

Selection of Consultants

Technical Assistance Mission

**Tailor-made training on Management
and Supervision for Branch
Managers and Team Leaders**

For Vision Fund Rwanda

December 2020

With the Support of



No. VFR/06/2020/RWA/AF

Section 1. Letter of Invitation

Montrouge, December 09, 2020

Dear Sir or Madam:

1. The Grameen Credit Agricole Foundation (hereinafter called ‘the client’) has received funding (hereinafter called “the funds”) from the French Development Agency (hereinafter called “the Agency”) toward the financing partly the cost of Technical Assistance mission in the framework of the African Facility and intends to apply a portion of the funds to eligible payments under the contract for which this Request for Proposals is issued.
2. The Foundation now invites proposals to provide the following consulting services: Tailor-made training on Management and Supervision for Branch Managers and Team Leaders for Vision Fund Rwanda. More details on the services are provided in the Terms of Reference.
4. A firm will be selected under selection based on consideration of quality and cost (SBQC) and procedures described in this RFP.
5. The RFP includes the following documents:
 - Section 1 - Letter of Invitation
 - Section 2 - Instructions to Consultants (including Data Sheet)
 - Section 3 - Terms of Reference

Yours sincerely,

Violette CUBIER, Programme Manager – Technical Assistance

Section 2. Instructions to Consultants

Data Sheet

Paragraph Reference	
1.1	Name of the Client: <u>Grameen Credit Agricole Microfinance Foundation represented by Violette CUBIER, Programme Manager, Technical Assistance</u> Method of selection: <u>selection based on consideration of quality and cost (SBQC)</u>
1.2	Designation, objectives and brief description of the assignment are as follows: <u>Tailor-made training on Management and Supervision for Branch Managers and Team Leaders, Vision Fund Rwanda</u>
1.3	The Client will provide the following inputs and facilities:
2.1	Clarifications may be requested not later than <u>2</u> days before the submission date. The address for requesting clarifications is: <u>Violette CUBIER, Fondation Grameen Crédit Agricole, 72 rue Gabriel Péri, 92120 Montrouge, France</u> <u>Tel: +33 1 43 23 47 02</u> <u>E-mail: violette.cubier@credit-agricole-sa.fr; victoire.binson@credit-agricole-sa.fr</u>
3.1	Proposals shall be submitted in the following language: <u>English</u>
3.3 (i)	The estimated number of professional staff-days required for the assignment is: <u>20</u>
3.3 (ii)	The minimum required experience of proposed professional staff is: <ul style="list-style-type: none">▪ <u>10 years of experience in human resources management;</u>▪ <u>5 years of experience in the microfinance sector;</u>▪ <u>Having conducted similar missions and trainings in Africa and, ideally, in Rwanda.</u>
3.3 (iii)	Reports that are part of the assignment must be written in the following language(s): <u>English</u>
3.4 (vii)	Training is a major component of this assignment: <u>No</u>

3.8	Consultants shall state their price component for cost incurred in Euro and if necessary in local currency. Consultants who intend to incur cost in other currencies for the assignment may state the corresponding price component in Euros.																				
3.10	Proposals must remain valid 60 days after the submission date.																				
4.3	Consultant must submit an electronic version of the Proposal (one document for the technical offer and one document for the financial offer).																				
4.5	<p>The Proposal submission address is: violette.cubier@credit-agricole-sa.fr and ami.faciliteafricaine@credit-agricole-sa.fr and victoire.binson@credit-agricole-sa.fr</p> <p>Proposals must be submitted no later than the following date and time: <u>January 6th, 2021, 6:00pm CET</u></p>																				
5.1	<p>The address for contacting the Client is: <u>Violette CUBIER, Fondation Grameen Crédit Agricole, 72 rue Gabriel Péri, 92120 Montrouge, France</u> <u>Tel: +33 1 43 23 47 02</u> <u>E-mail: violette.cubier@credit-agricole-sa.fr ; victoire.binson@credit-agricole-sa.fr</u></p>																				
5.3	<p>Criteria, sub-criteria, and point system for the evaluation of Technical Proposals are:</p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 80%;"></th> <th style="text-align: right; width: 20%;"><u>Points</u></th> </tr> </thead> <tbody> <tr> <td>(i) Specific experience of the Consultants relevant to the assignment: [5 - 10]</td> <td></td> </tr> <tr> <td>(ii) Adequacy of the proposed methodology and work plan in responding to the Terms of Reference:</td> <td></td> </tr> <tr> <td style="padding-left: 20px;">a) Technical approach and methodology</td> <td style="text-align: right;">[30]</td> </tr> <tr> <td style="padding-left: 20px;">b) Work plan</td> <td style="text-align: right;">[10]</td> </tr> <tr> <td style="padding-left: 20px;">c) Organization and staffing</td> <td style="text-align: right;">[10]</td> </tr> <tr> <td style="text-align: right;">Total points for criterion (ii):</td> <td style="text-align: right;">[20 - 50]</td> </tr> <tr> <td>(iii) Key professional staff qualifications and competence for the assignment:</td> <td></td> </tr> <tr> <td style="text-align: right;">Total points for criterion (iii):</td> <td style="text-align: right;">[30 - 60]</td> </tr> <tr> <td>(iv) Suitability of the transfer of knowledge (training) program: [0-10]</td> <td></td> </tr> </tbody> </table>		<u>Points</u>	(i) Specific experience of the Consultants relevant to the assignment: [5 - 10]		(ii) Adequacy of the proposed methodology and work plan in responding to the Terms of Reference:		a) Technical approach and methodology	[30]	b) Work plan	[10]	c) Organization and staffing	[10]	Total points for criterion (ii):	[20 - 50]	(iii) Key professional staff qualifications and competence for the assignment:		Total points for criterion (iii):	[30 - 60]	(iv) Suitability of the transfer of knowledge (training) program: [0-10]	
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	<p>(v) Participation by nationals among proposed key staff [0 – 10]</p> <p>Total points for the five criteria: 100</p> <p>The minimum technical score S_t required to pass is: <u>60</u> Points</p>
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5.7	The single currency for price conversions is: <u>Euro</u>
5.8	<p>In case of SBQC, the formula for determining the financial scores is the following: $S_f = 100 \times F_m / F$, in which S_f is the financial score, F_m is the lowest price and F the price of the proposal under consideration.</p> <p>The weights given to the Technical and Financial Proposals are: $T = 0.8$, and $P = 0.2$</p>
6.1	<p>Address for contract negotiations: <u>Violette CUBIER, Fondation Grameen Crédit Agricole, 72 rue Gabriel Péri, 92120 Montrouge, France</u> <u>Tel: +33 1 43 23 47 02</u> <u>E-mail: violette.cubier@credit-agricole-sa.fr ;</u> <u>victoire.binson@credit-agricole-sa.fr</u></p>
7.2	<p>Expected date and location for commencement of consulting services: <u>Kigali, Rwanda – January 2020</u></p>

Section 3. Terms of Reference

A. BACKGROUND AND RATIONALE

Vision Fund Rwanda (VFR) is a Tier 3 microfinance institution that was established in 1997 by World Vision Rwanda (WVR). It is registered as a deposit-taking microfinance institution and supervised by the National Bank of Rwanda (BNR). It is owned by Vision Fund International (as a majority shareholder) and World Vision Rwanda. VFR provides loans under the village banking and individual methodologies. As of September 2020, the institution serves 10,146 active borrowers (64% women and 89% in rural areas) and manages a portfolio of EUR 2.1 million. It is operating nationwide through a network of 8 branches and 112 employees.

VFR's mission: We believe in brighter futures for children where they can experience the love of Christ, building lives free of need and full of promise. We empower families to create income and jobs. We unlock economic potential for communities to thrive.

VFR's vision: Our vision for every child, life in all its fullness; our prayer for every heart, the will to make it so.

B. OVERALL OBJECTIVE

The overall objective of the consultancy is to improve the supervisory and management skills of Vision Fund Rwanda's Branch Managers and Team Leaders in order to change their way of working and align with the strategic objectives, mission and culture of the institution.

The training will address the following topics:

1. Portfolio management and delinquency management
2. Risk management
3. Maximize the staff productivity and performance management
4. Field management and control
5. Communication and team-working

C. SPECIFIC OBJECTIVES

- Undertake a detailed needs analysis of the specific weaknesses of the Branch Managers and Team Leaders on the five topics mentioned above;
- Build up capacity of the Branch Managers and Teams Leaders on the five topics mentioned above;
- Clarify roles;
- Develop supervision and management tools to be used by Branch Managers and Team Leaders;
- Improve performance management culture.

D. ACTIVITIES

1. Familiarization of the Consultant with Vision Fund Rwanda's current strategic plan, Human Resources Manual and Operational Manual.
2. Review of the specific training needs of the team (Branch Manager and Team Leader) by conducting individual and/or collective interviews and field observations.
3. On the basis of the need analysis, develop training modules which will be validated by Vision Fund Rwanda management team and facilitate a training for 8 Branch Managers and 7 Team Leaders.
4. On the basis of the need analysis, develop or improve supervision and management tools which will be validated by Vision Fund Rwanda top management and train the identified staff on the use of these tools during the training sessions.
5. Monitor and evaluate the outcomes of the training program.

E. EXPECTED RESULTS

- The institution has several training modules available that it can use for future trainings within the institution.
- Branch Manager and Team Leaders have improved their knowledge and skills in portfolio management and delinquency management, risk management, maximizing the staff productivity and performance management, field management and control as well as communication and team working.
- Management and supervision tools have been developed and the Branch Managers and Team Leaders have been trained on the use of these tools.

F. DELIVERABLES

- Training materials used during the training.
- Management and supervision tools developed during the mission.
- Attendance sheets, with names and signatures of all the participants in the trainings.
- A training report, including a description of the organization and the content of the training sessions, and the evaluation of the training by the participants themselves.

G. FURTHER INDICATIONS

- The team will be divided into two small groups that will be trained separately.
- Each group will receive a minimum of 3-days training session.
- The training modules must be available and approved by Vision Fund Rwanda, before the trainings.
- All deliverables must have been sent two weeks after the end of the last training session, at the latest.
- The trainings will take place in Kigali and its surroundings. Vision Fund Rwanda is responsible for the logistics to organize the training (training venue, transportation and

accommodation of the participants). The consultant is responsible for his/her own logistics arrangements (transportation and accommodation).