

Request for Proposal (RFP)

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| Subject RFP #: | RFP-CATALYZE-Edu-2021-088 |
| RFP Issue Date: | January 15, 2021 |
| Terms of Reference / Specifications: | EduFinance Rwanda Implementation Activity |
| Project | CATALYZE Innovative Blended Finance |
| The Company | Palladium International, LLC |
| Country of Performance | Rwanda |
| Closing Date and Time | February 12, 2021 at 12:00pm EDT |
| Questions Deadline | <input checked="" type="checkbox"/> Accepted at catalyze.procurements@thepalladiumgroup.com by Friday, January 29, 2021 at 12:00pm EDT <input type="checkbox"/> N/A |
| Bidders' Conference | <input type="checkbox"/> <input checked="" type="checkbox"/> N/A |
| Details for Submission | Submissions will be accepted: <input checked="" type="checkbox"/> Electronically: email to catalyze.procurements@thepalladiumgroup.com |
| Offer Validity Period | 3 months after submission |

Thank you for your interest in the above procurement. As implementer for the CATALYZE Innovative Blended Finance Project funded by United States Agency for International Development (USAID), Palladium invites you to submit a proposal for the statement of objectives attached in Annex A. Your proposal must be valid for the Validity Period.

Please email your notice of intention to submit a proposal by the Questions Deadline. Answers to questions shall be distributed to all offerors that have indicated an intention to submit a proposal by the deadline.

Please submit your proposal in accordance with the Details for Submission above by the Closing Date and Time. This RFP in no way obligates Palladium to award a contract nor does it commit Palladium to pay any cost incurred in the preparation and submission of a proposal. Palladium bears no responsibility for data errors resulting from transmission or conversion processes.

Yours sincerely,

CATALYZE Procurement Team

Terms and conditions

1. Proposal Conditions

By submitting a proposal, potential suppliers are bound by these terms and conditions. Potential suppliers must submit offers with all details provided in English and with prices quoted in a single currency.

2. Proposal Lodgement

The Company may grant extensions to the Closing Time at its discretion. The Company will not consider any quotes received after the Closing Time specified in the RFP unless the Company determines to do so otherwise at its sole discretion.

3. Evaluation

The Company may review all proposal to confirm compliance with this RFP and to determine the best proposal in the circumstances.

4. Alterations

The Company may decline to consider a proposal in which there are alterations, erasures, illegibility, ambiguity or incomplete details.

5. The Company's Rights

The Company may, at its discretion, discontinue the RFP; decline to accept any proposal; terminate, extend or vary its selection process; decline to issue any contract; seek information or negotiate with any potential supplier that has not been invited to submit a proposal; satisfy its requirement separately from the RFP process; terminate negotiations at any time and commence negotiations with any other potential supplier; evaluate proposals as the Company sees appropriate (including with reference to information provided by the prospective supplier or from a third party); and negotiate with any one or more potential suppliers.

6. Amendments and Queries

The Company may amend, or clarify any aspect of the RFP prior to the RFP Closing Time by issuing an amendment to the RFP in the same manner as the original RFP was distributed. Such amendments or clarifications will, as far as is practicable be issued simultaneously to all parties.

Any queries regarding this RFP should be directed to the Contact Person identified on the cover page of this RFP.

7. Clarification

The Company may, at any time prior to execution of a contract, seek clarification or additional information from, and enter into discussions and negotiations with, any or all potential suppliers in relation to their proposals. In doing so, the Company will not allow any potential supplier to substantially tailor or amend their proposal.

8. Confidentiality

In their proposal, potential suppliers must identify any aspects of their proposal that they consider should be kept confidential, with reasons. Potential suppliers should note that the Company will only agree to treat information as confidential in cases that it considers appropriate. In the absence of such an agreement, potential suppliers acknowledge that the Company has the right to disclose the information contained in their proposal.

The potential supplier acknowledges that in the course of this RFP, it may become acquainted with or have access to the Company's Confidential Information (including the existence and terms of this RFP and the TOR). It agrees to maintain the confidence of the Confidential Information and to prevent its unauthorised disclosure to any other person. If the potential supplier is required to disclose Confidential Information due to a relevant law or legal proceedings, it will provide reasonable notice of such disclosure to the Company. The parties agree that this obligation applies during the RFP and after the completion of the process.

9. Alternatives

Potential suppliers may submit proposals for alternative methods of addressing the Company's requirement described in the RFP where the option to do so was stated in the RFP or agreed in writing with the Company prior to the RFP Closing Time. Potential suppliers are responsible for providing a sufficient level of detail about the alternative solution to enable its evaluation.

10. Reference Material

If the RFP references any other materials including, but not limited to, reports, plans, drawings, samples or other reference material, the potential supplier is responsible for obtaining the referenced material and considering it in framing their proposal. And provide it to the Company upon request.

11. Price/Cost Basis

Prices or costs quoted must show the tax exclusive price, the tax component and the tax inclusive price.

The contract price, which must include any and all taxes, supplier charges and costs, will be the maximum price payable by the Company for the Goods and/or Services.

12. Financial information

If requested by the Company, potential suppliers must be able to demonstrate their financial stability and ability to remain viable as a provider of the Goods and/or Services over the term of any agreement.

If requested by the Company, the potential supplier must promptly provide the Company with such information or documentation as the Company reasonably requires in order to evaluate the potential supplier's financial stability.

13. Referees

The Company reserves the right to contact the potential supplier's referees, or any other person, directly and without notifying the potential supplier.

14. Conflict of interest

Potential suppliers must notify the Company immediately if any actual, potential or perceived conflict of interest arises (a perceived conflict of interest is one in which a reasonable person would think that the person's judgement and/or actions are likely to be compromised, whether due to a financial or personal interest (including those of family members) in the procurement or the Company).

15. Inconsistencies

If there is inconsistency between any of the parts of the RFP the following order of precedence shall apply:

- (a) these Terms and Conditions;
- (b) the first page of this RFP; and
- (c) the Schedule

so that the provision in the higher ranked document will prevail to the extent of the inconsistency.

16. Collusion and Unlawful Inducements

Potential suppliers and their officers, employees, agents and advisors must not engage in any collusive, anti-competitive conduct or any other similar conduct with any other potential supplier or person or quote any unlawful inducements in relation to their proposal or the RFP process.

Potential suppliers must disclose where proposals have been compiled with the assistance of current or former the Company employees (within the previous 9 months and who was substantially involved in the design, preparation, appraisal, review, and or daily management of this activity) and should note that this may exclude their proposal from consideration.

Potential suppliers warrant that they have not provided or offered any payment, gift, item, hospitality or any other benefit to the Company, its employees, consultants, agents, subcontractors (or any other person involved in the decision-making process relating to this RFP) which could give rise to a perception of bribery or corruption in relation to the RFP or any other dealings between the parties.

17. Jurisdiction

This RFP shall be subject to the laws of the District of Columbia, United States of America. The language of the arbitration will be English.

The Potential Supplier and the Company will use their best efforts to settle amicably any dispute, controversy, or claim arising out of, or relating to this RFP or the breach, termination, or invalidity thereof. If no agreeable settlement can be found, any dispute, controversy, or claim arising out of or relating to this RFP or the breach, termination, or invalidity thereof, shall be settled by mediation through the American Arbitration Association by filing a request for mediation with the AAA and the other party. The Parties will be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such dispute.

Company Information

Palladium is a global leader in the design, development and delivery of Positive Impact — the intentional creation of enduring social and economic value. We work with corporations, governments, foundations, investors, communities and civil society to formulate strategies and implement solutions that generate lasting social, environmental and financial benefits.

Project Background

The CATALYZE Blended Finance Mechanism is a \$250 Million, 8-year contract (5-year base period, with a single 3 year option period) which uses a facilitated partnership model to craft solutions to crowd in \$2 Billion in blended finance (i.e. blended concessional and commercial finance) to USAID partner countries and initiatives.

CATALYZE allows USAID Bureaus and Missions to efficiently deploy investment facilitation solutions that respond to the needs of specific sectors, issues, and geographies. Initial programs focus on education finance to implement sustainable education business models serving low-income communities, and achievement of the W-GDP objectives, but the mechanism can be applied to any development challenge or region.

Purpose

The overarching goal of the CATALYZE-EduFinance Rwanda activity is to mobilize private finance for the non-state education sector that can increase access to quality education and close the skills gap in Rwanda through skills development.

A complete statement of objectives is included in Annex A.

Type of Contract

Palladium intends to issue an IDIQ umbrella mechanism with Firm-Fixed Price Task Orders to the selected offeror.

Anticipated Contract Period of Performance

April 2021 - September 2024. The ceiling of this contract is USD \$2 million.

Place of Performance

The activities to be performed under this contract will take place in Rwanda. See the Instructions for Submission of Cost Proposal for travel assumptions.

Instructions to Offerors

Separate technical and cost proposals must be submitted by email no later than the time and date specified on the cover page.

1. Technical Proposal

For the technical proposal, offerors must submit a proposal of no more than fifteen pages, single-spaced (15 - excluding cover page (1) and annexes) directly to Palladium. The proposal must be submitted in accordance with the instructions below. Offerors are encouraged to demonstrate how their proposed activity will mobilize private finance in the private education sector in Rwanda and lead to improved learning outcomes, as well as their track record in implementing a similar activity in a comparable market.

Offerors are encouraged to form a consortium with other, interested organizations to accomplish the activities in this RFP. It should be noted that the primary offeror will be considered the contracting party and will be responsible for managing any third-party sub-awards within a consortium.

The proposal must be submitted in Microsoft Word using Times New Roman, font size 11, and must include page numbers and the proposal title. The following components of the technical proposal should be included:

- (a) Cover Page (max. 1 page):
1. Firm name, contact information, and address
 2. Type of company or organization
 3. DUNS Number (Company must have a DUNS number or obtain one within 5 days of being notified of selection)
 4. Proposal contact person including name, phone number, and email address
 5. Signature of authorized representative of the company
- (b) Body of the Proposal – this section should include a description of proposed activities and their expected results; and how the work will help accomplish the goal and objectives of this solicitation, as stated in the SOO in Annex A. The proposal should indicate (max. 15 pages):
- a. Concise title of proposed activity.
 - b. Description of the priority sector(s) and, if applicable, non-priority sectors selected for this activity, as defined in this solicitation. This should include market analysis, geographic focus and expected results, as well as a brief overview of offeror's track record in that sector.
 - c. Description of proposed activities to mobilize private finance in the priority sector(s) and, if applicable, non-priority sectors. This should include a fund-raising plan with yearly projections, and a brief overview of offeror's core competencies and track record in capital mobilization.
CATALYZE welcomes innovative ways for mobilizing private finance for non-state education.

(Note: 20% of the annual payments will be tied to successfully achieving yearly capital mobilization target. An incentive fee will be offered if the offeror exceeds capital mobilization targets for life of project)

- d. Description of proposed activities to increase equitable access to non-state education and improve learning outcomes and other basic skills development for youth, especially for disadvantaged learners. Expected results from the proposed activities should be identified and described. This section should include the offeror's core competencies and track record in implementing similar activities as those described.
- e. Sustainability and scalability plan to demonstrate how the activities could continue and scale further, well beyond the life of project.
- f. Theory of change and a logic model or logical framework depicting relationship between inputs, activities, and expected results (outputs and outcomes) of the proposed activities.
- g. General framework for monitoring and evaluation aligned with the logic model or logical framework of proposed activities that includes key learning questions for the activity, and a data collection and data oversight/ management plan of the proposed activities.

(Note: CATALYZE will conduct a performance evaluation by an external evaluator to assess achievement of overall objectives of this solicitation)

- h. Team Profile: Team Lead, Profiles for Key Staff, Organizational Chart
- i. Key risks including governance, market, finance, and operations, and risk mitigation strategies

- (c) Supporting Documentation – this documentation should be submitted as an Annex to the Body of the Proposal
- a. Workplan/implementation table for the life of project, capturing the proposed activities, team makeup, and timeline as described in the Body of the Proposal
 - b. Copies of publicly available and/or non-proprietary reports evaluating the offeror's previous activities and assessing impact, especially on learning outcomes or youth employability skills

2. Cost Proposal

Offerors must submit a detailed budget breaking out all costs associated with the completion of this work. Cost elements to incorporate may include, but are not limited to: labor hours, travel/ transport (as appropriate and with flexibility, in light of COVID-19), materials to conduct the activity, communication costs, indirect rates (with justification documentation/ substantiation), and any applicable taxes or fees. Budgets are expected to be highly detailed and should not include lump sums. All costs will be need to justified against current market rates.

Please see Attachment 1 on the CATALYZE Procurement website and shared via email for a sample budget template. Offerors are strongly encouraged to utilize this template.

Key assumptions in the cost proposal:

- (a) Budget in Microsoft Excel with all formulas visible (unlocked)
- (b) Accompanying Budget Narrative in Microsoft Word/PDF with all cost assumptions and explanations
- (c) Budget in USD
- (d) All prices are to be inclusive of relevant taxes (please disaggregate)
- (e) Separate unit cost and number of units

Submission of Offers

Electronic proposals must be submitted by sending one email, with full technical proposal and full cost proposal as attachments, and with the RFP number in the subject line. The RFP number can be found on the cover page.

Offers received past the deadline stated on the cover page will be deemed non-responsive and will not be considered for award.

Evaluation and Award Process

Proposals will be evaluated using a best value trade off methodology. This is a three-stage process.

- (1) The first set of criteria is graded on a pass/fail basis. Offerors must meet the following minimum eligibility qualification criteria and provide supporting documentation:

| | Requirement | Supporting Documentation |
|-----|---|--|
| (a) | Agree to the terms of working with CATALYZE. The forms do not need to be submitted with the proposal. The forms will be shared with the selected contractor and must be completed/acknowledged before final selection. | Due diligence form Code of Conduct form Business Ethics Environmental policy acknowledgement |
| (b) | Active DUNS number | Provide the DUNS number or proof of applying for the DUNS number |
| (c) | Must be a registered legal entity | Copy of certificate or articles and memorandum of associate |
| (c) | Must not have any active exclusions from the working with the US government (www.sam.gov), the UN (Sanctions List), or the US Department of the Treasury Office of Foreign Asset Control | N/A – Palladium will conduct a search of these databases as part of the due diligence process |
| (d) | Company must not be a foreign government-controlled organization | Due diligence form |
| (e) | Company must not have controlling interest held by a government, government agency, or agent thereof | Due diligence form |

- (2) If these minimum criteria are met, the offer’s technical proposal will be evaluated as follows:

| | Evaluation Criteria | Documents Evaluated | Points |
|---|---|-----------------------------|---------------|
| A | Offeror's demonstrated capability and core competencies to implement proposed activities. | Complete Technical Proposal | 15 |
| B | Alignment with all solicitation components, as described in Section 1. – Technical Proposal (5 points); and adherence to activity requirements as described in Annex A., Sections 6, 7, & 8 (10 points) | Complete Technical Proposal | 15 |
| C | Amount of private finance mobilization target/Leverage (SOO Objective 1) | Complete Technical Proposal | 10 |
| D | Soundness and reasonableness of capital mobilization plan (SOO Objective 1) | Complete Technical Proposal | 10 |
| E | Increase in Access: plan for and demonstrated ability to increase # of schools/ training institutions reached, number of students/learners reached (SOO Objective 2) | Complete Technical Proposal | 10 |
| F | Improved Learning Outcomes: plan for and demonstrated ability to improve learning outcomes or youth employability skills (SOO Objective 2) | Complete Technical Proposal | 10 |
| G | Sustainability and scalability of proposed activity | Complete Technical Proposal | 10 |
| H | Logic model demonstrating proposed Theory of Change (5) and alignment of Proposed Activities with Expected Results (5) | Complete Technical Proposal | 10 |
| I | Reasonableness of workplan | Complete Technical Proposal | 10 |
| | TOTAL | | 100 |

(3) The offeror's cost proposal will be evaluated for:

- Adherence to specifications and key assumptions listed in Section 2. Cost Proposal of this RFP
- Proposed total price, relative to other offers received
- Realism and reasonableness of the work to be performed
- Price reflects a clear understanding of the requirements
- Price is consistent with various elements of the technical proposal
- Compliance with USAID cost principles (Non-profit entities – Cost Principles in 2 CFR 200 Subpart E or for-profit entities – Cost Principles in FAR Part 31)

Palladium reserves the right to award under this solicitation without further negotiations. The offerors are encouraged to offer their best terms and prices with the original submission.

PROCUREMENT INTEGRITY AND ETHICS

It is Palladium's Policy that no gifts of any kind and of any value be exchanged between vendors/contractors and Palladium personnel. Discovery of the same will be grounds for disqualification of the vendor/contractor from participation in any Palladium's procurements and may result in disciplinary actions against Palladium personnel involved in such discovered transactions.

Resulting Award

This RFP in no way obligates Palladium to award a contract. Palladium may opt to select multiple offers in response to this RFP.

Any contract/purchase order resulting from this solicitation must be signed by both parties in order to be considered valid and in force. All costs associated with, but not limited to, production, preparation and/or delivery of goods or services, including deliveries, accepted by Palladium staff, without a fully executed (signed by both parties) contract/purchase order, are at the vendor's risk only. Palladium shall not pay for any costs, without limitation, associated with production, preparation or delivery of goods and/or services under this or any other contract/purchase order, which has not been signed by both parties.

If your proposal is successful, you will be required to enter into the Company's standard contract for the types of goods or services being provided. In the provision of the Goods and Services, you will be required to comply with the Company's policies, including (without limitation) its Business Partner Code of Conduct and any relevant client terms and conditions. Potential suppliers must also comply with the Company's Business Partner Code of Conduct in the submission of any proposals pursuant to this RFP.

If you are bidding as part of a joint venture, partnership or similar, please make this clear in your submission. Likewise, if you propose to subcontract any part of the goods or services provision, then disclose this fact within your submission. The Company may require additional information from you and approval for subcontracting will not be automatic as subcontractors will be subject to Palladium's Due Diligence process.

Attachments

Please review the additional documentation and proposed contracts terms and conditions which should be given consideration when preparing your proposal. By submitting your bid you will certify that that you are in agreement with the contract terms and conditions as included in this solicitation and that all prices include all aspects of the required compliance with the terms and conditions of the proposed contract.

Palladium Business Partner Code of Conduct and Child Protection Guidelines can be downloaded in full at: <http://www.thepalladiumgroup.com/policies> or request through email from catalyze.procurement@thepalladiumgroup.com

Annex A: Statement of Objectives

1. Background

The USAID CATALYZE EduFinance program develops private sector partnerships to facilitate innovations in financing and service delivery that increase access to low-cost, quality education. CATALYZE EduFinance mobilizes blended finance – the strategic use of USAID funds to increase private sector investment – to crowd in private capital into non-state schools and education enterprises in USAID partner countries. Private capital leveraged with funding from USAID will address the substantial funding gap for education in poorer countries. The funding gap in education investment was already very large, approx. \$40 billion per year, before school closures due to the COVID-19 pandemic. A recent UNESCO report estimates that after the pandemic, this funding gap could increase up to \$200 billion.¹

The CATALYZE-EduFinance Rwanda activity is a part of the CATALYZE Edufinance program. The objectives of this activity support USAID/Rwanda’s Country Development Cooperation Strategy² (CDCS) for 2020-2025, specifically Development Objective (DO) 2: Improved Learning Outcomes and (DO) 3: Inclusive and Sustainable Private Sector-driven Growth. The activity links to the Rwandan Government’s vision for transforming the country to an industrial upper middle-income nation by 2035 and a high income country by 2050 (Vision 2050).³ The central policy proposition for the Education Sector Strategic Plan (2018/19-2023/24) developed by MINEDUC is to ensure Rwandan citizens have sufficient and appropriate skills, knowledge and attitudes to drive the country’s development. This ESSP corresponds with NST-1 (National Strategy for Transformation) covering the period 2017-2024. The NST-1 has three main pillars. The second pillar (‘Social Transformation’) includes an overarching goal to ‘develop Rwandans into capable and skilled people with quality standards of living and a stable and secure society’ and one of its six priority strategies is to ‘enhance the demographic dividend through improved access to quality education’.

2. Problem Statement

Rwanda has made huge strides in improving primary level enrolment - 98 percent of primary age school children are enrolled in school. However, the quality of education needs improvement - half of all second graders cannot read. Rates of repetition and dropout are high at all levels, and net enrolment in secondary school is just 30 percent.

Non-state education sector appears to play a significant role in Rwanda’s education system, particularly at the early childhood stage as well as in TVET and tertiary institutions.⁴ Data collected by the Rwandan Ministry of Education shows significant private sector involvement in pre-primary (35% of nursery schools are private), secondary (18% private enrolment) and TVET (60%).

¹ [UNESCO](#), Apr 2020

² https://www.usaid.gov/sites/default/files/documents/1860/Rwanda_CDCS_2015-2020.pdf

³ [Education Sector Strategy Plan, 2017-2024](#)

⁴ See Section 6. Definition of Key Terms

CATALYZE believes that increased private sector engagement and access to more private capital investment in non-state schools and education enterprises can expand access to education and improve learning outcomes.

Rwanda's consistent economic growth, policies supportive of private sector investment and business operations, and strategic support for improving quality education creates an opportunity for private investments. The government's support for private sector involvement in pre-primary and TVET sectors signals opportunities there. Market research by CATALYZE identified demand for finance among Rwanda's TVET schools and youth seeking TVET education.⁵ Additional investment opportunities may lie in the primary and secondary levels. Banks and financial institutions do not offer target products and services to the education sector. Low completion rates and poor student performance at the primary and secondary levels suggest non-financial support may be needed to improve learning outcomes and student retention. Limited measurement of pre-primary learning outcomes also present opportunities to expand private sector services in each of those areas.

Offerors are encouraged to read the Rwanda Market Assessment Report (Attachment 2) conducted by CATALYZE EduFinance Rwanda consultants, Chancen International, to inform their technical proposals.

3. Goal

The overarching goal of the CATALYZE-EduFinance Rwanda activity is to mobilize private finance for the non-state education sector that can increase access to quality education and close the skills gap in Rwanda through skills development.

4. Theory of Change

By developing private sector partnerships that strengthen the entrepreneurial ecosystem for education and support innovations in education financing and service delivery, USAID will:

- Mobilize investment in the education sector
- Increase access to quality education, and
- Improve learning outcomes for disadvantaged children and youth in Sub-Saharan Africa

5. Objectives and Expected Results⁶

The private sector partnerships envisaged here can have multiple positive outcomes (e.g. increase access to finance, increase access to quality education and improve learning outcomes), contributing to the goal of CATALYZE Edufinance Rwanda.

Objective 1: Mobilize private finance for non-state education sector, particularly for 'priority sector' institutions⁷

Expected Results:

⁵ The market assessment focused on TVET schools attended by students who have not completed high school education. These TVET schools are supervised by the Rwanda TVET Board. Copy of the assessment report is available upon request from "catalyze.procurements@thepalladiumgroup.com"

⁶ These are intended as illustrative results to provide an understanding of the focus of this activity and the type of outputs expected. Expected results will be finalized in consultation with the Implementer and embodied in the key deliverables under the sub award. Results will be revised on an annual basis thereafter.

⁷ See Section 6. Definition of Key Terms for the definition of 'non-state education' sector, 'priority sector' institutions and 'private finance' used here.

- Over the life of the project, not less than \$6 mil (3x) private finance mobilized, of which at least 50% must be deployed in the 'priority sectors' (see section 6) and remaining is left to the discretion of the offeror, so long as it adheres to the Requirements (see section 7)

Objective 2: Increase in equitable access to education for learners attending schools, or youth attending workforce training, especially disadvantaged learners

Expected Results:

- Measurable increase in the number of learners attending schools and youth attending training institutions that obtain private finance

Objective 3: Improvement in learning outcomes for learners and basic employability for youth

Expected Results:

- Measurable increase in the number of learners attending schools and youth attending training institutions that obtain private finance

6. Definition of Key Terms

Non-state education sector

Non-state education sector is defined as schools (i.e., low-cost private schools, not for profit, community-based, faith-based), pre-primary care centers, technical and vocational training institutions, education enterprises providing tutoring and other after-school programs, book printing and publishing businesses and EdTech companies, as well as other education enterprises.

Priority Sectors

Primary schools, secondary schools, and youth technical vocational training and education training centers are the 'priority sectors' for the CATALYZE-Edufinance Rwanda activity.

Remaining capital (the balance 50%) may be deployed for the benefit of other enterprises in the non-state education sector.

Private Finance

Consistent with the USAID Private Sector Engagement policy, private finance is capital seeking a commercial or concessional return sourced from the 'private sector', defined as:

- Private equity or private financial institutions, including private investment firms, mutual funds, banks, micro-finance institutions, or insurance companies;
- Private for-profit entities such as a business, corporation, or private firm;
- Private investors (individuals, family offices, and groups);
- Private grant-making foundations, philanthropic entities, and donor-advised funds.

7. Requirements

USAID Basic Education Funds

CATALYZE Edufinance Rwanda is supported by USAID Basic Education funds. Thus, all activities funded through this initiative, regardless of whether they are in the priority sector

or otherwise, must be used for Based Education. For further guidance on this refer to USAID Education Policy and the accompanying implementation guidance note.⁸

Congressional Guardrails

All CATALYZE-EduFinance Rwanda activities must adhere to the following criteria outlined by Congress, which are:

- All investments must achieve measurable educational outcomes, such as increased equitable access and improved learning outcomes;
- All projects will focus on low- and low-middle-income populations and communities (e.g., with average income of +/- \$3.10/day);
- When funding is provided for schools, funding will predominantly go to locally owned schools;
- Each host-country government will be in agreement with the approach proposed and the funded activities; and
- Investment activities with school operators will be in cooperation with and vetted by USAID Mission staff

8. Other Important Information

Anticipated Budget: The activities described in these objectives are expected to have a budget of up to \$2 million over 4 years, subject to the availability of funds, with up to two 1-year extensions in case of satisfactory performance.

Target Beneficiaries: The target beneficiary group for this activity will adhere with the requirements described above, and at least 50% of private finance invested in priority sector institutions. The Implementer is encouraged to take a proactive approach towards ensuring the inclusion of female students and youth, as well as people with disabilities, in the target beneficiary group.

Desired Qualifications: CATALYZE seeks offerors with proven track record of mobilizing significant private finance in low-income countries especially for the non-state education sector or small and medium-sized businesses.

Alternative Approaches: CATALYZE welcomes innovative ways for mobilizing private finance for non-state schools. Regardless of approach, the offeror must demonstrate adherence to the overarching goal of the activity and the requirements.

COVID 19 Impact: CATALYZE welcomes offerors to propose approaches to mobilizing private finance that mitigates COVID impacts on non-state school finances.

Monitoring, Evaluation, and Learning (MEL): The activity will have a robust monitoring, evaluation and learning plan. The Learning Agenda which this sub-award intends to explore is how and whether blended finance can increase access to private capital for non-state schools and other education enterprises, and subsequently, whether improved access to finance leads to better learning outcomes.

Management Practices and cross-cutting principles: This activity will have a strong learning focus. Accordingly, the successful bidder will adopt adaptive management practices, promote collaborative learning and exchanges with relevant institutions and partners; coordinate efforts

⁸ [USAID EDUCATION POLICY - Program cycle implementation and operational guidance](#), Apr 2020

with relevant stakeholders to improve synergies, build on positive changes, and use resources effectively; and support the sharing of lessons learned.