

**REQUEST FOR PROPOSAL FOR DESIGNING, IMPLEMENTING AND FACILITATING OF CIRCULAR ECONOMY INCUBATION PROGRAM UNDER THE IREME INVEST PROJECT PREPARATION FACILITY**

**1 Context**

The Government of Rwanda has announced an ambitious climate action agenda to build the country's resilience and foster green growth. Rwanda's Nationally Determined Contributions (NDC) under the Paris Agreement commits the government to reduce greenhouse gas emissions by 38% by 2030 compared to business as usual, with mitigation and adaptation measures requiring investments totaling USD 11 billion.

In response to this imperative, the Rwanda Green Fund and the Development Bank of Rwanda (BRD) collaborated to establish Ireme Invest, also known as the Rwanda Green Investment Facility. This facility offers a suite of financial instruments tailored to the specific needs of Rwanda's private sector, aligning with the country's climate action aspirations. Ireme Invest operates through two financing windows:

1. The Project Preparatory Facility, housed within the Rwanda Green Fund, provides grants, recoverable grants, equity financial instruments, and support through incubation and acceleration programs. This facility is designed to enhance the viability of projects by offering assistance during early-stage activities, mitigating risks, and facilitating the transition from project feasibility to bankability.
2. The Credit Facility, integrated into the Development Bank of Rwanda, offers concessional loans and bank guarantees through both direct and indirect lending approaches. Ireme Invest collaborates with commercial financial institutions to extend support. This dual-window funding approach enables Ireme Invest to address diverse project needs, fostering the sustainable development of Rwanda's economy by contributing to climate-related initiatives.

This program builds on an on-going cohort of 30 businesses in the waste and circular economy sector within subsectors like Agricultural waste, Construction, Energy, e-waste, fashion and textile, manufacturing, mobility, and sustainable packaging alternatives. The program is part of the Rwandan-German Climate and Development Partnership that was signed by the Environmental Ministers of both countries. The project "Supporting Sustainable Waste and Circular Economy" (WCE) is part of this partnership and aims to enable private actors to implement circular economy practices in Rwanda's waste sector.

The aim of this assignment is to offer continued technical assistance and business development services to up to ten (10) businesses / entrepreneurs by providing training on a more systemic approach in how they run their business, how to mature their business plan and include circularity in their daily operations, and come up with development plans in terms of the intended use of funds of the grants to be received by 10 businesses to carry out demonstration/scaling projects in waste management and / or circularity.



## **OBJECTIVES & DELIVERABLES**

The program aims to advance the private sector ecosystem of circularity solutions providers in the country.

The aim of this assignment is to offer technical assistance and business development services to up to ten (10) businesses / entrepreneurs by providing training on a more systemic approach in how they run their business, how to mature their business plan and include circularity practices in their daily operations, and to assist them in ensuring effective and efficient use of funds of the corresponding grants per business to carry out demonstration/scaling projects in the waste and circular sector.

The objective of the call for proposal is to invite Rwanda-based Entrepreneur Support Organizations (ESOs) to submit proposals for the provision of technical assistance and business development services/coaching and mentoring to a cohort of circular solutions-oriented entrepreneurs in various sub-sectors.

The proposal from qualified ESOs should outline qualifications and highlight experiences that have adequately prepared the organization to deliver business development support to entrepreneurs/SMEs at various life stages.

In addition, the interested applicant will describe a delivery mechanism, the timeframe for effective support to project implementation, and the cost estimates to support a cohort of 10 businesses / enterprises for the duration of 3months.

## **2 Tasks to be performed by the ESO**

The ESO will develop, oversee, and coordinate the “Ireme Invest Circular Economy Program”, in close coordination with Rwanda Green Fund, which is integrated in the Project Preparatory facility of Ireme Invest. In addition, the ESO will develop tailored technical support for the selected companies (business advisory services, innovation support, technical assistance, development plans) in the design and integration of sustainability / circularity principles and methodologies into the program. Finally, the ESO will monitor and evaluate the services provided and compile a final report including recommendations for the sustainability of the program.

The ESO is responsible for providing the abovementioned tasks through delivering the following packages:

### **Work Package 1: Outcomes of Needs Assessment**

- The ESO will collaborate with the departing ESO to assess and comprehend the outcomes of the need’s assessment. This includes determining the allocation of grants to businesses, identifying recipients, and specifying the intended use of funds.
- The ESO will conduct diagnostics on the 10 chosen businesses to formulate individualized business development plans tailored to each business’s unique models and potential growth strategies.

### **Work Package 2: Formulating and Creating Disbursement Plans**

- Develop a detailed monitoring and coordination plan for the 3-month grant-funding phase.



- The ESO will create templates for development plans and the use of funds, ensuring businesses can accurately report on received grants.
- The ESO will design and outline disbursement batches, establishing a clear and well-defined process for awarding grants to businesses.

### Work Package 3: Training and Support

- Provide training to up to 10 businesses, offering business development support over a 3-month period.
- Ensure the efficient utilization of funds by selected 10 businesses during the implementation phase, offering relevant support over the subsequent 3 months.
- Implementation support to ensure efficient and effective use of funds by Entrepreneurs/Businesses

### Work package 5: Reporting

The following reports will be submitted by the ESO to coordinating committee (CIAT & RGF):

- **Inception Report:** This report shall be given two (2) weeks after the commencement of the assignment detailing but not limited to the approach and methodology, proposed work plan for undertaking the assignment, and implementation timeline scheduling of the assignment.
- **Implementation Plan:** These reports will elaborate all activities undertaken during assignment execution including all project documentations. This will include the work plan, resources and budget, stakeholders, and quality control (M&E) for each company to be supported, with feedback from Rwanda Green Fund and its partners incorporated. The report should also clearly report if the intervention logic is valid and propose any relevant modifications going forward.
- **Monitoring & Evaluation reports:** This report shall constitute a summary of the accomplished work and shall reveal in detail achieved milestones with their impact and outcomes in consolidation with the Rwanda Green Fund's reporting metrics.
- **Final Reports:** This report will elaborate all activities undertaken during the assignment execution including all businesses supported. These reports shall cover the entire process as a whole; Provide a full account of all aspects of the Services' implementation for the period covered, Include the results achieved, and include any relevant best practices and lessons learned from the program.
- **A final deal book of 10 businesses** including technical assistance proposal. This should include an assessment of the post-investment technical assistance that is required which will be presented to RGF in the form of impact value creation plan.

**Note:** All documentations/presentations should follow Ireme Invest branding guidelines and the ESO should share progress presentations/reports following Ireme Invest branding guidelines

Certain milestones, as laid out in the table below, are to be achieved by certain dates during the contract term, and at particular locations:

Milestone	Deadline/place/person responsible
Inception meeting with CIAT and RGF to agree on a way forward	T0 / Kigali / whole team
Inception report	T0 + 2 weeks / desk-based / Team leader and key experts



The ESO will conduct diagnostics on the 10 chosen businesses to formulate individualized business development plans tailored to each business's unique models and potential growth strategies.	T0 + 4 weeks / desk-based + on-site of businesses & entrepreneurs / Team leader and key experts
Development planning: ESO finalise working with businesses to identify 3-4 development areas, to set milestones and allocate their budget to financial and non-financial support	T0 + 6 weeks / desk-based + on-site of businesses & entrepreneurs / Team leader and key experts
Implementation planning: ESO to work with businesses to support them in implementation of identified development initiatives	T0 + 10 weeks / desk-based + on-site of businesses & entrepreneurs / whole team
Businesses receive bespoke programmatic support from the ESO in alignment with identified areas of focus in development plan	T0 + 12 weeks / on-site of businesses & entrepreneurs / whole team
First disbursement	T0 + 13 weeks / desk-based / whole team
Implementation support: ESO to meet with businesses on a regular basis as required by the relevant development plan	T0 + 17 weeks / Kigali & on-site / whole team
All selected businesses have received individual coaching to allow advisory support and guidance	
Investor exposure: <ul style="list-style-type: none"> <li>• Identification and matching with potential investors</li> <li>• Investment readiness support</li> <li>• Pitching session facilitation</li> <li>• Post-funding plan</li> </ul>	T0 + 20 weeks / Kigali / whole team
Second disbursement	T0 + 20 weeks / desk-based / whole team
Final report	T0 + 22 weeks / desk-based / whole team

The selected ESO must carry out the project within six months from the project start date.

Period of assignment: From 01.03.2024 until 31.10.2024.

### 3 Concept

For the proposal, the ESO is required to show how the objectives of the program are to be achieved, if applicable under consideration of further specific method-related requirements (technical-methodological concept). In addition, the ESO must describe the management for the service provision.

#### 3.1 Technical-methodological concept

The ESO shall present and justify the methodology with which it intends to provide the services as follows:



**Strategy:** Consider the tasks to be performed with reference to the objectives of the services put out to Call For Applications. Following this, the applicant presents and justifies the strategy with which it intends to provide the services for which it is responsible.

Must clearly show the delivery mechanism of technical assistance, business development services as well coaching and mentoring can be delivered to entrepreneurs/enterprises at different levels of maturity (ideation, incubation, and acceleration).

**Steering:** The ESO is required to present and explain its approach to steering the measures with the project partners and its contribution to the results-based monitoring system.

**Processes:** The ESO is required to describe the key processes for the services for which it is responsible and create a schedule that describes how the services according to objectives are to be provided. In particular, the ESO is required to describe the necessary work steps and, if applicable, take account of the milestones and contributions of other actors.

**Learning and innovation:** The ESO is required to describe its contribution to knowledge management for the RGF and CIAT and promote scaling-up effects.

**Project management of the ESO:** The ESO is responsible for selecting, preparing, training and steering the experts assigned to perform the advisory tasks. The ESO is required to present the actors relevant for the services for which it is responsible and describe the cooperation with them.

The ESO is required to draw up a personnel assignment plan with explanatory notes that lists all the experts proposed in the proposal; the plan includes information on assignment dates (duration and expert days) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule.

The ESO makes available equipment and supplies (consumables) and assumes the associated operating and administrative costs. The ESO manages costs and expenditures, accounting processes and invoicing in line with the requirements of Rwanda Green Fund.

The ESO reports regularly to Rwanda Green Fund in accordance with the related reporting requirements.

In addition to the reports required by Rwanda Green Fund, the contractor submits the following reports:

- Inception report
- Brief quarterly or half-yearly reports on the implementation status of the project.

### 3 Personnel concept

The applicant is required to provide personnel who are suited to filling the positions described, on the basis of their CVs (see Chapter 3), the range of tasks involved and the required qualifications.

The below specified qualifications represent the requirements to reach the maximum number of points.

#### 3.1 ESO profile



The candidate's ESO must fulfill the following criteria:

- The ESO must be registered in Rwanda with at least 5 years of experience delivering technical assistance, business development services/coaching and mentoring services to SMEs, entrepreneurs;
- Experience in offering technical support to waste and circular economy businesses
- Having successfully accomplished similar assignments;
- Experience in project management cycle;
- Experience in business development

### **3.2 Team leader**

#### Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Coordinating and ensuring communication with Rwanda Green Fund and others involved in the project
- Personnel management, in particular; identifying the need for short-term assignments within the available budget, as well as planning and steering assignments and supporting all experts
- Regular reporting in accordance with deadlines
- Conducting training and coaching sessions for businesses and entrepreneurs

#### Qualifications of the team leader

- Education/training: MSc. in Social Innovation Management, Global politics, Environmental Science or Business Administration
- Language: Good business language skills in English. Knowledge in Kinyarwanda and French preferable.
- General professional experience: 5 years of professional experience in the supporting innovation programs for entrepreneurs and business leaders.
- Specific professional experience: 5 years in working with and facilitating trainings for entrepreneurs and business leaders. Has led at least two coaching cycles on circular economy for businesses.
- Leadership/management experience: 4 years of management/leadership experience as project team leader or manager in a company
- Other: Experience in circularity-based training for entrepreneurs and businesses. Experience in designing curriculums and facilitating trainings and coaching. Experience in building strategic plans and operations for businesses in the waste sector.

### **3.3 Business Development Expert 1**

#### Tasks of expert 1

- Responsible for identifying all and any business model advisory needs.
- Responsible and attend to any other assignment activity, procedure, legal or regulatory tasks that may come up during this assignment.
- Supporting the design and implementation of training and coaching sessions for businesses and entrepreneurs

#### Qualifications of expert 1

- Education/training: Bachelor's in Business administration or any related course
- Language: Good business language skills in English. Knowledge in Kinyarwanda and French preferable.
- General professional experience: 4 years' experience in workshop facilitation and entrepreneur support



- Specific professional experience: Experience in business incubation, coaching and project management in Rwanda
- Leadership/management experience: 4 years leadership experience
- Other: Proven experience in social enterprises, Proven experience in financial advisory to entrepreneurs and start-ups.

### **3.3 Waste Management and Circularity Expert 2**

#### **Tasks of expert 2**

- Responsible for coordinating all program activities and supporting businesses to be ready for all program sessions.
- Responsible and attend to any other assignment activity tasks that may come up during this assignment.
- Supporting the design and implementation of training and coaching sessions for businesses and entrepreneurs

#### **Qualifications of expert 2**

- Education/training: Bachelor of environmental science or in similar with courses in waste management or circular economy Circularity
- Language: Good business language skills in English. Knowledge in Kinyarwanda and French preferable.
- General professional experience: 3 years' experience in waste management or circular economy Circularity
- Specific professional experience: 3 years' experience in working with waste collecting operators or other businesses to implement circular solutions
- Leadership/management experience: Project leadership experience an asset
- Other: Experience with workshop design and facilitation

**Short-term on demand key support services** (expert pool) are to be provided by a team of national or international experts comprising the following areas of expertise, but are not limited to:

- Financial management and auditing
- Sales and marketing
- Project management
- Business law
- Crop production and horticulture
- etc

#### **Soft skills of all team members**

In addition to their specialist qualifications, the following qualifications are required of team members:

- Team skills
- Initiative
- Communication skills
- Sociocultural competence
- Efficient, partner- and client-focused working methods
- Interdisciplinary thinking



#### 4. Requirements on the format of the proposal

The structure of the proposal must correspond to the structure of the CFP. It must be legible (font size 11 or larger) and clearly formulated. The proposal should be in English.

The complete proposal shall not exceed 10 pages (excluding CVs).

The CVs of the personnel proposed in accordance with the CFP must be submitted using the format specified in the terms and conditions for application. Each CV shall not exceed 2 pages. The CVs must clearly show the position and job the proposed person held in the reference project and for how long (**refer appendix 1**).

If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment.

In the contract the ESO has no claim to fully exhaust the days/travel/workshops/ budgets. The number of days/travel/workshops and the budget amount shall be agreed in the contract as 'up to' amounts. The specifications for pricing are defined in the price schedule (**appendix 4**).

#### 5. SELECTION CRITERIA AND WEIGHT

Item No	Evaluation criteria	Max score
1	<b>Organization profile</b>	10
	a) Proof of registration with at least 5 years of experience delivering technical assistance, business development services/coaching and mentoring services to SMEs, entrepreneurs b) Detailed ESO profile	
2	<b>Relevant Experience:</b>	
	a) Having successfully accomplished similar assignments with 3 references	15
	b) Proven experience in project management cycle and business development	5
3	<b>Methodology Approach:</b>	
	a) Detailed methodology approach (20) b) Detailed work schedule (5) c) Staff schedule (5)	30
4	<b>Key Personnel</b>	





	a) Team Leader	20
	b) Expert 1	10
	C) Expert 2	10
<b>Total</b>		<b>100</b>
Minimum score for being selected <b>75%</b> and the ESO with highest score (as per ranking) will be invited for agreement negotiation and signature		

## 6. How to Apply

The interested ESO can submit their full proposals with its annexes to our website which can be found [here](#).

No physical copy applications will be accepted.

The deadline for the submission is 25<sup>th</sup> Feb 2024 by 5:00 PM CAT.



## APPENDIX

### Appendix 1

#### CURRICULUM VITAE (CV) FOR PROPOSED PROFESSIONAL STAFF

1. **Proposed Position** *[only one candidate shall be nominated for each position]*: \_\_\_\_\_
2. **Name of Consultant** *[Insert name of Consultant proposing the staff]*: \_\_\_\_\_  
\_\_\_\_\_
3. **Name of Staff** *[Insert full name]*: \_\_\_\_\_
4. **Date of Birth**: \_\_\_\_\_ **Nationality**: \_\_\_\_\_
5. **Education** *[Indicate college/university and other specialized education of staff member, giving names of institutions, degrees obtained, and dates of obtainment]*: \_\_\_\_\_  
\_\_\_\_\_
6. **Membership of Professional Associations**: \_\_\_\_\_  
\_\_\_\_\_
7. **Other Training** *[Indicate significant training since degrees under 5 - Education were obtained]*: \_\_\_\_\_  
\_\_\_\_\_
8. **Countries of Work Experience**: *[List countries where staff has worked in the last ten years]*: \_\_\_\_\_  
\_\_\_\_\_
9. **Languages** *[For each language indicate proficiency: good, fair, or poor in speaking, reading, and writing]*: \_\_\_\_\_  
\_\_\_\_\_
10. **Employment Record** *[Starting with present position, list in reverse order every employment held by staff member since graduation, giving for each employment (see format here below): dates of employment, name of employing organization, positions held.]*:  
From [Year]: \_\_\_\_\_ To [Year]: \_\_\_\_\_  
Employer: \_\_\_\_\_  
Positions held: \_\_\_\_\_

11. Detailed Tasks Assigned	12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned
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<i>[List all tasks to be performed under this assignment]</i>	<i>[Among the assignments in which the staff has been involved, indicate the following information for those assignments that best illustrate staff capability to handle the tasks listed under point 11.]</i>  Name of assignment or project: _____ Year: _____ Location: _____ Client: _____ Main project features: _____ Positions held: _____ Activities performed: _____
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### 13. Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience. I understand that any wilful misstatement described herein may lead to my disqualification or dismissal, if engaged.

\_\_\_\_\_  
*[Name and Signature of staff member or authorized representative of the staff]*

Date: \_\_\_\_\_  
*Day/Month/Year*



## Appendix 2

### FORM TECH-8 WORK SCHEDULE

N°	Activity <sup>1</sup>	Months <sup>2</sup>												
		1	2	3	4	5	6	7	8	9	10	11	12	n
1														
2														
3														
4														
5														
n														

- 1 Indicate all main activities of the assignment, including delivery of reports (e.g.: inception, interim, and final reports), and other benchmarks such as Client approvals. For phased assignments indicate activities, delivery of reports, and benchmarks separately for each phase.
- 2 Duration of activities shall be indicated in the form of a bar chart.



## Appendix 3


### FORM TECH-7 STAFFING SCHEDULE<sup>1</sup>


N°	Name of Staff	Staff input (in the form of a bar chart) <sup>2</sup>														Total staff-month input		
		1	2	3	4	5	6	7	8	9	10	11	12	n	Home	Field <sup>3</sup>	Total	
<b>Foreign</b>																		
1		[Home]																
		[Field]																
2																		
3																		
n																		
<b>Subtotal</b>																		
<b>Local</b>																		
1		[Home]																
		[Field]																
2																		
n																		
<b>Subtotal</b>																		
<b>Total</b>																		

1 For Professional Staff the input should be indicated individually; for Support Staff it should be indicated by category (e.g.: draftsmen, clerical staff, etc.).

2 Months are counted from the start of the assignment. For each staff indicate separately staff input for home and field work.

3 Field work means work carried out at a place other than the Consultant's home office.

 Full time input

 Part time input



## Appendix 4

### PRICING SCHEDULES

FIN 1 SUMMARY OF COST	
Item	Total RWF (Rwandan Francs)
<b>Cost of the financial proposal including:</b>	
(1) Remuneration	
(2) Reimbursable expenses (if applicable)	
<b>Total cost of financial Proposal</b>	
<b>Local Taxes include:</b>	
(i) VAT on disbursement (18%)	
(ii) Indirect local taxes (if applicable)	
<b>Total Local Taxes</b>	

FIN 2 BREAKDOWN OF REMUNERATION							
No	Name	Position	Input (Staff Months)			Rate	Total Amount
			Home off	Field	Total	RFW	
						<b>Man-Month</b>	
<b>Key Expert</b>							
K-a1							
K-a2							
K-a3							
Sub-Total							
<b>Other Experts</b>							
			Input (Staff Day)			Man-Day-Rate	
			Home off	Field	Total	RFW	
K-b1							
K-b2							
K-b3							
Sub-total							
<b>GRAND TOTAL</b>							



FIN-3 BREAKDOWN OF REIMBURSABLE EXPENSES				
N°	Description	Unit	Quantity	Unit Cost
1	Per diem allowances	Day		
2	International flights (If applicable)	Trip		
3	Miscellaneous travel expenses	Trip		
4	Communication costs	Day		
5	Local transportation costs	Day		
6	Training of the Client's personnel/or beneficiaries	Day		
TOTAL				

