

ACCESS TO FINANCE RWANDA

Request for Proposals

For

Request for Consultancy Services to Provide Technical Assistance (TA) in Developing a Data Management Strategy for Rwanda Social Security Board (RSSB) and Capacity Building in Data Analytics.

Subject of Procurement:	Consultancy Services to Provide Technical Assistance (TA) in Developing a Data Management Strategy for Rwanda Social Security Board (RSSB) and Capacity Building in Data Analytics.
Procurement Reference Number:	AFR/RFP- TA FOR RSSB /MARCH/2023.
Date of Issue:	9 th March 2023

REQUEST FOR PROPOSALS

PROCUREMENT REFERENCE NUMBER: AFR/RFP- TA FOR RSSB /MARCH/2023.

Dear Prospective bidder:

Access to Finance Rwanda (AFR) is a Rwandan not for profit company established in 2010 to promote financial inclusion and financial sector development. AFR is currently funded by Sweden, Jersey Overseas Aid, and the MasterCard Foundation.

Access to Finance Rwanda is part of the broader Financial Sector Deepening (FSD) network in Africa that seeks to create a transformative impact on the ending of poverty by supporting efforts to improve financial inclusion and financial sector development through helping policymakers, regulators, financial service providers and markets drive a more inclusive and sustainable economic growth.

AFR supports the removal of systemic barriers that hinder access to and use of financial services by low-income people, particularly the rural poor, women, youth and MSMEs. AFR supports the development and provision of financial services including savings, credit, insurance, investment, payments, and remittances.

AFR is guided by the Market System Development (MSD) approach recognising that efforts to increase financial inclusion and financial sector development must be market-led, profitable and sustainable.

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 be submitted until Friday 24th March 2023
- Interested parties should submit their proposals no later than Friday, 31st March 2023

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:procurement02@af.rw

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

Activity	Date
a) Advert issued	Thursday, 9 th march 2023
b) Request for clarifications	Friday, 24th March 2023
c) Proposal closing date	Friday, 31st March 2023
d) Evaluation process	Wednesday, 5 th April 2023
e) Notification to bidders	Wednesday, 12 th April 2023
f) Contract Signature	Wednesday, 19 th April 2023

Cordially,
Jean Bosco Iyacu
Chief Executive Officer

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 (in PDF) 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. Technical Proposal not exceeding 15 pages without annexes
3. An approach and methodology for performing the services;
4. A detailed work plan, showing the inputs of all key staff and achievement of deliverables;
5. CV's of key staff members;
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 from proposal submission date.

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) must be submitted electronically to: procurement02@ afr. rw with clear subject line: "**AFR/RFP- TA FOR RSSB /MARCH/2023.**" and submitted by **Friday, 31st March 2023 at 12:00AM** Central African Time (CAT).

Note: Proposals must be submitted in PDF format and as attachments to the email, any proposal submitted as a link won't be considered.

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 ;
5. not to have a conflict of interest in relation to this procurement requirement;

We require you to submit copies of the following documents as evidence of eligibility attached to your bid and sign the declaration in the Technical Proposal Submission Sheet:

1. Certificate of Incorporation or Trading licence /Certificate of Registration;
2. Evidence of statutory compliance such as a valid tax clearance certificate.
3. Signed copy of code of ethical conduct in business for bidders.

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

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 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 below.

Technical Evaluation Criteria		Weighting
Specific experience of the firm	Have at least five years of overall exposure in data analytics support/project implementation, preferably with a focus on building the capacity of social security administrators, other financial institutions or their regulators.	5
	Demonstrated experience in managing assignments of similar nature evidenced by satisfactory completion of at least three assignments.	2
	Formal certificates of completion or contact details to request feedback are required.	
	Strong internal capacity for quality assurance on deliverables (evidenced by the profile of quality assurance team working in the background to support the core the core technical team)	3
		10
Quality of the lead coach	Demonstrated experience (at least 7 years) in data analysis or data visualization, quantitative data analysis and Big Data.	15
	Demonstrated experience in supporting social security schemes 'administrators and related institutions with data analytics and related capacity building including coaching.	

	<i>A detailed CV and formal certificate of completion or contact details to request feedback are required.</i>	
		15
Quality of the remaining team members	Experience in developing and implementing data strategy especially for social security schemes' administration (with gender lens)	5
	Advanced knowledge and experience of statistical and quantitative data analytics software such as R-studio/ STATA/ Python/Java/database and the ability to handle large datasets (preferably with applications on pension, occupational hazards, maternity leave and health insurance schemes).	5
	Strong experience in data analytics within pension schemes, occupational hazards schemes, health insurance schemes, etc.	5
	Demonstrated experience and expertise in developing gender inclusive data strategies and integrating gender into data analytics.	5
	A good understanding of security ecosystem in Rwanda and/or the region or comparable markets and experience working in Rwanda as subject matter expert on topics in this assignment.	10
		30
Methodology & Approach	Adequacy and quality of proposed technical approach, and methodology in responding to these terms of reference.	20
	Relevant comments on the Terms of Reference	
	Quality of work plan and project management provisions proposed to mitigate risks and deliver a quality deliverables within the timelines specified.	5
		25
Total - Technical evaluation		80

Note: Local firms and joint ventures between local and international firms are encouraged to submit their bids.

Minimum technical score: The mark required to pass the technical evaluation is 80% 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.

4. Currency: Proposals should be priced in **Rwandan Francs** for local firms and **US Dollars** for foreign 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
Flights, Airport transfers, Visa, Accommodation, Covid-19 test, Local transport and Communication.				
TOTAL:				

TOTAL COST PRICE IN CURRENCY: _____

Breakdown of total price Authorised By:

Signature _____ Name: _____

Position: _____ Date: _____

Authorised for and on behalf of: _____ (DD/MM/YY)

Company: _____

TERMS OF REFERENCE

Request for Consultancy Services to Provide Technical Assistance (TA) in Developing a Data Management Strategy for RSSB and Capacity Building in Data Analytics

1. Access to Finance Rwanda (AFR)

Access to Finance Rwanda (AFR) is a Rwandan not for profit company established in 2010 to promote financial inclusion and financial sector development. AFR is currently funded by Sweden, Jersey Overseas Aid, and the MasterCard Foundation.

Access to Finance Rwanda is part of the broader Financial Sector Deepening (FSD) in Africa that seeks to create a transformative impact on the ending of poverty by supporting efforts to improve financial inclusion and financial sector development through helping financial institutions and markets drive a more inclusive and sustainable economic growth.

AFR supports the removal of systemic barriers that hinder access to financial services by low-income people, particularly the rural poor, women, youth and MSMEs. AFR supports the development and provision of financial services including savings, credit, insurance, investment, payments, and remittances.

AFR is guided by the Market System Development (MSD) approach recognizing that efforts to increase financial inclusion and financial sector development must be market-led, profitable and sustainable.

Early this year (2022), AFR conducted a scoping study to assess the data analytics capacity needs in the Rwanda's financial sector, the findings of which indicate findings on several data analytics capacity gaps, especially in establishing and operationalizing the data analytics strategies as well as strengthening their inhouse analytical capacities for collecting, mapping and analysing data.

AFR believes that information asymmetry in the financial sector is one of the major causes of market failures, especially failure in (i) improving access and usage of financial services (ii) development of innovative and pro-poor financial services (iii) creating an efficient and competitive financial market, and (iv) facilitating growth across key job creating sectors of the economy. Recently, AFR's Board approved a project, namely: ***"Strengthening data analytics capacity in Rwanda's financial ecosystem"***, aimed to address the identified issues and catalyse a meaningful change through a robust data analytics program with a strong gender lens.

2. Rwanda Social Security Board

The Rwanda Social Security Board (RSSB) was established by the law No.45/2010 of 14/12/2010 modified by the Law No 009/2021 of 16/02/2021 with a mandate to administer social security services in the country, – merging the Social Security Fund of Rwanda (SSFR) and Rwandaise d'Assurance Maladie (RAMA). With the addition of the Community-Based Health Insurance Scheme, Maternity Leave Benefit Scheme and the Long-Term Saving Scheme, commonly known as EjoHeza, and additionally play an advisory role to the Government on matters related to social security.

The RSSB's mandate revolves around the collection of contributions from members, the payment of benefits to members and the management of the accumulated funds for funded schemes. Through its investment policy, RSSB ensures sustainability and adequacy of the funds to protect members' contributions and provide funding for benefits. In addition, RSSB investment strategy recognises its social responsibility for playing a strategic role in building key infrastructure in Rwanda. RSSB is expected to play a key role in the Rwanda economic and social development laid out in the Vision 2050 and the National Strategy for Transformation (NST1). Indeed, RSSB has set ambitious goals in

their Strategic Plan 2020-2025 (SP25) towards being a “**Members First, Data Driven and High Performing**” organisation, driven by their digital transformation agenda. This will enable RSSB to become an evidence-based and data-driven organisation towards acting as a major policy partner in the future of Rwanda social protection and healthcare programmes.

3. Background of Assignment

Currently, RSSB faces many challenges, ranging from the lack of automation, limited digitalized processes (currently operating on legacy systems) as well as lack of a robust data management strategy. This affects the efficiency of service delivery to members, impedes data accuracy and ability to implement data analytics and visibility on contributions with spill-over effects on financial reporting.

While data is an integral part of operations and decision making, the RSSB has had its fair share of challenges in managing data as a resource and asset. The existence of data silos, seemingly harmless initially, have over time created barriers to information sharing and collaboration across RSSB departments. As the quantity and diversity of RSSB data assets grew, with the adoption of insurance schemes which originally were not part of the mandate, the data silos also grew fundamentally, and this came with its set of challenges. Furthermore, there is an issue of lack of data integration – with same data stored in different and non-inter-operable storages, leading to inconsistencies. Therefore, with the lack of consolidated data, the organization-wide inefficiencies and holistic remain hidden – undermining the use of data in informing decision making.

In the current rapidly changing environment, data-driven innovation is an increasingly important source of information that is critical to position and maintain RSSB competitiveness. In this regard, advances in various digital technologies, notably machine learning, big data, etc.— have the potential to greatly accelerate analytical power and transform RSSB into a data driven organisation.

4. Risks of non or improper implementation of the Data Strategy

Failure to operationalize a Data Strategy or not doing it in a right way poses several risks to RSSB as an organization, including:

- a) **Data quality issues:** *Poor data management practices resulting from errors, inconsistencies, and duplicates in data, consequently affecting the accuracy and quality of business decisions.*
- b) **Compliance violations:** *Improper handling of sensitive and personal data resulting in legal and regulatory violations, leading to costly fines and damage of the origination’s reputation.*
- c) **Inefficient use of resources:** *Without a clear data strategy, RSSB may struggle to efficiently allocate resources and therefore leading to inefficiency and waste of resources.*
- d) **Missed opportunities:** *Improper implementation of the data strategy can result in missed opportunities for growth and innovation, and derail RSSB’s pathway to becoming a high performing organization.*
- e) **Lack of data insights:** *Poor data governance can hamper RSSB from generating valuable data insights, limiting their ability to make informed and quality decisions.*

5. Scope of Work

While RSSB has, in the past, employed descriptive analytics for hindsight but going forward, the aim is to generate insight and conduct foresight level analytics.

The purpose of this TA is to develop a data management and analytics strategy (that is gender sensitive) with a clear roadmap of what RSSB needs to do to get to the desired state. This TA to RSSB will consist of the following work packages:

5.1 Work package 1. Analysis of the Current Status (including a gender and inclusion lens) – based on the current RSSB schemes (pension scheme, occupational hazards, maternity leave, medical scheme, community-based health insurance and long-term saving scheme (Ejo Heza), the following key areas shall be considered as part of the analysis of the current status to be carried out with the objective of:

- Improving the understanding of the types of data RSSB needs and why RSSB needs that data, use cases of the data and other related requirements.
- Reviewing the current data warehousing, business intelligence and data analytics applications used in the organization and defining/identify data sources feeding these applications in the context of business areas and IT tools, highlight key data gaps (including existence or lack of gender disaggregation) and recommend mechanisms for addressing them.
- Review and analysis of existing policies and guiding principles that govern each data element within the systems. Identification of gaps in policy and guiding principles and provide recommendations (with action points) for closing those gaps.
- Identifying the tools used, and authorities of every system associated with data in terms of the current status and the target status and recommend appropriate tools that are inclusive.
- Identification of bottlenecks, inaccurate-missing or unnecessary data.
- Identifying standardizing and clearing data methods and strategies that are inclusive.

A report shall be prepared based on the findings derived from Current Status Analysis.

5.2 Work Package 2: Designing the data Strategy – The TA will be responsible for the following:

- Understanding the business needs of RSSB related to data.
- Evaluation of data management regulations within the framework of best practices.
- Develop an inclusive data strategy (in close collaboration with the RSSB data team) for the improvement of the existing analyses, classifications, redesigning and highlighting required improvements in pension scheme, occupational hazards, maternity leave, medical scheme, community-based health insurance and long-term saving scheme (Ejo Heza)
- Establishing a roadmap/plan for the implementation of the inclusive data strategy and for achieving the intended targets.
- The inclusive data strategy will be presented to RSSB officials – highlighting where the institution is, different categories of tools to be used for different categories of data (across schemes and with a gender lens) and the required human resources capacities

to effectively implement the data strategy and ensure the transition into a data driven organization.

Guided by the overall RSSB strategy, the inclusive data strategy shall be prepared based on the selected best practice framework considering the current and target status analysis outputs of RSSB and the capacity of RSSB in a range of areas including:

- Information Governance and Management
- Data Management and Business Intelligence
- Information Systems
- Business Objectives, Fundamental Business Processes, and policy executives, as well as the necessary capabilities to be provided by technology.

5.3 Work Package 3: Dashboard implementation coaching for RSSB's data team to include the following outcomes:

- Training on data analytics, data visualization, and analytics tools to enable the development and deployment of automated cross-functional executive-level dashboards using dynamic visualization tools (with application to the six RSSB schemes)
- Identification of compliance gaps by correlating contribution data with employment and/or RRA data. Recommendations for a set of data governance tools for quality management and data cataloguing.
- Support in developing/adopting appropriate methods, including a gender-sensitive approach, for data analytics that generate insights for improved inclusive product development and efficiency.
- The consulting firm will work closely with the RSSB data team to ensure successful implementation of the data strategy and roadmap.

6 Deliverables

The following key deliverables are expected from this Technical Assistance:

- Comprehensive Current Status Analysis report including identification of bottlenecks, data quality issues, and areas for improvement.
- An inclusive data strategy in order to achieve the data-driven agenda and the strategy will include the items below:
 - Recommendations on the data management and analytics policies and procedures that RSSB should adopt to support its business goals and objectives
 - A data governance Plan which outlines the roles and responsibilities of all stakeholders involved in data management, including data owners, data stewards, data managers, and data consumers.
 - A Data Management Framework that outlines the methodology for data quality management, data security and privacy, data retention and archiving, and data integration

- A roadmap for implementation, outlining the activities and timelines required to implement the strategy, including a detailed budget and resource plan.
- A Business Intelligence Architecture that defines the framework, tools, and methods for reporting and analytics, and a Technical Architecture that outlines the infrastructure and technology requirements to support the data management and analytics strategy.
- Data analytics coaching for the RSSB team to develop dashboards, and to establish the following:
 - Best practices for data analytics and dashboard development
 - Data governance policies and procedures
 - Data integration and management strategies
 - Technical architecture and infrastructure requirements
 - Training and capacity building programs to support the development of required skills and expertise.

Note: The dashboards are expected to display some gender-sensitive indicators

- An end of project report including the results of the activities carried out throughout the Project.

7 Qualifications of the consulting firm/individuals

Consulting firms willing to apply should fulfil the following requirements:

- More than 5 years of experience in implementing data governance and analytics projects.
- Proven experience in conducting data gap analysis/data needs assessment and providing technical assistance in addressing the identified data gaps.
- Proven understanding of the social security and financial sectors.
- Experience in developing and implementing data strategy in the financial sectors (including data governance, data architecture, big data, etc.).
- At least one team member with expertise or with strong experience in gender statistics and in developing and implementing gender-inclusive data strategies.
- Experience in delivering coaching in data analytics (including, scripting, coding, and dashboard design for data access and analysis (including data mining, machine learning, predictive analysis, event detection, or modelling of complex systems, etc.), data science and data management in the financial sector (including experience delivering on gender-inclusive data strategies).
- The lead coach must have a minimum of a master's degree in Computer Science or a Quantitative field with at least 8 years of experience in data management, data analytics, data strategy, or other related disciplines.
- Team should comprise of a gender data expert who is able to advise and drive the inclusive data management implementation and transformation of the organization for the purpose of data driven organization.

8 Evaluation criteria

The evaluation of proposals will use the Quality Cost Based methodology as detailed below:

- Preliminary examination to determine eligibility (as defined below) and administrative compliance.
- Detailed technical evaluation will contribute 80%.
- Financial scores will be allocated 20% to determine the best evaluated bid.

9 Reporting and language

The consultant(s) will report directly to RSSB Data Analytics Lead and AFR Project Manager. All reports/documents should be produced in English.

10 Duration of the assignment

The timeline for this consultancy is expected to be between 4 months to 5 months (*an agreement will be made in certain activities to be conducted remotely while others will be done in-person*)

11 Length of the bid document

The bid document should not exceed 15 pages maximum without annexes.