



# **ACCESS TO FINANCE TO RWANDA**

**Request for Proposals**

**for**

**Procurement of Agent Network Management Services**

<b>Subject of Procurement:</b>	<b>Agent Network Management (ANM) Services</b>
<b>Procurement Reference Number:</b>	<b>AFR/RFP-ANMS/OCT/2018</b>
<b>Date of Issue:</b>	<b>15 October 2018</b>

## Part 1: Proposal Procedures

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**15 October 2018**

### REQUEST FOR PROPOSALS

**PROCUREMENT REFERENCE NUMBER: AFR/RFP-ANMS/OCT/2018**

**Dear Prospective bidder:**

Access to Finance Rwanda (AFR) is a Rwanda company limited by guarantee established in 2010 by governments of UK and Rwanda and its currently funded by DFID, Sweden, MasterCard foundation and USAID. AFR operates as a not for profit independent company with strategic policy guidance from Access to Finance Rwanda's Board and Investment committee. Access to Finance Rwanda now invites bids from eligible firms for the provision of *agent network management services under the proposed national shared agency banking service (SABS)*. The details of the required supplies are specified in the detailed Terms of Reference, attached hereunder.

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

- Interested parties should submit a Letter of Intention to Bid by **20<sup>th</sup> October 2018**.
- Requests for clarifications to the RFP may submitted until **21<sup>st</sup> October 2018**.
- Interested parties should submit their proposals no later than **11<sup>th</sup> November 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 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 to Miriam Kagisha, Procurement and Logistics Officer, [miriam@afw.rw](mailto:miriam@afw.rw).

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

Activity	Date
a) Advert	15 October 2018
b) Suppliers' Submission of Letter of Intention to Bid	20 October 2018
c) Request for clarifications	21 October 2018
d) Proposal closing date	11 November 2018
e) Evaluation process	12 to 16 November 2018
f) Display and communication of best evaluated bidder notice	20 November 2018
g) Contract Signature	30 November 2018

Cordially

Waringa Kibe

**Country Director**

Access to Finance Rwanda

### TERMS OF REFERENCE

#### 1. SECTION1: OVERVIEW

##### 1.1 Introduction

Access to Finance Rwanda ("AFR") is pleased to invite your company to respond to our Request for Proposal (RFP) for **Agent Network Management Services** under the Shared Agency Banking Services (SABS) for Rwanda.

##### 1.2 RFP Background

###### 1.2.1 Project Background

In order to overcome the challenges and limitations associated with the "brick and mortar" model of business, and in response to the introduction of agency channels for banking services in 2011, many financial institutions in Rwanda set out to deploy proprietary agency banking services across the country. The first outlet to be used for agency banking operations was activated in Rwanda in 2012, and since then many banks and other Financial Services Providers (FSPs) have taken advantage of the enabling regulation and national policy support to roll out similar services across the country.

A recent assessment of agency banking services with a cross-section of Financial Services Providers commissioned by AFR however revealed that a number of FSPs may actually be facing challenges with sustainability of the agency banking models rolled out. As part of the intervention proposals, and in line with the national financial inclusion policy, AFR has committed to support the implementation of a strategic mitigation plan focused on participating FSPs sharing front and back-end infrastructure for purposes of offering agency banking services. It is expected that the intervention would assist banks in significantly reducing capital outlay requirements in order to offer effective agency banking services and support a more efficient and sustainable alternative channel.

###### 1.2.2 About the Shared Agency Banking Service:

AFR is supporting the Rwandan financial services industry in testing the concept of implementing a Shared Agency Banking Service (SABS), in line with the greater national interoperability initiative to be implemented under the Rwanda National Digital Payment System (RNDPS). Through several discussions with industry stakeholders the implementation model in Figure 1 and Figure 2 below, was agreed.

### Implementation Overview

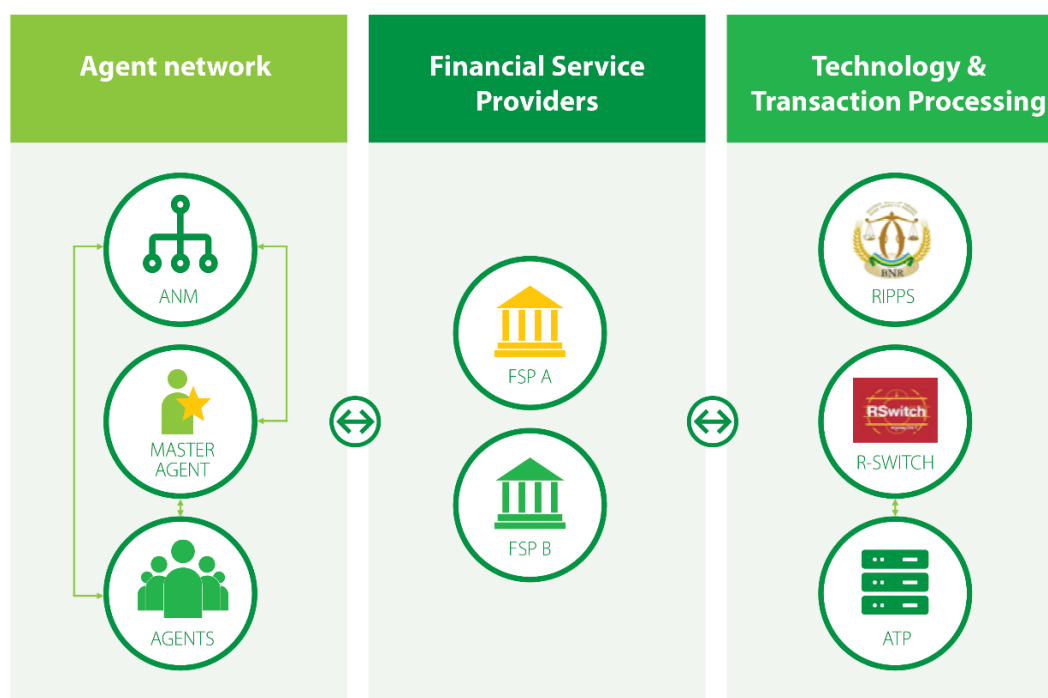


Figure 1 Implementation Model

### Ecosystem Actors & Roles

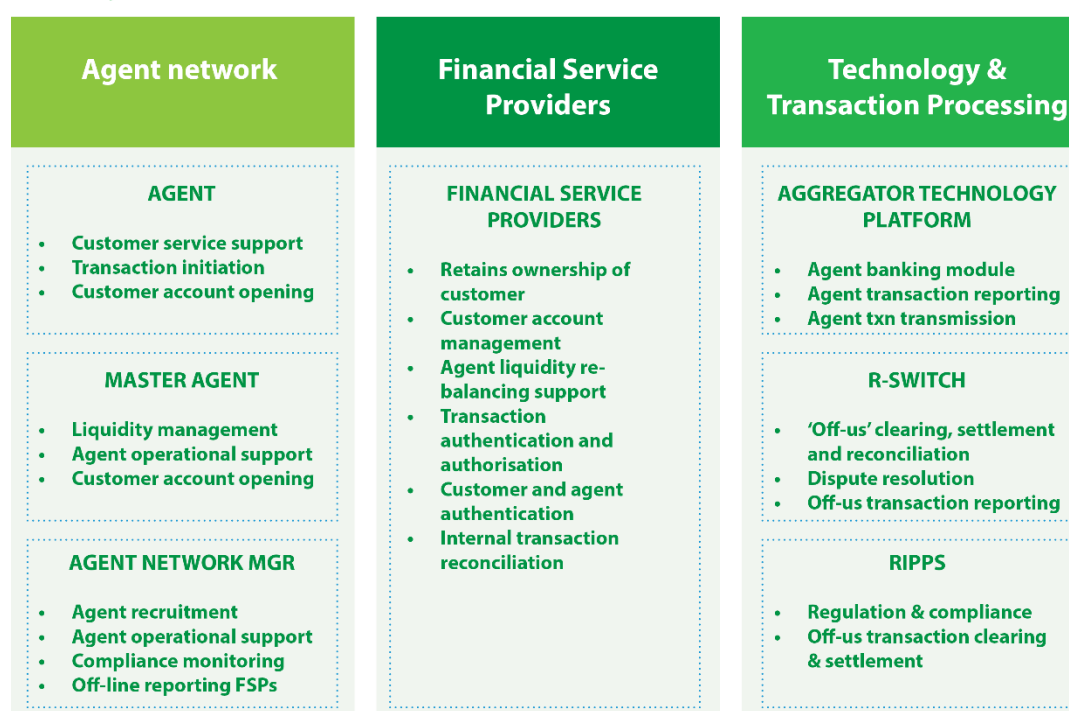


Figure 2 Ecosystem Actors & Roles

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### 1.3 RFP Scope

The scope of this RFP includes the provision of agent network operational, monitoring and support services, including the implementation of a customer interactive and interfacing retail distribution channel and team management structure and operation for financial services in Rwanda. The agent network management will allow and enable multiple financial service providers to effectively deploy, manage and grow the agency banking network and related services throughout the Republic of Rwanda. This will be done through identifying the right agents, training the agents, branding the agent outlets, monitoring and supporting the agents for regulatory and operational compliance and providing regular reports to the participating FSPs in the SABS Project.

The following is an order of magnitude of projected number of users:

Period	No. of FSPs	No. of Agents	No. of End-User Customers
Year 1	10	1,050	350,000
Year 2	17	2,100	600,000
Year 3	21	3,150	1,000,000

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### 1.4 Proposal Evaluation

AFR is seeking a reliable, financially stable suppliers able to meet the service, quality, operational and technical requirements. Suppliers are encouraged to be as aggressive and as creative as possible in their responses. The following table summarizes the major areas that will be evaluated and the maximum possible score under each criterion:

Supplier Capabilities - Evaluation Criteria		Weight Score
<b>Supplier Strength</b>	Supplier must demonstrate financial stability, intelligent strategic direction, with proven success and growth. AFR must be convinced that selecting the Supplier presents minimal financial and operational risk to the Project	10%
<b>Experience</b>	Supplier must demonstrate that it has previously implemented its DFS agent network management and/or structured mass market/retail/FMCG distribution channel management before for at least three years and it currently operates somewhere.	20%
<b>Local Presence &amp; Exposure</b>	Presence and demonstrable experience providing retail and/or agent channel selection, training, monitoring and reporting support in East Africa. Availability of a field team or local partner in Rwanda, would be an added advantage.	8%
<b>Process Improvement</b>	Suppliers must demonstrate that they promote continuous improvement to increase productivity and reduce client costs are preferred. Preference is for Suppliers exhibiting a proven quality track record, with quality control monitoring and reporting programs in effect.	7%
<b>Account Management</b>	The Supplier must be committed to providing unsurpassed service. The Supplier must demonstrate experience with multi-client accounts. Preference will be given to Suppliers with current presence in the East African markets.	10%
<b>Implementation Plan</b>	The Supplier must have a sound implementation strategy that will have minimal impact on the operations of the FSPs while executing the portfolio conversion within an aggressive time frame.	5%
<b>Technology Application</b>	The Supplier should illustrate their ability to apply technology applications in monitoring, reporting and supporting the agent network. The firm should provide detail on specific agent monitoring, support and/or measurement tools that will be used to ensure accurate and proper reporting that is supported by the FSPs' own internal reports.	10%
<b>Compliance</b>	Supplier must: <ul style="list-style-type: none"><li>• Provide evidence of valid corporate legal personality as registered, and business operation</li><li>• Provide evidence of valid compliance with tax obligations (e.g. Tax Compliance Certificate)</li></ul>	5%
<b>Language</b>	Ability to operate fluently in English	5%
<b>Total Technical Proposal Evaluation Weightage</b>		<b>80%</b>
<b>Financial Proposal Considerations</b>	Supplier must provide highly competitive offerings not only at the beginning of the relationship but on an ongoing basis. Providing competitive and consistent pricing will significantly enhance the potential of winning this business opportunity.	20%
<b>Total Financial Proposal Evaluation Weightage</b>		<b>20%</b>

## Part 1: Proposal Procedures

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### **1.4.1 Financial Evaluation 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.

### **1.4.2 Total scores:**

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

### **1.4.3 Currency:**

Proposals should be priced in **US dollars for foreign firms and Rwandan Francs for local companies.**

### **1.4.4 Best Evaluated Bid:**

The best evaluated bid shall be the firm with the highest combined score and shall be recommended for award of contract.

### **1.5 Right to Reject:**

AFR reserves the right, at its sole discretion, to accept or reject any proposal, or reject all proposals received and seek fresh proposals at any time prior to contract signature and issue, 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; without incurring any liability to bidders and potential suppliers.



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### 2 SECTION 2: PROPOSAL RESPONSE INSTRUCTIONS

#### 2.1 RFP Planned Schedule

To enable fair and consistent comparisons across Suppliers, the RFP evaluation process will follow a series of steps. Suppliers will be rigorously screened based on ability to meet minimum service requirements outlined in the RFP, which the Supplier shall clearly mark as the **"Technical Proposal"**. *Suppliers who score less than 70% out of the total score in the Technical Evaluation shall be deemed to have failed, and subsequently shall not have their Pricing Proposals considered.*

Suppliers who garner a score of 70% and above in the Technical Evaluation will be screened based on RFP price competitiveness. To ensure your company's proposal successfully moves forward to the final selection phase, best pricing must be submitted in the RFP, as a separate attachment, clearly marked **"The Financial Proposal"**. AFR may also conduct site visits and may request up-to-date Supplier financial statements.

The schedule of events planned for the RFP submission and evaluation process is outlined in the table that follows.

Activity	Date
Advert	15 October 2018
Suppliers' Submission of 'Letter of Intention to Bid'	20 October 2018
Request for clarifications	21 October 2018
Proposal closing date	11 November 2018
Evaluation process	12 to 16 November 2018
Display and communication of best evaluated bidder notice	20 November 2018
Contract Signature	30 November 2018

AFR reserves the right to change the dates and times shown above at any time during the RFP process, but expects to make changes only in exceptional circumstances. Suppliers who will have submitted their 'Letter of Intention to Bid', will be informed of any such changes via email, while all others will be informed via the AFR website.

AFR may also request a Supplier presentation (at no cost to AFR) or visit to their operating facilities, as part of its evaluating criteria.

#### 2.2 Preparation

Each Supplier must comply with the RFP requirements and follow the prescribed response formats. It is the responsibility of the Supplier to obtain clarification of the requirements contained herein.

## 2.3 Proposal Response and Submission Instructions

- (a) To ensure the integrity of the process, ALL inquiries and other communications regarding the RFP must be directed, in writing via email, **ONLY to Miriam Kagisha, Procurement and Logistics Officer, miriam@afr.rw**. Every communication shall be directed via email.
- (b) In order to minimize miscommunications and/or the receipt of incomplete or out-of-date information, Suppliers must not approach any other AFR contacts regarding the RFP. Contacting any parties other than those identified in this RFP document may result in your disqualification from this process and may negatively affect future opportunities with the Companies.
- (c) Submit your company's RFP response electronically (via email), plus any other supplemental information necessary to include the proposal. Hard copy responses will not be accepted.
- (d) Each section of your company's RFP response must be separated by a tab, displaying the name / number of the corresponding section of the RFP and Appendices.
- (e) The Financial Proposal should be submitted as separate attachments from the rest of the Proposal.
- (f) ALL submitted documents must be in PDF format.
- (g) AFR expects that your responses will be as accurate and as truthful as possible.
- (h) This is a competitive bid process. Your company's proposal will be evaluated relative to proposals from competitors. AFR will make selection decisions based on the information provided in your company's RFP response and related communications. For further clarity:
  - i. On preliminary basis, your proposal will be evaluated for timeliness in submission, completeness and compliance to the instructions provided herein. If any of these will not have been complied, the submitted bid will be declared incompetent to proceed to the first round of evaluation provided in 'ii' below.
  - ii. On a first round, your company's proposal and capabilities will be evaluated solely on the content of your RFP response and associated communications.
  - iii. For a second round, vendors who pass the first round of evaluation may be called to present their proposal in person.
  - iv. Do not assume that any other information about your company that you believe is - or should be - in AFR's possession will be taken into account. If your company believes such information is relevant to your bid, include it in your company's response subject to the guidelines above
  - v. Any current or past business relationship with AFR or any other entity in Rwanda – of any nature should not be considered per se as providing an advantage.

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- (i) 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 bidder is responsible for their accurate reproduction.
- (j) **Technical Proposal:** Technical proposals should contain the following documents and information:
  - i. The Technical Proposal Submission Sheet in this Part;
  - ii. An approach and methodology for performing the services;
  - iii. A detailed work plan, showing the inputs of all key staff and achievement of deliverables;
  - iv. Copies of previous contracts - at least 3 for similar projects – as an attachment.
  - v. CV's of key staff; as an attachment
  - vi. A summary of your experience in similar assignments;
  - vii. The documents evidencing your eligibility, as listed below as an attachment
  - viii. The Firm's comments or suggestions on the TORs and appreciation of the assignment – the objectives, tasks and deliverables
- (k) **Financial Proposals:** Financial proposals should contain the following documents and information:
  - i. The Financial Proposal Submission Sheet in this Part;
  - ii. A breakdown of the costs the bidder expects in respect of the implementation of the service, clearly showing the progression of these costs, as follows:
    - 1. For each month in respect of Year 1 of operations; and
    - 2. Logical Progression of costs in respect of the subsequent years 2 and 3 of operations
  - ii. The logical correlation and brief explanation in respect of the projected costs and the agent network growth in the country in the three years
- (l) **Validity of Proposals:** Proposals must remain valid for *at least one hundred and twenty (120) days*
- (m) **Submission of Proposals:** The technical and financial proposals should be submitted separately, both clearly marked with the Procurement Reference Number above, the Firm's name, AFR and either "Technical Proposal" or "Financial Proposal" as appropriate. Proposals (both technical and financial) should be emailed in pdf format to [procurement@afr.rw](mailto:procurement@ afr.rw) with clear subject line: "Provision of Agent Network Management Services" and submitted by **11<sup>th</sup> November 2018 at 5PM sharp Rwanda Time.**
- (n) **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.

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- (o) **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. AFR reserves the right to change the dates and times shown above at any time during the RFP process, but expects to make changes only in exceptional circumstances. Suppliers who will have submitted their Letter of Intention to Bid, will be informed of any such changes via email, while all others will be informed via the AFR website.
- (p) 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
- (q) **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 and rejected.

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### 3. SECTION 3: SCOPE OF WORK & EXPECTED OUTCOMES

The ANM firm will initially work with AFR for a period of between six and twelve-month period, including a transitional period that will see them work directly with Financial Service Providers (FSPs) that will be participating in the SABS, focused in the following areas:

#### 3.1 Scope of Work

- a. *Agent Network build out and support* – establish and build the capacity of the agent network by working with the Shared Agency Banking System (SABS) Project team and the clients' agent management teams to ensure efficient implementation, including identifying and selecting potential agents.
- b. *Agent strategy implementation* – assist in implementation of new and existing agent management processes through pilot testing, quality control and monitoring. Support the Clients in identifying and recruiting master agents, agents and organized retail trade partners.
- c. *Agent Operations Monitoring and Support* – assist in monitoring of agent performance in the field, providing first-line support, including regular agent training and testing, below-the-line marketing activities, through field teams and ensuring compliance to regulatory and operational standards.
- d. *Agent Performance Tracking* - Track agent performance indicators against agreed targets and the Project strategy, through the collection of data from the participating FSPs, agents and other sources;
- e. Support the structuring of "Below the Line" marketing, agent quality management, market research and evaluation research.
- f. Market intelligence – update the Project team on regulatory and market developments, main industry trends and perform analysis as requested. Produce regular reports on market and industry developments.
- g. Identify potential opportunities for The Project Team and the FSPs

#### 3.2 Deliverables

The support provided by the ANM firm is intended to help the Project Team and the FSPs meet their objectives of activating viable shared agents throughout Rwanda. The definition of "active" is that each agent conducts at least one revenue generating event (registration, deposit, withdrawal, payment ) within 7 days. By the end of the engagement, the ANM firm should have converted 70% of the agent base to "active" status.

In addition, the ANM firm will be expected to develop, in conjunction with the Project Team, and implement:

- Standard Operating Procedures (SOPs) for agent monitoring and support
- Agent visitation routines, and training plan – every month

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- Market report for each outlet - monthly
- Agent audit report – weekly
- National agent report - daily
- Any other reports that draw information from existing data available from the field (agents)

## **4 SECTION 4: ELIGIBILITY CRITERIA**

### **4.1 Eligibility Criteria:**

Bidders are required to meet the following criteria to be eligible to participate in the procurement exercise :

- a. have the legal capacity to enter into a contract;
- b. not be insolvent, in receivership, bankrupt or being wound up or subject to legal proceedings for any of these circumstances;
- c. not have had your business activities suspended;
- d. have fulfilled your obligations to pay taxes and social security contributions;
- e. have the nationality of an eligible (defined in the proceeding section) country;
- f. not to have a conflict of interest in relation to this procurement requirement; and

### **4.2 Documents Evidencing Eligibility:**

Bidders are requested to submit copies of the following documents as evidence of eligibility and sign the declaration in the Technical Proposal Submission Sheet:

- a. Certificate of Incorporation
- b. A copy of the Bidder's Trading licence or equivalent;
- c. Evidence of statutory compliance such as a tax clearance certificate;
- d. Power of attorney with a specimen signature of authorised representative;
- e. Any other relevant documentation.

### **4.3 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.

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### 5 SECTION 5: 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;

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- (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 AND DESIGNATION**

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### 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 :	
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: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_



*[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.]*

[illegible]

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Other/Miscellaneous Costs										
Please list each cost line separately										

## Part 2: Terms of Reference

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### Breakdown of Financial Proposal Authorised By:

Signature: \_\_\_\_\_ Name: \_\_\_\_\_

Position: \_\_\_\_\_ Date: \_\_\_\_\_  
(DD/MM/YY)

Authorised for and on behalf of:

Company: \_\_\_\_\_