



ACCESS TO FINANCE TO RWANDA

Request for Proposals (RFP)

For

Procurement of Consultancy Service

Subject of Procurement:	Project Management Process Review and Project Management Professional (PMP) Training
Procurement Reference Number:	AFR/ MPR-PMP Training/Oct/ 2019
Date of Issue:	29 th October, 2019.

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Procurement Reference Number: AFR/CB-PMP/Training/ October / 2019

Dear Prospective bidder,

Access to Finance Rwanda (AFR) would like to procure services of experienced Training firms in Project Management Professional (PMP) for AFR staff.

Access to Finance Rwanda has allocated funds to be used for the acquisition a service provider for the Project Management Professional (PMP) Training. Details of the required services are specified in Section 5, Statement of Requirements

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 Request for Proposals (RFP). Interested parties should submit their proposals no later than **15th November, 2019 at 5PM sharp (Rwanda 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 favorable terms. AFR reserves the right to award any resultant contract to other than the offer or 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 only to: procurement@ afr.rw by 11th November, 2019.

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

Activity	Date
a) Advert	29 th October, 2019
b) End for request for Clarifications	11 th November, 2019
c) Proposal closing date	15 th November, 2019 at 5:00pm Rwanda Time
d) Notification to bidders	22 nd November, 2019
e) Contract Signature	30 th November, 2019

Cordially,

Waringa Kibe,
Country Director
Access to Finance Rwanda

SECTION 1: INSTRUCTIONS TO PROSPECTIVE BIDDERS

Preparation of Proposals: You are requested to **submit separate technical and financial proposals in PDF or Word/Excel formats only**, as detailed below.

The standard forms in this Request for Proposal may be retyped for completion but the bidder is responsible for their accurate reproduction. You are advised to carefully read the complete Request for Proposals.

1.1 Technical Proposals:

Technical proposals should contain the following documents and information:

1. An approach and methodology for development and implementation of the required course content
2. Company profile and experience
3. A summary of your experience in similar assignments with work completion proof;
4. The documents evidencing your eligibility, as listed below.
5. The bidder's comments or suggestions on the ToRs and appreciation of the assignment – the objectives, tasks and deliverables
6. Brief description of any three recent projects undertaken (maximum one page per project) specifying objectives and delivery methodology applied, and any other relevant information.

1.2 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 the costs inclusive of taxes.
3. The proposed development and implementation plan for the course.

Validity of Proposals: Proposals must remain valid for **120 days** working days.

Submission of Proposals: Both **Technical and Financial proposals** should be submitted **separately**, both clearly marked with the Procurement Reference Number above, the Bidder'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) in **PDF or Excel/word formats only** with clear subject line: **Request for Proposal (RFP) for provision of training in Project Management Professional (PMP)".**

Clarifications: All communications regarding this tender document should be addressed via email only to: [procurement@afr.rw](mailto:procurement@ afr.rw) by **11th November, 2019.**

Right to Reject: AFR reserves the right to accept or reject any bid or to cancel the procurement process and reject all bids at any time prior to contract signature and issue by AFR, without incurring any liability to bidders.

AFR reserves the right, at its sole discretion, to reject all bids received and seek fresh bids, 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.

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 to all who have obtained the tender document directly from AFR.

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.

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: Firms are requested to submit copies of the following documents as evidence of your eligibility and sign the declaration in the tender Submission Sheet:

1. Certificate of Incorporation

2. A copy of the Bidder's Trading license 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.

SECTION 3: EVALUATION OF BIDS

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 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 table.

Evaluation Criteria	Marks
<i>Relevant experience and qualification for the proposed personnel</i>	15
<i>Specific experience in project management process review and PMP Training for donor funded organisations</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 70% i.e. 56 marks out of the total mark (80) in the table above.



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 20 points (maximum) 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 the technical proposal and a weighting of 20% for financial proposal.

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 bidders.

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.

SECTION 4: TENDER FORMS

Tender Submission Sheet

[Complete this form with all the requested details and submit it as the first page of your bid, with the documents requested above attached. Ensure that your bid is authorised in the signature block below. A signature and authorisation on this form will confirm that the terms and conditions of this tender document prevail over any attachments. If your bid is not authorised, it may be rejected.]

Bid Addressed to:	Access to Finance Rwanda
Date of bid:	
Procurement Reference Number:	
Subject of Procurement:	

We, the undersigned, declare that:

- (a) We have examined and have no reservations to the Bidding Document, including Addenda No.: *[insert the number and issue date of each Addenda]*;
- (b) We offer to conform to the tender Document and in accordance with the response times specified in the Statement of Requirements, Bills of Quantities or Terms of Reference the following Supplies or Services under a framework contract arrangement *[insert a brief description of the Supplies or Services. Amend wording and attach relevant details if alternative response times are is proposed]*;
- (c) We understand that any resulting contract will be a framework contract, with estimated quantities, and that you will not be bound to purchase any Supplies or Services with the exception of any guaranteed minimum value;
- (d) The total price of our Bid, excluding any discounts offered in item (d) below, is: *[insert the total bid price in words and figures, indicating the various amounts and the respective currencies]*;
- (e) The discounts offered and the methodologies for their application are:
 Unconditional discounts. If our bid is accepted, the following discounts shall apply. *[Specify in detail each discount offered (eg amount/percentage) and the specific item of the Statement of Requirements to which it applies.]*
 Methodology of application of the unconditional discounts. The discounts shall be applied using the following method: *[Specify precisely the method that shall be used to apply the discounts]*; Conditional discounts. If our bids for more than one lot are accepted, the following discounts shall apply. *[Specify precisely each discount offered (eg amount/percentage) and the conditions of the discount.]*

Methodology of application of the conditional discounts. The discounts shall be applied using the following method: *[Specify in detail the method that shall be used to apply the discounts]*;

- (f) Our bid shall be valid for a period of *[specify the number of calendar days]* calendar days from the date fixed for the bid submission deadline in accordance with the Bidding Document, and it shall remain binding upon us and may be accepted at any time before the expiration of that period;
- (g) We undertake to abide by the Code of Ethical Conduct for Bidders and Providers during the procurement process and the execution of any resulting contract;
- (h) We are not participating, as Bidders, in more than one bid in this bidding process, other than alternative bids in accordance with the Bidding Document;
- (i) We do not have any conflict of interest and have not participated in the preparation of the original Statement of Requirements for the Procuring and Disposing Entity;
- (l) We understand that this bid, together with your written acceptance thereof included in your Letter of Bid Acceptance, shall constitute a binding contract between us, until a formal contract is prepared and executed;
- (m) We understand that you are not bound to accept the lowest bid or any other bid that you may receive.

Signed: *[signature of person whose name and capacity are shown below]*

Name: *[insert complete name of person signing the bid]*

In the capacity of *[insert legal capacity of person signing the bid]*

Duly authorised to sign the bid for and on behalf of: *[insert complete name of Bidder]*

Dated on _____ day of _____, _____ *[insert date of signing]*

SECTION 5: CODE OF ETHICAL CODUCT

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

SECTION 6: TERMS OF REFERENCE FOR PROJECT MANAGEMENT PROCESS REVIEW AND PROJECT MANAGEMENT PROFESSIONAL (PMP) TRAINING

1. About AFR

AFR began its operations in 2010 with the core objective of stimulating the development of the financial sector in Rwanda. AFR's intention is to remove the systemic barriers that hinder access to financial services by putting the low-income people particularly the rural poor, women and youth at the centre of its interventions. AFR supports the development and provision of financial services including savings, credit, insurance, payments and remittances. AFR is funded by DFID, the MasterCard Foundation, Sweden and USAID.

To ensure long-term sustainability and consistency of its achievements, AFR supports the Government of Rwanda's development objectives and aligns all her interventions to the national policy frameworks such as the Financial Sector Development Programme (FSDP) II and the National Strategy for Transformation (NST) 2017-2024.

2. Objective of the assignment

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. AFR is seeking for a professional consultancy firm to:

- i. Improve its internal project management processes and practices to increase the organization's efficiency;
- ii. Strengthen the capacity of staff in managing projects using best practices to enable them design, plan, implement and monitor projects successfully, while ensuring good value for money.

3. Scope of work

The assignment will comprise of the following:

- a) Review of the AFR project management processes and tools with a goal to improve and streamline them. This will be in accordance with the Project Management Institute (PMI)'s standards of project management. Tools comprise of physical and digitalized templates for meetings and project tracking, reporting, etc.
- b) Provide suggestions on how the project management processes and tools can be improved, including but not limited to designing new ones if needed. It must be noted, however, that the goal is to eliminate repetitive practices to increase efficiencies. New templates should only be introduced if needed.

- c) Providing project management training to AFR staff following the Project Management Institute (PMI) standards. This must cover the project phases of initiation, planning, execution, control and monitoring and closure. The training will also include the new/improved processes.
- d) Supporting 12-15 AFR staff to prepare for the PMI PMP exam with a goal to achieve 100% pass rate.

4. Approach and methodology

The firm is requested to propose the best approach and methodology they believe will cover the above scope and achieve the stated objectives. In their proposal, they must mention their preferred reference texts and methodology for the PMP exam preparation.

5. Deliverables

The firm will deliver the following:

- a) High level inception report speaking to how the firm is going to cover the scope to achieve the stated objectives
- b) Project management process review report with recommendations and new/modified templates
- c) Training material for the new processes that AFR can reuse for new staff

6. Duration of assignment

The assignment will be carried out over a period of two months.

7. Reporting and feedback

The Consultant will report to the Director of Programs and Head of Digital Financial Services. All reports/documents should be produced in English.

8. Competences required

Prospective 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. It is desirable for them to have the following skills and experience: -

- a) PMP certification is mandatory
- b) It is preferred that the firm/ consultants be certified education providers for PMI
- c) Experience in project management process review
- d) Experience providing PMP examination preparation with high student pass rates