

ACCESS TO FINANCE RWANDA

Request for Proposals

For

Consultancy to Provide Quality Assurance Services for the Upgrade of AFR's ERP to Microsoft Dynamics 365 Business Central.

Subject of Procurement:	Consultancy to Provide Quality Assurance Services for the Upgrade of AFR's ERP to Microsoft Dynamics 365 Business Central.
Procurement Reference Number:	AFR/RFP- QUALITY ASSURANCE - ERP /JUNE/2022
Date of Issue:	13 th June 2022

13th June 2022

REQUEST FOR PROPOSALS

PROCUREMENT REFERENCE NUMBER: AFR/RFP- QUALITY ASSURANCE - ERP /JUNE/2022.

Dear Prospective bidder:

Access to Finance Rwanda (AFR) is a Rwandan not for Profit organization, established in March 2010 by the governments of the United Kingdom (UK) and Rwanda and with support from the UK Foreign, Commonwealth and Development Office (FCDO). Existing funders of AFR include FCDO, the MasterCard Foundation, Sweden and Jersey Overseas Aid (JoA).

AFR's strategic focus is stimulating the financial sector development by partnering with financial institutions and other stakeholders to increase access to and use of quality financial services. We identify and address constraints that prevent the financial market from reaching Rwanda's low-income population and support Rwanda's economic growth and promote innovations and learning that result in sustainable change in the financial sector. Improving access to financial services for the rural poor, women, youth and MSMEs is a particular focus.

AFR is guided by the Market System's Development (MSD) approach recognising that efforts to increase financial inclusion and financial sector development have to be market led and profitable for sustainability. AFR supports the Government of Rwanda's development objectives by aligning all its interventions to the national policy frameworks including the Financial Sector Development Strategic Plan 2018-2024, and the National Strategy for Transformation (NST) 2017-2024.

AFR is continuously working to improve her operational effectiveness and efficiency to provide a better working experience for her team of 25 staff. As part of this process, AFR is seeking to upgrade the current ERP to a better version of Microsoft Dynamics 365 Business Central. The core modules in the new ERP shall include project management, procurement, financial management, asset management, human resources management, payroll, Grants management, contracts management, documents. The new ERP is expected to provide a seamless end to end automation and integration of processes and activities in all the modules. The process flows in each module and the integration thereof shall incorporate AFR operational needs, best practice, and latest system capabilities.

The detailed specifications and functional requirements of the ERP and individual modules shall seek to have a system that is implementable within a reasonable timeline, provides operational efficiency, is cost effective, integrated and is user friendly.

2. Objective of the assignment

To recruit a consultancy firm with demonstratable expertise and hands on experience in providing quality assurance resulting in successful implementation of projects of similar size, scope and complexity project. The consultant shall review the ERP SOPs and the BRD and provide expert input. The consultant will also provide expert advice on decisions relating to ERP infrastructure, software, security, hosting, and other critical elements of the implementation.

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, 17 June 2022**.
- Interested parties should submit their proposals no later than **Monday, 27 June 2022**.

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	Monday, 13 June 2022
b) Request for clarifications	Friday, 17 June 2022
c) Proposal closing date	Monday, 27 June 2022
d) Evaluation process	Friday, 1 July 2022
e) Notification to bidders	Thursday, 7 July 2022
f) Contract Signature	Friday, 15 July 2022

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 firm 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 10 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;
6. A summary of your experience in similar assignments; and evidence of successful completion of the 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 firm'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: **"Consultancy to Provide Quality Assurance Services for the Upgrade of AFR's ERP to Microsoft Dynamics 365 Business Central."** and submitted by **Monday, 27 June 2022 at 5:00pm** 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 60%;
3. Financial scores will be allocated 40% 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
Experience of the Firm	Specific experience of the consultancy firm in previous assignment with support documents indicating at least one successful completion of a similar project	15%
	Demonstrated experience and knowledge working with Microsoft Dynamics 365 Business Central	5%

Experience & Qualifications of the team.	Evidence of relevant qualifications of the individual team members to be involved in the project such as relevant degrees, certifications, awards etc	10%
	Demonstrate knowledge and experience (at least 5 years) working with Microsoft Dynamics with added advantage of Microsoft Dynamics 365 Business Central	10%
Adequate Resourcing	As demonstrated by the sufficient allocation of resources needed to consistently deliver at high standards and within set timeframe. Support response time (SLA).	5%
	As indicated by a clear Work plan that responds to the ToRs and the objectives of the assignment with mitigation provisions to ensure quality and timely output	5%
Approach and Methodology	How well does the proposal address the key needs illustrated in the ToR A clear approach and methodology with justification of the choice and evidence of where it has delivered success	5%
	Value add to the ToRs and Innovative proposals to deliver a quality service within the timelines specified	5%
Total Technical		60%

Note: Local firms and joint ventures between local and international firms are encouraged to submit - 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 40 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 60% for technical proposals and a weighting of 40% 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 the firms or 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 FIRM

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 _____
e : _____

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

Compay: _____

TERMS OF REFERENCE

CONSULTANCY TO PROVIDE QUALITY ASSURANCE SERVICES FOR THE UPGRADE OF AFR'S ERP TO MICROSOFT DYNAMICS 365 BUSINESS CENTRAL.

List of abbreviations

BPMN	Business Process Model and Notation.
BRD	Business Requirements Document
ERP	Enterprise Resource Planning
MIS	Management Information System
PII	Personal Identifiable Information
SDLC	Systems Development Life Cycle
UAT	User Acceptance Testing

3. Introduction

AFR is continuously working to improve her operational effectiveness and efficiency to provide a better working experience for her team of 25 staff. As part of this process, AFR is seeking to upgrade the current ERP to a better version of Microsoft Dynamics 365 Business Central. The core modules in the new ERP shall include project management, procurement, financial management, asset management, human resources management, payroll, Grants management, contracts management, documents. The new ERP is expected to provide a seamless end to end automation and integration of processes and activities in all the modules. The process flows in each module and the integration thereof shall incorporate AFR operational needs, best practice, and latest system capabilities.

The detailed specifications and functional requirements of the ERP and individual modules shall seek to have a system that is implementable within a reasonable timeline, provides operational efficiency, is cost effective, integrated and is user friendly.

4. Objective of the assignment

To recruit a consultancy firm with demonstratable expertise and hands on experience in providing quality assurance resulting in successful implementation of projects of similar size, scope and complexity project. The consultant shall review the ERP SOPs and the BRD and provide expert input. The consultant will also provide expert advice on decisions relating to ERP infrastructure, software, security, hosting, and other critical elements of the implementation.

5. Specific objectives of the assignment

1. To support in confirming the ERP requirements/specifications and defining required functionality
2. To support in reviewing and producing final SOPs and BRD and provide inputs for the final documents
3. To provide input and quality assurance in detailing of the required ERP specifications and helping to avoid procuring system with defects
4. To support in assessing the lifecycle cost of the ERP looking at implementation and running costs for a value for money decision
5. To inspect and ensure procured hardware and software systems are according to specification, meets the client's requirements and no reasonably detectable defects.
6. To ensure that the software product provided by the supplier is properly designed and no vulnerabilities for bugs or malfunctions
7. To assist in developing a robust project execution plan and as a member of the project steering committee, support in effective execution of the plan.
8. To ensure high standards of quality assurance in the execution of the ERP implementation project and project completion within the stipulated time limit
9. Comprehensive supervision of the project implementation activities carried out by implementor to ensure complete compliance with the requirements and the terms contained in the contract documents
10. To track the overall execution of the project, timely holding the implementor accountable for noncompliance to plan or contract terms and seeking appropriate remedial response
11. To monitor the delivery of the training to all users on the new ERP and ensure sign-off follows reasonable adoption and usage of the system
12. To ensure an output of a working product as per BRD, specifications and client's requirements within the contract or approved timelines.

6. Key tasks and deliverables

No	Tasks	Deliverables
1	Business process mapping, review and confirm client requirements. Review SOPs, BRD and provide inputs into final BRD as guiding document on the system design	Final SOPs and BRD
2	Review and provide inputs into the ToR for recruitment of a qualified firm to carry out the implementation of the ERP Participate in the final selection process of the qualified firm	Inputs into the ToR received Contribution to selection sessions and expert advice to AFR
3	Review and approve; upon documentation; the quality of software coding design and structure; software debugging strategy, the procedures for software releases, installations, supporting developer documentation, workflow and error management protocols, ease of use and seamless user management in accordance with the project goals, licensing types and regimes, software upgrade mechanisms, maintenance fee structures, database storage and backup options and recovery plans.	Report on quality the software and related parts
4	Review and provide inputs into the ERP implementation and deployment plan developed by the provider	Recommendations on the ERP implementation plan
5	Design quality management strategy to ensure success of the project. The plan should indicate how to evaluate and test functionalities of software and hardware at each stage of implementation.	Quality management plan including Test scenarios, acceptance test criteria

	Work closely with the client's project manager to design acceptance test procedures and effectively apply them for every deliverable	and reporting mechanism
6	Test the procured software and hardware for its conformance to client specifications, established quality, performance, safety, and reliability standards and monitor its performance to ensure that implementation outcomes and progress are in line with the objectives	Software and Hardware conformity report reports
7	Evaluate the implementation process for both the software installation and the training of users on the installed software to establish required corrective response Audit of the final output for conformance to (a) technical (b) reliability, (c) maintainability, and (d) performance requirements	Software implementation report and recommendation for sign-off upon successful quality assurance test
8	Put in place early warning system / tool about project delays and risks and define mechanism to trigger action and escalation of the issues	Risks and delays warning system
9	Advise the client on required actions during implementation and on decisions pertaining to the project, before, during and after implementation of the ERP	Advice notice, side letters and other advisory actions including inputs in project meeting with the steering committee and implementor
10	Advise the client on the quality of the deliverables by the software supplier, including but not limited to completeness of functionalities, performance, security, and venerability, and make recommendations that would allow for regular monitoring of the software performance post launch Review and ensure a robust UAT and follow up to ensure all identified defects are appropriately resolved	Quality assurance reports on specific critical functionalities of the ERP UAT test report showing defects and how they were resolved

11	Review the trainings materials for gaps and suggest improvements for easy adoption by supporting staff	Comments and recommendation on training material and continuous training/ improvement plan
12	Review the strategy for knowledge transfer from the software supplier to the client's ERP internal support teams to ensure effective support to users post implementation	Inputs into the Post implementation user support plan
13	Final project Quality assurance report covering all major software and hardware functionalities and providing closing status	Final Quality Assurance Report and all documents for all sign-offs

7. Timeframe

The assignment is expected to start in June 2022 and estimated to run for a duration of 6 months. The consultant will be intervening at each project stage. Certain milestones, as laid out in the table below, are to be achieved by certain dates during the contract term:

Milestone	Deadline
Inception report detailing work plan	Week 1 after contract signing
Business processes mapping, module and system integration architecture, system hierarchy/level diagram, system & user manual, final BRD	Week 2 after contract signing
Review TOR for the recruitment of ERP provider/ Implementor	Week 2 after contract signing
Quality management plan	Week 3 after contract signing

8. Consultant competencies, experience, and qualifications

The firm that intends to undertake this task should meet the following competencies:

- Over 5 years' proven experience in software audit services, specifically in providing

support and quality assurance services in software project's implementation for standard ERPs

- Have a diversified and experienced team with expertise and hands-on experience in IT project management, ERP implementations, software development and application security, financial management, process experts and other relevant fields.
- Team members with hands on experience in providing quality assurance for implementation of ERP of similar scale and complexity. Relevant certifications, awards and completion certifications will be added advantage
- Team members with hands on experience in the successful implementation or QA of Microsoft Dynamics 365 Business Central will be an added advantage
- Team ready to start, commit to and complete the project within set timelines.

9. Project reporting

Type of the Report	Frequency	Person to receive
Weekly Progress Report	Every week	Project Manager
Monthly Progress Report	Every Month	Project Manager
User Acceptance Testing Status Report	Every end of each testing cycle	Project Manager
Training Reports	At end of every training provided	Project Manager
System Go-Live report	At the end of successful deployment	Project Manager
Post Go-Live Report	After 1 Month last deployment of the system	Project Manager
Project Completion report	At the closure of the assignment	Project Manager