

ACCESS TO FINANCE RWANDA

Request for Proposals

For

Consultancy to Provide Team Building, Organizational Development, and Leadership Development Services for Access to Finance Rwanda (AFR).

|                                      |                                                                                                                                           |
|--------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Subject of Procurement:</b>       | Consultancy to Provide Team Building, Organizational Development, and Leadership Development Services for Access to Finance Rwanda (AFR). |
| <b>Procurement Reference Number:</b> | AFR/RFP-LEADERSHIP- TEAM BUILDING/SEP/2026.                                                                                               |
| <b>Date of Issue:</b>                | September 11, 2026                                                                                                                        |
| <b>Nature of contracting</b>         | Framework agreement for up to 3 years                                                                                                     |



| Activity                                                 | Date                                              |
|----------------------------------------------------------|---------------------------------------------------|
| Date of issue of RFP                                     | Friday September 11, 2026                         |
| Expression of interest                                   | Thursday September 17, 2026, at 5PM               |
| Request for clarifications                               | Wednesday, 23 <sup>rd</sup> September 2026 at 5PM |
| <b>Proposal closing date for submission of proposals</b> | <b>Tuesday, 29 September, 2026 at 5PM</b>         |

Cordially,

Kampeta Sayinzoga  
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. CV's 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 Rwandan 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@af.rw](mailto:procurement02@af.rw) with clear subject line: "AFR/RFP-LEADERSHIP- TEAM BUILDING/SEP/2026" and submitted by **Tuesday, 29 September 5PM**.

***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, bankrupt or being wound up or subject to legal proceedings for any of these circumstances;
3. not have had your business activities suspended;
4. have fulfilled your obligations to pay taxes ;
5. not to have 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. At least three signed/stamped reference letters from previous clients.) in the last 5 years.
5. Confirmation that your technical bid is maximum 7 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 Based selection** methodology as detailed below:

1. Preliminary examination to determine eligibility (as defined below) and administrative compliance with this Request for Proposals on a pass/fail basis.
2. Detailed Technical evaluation will contribute 100%
3. **Minimum technical score:** The mark required to pass the technical evaluation is 70% of the Technical Score.
4. The consultant with the highest technical score will be invited to negotiations on financial and any technical aspects.
5. If negotiations with the highest bidder are not successful, AFR may then invite for negotiations the consultant that attained the second-best technical rating; if the negotiations with that consultant do not result in a procurement contract, AFR may invite the other technically successful consultants for negotiations based on their ranking until it arrives at a procurement contract or rejects all remaining proposals.
6. AFR reserves the right to select and award framework agreements to more than one firm.

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

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

| Technical evaluation criteria                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Weighting       |
|------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| Specific experience of the firm related to the assignment. | <ul style="list-style-type: none"> <li>At least <b>5 years</b> of relevant experience in staff development, facilitation, team building, leadership development, organizational development, or similar services. <b>20 Marks</b></li> </ul>                                                                                                                                                                                                                    | <b>35 Marks</b> |
|                                                            | <ul style="list-style-type: none"> <li>Evidence of at least 3 similar assignments (At least three signed/stamped reference letters from previous clients.) in the last 5 years. <b>15 Marks</b></li> </ul>                                                                                                                                                                                                                                                      |                 |
| Methodology and Approach                                   | <ul style="list-style-type: none"> <li>Quality and clarity of the proposed methodology and facilitation approach. <b>20 Marks</b></li> <li>Alignment with the framework objectives, including team building, organizational development, leadership development, collaboration, accountability, and performance improvement. <b>10 Marks</b></li> <li>Relevance and practicality of the proposed facilitation methods and activities. <b>5 Marks</b></li> </ul> | <b>35 Marks</b> |

|                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                  |
|--------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| <b>Team Composition, Qualifications and experience</b> | <ul style="list-style-type: none"> <li>• <b>Qualifications:</b> Team members must possess at least a university degree in Organizational Development, Leadership, Psychology, Human Resources, Business Administration, Communication, or a related field. <b>15 Marks</b></li> <li>• <b>Relevant experience:</b> The proposed team members must have at least 5 years or relevant experience in team building, facilitation, organizational development, and leadership development training. <b>15 Marks. Detailed CVs are required</b></li> </ul> | <b>30 marks</b>  |
| <b>Total weighting</b>                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>100 Marks</b> |

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

Currency: Proposals should be priced in RWF.

Best Evaluated Bid: The best evaluated bid shall be the firm with the highest technical 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.

#### 1.4. 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 organisations with the intention of depriving AFR of the benefits of free and open competition;
- (b) enter into business arrangements that might prevent the effective operation of fair competition;
- (c) engage in deceptive financial practices, such as bribery, double billing or other improper financial practices;
- (d) misrepresent facts in order to influence a procurement process or the execution of a contract to the detriment of AFR; or utter false documents;
- (e) unlawfully obtain information relating to a procurement process in order to influence the process or execution of a contract to the detriment of the AFR;
- (f) withholding information from the Procuring Disposing Entity during contract execution to the detriment of the AFR.

I ..... agree to comply with the above code of ethical conduct in business.

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**AUTHORISED SIGNATORY**

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**NAME OF CONSULTANT**

## 1.5. 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 |
|                                |                |               |      |
|                                |                |               |      |
|                                |                |               |      |
|                                |                |               |      |

**NB:** The financial proposal will indicate a list of team members and their daily rates inclusive of 18% VAT.

Details of the level of effort are not required now as the scope of the work is not readily defined now.

| REIMBURSABLE EXPENSES(Not applicable at this level) |          |                 |            |             |
|-----------------------------------------------------|----------|-----------------|------------|-------------|
| Description of Cost                                 | Quantity | Unit of Measure | Unit Price | Total Price |
| Standard Economy flights                            |          |                 |            |             |
| Airport transfers                                   |          |                 |            |             |
| Visa                                                |          |                 |            |             |
| Accommodation                                       |          |                 |            |             |
| Local transport and Communication                   |          |                 |            |             |
| <b>TOTAL:</b>                                       |          |                 |            |             |

**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

Consultancy to Provide Team Building, Organizational Development, and Leadership Development Services for Access to Finance Rwanda (AFR).

### 1. Background and Justification

Access to Finance Rwanda (AFR) recognizes that strong relationships, effective collaboration, accountability, and continuous improvement are important for achieving high workplace performance. AFR brings together employees with different experiences, perspectives, working styles, and levels of professional experience. Creating opportunities for employees to understand and learn from each other, particularly across generations, can strengthen communication, teamwork, knowledge sharing, and workplace relationships.

AFR seeks to strengthen team cohesion, organizational effectiveness, leadership capability, and a high-performance culture through a flexible three-year framework agreement.

The framework will support AFR to:

- Strengthen relationships, trust, communication, and collaboration among staff.
- Encourage knowledge sharing, accountability, teamwork, and practical solutions to workplace challenges.
- Promote continuous improvement, high performance, leadership capability, and departmental action planning.

To support these objectives, AFR intends to establish a 3-year Framework Agreement with a qualified consulting firm to provide, as needed, team building, organizational development, leadership development, staff engagement, and related workplace performance activities.

### 2. Objective of the Consultancy

The objective is to engage a qualified consulting firm under a three-year Framework Agreement to provide professional facilitation, training, and advisory support that strengthens teamwork, collaboration, leadership effectiveness, staff engagement, accountability, and organizational performance.

### 3. Scope of Work

The consulting firm will be responsible for designing, preparing, facilitating, and reporting on team building, organizational development, leadership development, staff engagement, and related workplace performance activities.

#### A. Team building and staff engagement

##### 1. Team building activities, including staff retreats

- Design and facilitate team-building activities, including staff retreats where requested by AFR, team-building sessions, icebreakers, communication challenges, group discussions, and experience sharing.
- Build trust, respect, openness, collaboration, staff engagement, and relationships across generations and working styles.

## **B. Leadership capability development**

- Design and facilitate leadership capability development trainings for managers, first-time managers, team leaders, and emerging leaders.
- Cover leadership communication, active listening, feedback, coaching, mentoring, delegation, performance conversations, emotional intelligence, decision-making, accountability, ethical leadership, change management, strategic thinking, conflict resolution, people management, and succession readiness.

## **C. Organizational development and performance improvement**

- Support organizational effectiveness, workplace performance, accountability, continuous improvement, organizational learning, and high-performance culture.
- Guide staff and departments to identify workplace challenges, practical solutions, departmental commitments, action plans, and follow-up actions.

## **D. Organizational Culture, Compliance and Customer Centricity**

- Define AFR's optimal organizational culture, including the desired values, behaviours, mindsets, and ways of working.
- Assess the gaps between the current and desired culture and identify what needs to change or strengthen.
- Strengthen a culture of compliance, accountability, ethical conduct, and responsible decision-making.
- Promote customer-centricity, responsiveness, service quality, and stakeholder focus.
- Develop practical individual, team, and departmental actions to embed the desired culture in day-to-day work.

## **4. Key Tasks**

The consulting firm will:

- Develop customized facilitation, training, or advisory approaches based on AFR's objectives and each assignment requested.
- Hold briefing sessions with AFR management, develop appropriate materials, and adapt methods to the participants and organizational context.
- Facilitate interactive team building, organizational development, leadership development, staff engagement, and cross-generational learning sessions using practical participatory methods.
- Guide staff in identifying workplace challenges, practical solutions, departmental action plans, and agreed commitments.
- Provide assignment reports with key discussions, outcomes, observations, recommendations, and follow-up actions.

## **5. Framework Agreement**

AFR intends to establish a three-year Framework Agreement with a successful consulting firm or firms. The framework agreement will provide AFR with access to facilitation services when required during the contract period. The framework does not guarantee a minimum number of assignments or a fixed volume of work.

- Team building activities, including staff retreats where requested by AFR, team-building sessions, staff engagement, relationship-building, communication, collaboration, and cross-generational learning.
- Leadership capability development trainings, including first-time manager training, leadership communication, coaching, feedback, emotional intelligence, decision-making, change management, conflict resolution, strategic thinking, accountability, succession readiness, and people management.
- Organizational development and performance improvement activities, including organizational effectiveness, continuous improvement, organizational learning, departmental action planning, workplace culture, accountability, and related staff development activities requested by AFR.

Each assignment under the framework will be agreed with the consulting Firm in advance, including the specific activity, scope, duration, deliverables, and applicable cost.

### A. Before Each Assignment

- ### B. During Each Assignment

- ### C. After Each Assignment

- #### D. Framework Assignments

## 7. Duration of the Framework Agreement

Specific assignments will be requested, communicated, and agreed with the consultant in advance based on AFR's needs.

## **8. Reporting and Coordination**

The consulting firm will work closely with the People and Culture department. The consulting firm will be responsible for submitting the agreed deliverables within the timelines communicated by AFR.

## **9. FINANCIAL PROPOSAL**

The financial proposal will indicate a list of team members and their daily rates inclusive of 18% VAT.

Details of the level of effort are not required now as the scope of the work is not readily defined now.