



**FOOD FOR
THE HUNGRY**

TERMS OF REFERENCE FOR BANKING SERVICES

1. FH BACKGROUND

FOOD FOR THE HUNGRY is a Christian humanitarian aid and global development organization that designs, develops and delivers solutions for more than 50 years so that children, families and communities can flourish. Collaborating with local leaders across sectors, we co-create solutions that build resilience by strengthening mental, physical and spiritual well-being. We serve nearly 10 million people in 18 countries so that communities have the agency and resources necessary to realize their God-given potential.

In 1994, FH began working in Rwanda when it entered under the Child Wins strategy responding to the serious humanitarian crisis caused by the genocide against the Tutsi. In the immediate years following, FH implemented emergency programs in tracing and unifying children with their families, agriculture interventions, emergency food and non-food item distributions and livelihoods support. Since 2001, FH has focused efforts on long-term development work including livelihoods, food and education.

FH ASSOCIATION RWANDA is a legally registered non-governmental organization operating in Rwanda in accordance with applicable laws and regulations. The organization seeks to engage a licensed banking institution to provide reliable, compliant, and cost-effective banking services to support its programmatic and operational activities. These Terms of Reference define the scope, responsibilities, service standards, and eligibility requirements for the selected banking institution.

2. OBJECTIVE

The objective is to appoint a qualified and licensed banking institution to provide comprehensive banking services that ensure secure management of FH ASSOCIATION RWANDA funds, compliance with Rwandan financial regulations, efficient local and international financial transactions, transparency, accountability, and financial controls.

3. SCOPE OF BANKING SERVICES

The selected bank shall provide, at minimum, the following services:

3.1 Account Management

Opening and maintenance of local currency (RWF) accounts and foreign currency accounts (USD, EUR, GBP, etc....as required by the donors)

- Separate accounts for projects, grants, and operational activities where required
- Online and mobile banking access with multi-level authorization
- Dedicated relationship/account manager





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3.2 Payment and Transaction Services

- Local transfers (RTGS, ACH, mobile money integration where applicable)
- International wire transfers (SWIFT)
- Standing orders and bulk payments (e.g. salaries, vendors, partners)
- Cheque services (where required)
- Cash management services

3.3 Grant and Donor Fund Management

- Ability to manage restricted and unrestricted donor funds
- Clear transaction narration and reporting for donor compliance
- Support for donor audits and financial reviews
- Interest-handling in accordance with donor policies i.e. the current account in RWF should remunerate interests on the month-end balance sitting on bank account

3.4 Reporting and Statements

- Monthly bank statements (electronic and/or hard copy)
- On-demand account statements
- Audit confirmations and bank reference letters
- End-of-year balance confirmations

3.5 Digital Banking and Security

- Secure online banking platform that can easily interact with Rwanda Revenue Authority payment systems for tax clearance
- Multi-factor authentication
- Role-based access control
- Transaction alerts and notifications
- Data protection and confidentiality safeguards

3.6 Customer Support

- Dedicated FH ASSOCIATION RWANDA service desk or focal person
- Timely response to inquiries and transaction issues
- Support during audits and regulatory inspections





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4. REGULATORY AND COMPLIANCE REQUIREMENTS

- The banking institution must be fully licensed by the National Bank of Rwanda (BNR)
- Comply with:
 - Anti-Money Laundering (AML) regulations
 - Counter-Terrorism Financing (CTF) requirements
 - Know Your Customer (KYC) requirements for NGOs
- Adhere to all applicable Rwandan banking and financial laws
- Maintain confidentiality of FH ASSOCIATION financial information

5. ROLES AND RESPONSIBILITIES

5.1 Responsibilities of the Banking Institution

- Provide services as outlined in this ToR
- Ensure accuracy, security, and timeliness of transactions
- Notify FH ASSOCIATION RWANDA of any regulatory or procedural changes
- Assign a dedicated account manager
- Maintain service continuity and system availability

5.2 Responsibilities of FH ASSOCIATION RWANDA

- Provide all required documentation for account opening and compliance
- Ensure authorized signatories are up to date
- Use accounts strictly for lawful and approved purposes
- Comply with bank procedures and timelines

6. SERVICE LEVEL STANDARDS

The bank shall commit to the following indicative standards:

Service	Expected Standard
• Local transfers.....	Same day or next business day
• International transfers.....	2–5 business days
• Issue resolution.....	Within 24 hours
• Account opening.....	Within 1–2 business days



7. FEES AND CHARGES

The bank shall provide a transparent schedule of fees, including:

- Account maintenance fees
- Transaction charges
- Foreign exchange margins
- International transfer fees
- Preferential or NGO-friendly rates are highly desirable
- No hidden or undisclosed charges

8. ELIGIBILITY AND QUALIFICATION CRITERIA

Interested banking institutions must demonstrate:

- Legal registration and licensing in Rwanda
- Minimum 15 years of experience providing banking services to NGOs, INGOs, or development organizations
- Strong financial standing and reputation
- Adequate digital banking infrastructure
- Experience with donor-funded projects

The following factors should also be considered:

- Is the bank a subsidiary of an internationally recognized bank?
- Can the bank easily handle international money transfers? How long does it take for transfers to arrive?
- How easily can funds be accessed from the account?
- How expensive are the bank charges?
- How are accounts closed when the project is over?

9. DURATION OF ENGAGEMENT

The engagement shall be for an initial period of 2–3 years, renewable based on performance and mutual agreement.

10. CONFIDENTIALITY

All information exchanged shall be treated as confidential and shall not be disclosed to third parties without prior written consent, except as required by law.





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11. TERMINATION

Either party may terminate the engagement by providing 30 days' written notice, subject to settlement of outstanding obligations.

12. GOVERNING LAW

This engagement shall be governed by and construed in accordance with the laws of the Republic of Rwanda.

13. SUBMISSION OF PROPOSALS

In addition to the above terms, interested banks are required to submit their proposals/offers to fh-tendercommittee@fh.org not later than **Thursday, 5th February 2026 at 10:30 am** Kigali time with the following details:

- Institutional profile
- Description of proposed services
- Fee structure
- Relevant experience and references

CONCLUSION

These terms of reference are not an offer to enter into an agreement with any party, but rather a request to receive responses from banking institutions interested in providing the required services. Such responses shall be considered and treated by FH ASSOCIATION RWANDA as offers to enter into an agreement.

FH ASSOCIATION RWANDA and any of its representatives shall not be obligated for the payment of any sum(s) whatsoever to any recipient of these terms of reference until and unless a written contract between the parties is executed and due delivery/performance has been made.

.....End.....

