



ACCESS TO FINANCE TO RWANDA

Request for Proposals

Subject of Procurement: Request for Proposals for Inclusive Insurance Experts

Procurement Reference Number: AFR/RFP/IIE/JUL/2018

July 2018

REQUEST FOR PROPOSALS

PROCUREMENT REFERENCE NUMBER: AFR/RFP/IIE/JUL/2018

Dear Prospective bidder:

Access to Finance Rwanda (AFR) would like to procure services of **inclusive insurance experts** with training, research and hands on experience in in the design and delivery of customer centric inclusive insurance solutions. AFR invites sealed proposals for the provision of the above services.

- Proposals should be directly responsive to all items, terms, conditions, specifications, and other documents referred to in this RFP.
- Interested parties should submit their proposals no later than **13th August 2018 at 5:00PM (Central African Time)**

Responding bidders are advised that this solicitation does not in any way obligate AFR to make a contract award or compensate the responding firms for any costs associated with the preparation and submission of their proposals. Additionally, AFR may award a contract without conducting negotiations; all proposals should be submitted initially using your most favourable terms. AFR reserves the right to award any resultant contract to other than the offeror submitting the lowest price proposal based on technical excellence, schedule superiority or client request.

All inquiries and Requests for Clarification regarding this RFP should be addressed via email to Jean Bosco Iyacu, the Director of Programs AFR: iyacu@afr.rw by the 06th August 2018.

Below is the planned procurement schedule (subject to changes):

Activity	Date
a) Advert	23 rd July 2018
b) Request for Clarifications	06 th August 2018
c) Proposal closing date	13 th August 2018 at 5:00 pm Central African Time
d) Evaluation process	16 th August 2018
e) Display and communication of best evaluated bidder notice	20 th August 2018
f) Contract Signature	24 th August 2018

Cordially,

Waringa Kibe

1. PROPOSAL PROCEDURES

1.1. 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 before submission.

Technical Proposals: Technical proposals should contain the following documents and information:

1. The Technical Proposal Submission Sheet in this Part;
2. An approach and methodology for performing the services;
3. Company profile and experience
4. A summary of your experience in similar assignments;
5. The documents evidencing your eligibility, as listed below.
6. The consultant's comments or suggestions on the TORs and appreciation of the assignment – the objectives, tasks and deliverables
7. Brief description of any three recent training projects undertaken (maximum one page per project) specifying objectives, geographical scope, strategy and delivering methodology, measurable outcomes, and any other relevant information
8. Field capacity (if any) including information on the number of staff and availability for the assignment.
9. Brief (500 words) profiles of all key staff to be deployed for the assignment.

Financial Proposals: Financial proposals should contain the following documents and information:

1. The Financial Proposal Submission Sheet in this Part;
2. A copy of the breakdown of Lump Sum Price form in this Part for each currency of your proposal, showing all costs for the assignment, broken down into fees and reimbursable and miscellaneous costs. The costs associated with the assignment shall be United States Dollars (USD) for foreign firms and in Rwandan Francs (RWF) for local firms.

Validity of Proposals: Proposals must remain valid for 90 days.

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) should be emailed to: procurement@ afr. rw in **PDF or Excel/word formats** only with clear subject line: **"Request for Proposal for Inclusive Insurance Experts" by 13th August 2018" at 5PM Central African Time.**

1.2 SECTION 2: ELIGIBILITY CRITERIA

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. have fulfilled your obligations to pay taxes and social security contributions;
4. have the nationality of an eligible (defined in the proceeding section) country;
5. not to have a conflict of interest in relation to this procurement requirement; and
6. not have a conflict of interest in relation to this procurement project.

Documents Evidencing Eligibility: Consultants are requested to submit copies of the following documents as evidence of your eligibility and sign the declaration in the Technical Proposal Submission Sheet:

1. Certificate of Incorporation
2. A copy of the Bidder's Trading licence or equivalent and a copy of the Bidder's Certificate of Registration;
3. Evidence of statutory compliance such as a tax clearance certificate
4. Power of attorney with a specimen signature of authorised representative
5. Any other relevant documentation.

Nationality of Personnel: All consultants shall have the nationality of an eligible country to conduct business in Rwanda.

All countries are eligible, unless as a matter of law or official regulation, the Government of Rwanda prohibits commercial relations with that country or by an act of compliance with a decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations, the Government of Rwanda prohibits any import of Supplies from that country or any payments to persons or entities in that country.

1.3 SECTION 3: EVALUATION OF PROPOSALS

Evaluation of Proposals: The evaluation of Proposals will use the **Quality and Cost Based** methodology as detailed below:

1. Preliminary examination to determine eligibility (as defined below) and administrative compliance to this Request for Proposals on a pass/fail basis;
2. Detailed Technical evaluation will contribute 80%;
3. Financial scores will be allocated 20% to determine the best evaluated bid.

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 in below.

Evaluation Criteria	Marks
<i>Specific experience of the consultancy firm</i>	20
<i>Key Personnel</i>	40
<i>Technical approach and methodology</i>	25
<i>Detailed and realistic work plan</i>	10
<i>Knowledge transfer strategy to AFR and its partners staff</i>	5
Grand Total	100

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

Financial Criteria:

Pricing information should not appear in any other section of the proposal other than the financial proposal.

Financial scores shall be determined by awarding 100 points to the lowest priced proposal (having passed the required 70% technical score) and giving all other proposals a score which is proportionate to this.

Total scores: Total scores shall be determined using a weighting of 80% for technical proposals and a weighting of 20% for financial proposals.

Currency: Proposals should be priced in **United States Dollars (USD)** for foreign firms and **Rwandan Francs (RWF)** for local firms.

Best Evaluated Bid: The best evaluated bid shall be the firm with the highest combined 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 separate 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 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 organisations 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.

AUTHORISED SIGNATORY

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 Lump Sum Price

[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: _____

FEES				
Name and Position of Personnel	Input Quantity	Unit Input	of Rate	Total Price
TOTAL:				

REIMBURSABLE AND MISCELLANEOUS COSTS				
Description of Cost	Quantity	Unit Measure	of Unit Price	Total Price
TOTAL:				

TOTAL LUMP SUM PRICE IN CURRENCY: _____

Breakdown of Lump Sum Price Authorised By:

Signature: _____ Name: _____

Position: _____ Date: _____

(DD/MM/YY)

Authorised for and on behalf of:

Company: _____

TERMS OF REFERENCE

1. Introduction

Access to Finance Rwanda (“AFR”) is looking for consultants or experts to support market actors in developing customer centric DNA in the designing and delivering inclusive insurance products. The experts have experience in designing and delivering inclusive insurance or micro insurance products with client centricity.

2. Background

Access to Finance Rwanda (AFR) is a Rwandan company established in 2010 by the DFID and the Ministry of Finance and Economic Planning. AFR is funded by DFID, USAID, Sweden, The and the MasterCard Foundation. AFR is guided by the making markets work (M4P) for the poor approach recognizing that efforts to increase financial inclusion have to be market led and profitable for sustainability. AFR supports the Government of Rwanda’s development objectives by aligning all its interventions to the national policy frameworks including the Financial Sector Development Programme (FSDP) II and the Economic Development and Poverty Reduction Strategy (EDPRS).

Acting as a catalyst, AFR seeks to support an efficient and vibrant financial sector that offers a wider range of financial services through diverse channels to significantly have more financially capable low-income people and micro, small and medium enterprises in Rwanda. AFR facilitates linkages and coordination among consumers, financial service providers, government, and other key market actors to support the development of a financial market system that works better for poor urban and rural communities. AFR provides catalytic support to the financial service providers (FSPs) and other key stakeholders by addressing constraints that hinder increases in access and usage of financial services in Rwanda.

AFR has been supporting the development of an inclusive insurance sector that should result into improved risk management options for low income people in Rwanda and hence reducing their vulnerability by creating a favorable and enabling environment that supports the creation of a vibrant and sustainable inclusive insurance sector.

3. About I3C Facility

AFR recently launched a new innovation facility the Insurance Client Centric Cycle (“I3C”). The Insurance Client-Centric Cycle (I3C) is AFR’s inclusive insurance sector development initiative that seeks to influence the development of appropriate insurance services for Rwanda. The initiative is part of AFR’s inclusive insurance market development intervention strategy which aims to increase access and usage of insurance services for low-income households and individuals. The I3C focuses on assisting insurance companies in translating consumer insights into well-tailored and appropriate inclusive insurance solutions.

This I3C facility leverages end-user evidence and insights and helps insurance companies to adopt new business models in the pursuit of business viability and client value. The I3C approach is based on the Human-centered design (HCD) – a creative approach to problem solving; a process that starts with understanding problems faced by users and ends with new solutions to address them. AFR recognizes the growing evidence that the HCD approach to product development is an important step in identifying opportunities that would help financial service providers deliver appropriate financial products for their existing and new customers. For the low-income customers, the application of the HCD approach in the product development cycles helps providers develop high-impact products that would assist people in the low-income market segments improve their lives through better risk management. The I3C will provide technical and financial support to selected partners throughout the entire product development cycle.

The I3C facility co-invests with insurers and other market actors in the microinsurance value chain to arrive insurance products that addresses the real needs of the low-income market segments in Rwanda. The I3C facility has four implementation phases, namely understand, design, test and evaluate.

- **Understand:** Getting insurers and distribution channels to understand how to engage and listen to their target clients; gaining consumer insights in their risk management needs as a basis for product design and delivery.
- **Design:** Supporting insurers and distribution channels to design inclusive insurance products tailored to the real risk management needs of existing and prospecting customers in different market segments in Rwanda. The design phases leverages the Human Centred Design (HCD) techniques and tools; involving a thorough and creative interactive process which includes market segmentation, client profiling, prototype design and prototype testing.
- **Test:** Launching new or refined inclusive insurance products for pilot testing after endorsement by potential clients during the prototype testing phase.
- **Evaluate:** Helping insurers and distribution channels to systematically evaluate the performance of the product in terms of business viability and client value.

4. AFR's requirements for technical support

AFR's requirements for technical support may be varied depending on the market segments chosen by the I3C partners and type of insurance solutions that will emerge from the market research processes. However, all the inclusive insurance experts that will be on the panel must have core expertise and experience in the design and delivery of inclusive insurance or microinsurance products. This RFP is aimed at identifying consulting firms with whom AFR can work on the following aspects:

- Market research
- Product development
- Pricing
- Distribution modelling
- Insurance value chain consolidation
- Back and Front office operations
- Insurance education and innovative marketing
- Claims management
- Customer care
- Product evaluation and client satisfaction survey

The inclusive insurance expert will be attached to insurance companies and provide in-house training and mentoring support; this will include in-house training to professional staff of insurance companies, participation in market research, product design and business modelling. Experience in African insurance markets will be a plus.

5. Scope of work and level of effort

Specifically, the inclusive insurance expert will undertake the following tasks:

- Provide technical assistance to the insurer to product design and distribution; this will include product prototype development, testing and product finalisation.
- Provide technical assistance on business modelling including product distribution and service delivery.
- Provide technical assistance and guidance on client satisfaction assessment as part of the product evaluation phase.

Estimated level of effort and deliverables

Task	Description	Level of effort ¹
<ul style="list-style-type: none"> Provide technical assistance to the insurer to product design and distribution; this will include product prototype development, testing and product finalisation. 	In-house training and technical assistance under the understand and design phases; including participation in the actual consumer interactions (field work).	<p>Understand phase: 5 days*</p> <p>Design phase: 10 days*</p> <p>Notes</p> <p>* This is the estimated level of effort subject to proposal. Variations need to be backed with justification based of experience and recommended approach.</p> <p>*5 days in-country and 5 days remote</p>
<ul style="list-style-type: none"> Provide technical assistance on business modelling including product distribution and service delivery. 	In-house training and technical assistance during the pilot testing phase covering business modelling,	<p>Test phase: 15 days*</p> <p>Notes</p> <p>* This is the estimated level of effort subject to proposal. Variations need to be backed with justification based of experience and recommended approach.</p> <p>*10 days in-country and 5 days remote</p>
<ul style="list-style-type: none"> Provide technical assistance and guidance on client satisfaction assessment as part of the product evaluation phase. 	In-house training and technical assistance during the product evaluation phases; including participation in the actual consumer interactions (field work) and product financial performance and client value	<p>Evaluate phase: 10 days</p> <p>Notes</p> <p>* This is the estimated level of effort subject to proposal. Variations need to be backed with justification based of experience and recommended approach.</p> <p>*5 days in-country and 5 days remote</p>
Estimated level of effort		40 days

¹ The consulting firm will need to make recommendations on estimated level of effort based on their experience and understanding of this assignment. The estimated level of effort is provided.

6. Request for Proposals

For this exercise, AFR is requesting for proposals from suitably qualified consulting firms.

Please note that the assessment for pre-qualification will focus on the expertise and experience of consultants put forward. Each bid should contain the name of consultant(s) and a full CV. The following details MUST also be included the bid.

- Your area of expertise (as described in 3)
- A short statement (maximum 1 side of A4) of why you believe you have the right qualifications to help AFR in the stated areas
- A statement describing your availability, e.g.:
 - o Preferred length of assignment
 - o Willingness to travel
 - o Immediate availability
- Your recommended approach in providing technical inputs to the insurer for all the implementation phases namely: understand, design, test and evaluate phases.
- Your estimated level of effort on specific tasks under 6. The estimated level of effort is provided, any variations will need detailed justification.
- Your current daily fee rate (applicable for at least 12 months); please attach at least 3 copies of contracts justifying the daily fee rate.
- Any other information that you believe should be taken into account in the pre-qualification process