

ACCESS TO FINANCE RWANDA

Request for Proposals

For

Consultancy Services to Provide Technical Assistance to one Financial Service Provider to Rollout Innovative SME Centric Financial Solutions

Subject of Procurement:	Consultancy services to provide technical assistance to one Financial Service Provider to rollout innovative SME centric financial solutions
Procurement Reference Number:	AFR/RFP- TA FOR SME CFS /MAR/2023.
Date of Issue:	20 th March 2023

REQUEST FOR PROPOSALS

PROCUREMENT REFERENCE NUMBER: AFR/RFP- TA FOR SME CFS /MAR/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) 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 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.

- If you are interested in this assignment, please express your interest by **Monday, 27th March 2023**.
- **Requests for clarifications** to the contract may be submitted until **Friday, 31st March 2023**
- Interested parties should **submit their proposals** no later than **Wednesday, 12th April 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@afr.rw

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

Activity	Date
a) Advert issued	Monday, 20 th March 2023
b) Express Your Interest	Monday, 27 th March 2023
c) Request for clarifications	Friday, 31 st March 2023
d) Proposal closing date	Wednesday, 12th April 2023
e) Evaluation process	Thursday, 20 th April 2023
f) Notification to bidders	Friday, 28 th April 2023
g) Contract Signature	Friday, 5 th May 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 as per Section 4 of this RFP;
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 as par Section 5 of this RFP;
2. A copy of the breakdown of Lump Sum Price form as par Section 5 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 SME CFS /MAR/2023.**" and submitted by **Wednesday, 12th April 2023 at 11:59PM** 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 the enclosed code of AFR's ethical conduct in business for bidders and services providers.

NOTE: Failure to submit the above required documents may 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 Criteria		Weighting (%)
Consulting firm or consortium experience	At least three years of overall experience in supporting FSPs' SME Financing support in Rwanda and/or other developing or emerging economies.	10
	Demonstrated experience in managing assignments of similar nature and complexity evidenced by satisfactory completion of at least three assignments over the last 5 years. <i>Formal certificates of completion and/or contact details for reference checks.</i>	
	Strong internal capacity for quality assurance on deliverables (evidenced by the profile of the senior professional or quality assurance team working in the background to support the core technical team)	
Quality of the lead subject matter expert	Demonstrated experience (at least 7 years) in supporting FSPs to enhance their SME Financing offering such as gaps analysis, developing SME Financing strategy, designing and piloting innovative SME Financing solutions, capacity building and other innovative and cutting edge solutions in this space. <i>A detailed CV indicating the level of involvement in similar assignments in the last 3 years.</i> <i>Formal certificates of involvement and successful completion of these similar assignments and/or contact details for reference checks.</i>	15
Quality of the remaining team members	Demonstrated technical experience (at least five years) in supporting FSPs with institutional assessments and/or SME financing strategies development.	5
	Experience in supporting capacity building of FSPs (at least five years) to enhancing their capabilities to better	5

	serve their SME customers across multiple economic sectors and in urban and rural areas.	
	Demonstrated technical experience in designing and rolling out innovative financial solutions for SMEs in developing and emerging economies (at least five years)	5
	Good understanding of Human Centered Design (HCD) approach and demonstrated experience in financial solutions design using HCD approach.	3
	Demonstrated experience in gender and social inclusion within SME Finance.	2
	A good understanding of the SME ecosystem in Rwanda and/or the East African Region.	5
	Working experience in Rwanda as subject matter expert on topics in similar assignments.	5
	Team member(s) with understanding of Kinyarwanda to interact with relevant SMEs effectively.	
<i>Detailed CVs and formal certificate of completion of relevant assignments or contact details to request feedback are required for each of the proposed team member .</i>		
Methodology & Approach	Adequacy of proposed technical approach, and methodology in responding to these terms of reference (15)	25
	Demonstrated understanding of the local context, dynamics, culture and language (4)	
	Expert critics and/or suggestions to improve the proposed scope of this assignment (3)	
	Appropriateness of the proposed project management plan and detailed work plan to ensure quality and timeliness of delivery (3)	
Total for Technical proposal		80
Total for Financial proposal (Value for money based on fee rates, inputs and total costs of the assignment)		20
TOTAL		100

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 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.

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
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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 SERVICES PROVIDERS

1. Ethical Principles

Bidders and providers shall at all times-

- (a) maintain integrity and independence in their professional judgement and conduct;
- (b) comply with both the letter and the spirit of-
 - i. the laws of Rwanda; and

ii. any contract awarded.

(c) avoid associations with businesses and organisations which are in conflict with this code.

2. Standards

Bidders and providers shall-

- (a) strive to provide works, services and supplies of high quality and accept full responsibility for all works, services or supplies provided;
- (b) comply with the professional standards of their industry or of any professional body of which they are members.

3. Conflict of Interest

Bidders and providers shall not accept contracts which would constitute a conflict of interest with, any prior or current contract with AFR. Bidders and providers shall disclose to all concerned parties those conflicts of interest that cannot reasonably be avoided or escaped.

4. Confidentiality and Accuracy of Information

- (1) Information given by bidders and providers in the course of procurement processes or the performance of contracts shall be true, fair and not designed to mislead.
- (2) Providers shall respect the confidentiality of information received in the course of performance of a contract and shall not use such information for personal gain.

5. Gifts and Hospitality

Bidders and providers shall not offer gifts or hospitality directly or indirectly, to staff of AFR that might be viewed by others as having an influence on a government procurement decision.

6. Inducements

- (1) Bidders and providers shall not offer or give anything of value to influence the action of a public official in the procurement process or in contract execution.
- (2) Bidders and providers shall not ask a public official to do anything which is inconsistent with the Act, Regulations, Guidelines or the Code of Ethical Conduct in Business.

7. Fraudulent Practices

Bidders and providers shall not-

- (a) collude with other businesses and organisations with the intention of depriving AFR of the benefits of free and open competition;
- (b) enter into business arrangements that might prevent the effective operation of fair competition;
- (c) engage in deceptive financial practices, such as bribery, double billing or other improper financial practices;

- (d) misrepresent facts in order to influence a procurement process or the execution of a contract to the detriment of AFR; or utter false documents;
- (e) unlawfully obtain information relating to a procurement process in order to influence the process or execution of a contract to the detriment of the AFR;
- (f) withholding information from the Procuring Disposing Entity during contract execution to the detriment of the AFR.

I agree to comply with the above code of ethical conduct in business.

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AUTHORISED SIGNATORY

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 to one Financial Service Provider to rollout innovative SME centric financial solutions

1. Introduction

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

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 by 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 Markets System Development (MSD) approach recognising that efforts to increase financial inclusion must be market-led, profitable and sustainable.

2. Background for the assignment

Although SMEs play a critical role in driving inclusive growth, they continue to face multiple challenges including limited access to appropriate financial solutions and gaps in regulations and policies promoting SMEs access to finance. Such constraints hinder the potential for economic growth and job creation including for youth and women-led SMEs.

In line with its Phase III strategy and in collaboration with key stakeholders, AFR will continue its journey towards addressing the roots causes to access to and use of finance constraints for SMEs in Rwanda through “Terimbere” SME Support Facility. The Facility seeks to support the financial market system to better serve SMEs in productive sectors leading to business growth, improved profitability, and decent jobs creation, with a strong emphasis on jobs for women and youth. Key focus sectors are agriculture and agri-processing, light manufacturing, export, ICT, logistics, Tourism and Hospitality and Renewable Energy.

One of the projects under the Facility seeks to enhance SME Finance through innovation, capacity building and risk mitigation. The project comprises several interventions including the

provision technical assistance to Financial Services Providers (FSPs) to enhance, develop and deliver innovative SME-centric financial solutions.

AFR is therefore seeking services of a competent consultancy firm to provide technical assistance to support partner FSPs in SME financing strategy, product development and capacity enhancement support.

This Terms of Reference sets out the background, objectives, scope and conduct of the work, outcomes and deliverables, requirements, and an indicative implementation timeline.

3. Objective of the assignment

The overall objective of the assignment is to provide technical assistance to **one (1)** partner financial service provider to undertake needs assessment with regard to SME Financing, develop its SME financing strategy, enhance its capacity and design and pilot appropriate SME centric inclusive financial solutions to increase SMEs access to and use of finance leading to increased growth and decent jobs creation.

4. Scope of Work

The scope of this assignment includes the following **activities to be implemented under 3 phases.**

Phase 1: Needs assessment for one (1) partner financial institution with regard to SME Financing

Guided by the institution SME Finance strategic goal, the consultancy firm will undertake needs assessment in terms of strategy, people and skills gaps (including gender mainstreaming and inclusion skills), processes, systems and tools, products offering, clients centrality, data and other relevant areas.

One of the objective of this assessment is to inform recommendations to enhance the partner FSP capabilities and its offering of appropriate financing products and services for SMEs in key productive sectors (including agriculture and agri-processing, light manufacturing, exports, ICT, logistics, Tourism and Hospitality, renewable energy and their value chains).

Phase 2: Strategy and Capacity Enhancement Support (informed by Phase 1)

A. SME finance strategy revamp/development

The consultancy firm is expected to support one (1) FSP to revamp or develop its SME Finance strategy, to increase its risk appetite for SME financing leveraging innovation and improved clients understanding.

Under this activity, the consulting firm will also ensure that women and youth owned/led SMEs, the Environmental, Social, and Governance (ESG) factors are also taken into consideration when reviewing and/or updating the participating FSP SME Finance Strategy.

B. SME Centric products/solutions development and roll out

Review the existing FSP's offering and provide technical assistance to improve or develop and pilot innovative products/solutions using the Human Centered Design (HCD) approach and while removing any gender bias in product development and delivery. ¹Key activities may include:

- HCD awareness and familiarisation.
- Understanding the target segments including specific needs of women and youth owned SMEs.
- Ideation, product development and testing
- Pilot testing.
- Ongoing assessment to ensure products have ongoing market acceptance and positive impact on both SMEs and FSPs.
- Product enhancement and full roll out.

The detailed scope under this component(e.g. target segments, type of products/solutions ,etc) will be known upon completion of Phase 1.

C. Build the capacity of the FSP in SME Finance

Provide technical assistance to enhance the FSP capabilities within SME Finance space.

- Staff technical coaching/mentorship including enhanced credit assessment.
- Strengthening sales strategies and related skills.
- Enhancing financial literacy and consumer protection processes.
- Strengthening other relevant policies, procedures, processes, systems and tools.
- Building capacity for gender mainstreaming and inclusion with SME Finance.

The actual support will be informed by gaps identified during the needs assessment (Phase 1)

¹ The Human Centred Design (HCD) approach leverages end-user evidence and insights and helps FSPs to adopt new business models in the pursuit of business viability and client value. The HCD approach is based on a creative approach to problem solving; a process that starts with understanding problems faced by users and ends with innovative solutions to address them.

Phase 3: Monitoring and products/solutions refinement

Under this phase, the consulting firm will support the participating FSP(one) in bringing the ideal solution to market. The process should continue to solicit and analyse feedback to ensure the FSP continuously innovate and achieve product-market fit.

The consulting firm will conduct check in reviews on a quarterly basis with clear recommendations and support towards product market fit and go to market strategy.

5. Duration of the assignment

The timeline for this consultancy is expected to be **18 months**.

- Phase 1 – three (3) months
- Phase 2 – nine (9) months)
- Phase 3 – Six (6) additional months for monitoring and refinement

6. Deliverables

The following table provides details on deliverables:

Phase 1: Needs assessment for the partner financial institution with regard to SME Financing

#	Proposed activity	Deliverables/Milestones
1	<ul style="list-style-type: none"> • Kick off meeting 	
2	<ul style="list-style-type: none"> • Detailed methodology, work plan and tools 	<ul style="list-style-type: none"> • Inception report
3	<ul style="list-style-type: none"> • Conduct a needs assessment of one participating financial institution(including a gender and inclusion lens) in terms of strategy, people, skills, processes, systems and tools, products offering, data and other relevant areas. 	<ul style="list-style-type: none"> • Draft Analysis report summarizing needs assessment findings, gaps and recommendations • Presentation of the report to the partner institution and AFR • Final needs assessment report

Phase 2: Strategy and Capacity Enhancement Support

#	Proposed activity	Indicative Deliverables/Milestones (actual deliverables to be confirmed upon completion of phase 1)
1	<ul style="list-style-type: none"> Kick off meeting 	<ul style="list-style-type: none"> Inception report and relevant tools
2	<ul style="list-style-type: none"> Detailed methodology, work plan and tools to complete all the components under phase 2 of this assignment 	
3	<p>SME finance strategy revamp/development</p> <ul style="list-style-type: none"> Provide support to one partner financial institution to review and revamp or develop their SME Financing Strategy taking into consideration: <ul style="list-style-type: none"> Client centricity Specific needs of women and youth owned SMEs. Innovation Environmental, Social, and Governance (ESG) factors 	<ul style="list-style-type: none"> Draft SME Finance strategy including a clear roadmap for implementation. Presentation of the draft strategy to the partner institution and AFR. Final strategy
4	<p>SME Centric products/solutions development and roll out</p> <ul style="list-style-type: none"> Provide technical assistance to partner FSP through the entire HCD product/solutions development process (HCD awareness, understanding the target segments, ideation, product development, testing, ongoing assessment and refinement). 	<ul style="list-style-type: none"> Target segments market research tools HCD Training (Tools, material, delivery and post training report) Target segment(s) insights report and presentation Product prototypes developed, presented and signed off Final product approved Pilot launch plan Product documentation including operational manuals and relevant tools

		<ul style="list-style-type: none"> • Ongoing assessment report during the pilot phase (every 2 months) • End of pilot report
5	<p>Build the capacity of FSPs in SME Finance</p> <ul style="list-style-type: none"> • Conduct technical workshops, hands on coaching and mentorship to build capacity within partner FSP team. • Capacity building support for mainstreaming gender and inclusion within SME Finance. • Provide capacity building to FSP for development and implementation of conducive policies, procedures, processes, systems and tools. <p>The support should be tailored and informed by SMEs needs assessment and financing (including gender mainstreaming and inclusion activities)</p>	<ul style="list-style-type: none"> • Tailored technical workshops and technical guides (material, delivery and post capacity building report) • Mainstreaming gender and inclusion within SME Finance • Updated policies, procedures and processes documents • Enhanced systems and tools • Hands-on coaching and mentorship including gender and inclusion within SME finance (approved plan, delivery and post capacity building report) • Brief capacity building report

Phase 3: Monitoring and products/solutions refinement

#	Proposed activity	Indicative Deliverables/Milestones (actual deliverables to be confirmed upon completion of phase 1)
1	<ul style="list-style-type: none"> • Monitoring and support to FSP to ensure it continues to develop innovative solutions meeting the needs and requirements of SMEs. • Provide Technical assistance to ensure FSP continuously innovates and achieves product-market fit (support on a quarterly basis) 	<ul style="list-style-type: none"> • Quarterly technical assistance reports • Final activity report at the end of the technical assistance period.

7. Reporting and working language

The consultancy firm will report directly to AFR Project Manager. All reports/documents should be produced in English. However, other official languages might be used during stakeholders' engagement depending on targeted respondents.

8. Required expertise

The consulting firm must provide detailed profiles clearly stating their roles and responsibilities, level of effort, and including their technical expertise and practical experience.

Key requirements for the assignment include:

- A strong familiarity with the SME Financing ecosystem.
- A good understanding of SMEs needs, requirements and constraints affecting access to and usage of affordable and appropriate financing at different stages of their growth in developing countries (especially in Rwanda or East Africa region).
- Experience supporting financial institutions to enhance their SME financing offering through a clear strategy, client-centric innovative solutions and internal capacity building.
- Client centricity in product development and financial inclusion experience
- The capacity to engage intensively with this assignment to provide quality deliverables within the stated duration.
- Outstanding record of project management success, both in results achieved and quality.
- Team members who speak Kinyarwanda .

9. Evaluation Criteria

The evaluation of proposals will use the Quality-Cost Based methodology.

Notes:

- **The technical and financial proposals will be evaluated on all the 3 phases under this assignment.**
- **However, contracting will be phased and contract award for subsequent phases will be based on satisfactory delivery of the previous phase.** At the contracting stage of each subsequent phase the financial proposal shall be re-evaluated in line with the expected detailed deliverables for that phase.
- **The financial proposal for phase 2 should assume the development of a full strategy rather than revamping an existing strategy.** Where a strategy is in place, the financial quote shall be adjusted at the phase contracting stage to reflect the work required to revamp the strategy.

10.Length of the bid document

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