Version 2
Effective date: October 1st, 2025

REQUEST FOR PROPOSAL

Organizational Capability and Skills Assessment

RFP DOCUMENT [26/2026]

RFPISSUE DATE: [*November 20 ,2026]*

PROPOSAL SUBMISSION DEADLINE: [December 4 ,2026]

CONFIDENTIAL DOCUMENT

PREPARED BY
CARE RWANDA

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Prepared by CARE
151 Ellis Street NE
Atlanta, GA 30303

1. ABOUT CARE

At CARE, we seek a world of hope, inclusion, and social justice, where poverty has been overcome and people live with dignity and security.

This has been our vision since 1945, when we were founded to send lifesaving CARE Packages® to survivors of World War II. Today, CARE is a leader in the global movement to end poverty. We put women and girls in the center because we know we cannot overcome poverty until all people have equal rights and opportunities. In 2019, CARE worked in 100 countries and reached 70 million people with an incredible range of life-saving programs.

For more information about CARE and our work, visit: https://www.care.org/our-work/

2. GENERAL CONDITIONS AND CLAUSES

2.1. CARE'S GENERAL CONDITIONS

The enclosed document is not an offer to contract, but a solicitation of a vendor's proposed intent. Acceptance of a proposal in no way commits CARE to award a contract for any or all products and services to any vendor.

CARE reserves the right to make the following decisions and actions based on its business interests and for reasons known only to CARE:

- To determine whether the information provided does or does not substantially comply with the requirements of the RFP
- To contact any bidder after proposal submittal for clarification of any information provided.
- To waive any or all formalities of bidding

- To accept or reject a proposal in whole or part without justification to the bidder
- To not accept the lowest bid
- To negotiate with one or more bidders in respect to any aspect of submitted proposal
- To award another type of contract other than that described herein, or to award no contract;
- To enter into a contract or agreement for purchase with parties not responding to this RFP
- To request, at its sole discretion, selected Vendors to provide a more detailed presentation of the proposal

- To not share the results of the bids with other bidders and to award contracts based on whatever is in the best interest of CARE.

Any material statements made orally or in writing in response to this RFP or in response to requests for additional information will be considered offers to contract and should be included by vendor in any final contract.

2.2. CONFIDENTIALITY/ NON-DISCLOSURE

All information gained by any vendor concerning CARE work practices is not to be disclosed to anyone outside those responsible for the preparation of this proposal. Any discussion by the vendor of CARE's business practices could be reason for disqualification. CARE, at their discretion, reserves the right to require a non-disclosure agreement.

Reciprocally, CARE commits that information received in response to this RFP will be held in strict confidence and not disclosed to any party, other than those persons directly responsible for the evaluation of the responses, without the express consent of the responding vendor.

Finally, the information contained within this RFP is confidential and is not to be disclosed or used for any other purpose by the vendor.

2.3. PUBLICITY

Any publicity referring to this project, whether in the form of press releases, brochures, or photographic coverage will not be permitted without prior written approval from CARE.

2.4. LIABILITY

The selected vendor(s) will be required to show proof of adequate insurance at such time as CARE is prepared to procure the services. The participating vendor will also be

required to indemnify and hold harmless CARE for, among other things, any third-party claims arising from the selected vendor's acts or omissions, and will be liable for any damage caused by its employees, agents or subcontractors.

2.5. FORCE MAJEURE

a. Neither Party shall be responsible for a performance that is delayed, hindered, or is rendered inadvisable, commercially impracticable, illegal, or impossible by a "Force Majeure Event." A Force Majeure event includes, without limitation, an act of nature, a pandemic, emergency, civil unrest or disorder, actual or threatened terrorism, war, fire, governmental action or interference of any kind, power or utility failures, strikes or other labor disturbances, a health warning issued by the Center for Disease

Control (or similar agency), any other civil or governmental emergency and/or any other similar event beyond a Party's reasonable control.

b. The Party that seeks to invoke this Force Majeure provision (the "Affected Party") shall provide the other Party (the "Unaffected Party") with a written notice within ten (10) days of the date the Affected Party determines a Force Majeure Event has occurred.

2.6. ERRORS AND OMISSIONS

CARE expects the vendor will provide all labor, coordination, support, and resources required based on the vendor's proposal and corresponding final SOW. No additional compensation will be available to the vendor for any error or omission from the proposal made to CARE. The only exclusions are add-ons, deletions, and/or optional services for which the vendor has received written authorization from CARE.

2.7. OWNERSHIP OF WORK

All work created during this evaluation must be original work, and no third party should hold any rights in or to the work. All rights, title and interest in the work shall be vested in CARE.

2.8. CONFLICT OF INTEREST

CARE encourages every prospective Supplier to avoid and prevent conflicts of interest, by disclosing to CARE if you, or any of your affiliates or personnel, were involved in the preparation of the requirements, design, specifications, cost estimates, and other information used in this RFP.

3. BIDDER'S DECLARATION

Yes	No	
☐	☐	**Ethics:** By submitting this Proposal/Quote, I/we guarantee that the bidder has not engaged in any improper, illegal, collusive, or anti-competitive arrangements with any competitors; has not directly or indirectly contacted any buyer representative (aside from the point of contact) or gather information regarding the RFP; and has not attempted to influence or offer any type of personal inducement, reward, or benefit to any buyer representative.
☐	☐	I/We affirm that we will not engage in prohibited behavior or any other unethical behavior with CARE or any other party. We also affirm that we have read the general clause and conditions included in this RFP and that we will conduct business in a way that avoids any financial, operational, reputational, or other undue risk to CARE.

☐	☐	**Conflict of interest**: I/We warrant that the bidder has no actual, potential or perceived Conflict of Interest in submitting this Proposal/Quote; or entering into a Contract to deliver the Requirements. CARE Procurement's Point of Contact will be notified right away by the bidder if a conflict of interest occurs during the RFP process.
☐	☐	**Bankruptcy**: I/We have not declared bankruptcy, are not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal issues that could hinder the ability to conduct business.
☐	☐	**Offer Validity Period:** I/We confirm that this Proposal/Quote, including the price, remains open for acceptance for the Offer Validity period of ninety (90) days from the submission deadline.
☐	☐	**I/We** understand and recognize that you are not bound to accept any proposal you receive, and we certify that the services offered in our Proposal will be delivered as described.
☐	☐	By signing this declaration, the signatory below represents, warrants and agrees that he/she has been authorized by the Organization/s to make this declaration on its/their behalf

Supplier Name:	
Title/Designation:	
Company Name:	
Date:	
Signature	

4. CONDITIONS AND GUIDELINES FOR SUBMISSION OF PROPOSAL

4.1. PROPOSAL GUIDELINES

This Request for Proposal represents the requirements for an open and competitive process.

All vendors must provide written notification via email to (**RWA.Procurement@care.org**) of their **intent to participate, or not to participate in the bidding process by[November 24,2026].**

Proposals will be accepted until **[December 4,2026 at 5:00 PM Kigali time**], delivered via email solely to **(RWA.Procurement@care.org),** no later than the above specified date.
Any proposals received after this date and time will not be accepted. All proposals must be signed by an official agent or representative of the company submitting the proposal.

If the organization submitting a proposal must outsource or contract any work to meet the requirements contained herein, this must be clearly stated in the proposal.

Additionally, all costs included in proposals must be all-inclusive to include any outsourced or contracted work. Any proposals which call for outsourcing or contracting work must include a name and description of the organizations being contracted.

All costs must be itemized to include an explanation of all fees and costs.
Prices must be quoted in Rwandan Francs (RWF), stating clearly whether VAT is included. Proposals must be submitted in English and remain valid for ninety (90) days from the submission deadline.

Contract terms and conditions will be negotiated upon selection of the winning bidder for this RFP. All contractual terms and conditions will be subject to review by the CARE legal department, and will include scope, budget, schedule, and other necessary items pertaining to the project.

Any verbal information obtained from, or statements made by representatives of CARE shall not be construed as in any way amending this RFP. Only such corrections or addenda as are issued in writing by CARE to all RFP participants shall be official. CARE will not be responsible for verbal instructions.

4.2. PROJECT PURPOSE AND DESCRIPTION

CARE is issuing this RFP (Request for Proposal) soliciting qualified bidders to submit proposals intended for the Organizational Capability and Skills Assessment

This RFP is an invitation to bid, not an offer of contract. Bidders must submit a response that complies with the minimum requirements contained herein.

4.3. PROJECT OVERVIEW

CARE is seeking a provider to submit proposals intended for the Organizational Capability and Skills Assessment
The detailed Terms of Reference (Annex 1), including the background and the strategy shift, the scope of the assessment (number of staff, functions and locations), the capability

architecture and the four critical capabilities, form an integral part of this RFP.

Requirements Specs	Qty.	Unit of Measurement	Required Delivery Lead Time	Delivery Address	Assignment Period
Organizational Capability and Skills Assessment	1	Each	Two months upon signature of contract	CARE Rwanda office	24 consultant days over 8 weeks

Requirements

#	Deliverable	Consultant day	Approved by
1	Inception report: detailed methodology, work plan, data protection and confidentiality protocol, staff communication plan	2	People and Culture Director, after SMT validation
2	Strategy-linked capability framework and data collection tools (survey, self-assessment, interview and focus group guides)	4	People and Culture Director, after SMT validation
3	Critical roles and capability architecture, validated with the SMT (se the Terms of Reference, Annex 1)	3	Country Director, after SMT validation
4	Data collection, analysis and preliminary findings presentation, including validation workshop with SMT	6	Country Director, after SMT validation
5	Draft assessment report: executive summary; findings by function, level and capability cluster; gap analysis against the validated capability architecture and critical roles register, including the four critical capabilities and project close-out risks; recommendations	4	Country Director, after SMT review
6	Costed 12–24-month workforce and capability development plan, with build/buy/borrow/partner recommendations, sequencing and indicative costs	3	Country Director, after SMT review
7	Final report and presentation; final capability architecture and critical roles register in editable format; anonymized, aggregated dataset; reusable assessment tool; handover session with People and Culture	2	Country Director
	Total	**24**	

Payment terms: payments will be linked to the approval of the deliverables above, as set out in the contract. Bidders should propose a payment schedule in their financial offer.

Data protection: personal data collected during the assignment must be processed in line with Law N° 058/2021 relating to the protection of personal data and privacy, must not be transferred outside Rwanda without CARE's prior written consent, and must be returned to CARE or securely deleted at the end of the assignment.

4.4. PROJECT TIMELINE

All bidders are advised to strictly follow the timeline below as noted.

Any technical questions arising during the preparation of your response to this RFP should be submitted in writing via email to (**RWA.Procurement@care.org**) no later than November 25,2026.

Schedule of Activities/ To-do	Date of the Activity/ Deadline of Submission	Responsible	Remarks
RFP Issued	[November 20,2026]	CARE	
Supplier to notify CARE of intention to participate in bidding	[November 24,2026]	Supplier	Deadlines must be strictly observed.
Deadline for submission of clarification questions to CARE	[November 25,2026]	Supplier	Deadlines must be strictly observed.
CARE to answer all clarifications	[November 27,2026]	CARE	
Supplier's Deadline of Submission of Proposal	[December 4,2026]	Supplier	Deadlines must be strictly observed.
Evaluation of Proposal	[From December 7 to December 11,2026]	CARE	
Vendor presentation (if required)	[December 14,2026]	Supplier	

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Finalists selected	[December 16 ,2026]	CARE	Upon notification, the contract negotiation with the winning bidder will begin immediately.

4.5. EVALUATION CRITERIA

CARE will evaluate all proposals based on the following criteria. To ensure consideration for this Request for Proposal, your proposal should be complete and include all of the following criteria:

- **Overall Proposal Suitability:** proposed solution(s) must meet the scope and needs included herein and be presented in a clear and organized manner
- **Previous Work and Awards:** Bidders will be evaluated on examples of their work pertaining to the requirement as well as client testimonials and references
- **Technical Expertise and Organizational Experience**: Bidders must provide descriptions and documentation of staff technical expertise and experience. Bidders also need to provide their experiences as an organization which include but not limited to years of experience, financial stability, expertise, and edge to other competitors.
- **Value and Cost:** Bidders will be evaluated on the cost of their solution(s) based on the work to be performed in accordance with the scope of this project.

Criterion	What will be assessed	Weight
1. Technical proposal		
A. Overall proposal suitability	Understanding of the strategy shift; organizational assessment approach; quality of the capability architecture approach; data protection safeguards; realistic work plan	30%
B. Previous work and awards	Relevant, completed capability or skills assessments, with references	20%
C. Technical expertise and organizational experience	Team qualifications, including expertise in OD/HR and in the strategy's technical areas	20%
D. Management approach	Project management, quality assurance, stakeholder engagement and staff communication	10%
Subtotal		**80%**
2. Financial proposal		
E. Value and cost	Value for money and clarity of the cost breakdown	20%
Subtotal		**20%**
Total		**100%**

CARE will review proposed budgets and pricing after the initial review of the technical criteria above.*

Only proposals scoring at least 70% of the technical score (56 out of 80 points) will proceed to the financial evaluation. The financial score will be calculated as (lowest price ÷ bidder's price) × 20, and the contract will be awarded to the bidder with the highest combined technical and financial score.

4.6. APPLICATION PROCESS

The proposals should indicate the following:

- Technical proposal, including understanding of the assignment, proposed methodology, approach to consent, confidentiality and data protection (including where data will be stored), work plan and how deliverables will be achieved within a clear time frame, signed conflict of interest declaration.
- Financial offer detailing all costs associated with delivering the services, in PDF format, as a separate document from the technical offer. Prices must be in RWF, state whether VAT is included, and be broken down by deliverable (consultant days and daily rate), with any other costs listed separately.
- CVs of key personnel to be assigned to the work, with details of relevant assignments.

- Minimum requirement: the lead consultant holds at least a Master's degree in Human Resources, Organisational Development, Management or a related field, with at least seven (7) years' experience in organisational or workforce capability assessments.
- Evidence of successful completion of at least two similar assignments, with two references.
- Valid RRA tax clearance certificate, a RSSB clearance certificate, the signed Bidder's Declaration. Individual consultants provide a copy of their ID or passport and RRA TIN. Administrative documents are checked on a pass/fail basis before technical scoring, bids missing mandatory documents may be disqualified.
- Registration certificate with the National Cyber Security Authority (NCSA) as a data controller and processor. Bidders not yet registered must provide proof of application, and registration must be completed before contract signature.

Interested bidders are requested to submit their offer not later than **December 4, at 5:00 PM, Kigali time** to the following e-mail address: rwa.procurement@care.org with mention "**Organizational Capability and Skills Assessment- CARE Rwanda"**

Kigali, November 20, 2026

Procurement Unit



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