

## **ACCESS TO FINANCE RWANDA**

### **Request for Proposals (RFP)**

**For**

### **Consultancy Services to Design Technical Assistance Facility for Youth in Agribusiness to Promote Agribusiness Entrepreneurship & Investment in Food Value Chains in Rwanda**

**Procurement Reference Number: AFR/TAFY/01/2020**

**January 2020**

**Dear Prospective bidder:**

Access to Finance Rwanda (AFR) in collaboration with Food and Agriculture Organisation of the United Nations (FAO) would like to recruit a firm to support the design of Technical Assistance for Youth Finance in Agribusiness. AFR invites 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.
- Requests for clarifications on this RFP may be submitted until **February 16<sup>th</sup> 2020**.
- Interested parties should submit their proposals no later than **February 21<sup>st</sup>, 2020**.

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 enquiries and Requests for Clarification regarding this RFP should be addressed via email to [procurement@afr.rw](mailto:procurement@afr.rw) before the date communicated above.

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

Activity	Date
a) Advert	25 <sup>th</sup> January 2020
b) Request for Clarifications	16 <sup>th</sup> February 2020
c) Proposal closing date	21 <sup>st</sup> February 2020 at 5:00pm Central African Time
d) Evaluation process	28 <sup>th</sup> February 2020
e) Display and communication of best evaluated bidder notice	6 <sup>th</sup> March 2020
f) Contracting	13 <sup>th</sup> March 2020

Cordially,

**Waringa Kibe**

Country Director

Access to Finance Rwanda

## 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.

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. CVs 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 costs. The costs associated with the assignment shall be US dollars.

**Key Note: The technical and financial proposals should be submitted separately.**

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](mailto:procurement@afr.rw) with clear subject line: **"Consultancy for the design of technical assistance for youth in agribusiness to promote agribusiness entrepreneurship and increased investment in food value chains in Rwanda"** by **21<sup>st</sup> February 2020 at 5.00pm 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. 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.

## 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 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
Relevant qualifications for the proposed Personnel (Master's Degree in Economics, Development Finance, Agriculture Economics other related fields or Professional Qualifications)	10
Experience in facilitating stakeholder engagement, Experience in designing youth led finance agribusiness enterprises interventions for the firm or proposed consultants	40
Understanding of the Terms of Reference and comments including any suggested amendments	10
Adequacy of the proposed technical approach, methodology and work plan in responding to these Terms of Reference	10
Adequate knowledge transfer approach to the local players (partnerships with local experts is an added advantage) to ensure sustainability and scalability of the program	10
Financial Evaluation – (fees and expenses, value for money)	20
<b>Grand Total</b>	<b>100</b>

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.

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: \_\_\_\_\_  
\_\_\_\_\_

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## **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.

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**AUTHORISED SIGNATORY**

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**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 of Input	Rate	Total Price
<b>TOTAL:</b>				

REIMBURSABLE COSTS				
Description of Cost	Quantity	Unit of Measure	Unit Price	Total Price
Hotel nights or other accommodation if applicable				
Daily subsistence (includes food, drink, local transport,				

communication and internet access, etc.)				
<b>TOTAL:</b>				

**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: \_\_\_\_\_

## 2.0 TERMS OF REFERENCE

**CONSULTANCY FOR THE DESIGN OF TECHNICAL ASSISTANCE FOR YOUTH IN AGRIBUSINESS AIMED AT PROMOTING AGRIBUSINESS ENTREPRENEURSHIP AND INCREASED INVESTMENT IN FOOD VALUE CHAINS IN RWANDA.**

### 2.1 Introduction and background

AFR is a Rwandan not for profit organisation, established in March 2010 by the Government of the United Kingdom (UK) and Rwanda with support from the UK Department for International Development (DFID), and the World Bank. Existing funders of AFR include DFID, The MasterCard Foundation, Sweden and USAID. AFR strategic focus is stimulating the financial sector development by partnering with financial institutions and other stakeholders to increase access to and use of financial services. We identify and address constraints that prevent the financial market from reaching Rwanda's low-income population, and promote innovations and learning that result in sustainable change in the financial sector. Improving access to financial services for rural poor engaged in agriculture and women is a particular focus.

Agriculture is the backbone of Rwanda's economy and is central to the Government's development strategy that is enshrined in Vision 2020. Rwanda's agricultural sector employs over 85% of the country's workforce and accounts for approximately 33.3% of Rwanda's GDP and more than 40% of export revenue. More than 70% of Rwandan households who rely on agriculture for a majority of their income are poor and depend on subsistence production for household food requirements. Transforming the traditional smallholder agriculture, as articulated by the Strategic Plan for Agricultural Transformation

(PSTA 4), requires significant developments in the financial sector to enable people engaged in agriculture to access appropriate insurance products and other financial services that they need.

The promotion of rural youth employment and entrepreneurship is a firm development priority in the African continent, the issue having gained momentum and currently topping policy agendas throughout the countries in the region. The agri-food system is, by far, the region's largest employer holding a huge potential in terms of employment and entrepreneurial opportunities for African youths. Often, however, such potential does not come to fruition due to inadequate capacities, at many levels, and the lack of a nurturing environment for youths. With an adequate support system (e.g., policies and incentives, finance, business development services, technical advice, capacity strengthening and mentoring), youths in the agribusiness sector have the potential to start and lead viable and profitable enterprises across food value chains, being able to identify and seek valuable business opportunities.

Recognising this, recent years have witnessed a heightened attention from the Government of Rwanda and Development Partners on youth in agriculture and agribusiness. There is also a renewed attention on the side of the private sector to engage young graduates and youth turning their attention to agribusiness as a potential focus of business enterprise and income generation.

During the successful Kigali Youth Conference<sup>1</sup>, FAO through the Government of Rwanda, agreed to join forces in addressing the enormous challenge of decent employment creation for African youths. In this framework, it was agreed that a Technical Assistance Facility for youth in Agribusiness (TAFY) would be established in Rwanda and later replicated in other African countries as needed.

The Facility will support channelling finance and investment to youth-led Agri-SMEs at different stages of maturity; promote open innovation and foster the discovery and development of youth-focused innovative technologies and business models. It will help equip young people with the financial, technical, business and managerial skills that are essential to start and lead a successful business in the agri-food sector. It will also foster linkages between agribusiness investors, youth investees, and the broader value chain environment, to ensure that potential investment opportunities are captured. It will also provide advice to public institutions that seek to introduce relevant investment promotion policies and infrastructural reforms targeting youths, while coordinating and synergising such initiatives with relevant private sector interests.

To be able to deliver sustainable and appropriate financial services to youth –led agri SMEs in Rwanda, deliberate efforts have to be made by different players to not only mitigate agriculture financing related risks but also incentivize youth to venture into agriculture

related businesses.

It is against this background that AFR in collaboration with the Food and Agriculture Organization of United Nations (FAO) seeks services of expert firms to design a Technical Assistance Facility (TAFY) to promote youth Agribusiness Entrepreneurship and increased investments into youth-led agribusiness enterprises in Rwanda.

## **2.2 Objective of the consultancy**

The objective of the assignment is to provide technical support, in the design of a Technical Assistance Facility (TAFY) for supporting youth financing and investments into youth-led agribusiness enterprises in Rwanda at different stages of maturity; promote open innovation and foster the discovery and development of youth-focused innovative technologies and business models.

## **2.3 Tasks and methodology**

The selected firm shall undertake the following major tasks in close consultation with AFR, FAO and all key Stakeholders.

### **Assessment & stakeholder engagement phase:**

- Identification of the focus of the TAFY and target groups in terms of the different categories of youths to be supported and how best to address their specific needs; ways for ensuring a regular pipeline of agribusiness entrepreneurial projects led by youths and key actors in this; potential sources of financing for youth-led enterprises including financial institutions, equity investors and venture capitalists; key providers of non-financial services for youths such as business development, extension and advisory, TA and capacity building support, etc.
- Use a market systems' approach in identifying constraints that hinder or may hinder youth-led agribusinesses initiation and growth (policy, legal and regulatory, formal and informal norms, supply side, demand side, etc.).
- Identification of areas with the strongest potential for youth agribusiness enterprise development and growth as well as youth job creation, within priority value chains identified by the Government.
- Examine capacity of the service providers (government, private sector institutions and NGOs) in meeting demand for agriculture finance services;
- Assessment of the current enabling and institutional environment to inform the design of the TAFY and provide guidance on the sequencing of the technical assistance and capacity building interventions. Importantly, the institutional framework around the TAFY will be studied including assessing options and recommending the most conducive institutional arrangements.

On completion of the feasibility assessment, specific consultations with the Government, other stakeholders and partners will be carried out to converge on the main elements for the design of the TAFY, including validating the findings from the feasibility work,

finalising the theory of change and agreeing on the main pillars for the TAFY. Finally, a full-fledged programme document for the *Facility* will be prepared with direct technical contribution of the selected local Service Provider.

## 2.4 Timeframe and expected deliverables

The initial required level of effort for the Technical Assistance firm is **40 working days for the design of the Technical Assistance for Youth in Agribusiness Facility** and will start in **March 2020**.

- Draft a brief document summarising the key findings and recommendations from the feasibility assessments carried out. The summary document will be the basis for discussions and consultations with Government and other stakeholders aimed at validating the findings, finalising the Theory of Change for the TAFY and agreeing on its main support pillars.
- Concept note for a one-day stakeholders consultation workshop, identifying objectives, expected outputs, key participating stakeholders, delivery modality and proposed agenda, role of the different stakeholders.
- A workshop facilitation plan providing the necessary inputs into the design and delivery of the workshop, including the agenda and how the various sessions will be structured, clearly indicating the objectives and expected outputs (deliverables) of each session, explaining the process and the facilitation methods that will be used in order to achieve the goals of the sessions.
- A technical report summarising key discussions, main conclusions and action points for the way forward that will emerge from the stakeholder's workshop.
- The TAFY programme document including a detailed concept note, theory of change and logframe.
- Provide an overall budget to operationalise the entire facility
- Design the scheme's architecture (institutional implementation framework), define the roles and responsibilities of each stakeholder to ensure effective delivery of the facility
- Provide an implementation work plan and a result monitoring framework;
- Summary of the blue-print report covering major findings and recommendations.

## 2.5 Consultant competences and qualifications

Applicants are required to provide profiles for all proposed consultants, clearly stating their roles and responsibilities, level of effort, and including their technical expertise and practical experience. Key qualifications for this work include:

- In-depth knowledge and experience in the agriculture and financial sector in Rwanda and a broad experience in the same in East Africa and Sub-Saharan Africa;
- Strong understanding of the local/regional context on agriculture investments & finance as well as regulatory frameworks;
- Demonstration of strong knowledge in designing and setting up youth led

agribusiness SMEs interventions/facilities with strong focus on finance component

- Track record in conducting similar assignments in developing countries;
- Good communication, facilitation skills and ability to use participatory approach to collect and make use of the most relevant inputs from stakeholders;
- Preference will be given to proposals that: a) interpret the Terms of Reference appropriately and b) recommend measures and approaches of achieving this assignment in the most meaningful and cost-effective way;
- Candidate should be able to propose suggestions on the approach and adjustments to the outlined phases above without altering the intent or objective of this assignment;
- Strong analytical and reporting skills.
- Experience in understanding of building inclusive financial sectors

## 2.6 Team Composition (Indicative)

Key Personnel	Qualifications	Work and Leadership Experience:
<b>Qualified and Experienced Agriculture Finance Expert (Team Leader)</b>	A Masters' degree in Economics, Agriculture Economics, Development Finance, Business or Finance	<p><b>Work and Leadership Experience:</b> At least 10 years Demonstrable leadership and work experience preferably in the Agriculture finance and insurance industry. should at least have held a senior leadership/management position on related projects</p> <p><b>Project Management Experience:</b> At least 7 years demonstrable experience in designing agriculture related financing facilities in the African region.</p> <p><b>Market systems development:</b> Have an understanding of Making financial Markets work for the Poor (M4P) and its application in designing the Technical Assistance Facility</p>
<b>Economists (Macroeconomic and Behavioural Economists)</b>	A Masters' degrees in Economics with specialisation in Development and Financial Economics	<p><b>Work experience:</b> At least 7 years' demonstrable experience in economic research, policy development and analysis especially focused on the low income population segment. Someone with work experience in a development finance institution, Ministry of Finance, economic policy thinks tank/research organization, or economic policy development and analysis consultancy firm will have an added advantage. A list of research publications specific to increasing access to agriculture</p>

		investments and finance to the youth population segment or at least 5 years' experience in executing assignments of a similar nature.
<b>Agriculture Insurance</b>	A Masters' degrees in Agriculture Insurance and/or related field	<b>Work experience:</b> At least 7 years' demonstrable experience in undertaking agriculture insurance in reputable insurance companies, designing, and implementing agriculture insurance products or at least 7 years' experience in executing assignments of a similar nature.
<b>Digital finance, and SMEs finance &amp; Investment banking experience</b>	A Masters' degree in Digital Finance, SME Finance & Investment Banking and or degrees/professional qualifications in related field	<b>Work experience:</b> At least 7 years' demonstrable experience in leveraging national data bases to design and deliver financial services to the agriculture sector. Strong experience in developing and delivering lines of credit for institutions in need of expanding their lending footprints to the agriculture sector to young people