

Selection of Consultants

Technical Assistance Mission

Training on corporate governance, liquidity management, equity raise and fundraising mindset

**For BIMAS
Kenya**

April 2021

With the Support of



No. BIMAS/10/2021/KEN/AF

Section 1. Letter of Invitation

Montrouge, April 7th, 2021

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: Training on corporate governance, liquidity management, equity raise and fundraising mindset for BIMAS - Kenya. 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. The maximum budget for this mission €14,000 (fourteen thousand Euros net of tax).
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>Training on corporate governance, liquidity management, equity raise and fundraising mindset.</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 corporate governance, liquidity management, fundraising and equity raise;</u>▪ <u>10 years of experience in the microfinance sector;</u>▪ <u>Having experience in developing liquidity management tools;</u>▪ <u>Having conducted similar missions and trainings in Africa and, ideally, in Kenya.</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). CVs of Consultants must not exceed 5 pages and the experiences/previous missions related to the current proposal must appear clearly.																						
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>April 28th, 2021, 6:00pm CET</u></p>																						
5.1	<p>The address for contacting the Client is:</p> <p><u>Violette CUBIER, Fondation Grameen Crédit Agricole, 72 rue Gabriel Péri, 92120 Montrouge, France</u></p> <p><u>Tel: +33 1 43 23 47 02</u></p> <p><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:</td> <td style="text-align: right;">[5 - 10]</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:</td> <td></td> </tr> <tr> <td style="padding-left: 20px;">[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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	(v) Participation by nationals among proposed key staff [0 – 10]
	Total points for the five criteria: 100
	The minimum technical score St required to pass is: <u>60</u> Points

5.7	The single currency for price conversions is: <u>Euro</u>
5.8	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. The weights given to the Technical and Financial Proposals are: $T = 0.8$, and $P = 0.2$
6.1	Address for contract negotiations: <u>Violette CUBIER, Fondation Grameen Crédit Agricole, 72 rue Gabriel Péri,</u> <u>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>
7.2	Expected date and location for commencement of consulting services: May in Kenya, Embu

Section 3. Terms of Reference

A. BACKGROUND AND RATIONALE

BIMAS Kenya LTD, a credit only microfinance institution, is a company limited by shares offering financial and non-financial services in the rural Kenya.

The overall goal of BIMAS is to realize sustained economic growth and employment in the rural sector resulting in enhanced social welfare and increased income of the rural population in Kenya.

BIMAS is headquartered in Embu, and has 39 offices from which the clients are served. The institution uses both the group based methodology and individual lending methodology. Over 75% of the staff are in the operations department with a clear organizational chart that addresses the processes of service delivery.

At the end of December 2020, BIMAS had over 17,111 active clients, including 64% of women and 90% living rural areas, for a total outstanding portfolio of € 6.2 million.

Micro finance industry, just like other sectors, has faced their fair share of challenges with the COVID-19 pandemic. The need to equip and enhance skills at the governance and top-level management has then become, more than ever, essential. BIMAS, having survived the pandemic and with a clear strategic goal to attain, realises the need to enhance skills in liquidity management, fundraising and on corporate governance best practices. These are skills considered critical in not only achieving the strategic goals, but in defining BIMAS post pandemic strategy.

B. OVERALL OBJECTIVES

The overall objectives of this mission is to train the seven Board Members, one Director and nine Senior Managers on:

- Liquidity management (main ratios and their analysis, good practices);
- Corporate governance (good practices);
- Equity raise and fundraising mindset;
- New tools for fundraising and liquidity management.

C. SPECIFIC OBJECTIVES

- To conduct a training needs assessment for the Board Members, one Director and the Senior Managers.
- To train the Board Members, the Director and the Senior Managers on the topics of corporate governance, liquidity management, equity raise and fundraising mindset.
- To develop (or improve if available) new tools for fundraising and liquidity management (simple asset/liability toolkit for BIMAS, including scenario analysis, liquidity gap analysis model, dashboard for a better liquidity management, etc.).

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- To conduct three trainings sessions: one session by topic indicated above. The duration of each session will be adapted depending the participants training needs and the complexity of the content.

D. ACTIVITES

On the basis of its expertise in liquidity management, corporate governance, equity raise and fundraising mindset, the consultant will propose activities relevant to the achievement of stated objectives and expected results. These activities will include:

- Familiarization of the consultant with BIMAS' current organization, context, historical background, organizational chart, strategic and business plan and all operating manuals and tools relevant with the framework of the assignment (liquidity, corporate governance and fundraising and equity raise).
- To review of the specific training needs of the Board Members, the Director and the Senior Managers by conducting individual and/or collective interviews and field observations.
- On the basis of the need analysis, to develop specific training modules for each topic (liquidity management, corporate governance and equity raise/fundraising mindset), which will be validated by BIMAS' top management, before the training.
- On the basis of the need analysis, to develop (or improve if available) liquidity management tools (simple asset/liability toolkit for BIMAS, including scenario analysis, liquidity gap analysis model, dashboard for a better liquidity management, etc.) and fundraising tools. The tools will be validated by BIMAS' top management. The tools should be developed with the staff mainly in charge of their use, in order to ensure a transfer of skills.
- To facilitate three training sessions for the Board Members, the Director and the Senior Managers on :
 1. Good practices in corporate governance;
 2. Liquidity management and presentation of the new or improved tools developed by the consultant and validated by BIMAS' top management ;
 3. Fundraising, equity raise mindset and presentation of the new tools developed or improved by the consultant and validated by BIMAS' top management.
- Monitor and evaluate the outcomes of the training.

E. EXPECTED RESULTS

- Seven Board Members, one Director and nine Senior Managers have been trained on corporate governance, liquidity management, equity raise, fundraising mindset and on the new tools for fundraising and liquidity management.
- New tools for fundraising and liquidity management have been developed in collaboration with BIMAS' staff mainly in charge of their use, implementation and frequent updating.
- These tools have been validated by BIMAS' top management. The liquidity management toolbox includes: scenario analysis, liquidity gap analysis model, dashboard for a better liquidity management.

F. DELIVERABLES

The key deliverables are as follows:

- Training report;
- Training tools developed by the consultant;
- Attendance sheets signed by each participant;
- Evaluation of the training by the participants;
- Tools for liquidity management and fundraising.

G. TIMEFRAME

- The consultant is expected to complete the work in two months maximum.
- The mission could be conducted on-site or from remote, if the COVID-19 pandemic does not allow the consultant to travel.