



SERVICE PROCUREMENT NOTICE

Location: Sub Saharan Africa

Regional MSME Investment Fund for Sub-Saharan Africa (REGMIFA) TA Facility

1. Reference code

REOI- 2021-55-01 (REGMIFA TA Facility code)

2. Procedure

International restricted tender

3. Programme

This contract is financed through the REGMIFA TA Facility

4. Financing

The technical assistance operation is financed by the REGMIFA TA Facility which is funded by the following donors: the Regional MSME Investment Fund for Sub-Saharan Africa (REGMIFA), and KfW Bankengruppe (the German Development Bank), supported by the German Ministry for Economic Cooperation and Development (BMZ).

5. Contracting Authority

The REGMIFA TA Donors have delegated the Contracting Authority to the Technical Assistance Facility Manager, Symbiotics SA (Geneva), 31, rue de la Synagogue, 1204 Geneva, Switzerland.

CONTRACT SPECIFICATION

6. Nature of contract

Service contract (fee-based).

7. Contract description

Assignment Title: Technical Assistance Package 7 on Crisis Impact Mitigation – 2nd edition

The Regional MSME Investment Fund for Sub-Saharan Africa S.A., SICAV-SIF (REGMIFA) was launched on 5 May 2010 and qualifies as a Société d' Investissement à Capital Variable-Fonds d'Investissement Spécialisé (SICAV-SIF) under Luxembourg Law. The mission of REGMIFA is to foster economic development and prosperity as well as employment creation, income generation and poverty alleviation in Sub-Saharan Africa (SSA) through the provision of innovative financial products and, to the extent necessary, technical assistance support to eligible Partner Lending

Institutions (PLIs) which serve micro-entrepreneurs and small and medium-sized businesses (MSMEs). As of June, 30th 2021 the portfolio volume of the Fund stands at USD 133m serving 52 PLIs from Sub-Saharan Africa.

The Technical Assistance Facility (TAF) was established in July 2010 in parallel to the Fund and operates as a separate and independent entity, which is financed by leading international donor agencies, structured as a fiduciary agreement under Luxembourg law and managed at arm's length from the Fund. TA is a key element of the Investment Fund's value proposal, enabling it to provide tailor-made technical and institution building support to client Partner Lending Institutions (PLIs) funded by REGMIFA. Since its inception, the TA Facility has approved 131 projects for a volume of EUR 7.96 million with an outreach of 23 countries in Sub Saharan Africa (as of 30 June 2021).

The Technical Assistance Package – Covid Impact Mitigation (TAP-CIM) is the 7th regional programmatic initiative launched by the TAF and has been triggered by the far-reaching scale of the COVID-19 pandemic. A first edition of the TAP-CIM was launched in 2020 to help partner lending institutions (PLIs) in their efforts to mitigate the impact of the COVID-19 pandemic. The second edition (TAP-CIM 2) is planned for the second semester of 2021 to support additional PLIs in improving their response to the crisis. It will focus on business continuity operations and digital financial services (DFS), as ensuring operational continuity via the continued provision of financial services is one of the main challenges faced by PLIs. The overall aim of the TAP is to build the capacity of PLIs to progressively ensure operational continuity and improved operational efficiency through the development and adoption of a framework approach for the systematic roll-out of digital financial services, digital field applications and related innovations taking into account the respective PLIs set of needs, characteristics regulatory context.

The areas of TA support for PLIs that will participate in the TAP may include but not be limited to:

1. Focus on Business Continuity:

- Define strategy and objectives for Business Continuity Management strategy by performing need analysis and create a framework for implementation
- Define infrastructures and personnel plans, including organizational and communication processes to handle crisis and recovery actions swiftly and effectively.
- Set up of Business Continuity Management (BCM) teams and description of their roles such as a BCM Steering Committee, Business Continuity Management team, Business recovery team, etc.
- Conduct Business Impact Analysis (BIA) to identify business functions that are critical for the organization functioning as well as major potential losses in case of disruption. The objective being to identify critical business functions and operations that need to be recovered on a priority basis.
- Develop a comprehensive Business Continuity Plan (BCP) based on the business impact analysis, the risks assessment and the recovery objectives.
- Development and implementation of remote working solutions and applicable policies and procedures with PLI staff, enabling remote access to client's data and improve client follow up across all channels.

2. Focus on Digital Strategy:

- Taking into account the Covid-19 respective situation of the PLI, perform a DFS market mapping and PLI digital readiness gap assessment. The mapping of the DFS market reachable by the PLI and existing or potential DFS for the target clientele to target. Assess

the market needs and potential for DFS (success stories, SWOT analysis, limitations of the products and services, terms and conditions, KYC requirements and how pain points have been overcome, etc.). The PLIs' gap assessment will appraise the respective institutional capacities related to digital readiness for critical service and functions, including the capacity for absorbing and implementing remote TA.

- Based on the market mapping and gap assessment, develop (i) an action plan with a set of recommendations to enhance the PLIs' institutional capacities required for digital readiness, incorporating a detailed work plan/road map covering, among other issues, internal policies and processes, regulatory requirements, staff capacity and IT infrastructure and security reinforcement; and (ii) of a digital finance strategy and business plan (with a specific focus on the COVID-19 crisis scenario), which shall determine the feasible clientele outreach and geographical coverage, the business model and the related offering.
- Development/adaptation of internal policies and processes for implementing a digital finance system structure (including changes in lending methodologies, scoring capacities, recovery, loan follow-up, client relationship, overall portfolio management, PLI's internal process to digitize its operations), with checks and guidelines applicable to the PLI work.
- Support in technology vendor selection and commercial contracting with third parties (such as Mobile Network Operators, credit scoring partners, etc.).
- Providing support in preparing for the pilot of selected DFS product(s) and solution(s), launching the pilot for the new product(s) and drafting a business case with the PLI (pilot preparation, pilot, marketing campaign, product roll-out, new staffing needs, etc.).

The Technical Assistance Facility (TA Facility) of REGMIFA intends to engage a Consulting Firm to support a selected number of REGMIFA PLIs (a maximum of 6). Specifically, for TA area '2' - Focus on DFS Strategy' described above, the TA support will be targeted to not only individual PLIs but will also include an MFI network (holding company) with subsidiaries in multiple countries. Therefore, the TA will aim at supporting the holding company to develop a global DFS strategy applicable across the network.

The indicative list of PLIs (holding companies) is drawn from the following countries: Burkina Faso, Cameroon, Niger, South Africa and Uganda.

For both TA areas (1) and (2), integration of aspects of Social Performance Management and Client Protection Principles in the delivery of the TA and the deliverables as defined by the SMART campaign will be a key requirement.

8. Maximum budget

EUR 300,000 (including all expenses and taxes).

CONDITIONS OF PARTICIPATION

9. Eligibility

The consultant will be an independent, qualified international or regional firm. While consultant firms from all regions will be considered, those able to mobilize team members with experience in Sub-Saharan Africa are particularly encouraged to apply. The international or regional consultant may form a consortium/joint venture with local consulting companies.

10. Candidature

All eligible candidates (as per item 9 above) or groupings of such companies to one candidate (consortia) may apply. A consortium may be a permanent, legally-established grouping, or a grouping that has been constituted informally for a specific tender procedure. All members of a consortium (i.e., the leader and all other members) are jointly and severally liable to the Contracting Authority.

11. Number of applications

No more than one application can be submitted by a candidate whatever the form of participation (as an individual legal entity or as leader or member of a consortium applying). If a candidate submits more than one application, all applications in which that candidate has participated will be excluded.

12. Shortlist alliances prohibited

After closing of the EOI and notification of shortlisted firms invited to tender, any tenders received from tenderers comprising firms other than those mentioned in the short-listed application forms will be excluded from this restricted tender procedure. Short-listed candidates may not form alliances or subcontract to each other for the contract in question.

13. Grounds for exclusion

Applicants or tenderers will be excluded from participation in a tender if:

- They are bankrupt or being wound up, are having their affairs administered by the courts, have entered into an arrangement with creditors, have suspended business activities, are the subject of proceedings concerning those matters, or are in an analogous situation arising from a similar procedure provided for in national legislation or regulations;
- They have been convicted of an offence concerning their professional conduct by a judgment which has the force of res judicata; (i.e., against which no appeal is possible);
- They have been guilty of grave professional misconduct proven by any means which the TAF deems admissible;
- They have not fulfilled obligations relating to the payment of social security contributions or the payment of taxes under the legal provisions of the country in which they are established or those of the country where the contract is to be performed;
- They have been the subject of a judgment that has the force of res judicata for fraud, corruption, involvement in a criminal organisation or any other illegal activity.

The TAF will accept, as satisfactory evidence, a declaration that the applicant or tenderer represents and warrants not to fall into any of the applicable ineligibility categories cited above. The TAF has the right to request to deliver any document or proof necessary for checking the correctness and plausibility of the declaration and/or to investigate any kind of irregularity or breach. If the applicant or tenderer fails to comply with the TAF request or otherwise obstruct the TAF review of the matter, the TAF in its sole discretion may take appropriate action. If subcontractors are used, they should not be in any of the exclusion situations either. Whenever requested by the TAF, the successful tenderer/contractor shall submit a declaration from the intended subcontractor that it is not in one of the exclusion situations. In case of doubt on this declaration of honour, the TAF shall request the documentary evidence as mentioned above.

14. Sub-contracting

Sub-contracting of individual consultants is allowed.

15. Number of candidates to be short-listed

Based on the number of Expression of Interest (EoI) received, between four and six candidates will be invited to submit detailed tenders for this contract. If the number of eligible candidates meeting the selection criteria is less than the minimum of three, the Contracting Authority may invite the candidates who satisfy the criteria to submit a tender.

PROVISIONAL TIMETABLE

18. Provisional date of invitation to tender

27th September 2021

19. Provisional commencement date of the contract

1st November 2021

20. Initial period of implementation of tasks and possible extension of the contract

The initial period of execution of the contract shall be of 12 months. This period may be extended, with the prior approval of the Contracting Authority.

SELECTION AND AWARD CRITERIA

21. Selection criteria

The following selection criteria will be applied to candidates.

1) Financial and economic capacities of the candidates

The annual turnover of the candidate must be of at least two times bigger than the maximum budget of this assignment for each of the last two years for which accounts have been closed.

2) Technical and professional capacities of the candidates and their managerial staff

In the case of tenders submitted by a consortium, the technical and professional criteria will be applied to the consortium as a whole.

- a) The candidate (individual company or consortium altogether) has international and regional (sub-Saharan Africa) knowledge in managing and delivering similar types of assignments in financial institutions.
- b) The number of the permanent staff of the candidate (individual company or consortium overall) currently working in fields related to Digital Financial Services in the financial inclusion and MSME financing sector must be at least 6.
- c) The candidate (individual company or consortium altogether) has a demonstrated track record of experience in the specific topics covered in the assignment as described under 7. Specifically, the candidate has managed during the last five years (up to the deadline for the receipt of EOI) at least one similarly structured project in developing countries.
- d) The TA assignment will be carried out by a multi-disciplinary team comprising DFS and Change Management experts led by a senior expert in the role of a Team Leader. The Team Leader will have a strong experience in leading the implementation of DFS, Business Continuity and Change Management strategies for financial institutions, while the experts will

have a strong and varied experience in implementing DFS and Business Continuity solutions in the context of financial inclusion in different geographies and regulatory jurisdictions such as East, Southern and West Africa and able to draw on experiences from MENA and Eastern Europe.

- e) Demonstrated ability of a bilingual team able to provide technical assistance and deliverables in both English and French depending on the country of intervention.

22. Award criteria

Best value for money.

Detailed evaluation criteria and the associated scoring framework together with the Terms of Reference will be provided to the shortlisted firms.

APPLICATION

23. Deadline for receipt of applications

The Expressions of Interest must be received by the Contracting Authority no later than 17:00 hrs. (GMT+02:00) on 17th September 2021. Any application received after this deadline will not be considered.

24. Application format and details to be provided

The REGMIFA TA Facility now invites eligible consulting firms to indicate their interest in providing the services. Interested consultant firms are hereby invited to submit Expressions of Interest providing:

- Balance sheets for the last three years.
- Statement of overall annual turnover during the last two financial years and percentage of turnover for services delivered to the financial sector.
- Company profile including information on the core business and the technical and managerial capabilities of the firm.
- Information showing that the firm is qualified in providing support to financial institutions in the development of strategies for Digital Financial Services, Business Continuity, Change Management or in related topics
- Information demonstrating that the firm has a strong track record by providing examples of similar TA related assignments (with the sums, dates and recipients) with microfinance and financial institutions in developing countries and the last 5 years.
- Relevant Bios of the Team leader and the experts that the firm expects to staff the project with. This should include the work undertaken that best illustrates the capability to handle the tasks outlined in this TA assignment.
- Information about the ability to mobilize English and French-speaking staff/consultants as part of the project team.

25. How applications may be submitted

Expressions of Interest should be submitted, in English, electronically through the following e-mail address: taf@regmifa.com. Please note that the total size of all attachments should be less than 5MB.

Applications submitted by any other means will not be considered.

In addition, interested consultants must register or update their profiles in the TA Facility Database: <https://ta.symbioticsgroup.com/#/login>

26. Alteration or withdrawal of applications

Candidates may alter or withdraw their applications by written notification through the following e-mail address: taf@regmifa.com before the deadline for submission of applications. No application may be altered after this deadline.

27. Operational languages

All written communications for this tender procedure and contract must be in English. Please note 21.2.e.

28. Legal basis

The Contract and any contractual rights and obligations arising out of or in connection therewith shall be governed by and construed under the substantive laws of Luxembourg. Any non-contractual rights and obligations in connection with the Contract shall also be governed by and construed under the substantive laws of Luxembourg.

Any dispute, controversy or claim arising out of or concerning this contract, including the validity, invalidity, breach or termination thereof shall be settled by arbitration under the Paris Rules of International Arbitration of the International Chambers of Commerce (ICC) in force on the date when the Notice of Arbitration is submitted under these Rules.