finance Roadmap to:

- Assess progress made toward achieving the roadmap’s strategic objectives and outcomes.
- Evaluate the effectiveness, efficiency, relevance, and sustainability of implementation activities.
- Identify challenges and lessons learned to inform the second phase of implementation (2022–2025).
- Recommend strategic adjustments, priorities, and partnerships to accelerate delivery of the remaining actions.

Interested firms should confirm their intention to submit a bid by **Wednesday, March 4th, 2026, at 17h00 HRS CAT**

Any requests for clarifications to the RFP may be submitted not later than **Friday, March 13th 2026, 17h00 HRS CAT**.

Bidders should submit their proposals no later than **Friday, March 20, 2026, 14:00 HRS CAT**

Responding bidders are advised that this solicitation does not in any way obligate AFR to make a contract award or compensate the responding firms for any costs associated with the preparation and submission of their proposals. Additionally, AFR may award a contract without conducting negotiations; all proposals should be submitted initially using your most favorable terms. AFR reserves the right to award any resultant contract to other than the offeror submitting the lowest price proposal based on technical excellence, schedule superiority or client request.

All communications regarding this RFP should be addressed via email:
procurement02@af.rw

Below is the summary planned procurement schedule:

Activity	Date
a) Date of issue of RFP	Wednesday 25th, 2026
b) Confirmation of interest	Wednesday March 4th, 2026, at 17h00 HRS CAT
c) Request for clarifications	Friday March 13th, 2026, 17h00 HRS CAT.
d) Closing date for submission of proposals	Friday March 20th, 2026, 14:00 HRS CAT

Cordially,
Jean Bosco Iyacu
Chief Executive Officer

1.1. SECTION 1: INSTRUCTIONS TO PROSPECTIVE BIDDERS

Preparation of Proposals: You are requested to submit separate technical and financial proposal, as detailed below. The standard forms in this Request for Proposal may be retyped for completion but the Consultant is responsible for their accurate reproduction.

You are advised to carefully read the complete Request for Proposals. An electronic copy (in PDF) of the Request for Proposals shall be considered as the original version.

Technical Proposals: Technical proposals should contain the following documents and information:

1. The Technical Proposal Submission Sheet as par Section 4 of this RFP.
2. Technical Proposal not exceeding 15 pages without annexes
3. An approach and methodology for performing the services.
4. A detailed work plan, showing the inputs of all key staff and achievement of deliverables.
5. CVs of key staff members;
6. A summary of your experience in similar assignments.
7. The documents evidencing your eligibility, as listed below.
8. The consultant's comments or suggestions on the TORs and appreciation of the assignment – the objectives, tasks and deliverables

Financial Proposals: Financial proposals should contain the following documents and information:

1. The Financial Proposal Submission Sheet as par Section 5 of this RFP.
2. A copy of the breakdown of Lump Sum Price form as par Section 5 for each currency of your proposal, showing all costs for the assignment, broken down into professional fees, and reimbursable costs. The costs associated with the assignment shall be in US Dollars for foreign firms and Rwanda Francs for local firms.

Validity of Proposals: Proposals must remain valid for 90 calendar days from proposal submission date.

Submission of Proposals: The technical and financial proposals should be submitted separately, both clearly marked with the Procurement Reference Number above, the Consultant's name, AFR and either "Technical Proposal" or "Financial Proposal" as appropriate.

Proposals (both technical and financial) must be submitted electronically to: procurement02@ afr.rw with clear subject line: "AFR/RFP- MID TERM REVIEW FOR KIGALI INTERNATIONAL FINANCIAL CENTRE /FEBRUARY/2026" and submitted by **Friday March 20th, 2026, 14:00 HRS CAT.**

Note: Proposals must be submitted in PDF format and as attachments to the email, any proposal submitted as a link won't be considered.

Language of the tender and mode of communication

The medium of communication shall be in writing. The bid, as well as all correspondence and documents relating to the bid exchanged by the Bidder and AFR, shall be written in English.

Amendment to the tender document

At any time prior to the deadline for submission of bids, AFR may amend the tender document by issuing an addendum. Any addendum issued shall be part of the tender document and shall be communicated in writing via the AFR website.

To give prospective Bidders reasonable time in which to take an addendum into account in preparing their bids, AFR may, at its discretion, extend the deadline for the submission of bids; in which case all rights and obligations of AFR and Bidders previously subject to the deadline shall thereafter be subject to the deadline as extended.

Late bids

AFR shall not consider any bid that arrives after the deadline for submission of bids. Any bid received by AFR after the deadline for submission of bids shall be declared late and rejected.

1.2. SECTION 2: ELIGIBILITY CRITERIA

You are required to meet the following criteria to be eligible to participate in the procurement exercise:

1. Have the legal capacity to enter into a contract.
2. Not be insolvent, in receivership, bankruptcy or being wound up or subject to legal proceedings for any of these circumstances.
3. Not have had your business activities suspended/debarred
4. Have fulfilled your obligations to pay taxes.
5. Not having a conflict of interest in relation to this procurement requirement.

We require you to submit copies of the following documents as evidence of eligibility attached to your bid and sign the declaration in the Technical Proposal Submission Sheet:

Eligibility criteria:

1. Certificate of Incorporation or Trading license /Certificate of Registration.
2. Evidence of statutory compliance such as a valid tax clearance certificate.
3. Signed copy of the enclosed code of AFR's ethical conduct in business for bidders and services providers.
4. Confirmation that your technical bid is maximum 15 pages (excluding any annexes)

NOTE: Failure to submit the above required documents may lead to disqualification from Technical and Financial evaluation.

1.3. SECTION 3: EVALUATION OF PROPOSALS

Evaluation of Proposals: The evaluation of Proposals will use the **Quality-Cost Based Selection** methodology as detailed below:

1. Preliminary examination to determine eligibility (as defined below) and administrative compliance to this Request for Proposals on a pass/fail basis;
2. Detailed Technical evaluation will contribute 80%;
3. Financial scores will be at 20% to determine the best evaluated bid.

Proposals failing at any stage will be eliminated and not considered in subsequent stages.

Technical Evaluation Criteria: Proposals shall be awarded scores out of the maximum number of points as indicated below.

Dimensions	Technical Evaluation Criteria	Weighting
Consulting Firm Experience	Minimum 10 years' proven experience in policy evaluation or financial sector development (5points)	20 points
	Experience working with international organizations, financial centers, or development finance institutions and demonstrated knowledge and good understanding of international financial centers (5points)	
	Proven track record in sustainable finance, ESG integration, green finance strategy implementation or experience working in green international finance/financial services in Africa and internationally (5points)	
	References (formal certificates or contact details for reference checks) of at least two (2) similar assignments (5points)	
Lead Subject Matter Expert qualifications and Experience	At least a master's degree in business administration, Finance, Management, Economics or related field with at least 15 years' experience in international investment and/or international finance (5 points)	20 points
	Strong experience leading strategic planning, monitoring and evaluation and implementation in the context of financial centers, in emerging and developed markets. (10 points)	
	Experience providing investment or policy advisory in at least 3 different jurisdictions shown through CVs and three (3) certificates of good completion of similar assignment. (5 points)	
	At least a bachelor's degree in business administration, Management, Finance, Economics, or related field with at	15 points

Team Members' Expertise	least 8 years of experience in sustainable finance focusing on monitoring and evaluation (5 points)	
	Experience supporting strategic planning, monitoring and evaluation projects in at least 3 different jurisdictions shown through CVs and two (2) certificates of good completion of similar assignment. (5 points)	
	Working knowledge and understanding of Rwanda, the region, and the African continent as a whole. (5 points)	
	<p>Note:</p> <ul style="list-style-type: none"> Local firms should have at least 2 international experts on the team International firms should have at least 2 local experts on the team 	
Methodology and Approach	Adequacy, clarity and quality of the proposed technical approach and methodology (20 points)	25 points
	Expert critique and/or suggestions to improve the proposed scope of work. (5 points)	
Sub-Total (Technical)		80 points
Financial Proposal	Value for money based on fee rates, level of effort, and total costs of the assignment.	20 points
Total		100 points

Minimum technical score: The mark required to pass the technical evaluation is 70% of the Technical Score.

Financial Criteria:

Pricing information should not appear in any other section of the proposal other than the financial proposal.

Financial scores shall be determined by awarding a maximum of 20 points to the lowest priced proposal that has passed the minimum technical score and giving all other proposals a score which is proportionate to this.

Total scores: Total scores shall be determined using a weighting of 80% for technical proposals and a weighting of 20% for financial proposals.

Currency: Proposals should be priced in US Dollars for foreign firms and Rwanda Francs for local firms.

Best Evaluated Bid: The best evaluated bid shall be the firm with the highest combined score and shall be recommended for award of contract.

Right to Reject: AFR reserves the right to accept or reject any proposal or to cancel the procurement process and reject all proposals at any time prior to contract signature and issue by AFR, without incurring any liability to Consultants.

AFR reserves the right, at its sole discretion, to reject all proposals received and seek fresh proposals, to negotiate further with one or more of the bidders, to defer the award of a contract or to cancel the competition and make no contract award, if appropriate.

SECTION 4: TECHNICAL PROPOSAL SUBMISSION SHEET

[Complete this form with all the requested details and submit it as the first page of your technical proposal, with the documents requested above attached. Ensure that your technical proposal is authorised in the signature block below. A signature and authorisation on this form will confirm that the terms and conditions of this RFP prevail over any attachments. If your proposal is not authorised, it may be rejected.]

Proposal Addressed to:	Access to Finance Rwanda
Date of Technical Proposal:	
Procurement Reference Number:	
Subject of Procurement:	

We offer to provide the services described in the Statement of Requirements, in accordance with the terms and conditions stated in your Request for Proposals referenced above.

We confirm that we are eligible to participate in public procurement and meet the eligibility criteria specified in Part 1: Proposal Procedures of your Request for Proposals.

We have signed and undertake to abide by the Code of Ethical Conduct for Bidders and Providers attached during the procurement process and the execution of any resulting contract;

Our proposal shall be valid until _____ *[insert date, month and year]* and it shall remain binding upon us and may be accepted at any time before or on that date;

I/We enclose a separately sealed financial proposal.

Technical Proposal Authorised By:

Signature: _____ Name: _____

Position: _____ Date: _____
(DD/MM/YY)

Authorised for and on behalf of:

Company: _____

Address: _____

CODE OF ETHICAL CONDUCT IN BUSINESS FOR BIDDERS AND SERVICES PROVIDERS

1. Ethical Principles

Bidders and providers shall at all times-

- (a) maintain integrity and independence in their professional judgement and conduct;
- (b) comply with both the letter and the spirit of-
 - i. the laws of Rwanda; and
 - ii. any contract awarded.
- (c) avoid associations with businesses and organizations which are in conflict with this code.

2. Standards

Bidders and providers shall-

- (a) strive to provide works, services and supplies of high quality and accept full responsibility for all works, services or supplies provided;
- (b) comply with the professional standards of their industry or of any professional body of which they are members.

3. Conflict of Interest

Bidders and providers shall not accept contracts which would constitute a conflict of interest with, any prior or current contract with AFR. Bidders and providers shall disclose to all concerned parties those conflicts of interest that cannot reasonably be avoided or escaped.

4. Confidentiality and Accuracy of Information

- (1) Information given by bidders and providers in the course of procurement processes or the performance of contracts shall be true, fair and not designed to mislead.
- (2) Providers shall respect the confidentiality of information received in the course of performance of a contract and shall not use such information for personal gain.

5. Gifts and Hospitality

Bidders and providers shall not offer gifts or hospitality directly or indirectly, to staff of AFR that might be viewed by others as having an influence on a government procurement decision.

6. Inducements

- (1) Bidders and providers shall not offer or give anything of value to influence the action of a public official in the procurement process or in contract execution.
- (2) Bidders and providers shall not ask a public official to do anything which is inconsistent with the Act, Regulations, Guidelines or the Code of Ethical Conduct in Business.

7. Fraudulent Practices

Bidders and providers shall not-

- (a) collude with other businesses and organizations with the intention of depriving AFR of the benefits of free and open competition;

1.4. SECTION 5: FINANCIAL PROPOSAL SUBMISSION SHEET

[Complete this form with all the requested details and submit it as the first page of your financial proposal, with the documents requested above attached. Ensure that your proposal is authorised in the signature block below. A signature and authorisation on this form will confirm that the terms and conditions of this RFP prevail over any attachments. If your proposal is not authorised, it may be rejected. The total price of the proposal should be expressed in the currency or currencies permitted in the instructions above.]

Proposal Addressed :	AFR
Date of Financial Proposal:	
Procurement Reference Number:	
Subject of Procurement:	

The total price of our proposal is: _____.

We confirm that the rates quoted in our Financial Proposal are fixed and firm for the duration of the validity period and will not be subject to revision or variation.

Financial Proposal Authorised By:

Signature: _____ Name: _____

Position: _____ Date: _____
(DD/MM/YY)

Authorised for and on behalf of:

Company: _____

Address: _____

Breakdown of Prices

[Complete this form with details of all your costs and submit it as part of your financial proposal. Where your costs are in more than one currency, submit a separate form for each currency. Authorise the rates quoted in the signature block below.]

Procurement Reference Number: _____

Currency of Costs: _____

PROFESSIONAL FEES						
Name and Position of Personnel	Input Quantity	Unit of Input	Rate	Total Price	Total Price (inclusive taxes)	
TOTAL:						

REIMBURSABLE EXPENSES (If applicable)				
Description of Cost	Quantity	Unit of Measure	Unit Price	Total Price
Standard Economy flights				
Airport transfers				
Visa				
Accommodation				
Local transport and Communication				
TOTAL:				

NB: AFR eligible reimbursable expenses includes standard economy flight, accommodation, and airport transfers expenses, local transport, communication, visa, and they should be reasonable and in line with AFR guidelines.

TOTAL COST PRICE IN CURRENCY: _____

Breakdown of total price Authorised By:

Signature _____ Name: _____

Position: _____ Date: _____

Authorised for and on behalf of: _____ (DD/MM/YY)

Company: _____

Terms of Reference for Consultancy Services to Conduct Mid-Term Review of the Rwanda Sustainable Finance Roadmap for the Kigali International Financial Centre (2022 – 2025)

1. Introduction

1.1. About Access to Finance Rwanda

Access to Finance Rwanda (AFR) is a Rwandan not-for-profit Company Limited by Guarantee (CLG), established in 2010 to promote financial inclusion and financial sector development in Rwanda. AFR is currently funded by Sweden, the Mastercard Foundation, Co-Develop, and Gates Foundation.

AFR supports the removal of systemic barriers that hinder effective and sustainable access and usage of financial services by low-income people, particularly the rural poor, women, youth, smallholder farmers, and Micro, Small, and Medium Enterprises (MSMEs). AFR is a gender-intentional organization and mainstreams gender equality across all its programs. It is guided by the Market System Development (MSD) approach, recognizing that efforts to increase financial inclusion and financial sector development must be market-led, profitable, and sustainable.

AFR is part of the broader Financial Sector Deepening (FSD) network in Africa that seeks to create a transformative impact on ending poverty by supporting efforts to improve financial inclusion and financial sector development. This is done by working with policymakers, regulators, financial service providers, and other market participants to drive more inclusive and sustainable economic growth. Over the last 15 years, AFR has rolled out many programs and implemented projects and interventions that contributed to the inclusion of many Rwandans in the financial ecosystem (96% financial inclusion from 48% in 2008) as highlighted by the Rwanda 2024 Finscope survey report.

1.2 About the Kigali International Financial Centre (KIFC)

KIFC is a national flagship initiative to transform Rwanda into a financial services and business hub. It includes Rwanda's financial ecosystem and investors looking to set up in Rwanda to invest across the African continent.

1.3 About Rwanda Finance Limited (RFL)

The Government of Rwanda established RFL as the lead agency to advance the competitiveness of the financial industry in Rwanda and facilitate increased investment and trade in the country. Over the past four years, RFL has worked with key stakeholders and partners to develop and promote KIFC through facilitating investment promotion, policy and regulatory reform advocacy, and sector upskilling.

Some of RFL's achievements include:

- Foster high quality job creation through workforce upskilling and investment attraction
- Increase FDI flows to Rwanda through investment attraction to grow liquidity and access to capital
- Increase national resource mobilization through widening Rwanda's tax base
- Widen and diversify Rwanda's financial sector product/service offering through niche positioning to advance and boost financial sector growth.

2. Background and purpose of the assignment

The RFL has been implementing the Sustainable Finance Roadmap (2022–2032), which provides a strategic framework for positioning Rwanda as a leading Pan-African hub for sustainable finance. The roadmap aligns with Rwanda's Vision 2050 and Green Growth and Climate Resilience Strategy, aiming to integrate sustainable finance into the country's financial sector to support local and regional green projects. The roadmap also sets out key strategic objectives and initiatives focused on:

- Developing sustainable financial instruments and deepening sustainable finance markets.
- Strengthening financial sector infrastructure to support sustainable finance; and
- Building human capital and institutional capacity across the ecosystem.

Notable achievements to date include the development of the Rwanda Sustainable Finance Taxonomy and its accompanying Implementation Plan, ongoing efforts to enhance Environmental, Social, and Governance (ESG) disclosure standards, and a range of capacity-building initiatives across the financial sector.

As the Roadmap reaches its mid-term milestone, it is important to conduct a Mid-Term Review (MTR) to evaluate progress against the set objectives, identify implementation bottlenecks, and refine strategic priorities to ensure effective delivery over the remaining period. In this context, AFR, in collaboration RFL, intends to recruit a qualified consulting firm to undertake this review and provide actionable recommendations to strengthen implementation and maximize impact.

The purpose of this consultancy is to conduct an independent Mid-Term Review of the KIFC Sustainable Finance Roadmap to:

- Assess progress made toward achieving the roadmap's strategic objectives and outcomes.
- Evaluate the effectiveness, efficiency, relevance, and sustainability of implementation activities.
- Identify challenges and lessons learned to inform the second phase of implementation (2022–2025).
- Recommend strategic adjustments, priorities, and partnerships to accelerate delivery of the remaining actions.

3. Scope of work

Although a non-exhaustive list, the consulting firm will undertake the following tasks:

1. Review of Key Strategic Objectives and Initiatives: Assess progress in implementing the three Key Strategic Objectives (KSOs) related to financial instruments, infrastructure, and human capital.
2. Evaluation of Implementation Progress: Examine and map out completed and existing/ongoing initiatives under the eight Key Strategic Initiatives (including the Taxonomy implementation, sustainable lending, stock market development, ESG risk management, and capacity-building efforts).
3. Gap Analysis: Identify pending and delayed actions within the Roadmap Action Plan, such as the ESG disclosure tools, and capacity-building frameworks.
4. Assessment of Resource Utilization: Review financial and technical resources mobilized for implementation and assess gaps in funding and institutional capacity.
5. Forward-looking Recommendations: Propose updated priorities and partnership opportunities to strengthen areas such as sustainable insurance, green bond markets, blended finance, and implementation of the Sustainable Finance Roadmap.

4. Deliverables

Based on the above, the consulting firm shall prepare and produce the following deliverables:

1. Inception Report: Highlighting methodology, detailed workplan, and stakeholder engagement approach.
2. Deliver a Stakeholders engagement workshop: a consultation workshop should be conducted to get the stakeholders' views and consideration
3. Mid-Term Review Report: Using DAC criteria to account for progress against objectives, identifying gaps and opportunities, and providing actionable recommendations in a revised Sustainable Finance Roadmap
4. A revised Sustainable Finance Roadmap 2.0: that includes deliverables and well-designed publications in line with the current report design.
5. Presentation of Findings: A designed PowerPoint presentation to the KIFC Management and partners summarizing key findings and recommendations.
6. Final Report: incorporating feedback from KIFC and stakeholders.

5. Commitment to Quality Work

The consulting firm shall:

- Use an evidence-based approach and ensure the highest standards of work and timely deliverables at every stage of this assignment.
- Ensure clarity of objectives and content shared.
- Ensure an in-depth and thorough review of all necessary documentation as well as consultation with all key stakeholders, to validate and enhance the development of the deliverables.

6. Duration of the assignment

The assignment is expected to take approximately **4 months** from the contract signing date, including all consultations, analysis, and final framework submission.

7. Reporting and working language

The consultancy firm will report to the Chief Strategy Officer of KIFC and work closely with AFR technical team. All reports and communication related to this assignment should be in English.

8. Required Expertise and Evaluation Criteria

The consulting firm must provide detailed expert profiles clearly stating their roles and responsibilities, level of effort, and including their technical expertise and practical experience.

The table below summarizes the required consultant's competencies and experience that also constitute the main evaluation criteria.

Dimensions	Technical Evaluation Criteria	Weighting
Consulting Firm Experience	Minimum 10 years' proven experience in policy evaluation or financial sector development (5points)	20 points
	Experience working with international organizations, financial centers, or development finance institutions and demonstrated knowledge and good understanding of international financial centers (5points)	
	Proven track record in sustainable finance, ESG integration, green finance strategy implementation or experience working in green international finance/financial services in Africa and internationally (5points)	
	References (formal certificates or contact details for reference checks) of at least two (2) similar assignments (5points)	
Lead Subject Matter Expert qualifications and Experience	At least a master's degree in business administration, Finance, Management, Economics or related field with at least 15 years' experience in international investment and/or international finance (5 points)	20 points
	Strong experience leading strategic planning, monitoring and evaluation and implementation in the context of financial centers, in emerging and developed markets. (10 points)	
	Experience providing investment or policy advisory in at least 3 different jurisdictions shown through CVs and three (3) certificates of good completion of similar assignment. (5 points)	

Team Members' Expertise	At least a bachelor's degree in business administration, Management, Finance, Economics, or related field with at least 8 years of experience in sustainable finance focusing on monitoring and evaluation (5 points)	15 points
	Experience supporting strategic planning, monitoring and evaluation projects in at least 3 different jurisdictions shown through CVs and two (2) certificates of good completion of similar assignment. (5 points)	
	Working knowledge and understanding of Rwanda, the region, and the African continent as a whole. (5 points)	
	<p>Note:</p> <ul style="list-style-type: none"> Local firms should have at least 2 international experts on the team International firms should have at least 2 local experts on the team 	
Methodology and Approach	Adequacy, clarity and quality of the proposed technical approach and methodology (20 points)	25 points
	Expert critique and/or suggestions to improve the proposed scope of work. (5 points)	
Sub-Total (Technical)		80 points
Financial Proposal	Value for money based on fee rates, level of effort, and total costs of the assignment.	20 points
Total		100 points