

ACCESS TO FINANCE RWANDA

Request for Proposals (RFP)

for

Consultancy to Develop Functional and Technical Requirements for the AFR Project Management and M&E Management Information System (MIS).

Subject of Procurement:	Procurement of Consultancy Firm to Develop Functional and Technical Requirements for the AFR Project Management and M&E Management Information System (MIS).
Procurement Reference Number:	AFR/RFP-M&E MIS/FEB/2020
Date of Issue:	10 th February 2020
Link to access the TORs	

10th February 2020

REQUEST FOR PROPOSALS

PROCUREMENT REFERENCE NUMBER: AFR/RFP-M&E MIS/FEB/2020

Dear Prospective bidder:

Access to finance Rwanda (AFR) is a Rwandan not for Profit organization, established in March 2010 by the governments of the United Kingdom (UK) and Rwanda and with support from the UK Department for International Development (DFID). Existing funders of AFR include DFID, USAID, the MasterCard Foundation and Sweden.

AFR's strategic focus is stimulating 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 the rural poor and women is a particular focus.

AFR is guided by the making Markets work for the Poor (M4P) approach recognising 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 National Strategy for Transformation 2017-2024

Proposals should be directly responsive to all items, terms, conditions, specifications, and other documents referred to in this RFP.

- Requests for clarifications to the contract may submitted until ***Friday 14th February 2020.***
- Interested parties should submit their proposals no later than ***Friday 28th February 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 communications regarding this RFP should be addressed via email: procurement@ afr.rw

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

Activity	Date
a) Advert	Friday 10 th February 2020
b) Request for clarifications	Friday 14 th February 2020
c) Proposal closing date	Friday 28 th February 2020
d) Evaluation process	Friday 6 th March 2020
e) Notification to bidders	Wednesday 11 th March 2020
f) Contract Signature	Friday 20 th 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. An electronic copy of the Request for Proposals shall be considered as the original version.

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 professional fees, and reimbursable costs. The costs associated with the assignment shall be in US Dollars for foreign firms and Rwandan Francs for local firms.

Validity of Proposals: Proposals must remain valid for 90 calendar 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 with clear subject line: **"Consultancy to Develop Functional and Technical Requirements for the AFR Project Management and M&E Management Information System (MIS)"** and submitted by 28th February 2020.

Language of the tender and mode of communication

The medium of communication shall be in writing. The bid, as well as all correspondence and documents relating to the bid exchanged by the Bidder and AFR, shall be written in English.

Amendment to the tender document

At any time prior to the deadline for submission of bids, AFR may amend the tender document by issuing an addendum. Any addendum issued shall be part of the tender document and shall be communicated in writing via the AFR website.

To give prospective Bidders reasonable time in which to take an addendum into account in preparing their bids, AFR may, at its discretion, extend the deadline for the submission of bids; in which case all rights and obligations of AFR and Bidders previously subject to the deadline shall thereafter be subject to the deadline as extended.

Late bids

AFR shall not consider any bid that arrives after the deadline for submission of bids. Any bid received by AFR after the deadline for submission of bids shall be declared late, rejected, and returned unopened to the Bidder.

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

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 (RRA Certificate)
4. RSSB Certificate
5. Power of attorney with a specimen signature of authorised representative
6. Any other relevant documentation.

***NOTE:** Failure to submit the above required documents will lead to disqualification from Technical and Financial evaluation*

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 allocated 20% to determine the best evaluated bid.

Proposals failing 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>Relevant experience and qualification for the proposed personnel</i>	15
<i>Specific experience in documenting technical and business requirements for an Management Information system and providing quality assurance services during implementation of a platform</i>	25
<i>Understanding the Terms of Reference and comments on them, including any suggested amendments</i>	15
<i>Adequacy of the proposed approach, methodology and work plan in responding to the Terms of Reference</i>	25
Grand Total	80

Minimum technical score: The mark required to pass the technical evaluation is 56 out of 80 which is 70% of the Technical Score

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 a maximum of 20 points to the lowest priced proposal that has passed the minimal 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 **US Dollars for foreign firms and Rwandan Francs 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 separately sealed 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 Prices

[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: _____

PROFESSIONAL FEES					
Name and Position of Personnel	Input Quantity	Unit of Input	Rate	Total Price	Total Price (inclusive taxes)
TOTAL:					

REIMBURSABLE EXPENSES				
Description of Cost	Quantity	Unit of Measure	Unit Price	Total Price
TOTAL:				

LUMP SUM EXPENSES					
Description of Cost	Quantity	Unit of Measure	Unit Price	Total Price	Total Price (Inclusive taxes)
Per diem to cover meals; (communication, local transport, laundry and any other incidentals)		Days			
TOTAL:					

TOTAL COST PRICE IN CURRENCY: _____

Breakdown of total price Authorised By:

Signature _____ Name: _____

Position: _____ Date: _____
(DD/MM/YY)

Authorised for and on behalf of:

Compay: _____

2.0 TERMS OF REFERENCE

ToRs to Develop Functional and Technical Requirements Document for the AFR Project Management and M&E Management Information System for AFR MIS.

I. Introduction

Access to finance Rwanda (AFR) is a Rwandan not for Profit organization, established in March 2010 by the governments of the United Kingdom (UK) and Rwanda and with support from the UK Department for International Development (DFID). Existing funders of AFR include DFID, USAID, the MasterCard Foundation and Sweden.

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II. Background

AFR works with partner organizations to design, test and implement innovative solutions for delivering inclusive financial services. This work is of a project nature, requiring the coordination and management of partner resources and consultants to achieve the intended impact. This is coupled with programme

monitoring and evaluation tasks to ensure progress against the set targets is being tracked and reported accordingly to the relevant AFR stakeholders.

To achieve these objectives, AFR currently runs several processes cutting across project management, finance, procurement and HR administration and results measurement and monitoring functions.

AFR results measurement and monitoring system is a comprehensive Monitoring and Evaluation System that is synchronised with the existing Monitoring Result Measurement Framework which support effective data collection, analysis, capturing lesson learned and it provides updated information on a specific project. In addition to the above, AFR has an Enterprise Resource Planning (ERP) system to efficiently manage financial, Procurement, Administration and Human Resource functions. AFR also plans to have a Project Management System, which will improve effective project implementation and highlight any delays in milestone achievements.

These are implemented through multiple independent tools and application softwares.

AFR would like to update AFR results measurement and monitoring system based on some issues encountered during its implementation and interconnect all stated above systems into one central repository and monitoring system which will help AFR staff to generate project implementation information (e.g.: qualitative and quantitative report) real-time.

III. Scope of the Assignment

AFR wishes to contract an IT firm to develop an AFR Functional and Technical Requirement Document for the AFR Project Management and M&E Management Information System.

The main activities to be undertaken are the following:

Phase 1:

1. Assess AFR project management and M&E processes and analyse the structure of the business, and document the process. This will need to meet with AFR staff to elicit the needs and current proceeds and the road map to addressing these needs.
2. Analyse the current AFR Monitoring and Evaluation System and advise on necessary updates and changes.
3. Advise how to achieve our end goal in most effective and efficient manner by giving step by step process and budget. Here the firm may consider the tools for reengineering business processes.
4. Provide the necessary documents to support implementation eg. ToRs, procurement process for the implementation firm
5. Support in the evaluation of bids

Phase 2:

1 Support in quality assurance during implementation (upon successful delivery of phase 1)

IV. Descriptions of expected deliverables

In order to meet the high expectations regarding the harmonization of business practices in AFR for a comprehensive Monitoring and Evaluation System that is synchronised with the existing Monitoring Result Measurement Framework to effectively support data collection, analysis, capturing lessons learned and the provision of updated information.

The following deliverables should be provided:

1. AFR Results Monitoring and Measurement business processes map with a highlight of areas for improvement
2. Etc (Pick them from the table)

Scope	Deliverables
A business analyst (BA) will assess AFR business process and analyse the structure of the business, and document the process. This will need to meet with AFR staff to elicit the needs and current proceeds and the road map to addressing these needs.	AFR business processes map with a highlight of areas for improvement
BA will analyse AFR Monitoring and Evaluation System and advise where needed necessary updates.	A full Document for AFR MIS with recommendations of where needs updates
A BA will advise how to achieve our end goal in most effective and efficient manner by giving step by step for the process and budget. Here he /she may consider the tools for reengineering and business process.	Redesigning of the current process to achieve our end goal to have one system which help AFR staff generate project implementation information/ progress in term of activities implementation and budget progress.
BA will provide the necessary documents to support implementation e.g. ToRs, procurement process for the implementation firm and support in quality assurance for this implementation.	<ol style="list-style-type: none"> 1. Functional Requirements documents (FRD) 2. ToRs for Implementation of FRD 3. Firm Hired 4. Recommendation of high level implementation plan 5. Quality assurance reports 6. Handover of the project report

V. Timeline

The consultancy is foreseen to be undertaken from

March to May 2020.

VI. Required qualifications of key staff

- University degree (Bachelors and/or Masters) in Management Information Systems, Business Analysis or any other equivalent Business development related qualification.
- Required minimum experience of 4 years in IT related field with 2 years working experience in Business analysis, Management information systems
- Experience in Business Process Improvement, Elicitation and “Strong analytical skills.
- Certification/Qualification/Training in developing user requirements will be an added value.
- In-depth understanding of the organization and management of public and private institutions and NGOs, with a focus on information systems, operations management and data management.
- Proven experience in leading and/or coordinating and/or managing at least 3 larger projects (over 3,000 working hours) on business process mapping and reengineering, costing and the development and/or analysis of corporate or organizational guidelines
- Experience in managing development process with external consultants
- Strong motivation, excellent team player and result-oriented.
- Excellent presentation, communication and IT skills.

Excellent writing and communication skills in English