



ACCESS TO FINANCE TO RWANDA

Request for Proposals

Subject of Procurement: Consultancy to provide expert technical assistance with bespoke services for implementation of AFR Strategy.

Procurement Reference Number: AFR/ ETA/2018/04

April 2018

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April 2018

REQUEST FOR PROPOSALS

PROCUREMENT REFERENCE NUMBER: AFR/ ETA/2018/04.

Dear Propective bidder:

Access to Finance Rwanda (AFR) would like to procure services of a Consultant to provide expert Technical Assistance with bespoke services for the implementation of AFR Phase II strategy. 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 **4th May, 2018.**

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 favorable 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 enquiries 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 **27th of April 2018.** Below is the planned procurement schedule (subject to changes) is as follows:

Activity	Date
a) Advert	05 th April 2018
b) Request for Clarifications	27 th April 2018
c) Proposal closing date	04 th May 2018 at 5:00 pm Rwanda time
d) Evaluation process	08 th May 2018
e) Display and communication of best evaluated bidder notice	25 th May 2018
f) Contract Signature	04 th June 2018

Cordially

Waringa Kibe

Country Director

Access to Finance Rwanda

Part 1: Proposal Procedures

1.1 SECTION 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. Where an electronic copy of the Request for Proposals is issued, the paper or hard copy is the original version. In the event of any discrepancy between the two, the hard copy shall prevail

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. A detailed work plan, showing the inputs of all key staff and achievement of deliverables;
4. Copies of previous contracts - at least 3 for similar projects
5. CV's of key staff;
6. A summary of your experience in similar assignments;
7. The documents evidencing your eligibility, as listed below.
8. The consultant's comments or suggestions on the TORs and appreciation of the assignment – the objectives, tasks and deliverables

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 US dollars.

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: **"Consultant to provide expert Technical Assistance with bespoke services for the implementation of AFR Phase II strategy by 4th May 2018.**

Part 1: Proposal Procedures

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. not have had your business activities suspended;
4. have fulfilled your obligations to pay taxes and social security contributions;
5. have the nationality of an eligible (defined in the proceeding section) country;
6. not to have a conflict of interest in relation to this procurement requirement; and
7. 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 personnel employed under any resulting contract 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.

Part 1: Proposal Procedures

1.3 SECTION 3: EVALUATION OF PROPOSALS

Evaluation of Proposals: The evaluation of Proposals will use the **Quality 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 70%;
3. Financial scores will be allocated 30% 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>Work plan</i>	10
<i>Knowledge Transfer</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 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 **US dollars**.

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.

Part 1: Proposal Procedures

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: _____

Part 1: Proposal Procedures

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;

Part 1: Proposal Procedures

- (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

Part 1: Proposal Procedures

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: _____

Part 1: Proposal Procedures

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: _____

Part 2: Terms of Reference

2.0 TERMS OF REFERENCE

Consultancy to provide expert technical assistance with bespoke services for implementation of AFR Strategy.

Introduction

1. Access to Finance Rwanda wishes to contract a Service Provider (SP) to support the organization on strategy, research and evidence, learning agenda and selected internal process enhancements and sector coordination.
2. AFR seeks to hire the SP under a call down contract with four immediate objectives and deliverables and with the option to draw down additional resources in line with future needs. The contract will be for the duration of the remainder of AFR's phase II which runs up to the end 2020. The requirements set out in these ToRs are minimum requirements. Bidders are invited to reflect on these and to provide further details on additional elements.
3. Access to finance Rwanda (AFR) is a not for profit company limited by guarantee which has been setup to contribute to a deeper and more inclusive financial sector that supports the livelihoods and well-being of low income people in Rwanda. It receives funding from the UK's Department for International Development (DFID), MasterCard Foundation, United States Agency for International Development (USAID) and the Swedish International Development Agency (SIDA).

Objective

4. The overarching objectives for the SP are:
 - i. Strategic advisory support at the organizational level and within AFR's existing Key Result Areas in line with need.
 - ii. Strengthening of AFR's research, evidence and learning approach: Improving the management of knowledge and generation of evidence to effectively implement and monitor progress.
 - iii. Provision of a programme excellence function, strengthening systems and internal capacity for programme origination, proposal writing and reporting.
 - iv. Supporting effective coordination for all key financial sector stakeholders through the Financial Sector Working Group (FSWG).

The recipient

5. AFR will be the recipient of these support services. AFR's Country Director and the Director of Programmes will be leading objectives (i) – (iii). For the fourth objective the service provider will report to both AFR and Ministry of Finance and Economic Planning (MINECOFIN).

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The scope

6. The programme currently focuses on 5 areas:
 - i. Supporting the capacity and systems development of financial service providers that serve the poor, with a specific focus on automating the operations of Rwanda's Umurenge Savings and Credit Cooperatives (SACCOs) and their connectivity to micro financial institutions and commercial banks;
 - ii. Supporting the flow of financial services to the agriculture sector;
 - iii. Digital financial services
 - iv. Risk mitigation to include insurance and development of pensions for informal sector workers; and
 - v. Market development and facilitation
7. These focus areas were chosen in 2016 because they offer promising opportunities to catalyse private sector provision of financial services by supporting connectivity amongst financial services providers, alongside the development of products and services which support economic growth, job creation, and financial inclusion.
8. AFR is a market facilitator with the aim to incentivise behaviour change by key players. AFR works through both direct co-investment in market innovations and infrastructure and through its work plugging knowledge gaps to influence policy, regulation and industry behaviour. AFR has 15 live projects and a series of smaller contracts for studies and events which support their work across the 5 focus areas. Out of the budget envelope of \$31m approximately \$14m are committed.
9. In preparation for the phase II strategy review point in mid-2018, the team is currently drawing on external support to revisit existing initiatives and strategy in light of sustainability, scalability and potential for wider market impact. The goal of the programme is to trigger changes in products, financial service delivery and market behaviour which go beyond AFR's direct efforts. This is in line with the making markets work for the poor (M4P) approach.
10. On top of the ongoing M4P exercise AFR is seeking a SP to support the organization up to 2020 with key activities. These will fill priority gaps and will help AFR to change, adapt and to steer market players in response to latest trends, changing constraints and institutional learning. The SP will help AFR to revisit strategic focus and to position itself effectively at the centre of Rwanda's evolving financial sector.
11. Core deliverables of this contract include:
 - i. **Output I: Strategy reviewed and programme adapted, responding to latest analysis of financial sector constraints and opportunities.**
It is expected that this deliverable will include:
 - a) Strategy support at the organizational level: (1) analysis of key constraints and drivers of inclusive financial sector development (spanning banking, insurance, pensions, MFIs, SACCOs, MNOs and the capital market) in support of economic development and pro poor growth in Rwanda as well as tracking and highlighting of relevant regional and global financial market developments and trends (2) review of alignment between these findings and AFR's initiatives (including pipeline) and existing strategy (3) recommendations for strategy adaptation as well as (4) generation and initial

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testing of new project ideas and concepts. This may include new areas of focus such as export finance and capital market initiatives.

- b) Provision of ad hoc advisory capacity to support AFR's thinking within the existing key result areas.

ii. **Output II: Strengthened approach to management of knowledge and generation of evidence to effectively implement and monitor progress.**

This output will contain two work strands:

- a) **Research, Evidence and knowledge management:** The SP will support the generation of knowledge and evidence to understand what works and how it can be used for project generation, to improve programming and to inform policy. This will include identification of critical evidence gaps, production or commissioning of primary, secondary and synthesis papers.
- b) **Monitoring (i) and Evaluation (ii):** (i) The SP will review the existing monitoring and results measurement (MRM) system and existing plans (linked to the MIS initiative) and implementation of a new value for money framework. The SP is expected to articulate gaps and suggestions of how the facility can help to address these. (ii) The SP will also be required to carry out project level baseline and impact evaluations drawing on adequate mixed methods, including qualitative and experimental methods where possible and using systematic beneficiary and stakeholder feedback surveys making use of efficient technologies. Across the board the SP will need to ensure that data collection enables data disaggregation into a range of identifiers (sex, age, disability and geography etc.). This will be used to inform and validate future direction.
- c) The SP will also support the process of lesson learning and effective communication of findings and implications to different audiences using different formats (policy briefs, impact stories, news digests etc.). Bidders are invited to propose an approach for recording learning for design and programme adaptation.

iii. **Output III: Enhanced and more tailored communication.**

This will include internal challenge, quality assurance as well as training on how to improve project presentations and updates. The SP will help AFR to design and adopt revamped communication formats for different audiences (Board, Funders, private sector, government etc). This will include effective Board and AFRIC packs, quality assurance and training to improve internal capacity for effective communication.

iv. **Output V: Effective sector coordination**

The SP will work with AFR and MINECOFIN's Financial Sector Development Department to organise quarterly topical working group meetings which attract high profile participation from key stakeholders (including the private sector). The SP will perform the secretariat function, updating ToRs, setting topical agendas in collaboration with MINECOFIN (Chair), DFID (CO-Chair), AFR and other stakeholders ensuring that key players engage and use this forum to advance strategic sector priorities, to share lessons and learning and for coordination. The SP will work in a way that empowers MINECOFIN to carry on this function once the contract is over.

12. Focus and implementation approach to Output I-IV will be fully developed and confirmed during the inception phase. Bidders should outline their approach for delivering the required functions ensuring complementarity to existing efforts and skillsets while building capacity and transferring knowledge to AFR counterparts (see annex A for an organogram).

Part 2: Terms of Reference

13. It is envisioned that a small team of consultants, as part of a resource pool, will provide short term and longer term (with some based in Rwanda) technical support. None of the posts are envisioned to be full time and outputs will be delivered in line with agreed timelines. The team leader is expected to lead output I in close collaboration with the rest of the team. Depending on the skillsets, suitable individuals may cover more than one deliverable. For continuity and relationship management it is desirable that suggested leads for output I-V remain on tasks up to December 2020. AFR may draw down additional resources from this facility in line with future need.
14. Costs for management and administration of the facility and of the different components are to be included within the overall budget envelope. The proposal should clearly set out the management and administration costs (as a percentage of total costs) and what it comprises within the commercial pro-formas.

Requirements

15. The Team Leader (TL) will have overall leadership responsibility for the operational and logistical aspects of the facility and we also suggest that the TL will lead output one. The TL will be a senior financial sector specialist with experience working in a developing economy and with an economics background. M4P experience is a must. The candidate will also be an experienced team leader and player, with a track record in strategy development, innovative idea generation and implementation. He/she will also have experience dealing with a wide range of stakeholders.
 16. The following will be required by the end of the inception phase (one month from programme award):
 - Implementation report outlining how the support facility will implement output I-IV and the mechanism for drawing down additional resources. This will include:
 - a) The detailed approach and methods for implementing the 4 deliverables with considerably more detail on:
 - 16.i.a.1. Format of outputs and success criteria
 - 16.i.a.2. Strengthened approach to management of knowledge and generation of evidence to effectively implement and monitor progress (output II a & b). For output II b this will include a baseline and an impact evaluation plan and approach for carrying out the project level evaluations. For the evaluations which are lined up first this will include methodology, evaluation questions and an indication of scale, scope and method for collecting, validating and analysing data.
 - 16.i.a.3. Enhanced and more tailored communication (output II).
 - b) Risk assessment including the major risks facing the programme, the likelihood these risks will be realised and any proposed mitigation actions.
 - c) Detailed work plan and budget for year one and indicative work plan and budget for the subsequent year, that sets out the main tasks and the cost of activities, developed in consultation with AFR and the Investment Committee.
 - d) Facility management structure outlining roles and responsibilities including AFR.
 17. The following will be required during implementation
-

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- Ongoing activities related to the agreed outputs
- Consolidation of facility funds and report on expenditure linked to hours billed on a quarterly basis and update annual financial forecasts quarterly
- Ensure that funds are properly spent on agreed activities, quality requirements are met, and expenditure statements from those in receipt of funds are accurate.
- Implement strategies set up in the inception period and programme management manual.
- Produce brief quarterly performance management reports, in a format agreed, outlining programme progress and issues including an updated risk analysis.
- Liaise with AFR's stakeholders as required and present to AFRIC and or the board in line with need.

Dependencies

18. The successful SP is expected to be in place as soon as possible. The SP will need to be willing to work in full co-operation with AFR including taking into consideration cultural and other differences that may shape these working relationships. The SP will also have to coordinate with AFR's M4P initiatives and may be required to take recommendations from this work strand forward.
19. The different deliverables require distinct specialist skill sets and leads for the respective evaluation components should be sourced accordingly. The successful SP will support its proposal with a strong list of local partners with a proven record of collecting data across Rwanda. The expertise provided and the rationale should be outlined in the proposal but it is suggested it includes:
 - Inclusive Financial Sector development expertise with experience from a range of markets. A good understanding of the incentive structure of key players (banks, insurance companies, MFIs, pension funds and capital markets). Extensive experience working on the enabling environment and on generating pioneer projects which pave the way for transformational change in inclusive financial service provision.
 - Good grasps of local constraints and opportunities for enhanced generation and allocation of financial resources in support of accelerated inclusive private sector development and financial inclusion in Rwanda. This will require a good level of political economy analysis skills, a clear vision of essential change management at the institutional level and the ability to think outside of the box drawing on a range of experience and lessons from other parts of the world. AFR's classical financial inclusion work is solid and the SP will complement this ongoing work with new ideas and approaches which do not need to address access to finance by working directly with the end beneficiaries.
 - A proven track record of relevant work experience across AFR's key thematic areas (see paragraph 6)
 - Demonstrated experience of working on financial sector policy as well as experience designing and implementation relevant programmes is desirable.
 - Communication and internal system strengthening expertise for effective internal communication (e.g. management information) and tailored communication for external audiences.
 - Monitoring and evaluation expertise with a track record of:
 - a. evidence generation and management
 - b. design and quality assurance of MRM systems
 - c. design and implementation of access to finance project level impact evaluation covering sustainability metrics at the beneficiary and service provider level;

Part 2: Terms of Reference

b. Amongst the expertise, a key understanding of the Rwandan context in these areas should be demonstrated.

Reporting

20. The SP reports to the Country Director but works closely with the Director of Programs and the MRM Manager.

21. Key outputs will be produced in line with the agreed milestones and formats. Some outputs will be in the form of templates, meeting agendas and minutes, research plans. Others will be in the form of fuller fledged reports. These should include the following content:

- i. Executive Summary of 1-4 pages highlighting the main findings, conclusions, recommendations and any overall lessons
- ii. Introduction - including relevant policy, programme and institutional developments and context and their influence on the impacts and outcomes;
- iii. Methodological section detailing design of approach. This section should also highlight any constraints and how these were overcome
- iv. Findings, conclusions and lessons learned;
- v. Recommendations and details of how to adapt the programme or steers for similar programmes;
- vi. Dissemination plan
- vii. Appendices - including TORs, timetable, work plan, people met, sources used, detailed analysis;

Delivery mechanism, budget timelines and contractual breakpoints

22. The SP should propose a milestone schedule for delivery of the requirements. They should propose a method of verification of milestones and apply a meaningful proportion of payment at risk against satisfactory delivery. Bidders should give an indication of the sorts of deliverables that they anticipate to include for implementation as part of their bids. Bidders should bear in mind that payment milestones should make a meaningful contribution to the delivery of AFR's mission and goals, beyond simply providing reports or activity based deliverables, and should show contribution to change/impact.

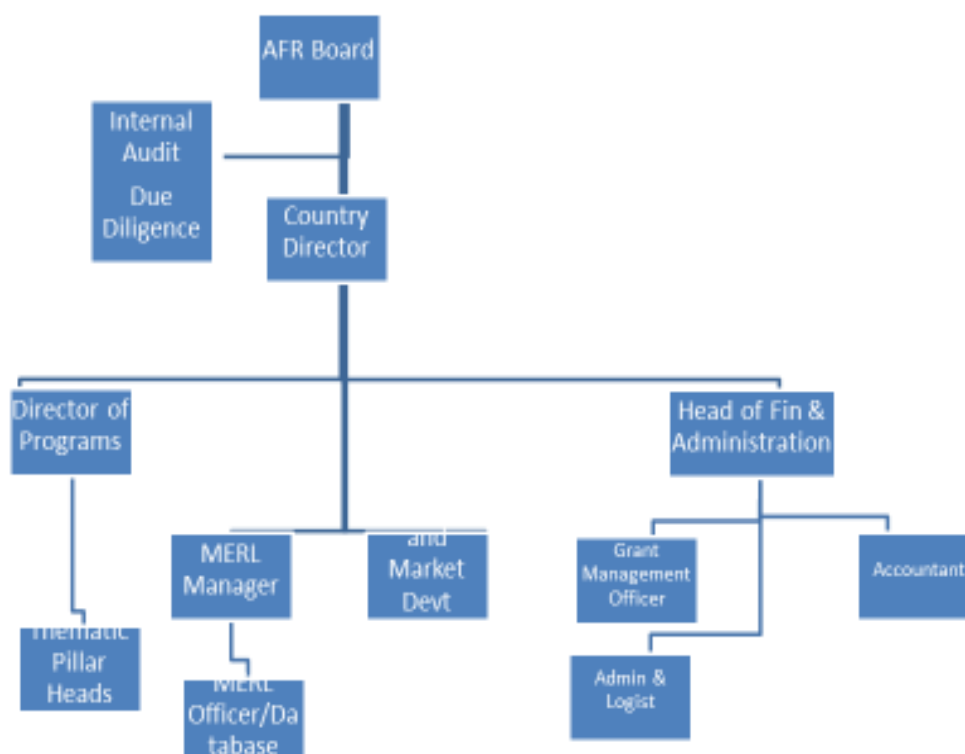
23. AFR is interested in exploring payment by deliverables. The supplier should explain how they will structure a payment schedule which allows for the most efficient delivery of quality outputs. The supplier should provide a clear financial plan, transparently costing inputs (including fee rates, quantity of days in country and remotely and other expenses) which can be clearly linked to delivery of specified outputs. The total budget for delivering this support facility is negotiable. Suppliers should outline and justify their proposed budget with a breakdown across required components, with an emphasis on demonstrating excellent Value for Money.

24. AFR will agree on Key Performance Indicators (KPIs) with the SP which are likely to include: Quality of delivery, management, financial, personnel, and innovation indicators. The SP should propose a suite of KPIs for the implementation period, to be agreed by the end of inception. These KPI's will be linked to a percentage of the fees payable under this contract (see paragraph 22). The percentage will be agreed by the end of the inception.

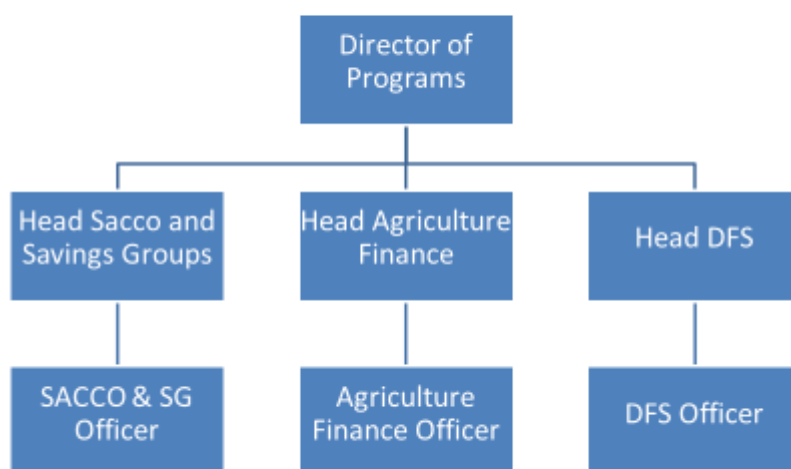
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25. There is one breakpoint in the contract for service delivery which could, depending on decisions taken at these points, also translate into a termination of the contract. The breakpoints for the SP are at the end of the Inception phase.
26. Additional budget is available to extend the contract beyond the delivery of the four immediate outputs. The SP is required to commit to being fully prepared to increase the scope of work under this contract. Furthermore, AFR reserves the right to scale back or discontinue the service provision at any point, (in line with our Terms & Conditions).
27. The successful service provider will be requested to start as soon as possible and the contract will run up to December 2020. Interested firms should submit a technical proposal of up to 15 pages, a commercial offer (2 pages) covering the requirements from the preceding paragraphs and CVs (annexed) bringing out relevant experience to: [procurement@afr.rw](mailto:procurement@ afr.rw) by 4th May 2018. The following evaluation criteria will be equally weighted:
- Quality and suitability of technical proposal in response to ToRs
 - Suitability of skillset and experience as set out in CV
 - Commercial competitiveness

Annex: organogram



Programs



Finance and Administration

