

ACCESS TO FINANCE RWANDA

Request for Proposals

For

**CONSULTANCY TO UNDERTAKE THE END-OF-PROJECT EVALUATION OF THE
“STRENGTHENING DATA ANALYTICS CAPACITY IN RWANDA’S FINANCIAL ECOSYSTEM”
PROJECT**

Subject of Procurement:	Consultancy to undertake the end-of-project evaluation of the “Strengthening Data Analytics Capacity in Rwanda’s Financial Ecosystem” Project
Procurement Reference Number:	AFR/RFP-END PROJECT EVALUATION-DATA ANALYTICS CAPACITY IN RWANDA’S FINANCIAL ECOSYSTEM/JULY/2025.
Date of Issue:	JULY 29, 2025

REQUEST FOR PROPOSALS

PROCUREMENT REFERENCE NUMBER: AFR/RFP-END PROJECT EVALUATION-DATA ANALYTICS CAPACITY IN RWANDA'S FINANCIAL ECOSYSTEM/JULY/2025.

1. Introduction

1.1. About Access to Finance Rwanda (AFR)

Access to Finance Rwanda (AFR) is a Rwandan not-for-profit company established in 2010 to promote financial inclusion and financial sector development in Rwanda. AFR is currently funded by Sweden, Mastercard Foundation, Co-Develop and Jersey Overseas Aid.

AFR is part of the broader Financial Sector Deepening (FSD) Network in Africa, which seeks to contribute to more inclusive and sustainable economic growth through financial inclusion and financial sector development by working with policymakers, regulators, financial service providers, and other market actors.

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 is guided by the Market System Development (MSD) approach, recognizing that efforts to increase financial inclusion and financial sector development must be market-led, profitable, and sustainable.

1.2. About the project/ Overview of the project

Data analytics is becoming an increasingly critical tool in the financial sector. Financial institutions are relying more heavily on data-driven insights to inform decision-making and improve overall business performance. At a broader level, data analytics also plays a key role in supporting evidence-based policymaking, regulatory oversight, and risk management, including fraud detection and prevention. To generate meaningful insights that drive innovation, the data used in decision-making must be accurately collected, processed, and analyzed. A particularly important aspect of this process is ensuring the inclusion of gender-disaggregated data to improve visibility and delivery of tailored financial services that meet the needs of different population segments.

In 2022, AFR conducted a scoping study to assess the data analytics capacity within Rwanda's financial sector. The study revealed significant gaps, particularly in the development and implementation of data analytics strategies and in strengthening the internal data collection and analysis capabilities of financial institutions.

To address these challenges, AFR implemented a project, namely **"Strengthening Data Analytics Capacity in Rwanda's Financial Ecosystem"**. This project aimed to drive

transformative changes by building a strong, inclusive data analytics framework, with a particular focus on gender inclusion.

The project was implemented in partnership with five financial institutions: the National Bank of Rwanda (BNR), Bank of Kigali (BK), the Rwanda Social Security Board (RSSB), the Rwanda Bankers Association (RBA), and the Association of Insurers in Rwanda (ASSAR). The initiative primarily focused on three key areas: conducting data gap assessments, developing data maturity and governance strategies, and coaching dedicated teams in data analytics, including the establishment and operationalization of research functions. Details of the interventions for each partner institution will be provided during the inception phase.

In line with coverage of this assignment, the evaluation will cover three institutions: BNR, BK, and RBA. It should also be noted that lessons learned from the implementation with RSSB and ASSAR will be documented as well, with further discussion to take place during the inception phase.

2. Objectives of the assignment

The overall objective of this assignment is to conduct an end-of-project evaluation for the **“Strengthening Data Analytics Capacity in Rwanda’s Financial Ecosystem” project** – assessing the extent to which the project has achieved its intended outputs, objectives and outcomes (while documenting potential gaps and challenges) as specified in the project logical framework and the overall organization’s theory of change.

Furthermore, the assessment also seeks to document learnings and success stories contributing to the overall AFR learning agenda, especially under AFR’s research and information pillar. Using OECD-DAC criteria for project evaluation, this evaluation intends the following specific objectives:

- Review the extent to which the project has achieved its intended targets, objectives, and outcomes and the overall performance against the theory of change.
- Assess the project implementation approach.
- Assess how it has contributed to the FR phase III strategy implementation.
- Reviewing AFR’s role in supporting the project, identifying key gaps, focusing on what worked and what did not work, as well as providing recommendations for any potential project scale-up.
- Provide recommendations to address the identified bottlenecks and implementation challenges
- Highlight impact stories and recommend areas of focus for future similar interventions
- Document key learnings and potential innovations as part of the AFR’s Knowledge Management Objectives.

Interested bidders must confirm their intention to submit a bid by **Thursday August 7, 2025, at 17h00 HRS CAT**

Any requests for clarifications to the RFP may be submitted by **Tuesday, August 12, 2025, 17h00 HRS CAT**.

Bidders should submit their proposals no later than **Monday, August 18, 2025, 17:00 HRS CAT**

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 favorable 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 summary planned procurement schedule:

Activity	Date
a) Date of issue of RFP	Wednesday July 30, 2025
b) Confirmation of interest	Thursday August 7, 2025, at 17h00 HRS CAT
c) Request for clarifications	Tuesday, August 12, 2025, 17h00 HRS CAT.
d) Proposal closing date for submission of proposals	Monday August 18, 2025, 17:00 HRS CAT

Note: This procurement is open to locally registered firms. However, collaboration or joint ventures with foreign firms to enhance technical capabilities are permitted.

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 par 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. CVs of key staff members;
6. A summary of your experience in similar assignments.
7. The documents evidence 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-GUIDANCE PAPER FINTECH INNOVATION/JULY/2025." and submitted by **Thursday August 14, 2025, 17:00 HRS 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 and rejected.

1.2. SECTION 2: 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, bankruptcy or being wound up or subject to legal proceedings for any of these circumstances.
3. Not have had your business activities suspended/debarred
4. Have fulfilled your obligations to pay taxes.
5. Not having 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:

Eligibility criteria:

1. Certificate of Incorporation or Trading license /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.
4. Confirmation that your technical bid is maximum 15 pages (excluding any annexes)

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 at 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 Evaluation criteria/Competencies required	Weighting
Consulting firm	<ul style="list-style-type: none"> - At least 5 years of proven experience in designing and conducting end-of-project, particularly in financial inclusion or systems change (5 points) - Minimum of 5 years of experience in data analytics project implementation with a focus on the financial sector (5 points) 	10
	<ul style="list-style-type: none"> - Ability to identify and document success stories, bottlenecks, and learning insights that contribute to institutional knowledge management and adaptive programming (3 points) - References (formal certificates or contact details for reference checks) of at least three (3) similar assignments conducted in developing countries (preferably in sub-Saharan Africa) or advanced 	5

	economies (preferably focusing on the financial sector) (2 points)	
Quality of the lead subject matter expert	<ul style="list-style-type: none"> - Experience in conducting project evaluation using OECD-DAC criteria (5points) - At least 7 years of experience in implementing and evaluating data analytics-related projects/ interventions (data governance, big data, data maturity, etc.) with a gender lens (5points). A detailed CV is required 	10
	Demonstrated a good understanding of the importance of data, data analytics, and data strategy in advancing decision-making and business models in the financial sector (5points) .	5
	Knowledge of the financial sector and its key actors (regulators, commercial banks, pension administrators, and industry associations (banking industry, insurance industry).	5
	Demonstrate strong research and analytical expertise (research design and methodology, data analysis skills, etc.), as well as writing and reporting skills. Links to 3 sample reports	5
Quality of the other remaining team members	<ul style="list-style-type: none"> - Relevant research experience in data analytics, statistics, economics, and Finance with 5 years of experience in research (5 points). Detailed CDs are required - At least one team member with strong experience in the Rwandan financial sector (5points) 	10
	<ul style="list-style-type: none"> - At least 3 years of experience in conducting research in the financial sector in developing economies (preferably in sub-Saharan Africa) (3points) - Good understanding of the Rwanda financial sector and related ecosystem (2points) 	5
Knowledge Transfer and Local Market Development	A practical approach to knowledge transfer and capacity building of AFR staff involved in this assignment	5
Methodology	Expert critics and/or suggestions to improve the proposed scope of this assignment (3 points)	20
	Adequacy and quality of the proposed technical approach and methodology in responding to these Terms of Reference (15 points)	
	Appropriateness of the proposed project management plan and detailed work plan to ensure quality and timeliness of delivery (2 points)	
Sub-Total Technical		80
Total for Financial proposal (Value for money based on fee rates, inputs, and total costs of the assignment)		20
TOTAL		100

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.

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.

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 Authorized By:

Signature: _____ Name: _____

Position: _____ Date: _____
(DD/MM/YY)

Authorized 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 organizations 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 CONSULTANT

1.4. 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 (If applicable)				
Description of Cost	Quantity	Unit of Measure	Unit Price	Total Price
Standard Economy flights				
Airport transfers				
Visa				
Accommodation				
Local transport and Communication				
TOTAL:				

NB: AFR eligible reimbursable expenses includes standard economy flight, accommodation, and airport transfers expenses, local transport, communication, visa, and they should be reasonable and in line with AFR guidelines.

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 for recruiting a consulting firm to undertake the end-of-project evaluation of the “Strengthening Data Analytics Capacity in Rwanda’s Financial Ecosystem”

Project

Introduction

About Access to Finance Rwanda (AFR)

Access to Finance Rwanda (AFR) is a Rwandan not-for-profit company established in 2010 to promote financial inclusion and financial sector development in Rwanda. AFR is currently funded by Sweden, Mastercard Foundation, Global Impact/Co-Develop and Jersey Overseas Aid.

AFR is part of the broader Financial Sector Deepening (FSD) Network in Africa, which seeks to contribute to more inclusive and sustainable economic growth through financial inclusion and financial sector development by working with policymakers, regulators, financial service providers, and other market actors.

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 is guided by the Market System Development (MSD) approach, recognizing that efforts to increase financial inclusion and financial sector development must be market-led, profitable, and sustainable.

About the project/ Overview of the project

Data analytics is becoming an increasingly critical tool in the financial sector. Financial institutions are relying more heavily on data-driven insights to inform decision-making and improve overall business performance. At a broader level, data analytics also plays a key role in supporting evidence-based policymaking, regulatory oversight, and risk management, including fraud detection and prevention. To generate meaningful insights that drive innovation, the data used in decision-making must be accurately collected, processed, and analyzed. A particularly important aspect of this process is ensuring the inclusion of gender-disaggregated data to improve visibility and delivery of tailored financial services that meet the needs of different population segments.

In 2022, AFR conducted a scoping study to assess the data analytics capacity within Rwanda’s financial sector. The study revealed significant gaps, particularly in the development and implementation of data analytics strategies and in strengthening the internal data collection and analysis capabilities of financial institutions.

To address these challenges, AFR implemented a project, namely **“Strengthening Data Analytics Capacity in Rwanda’s Financial Ecosystem”**. This project aimed to drive transformative changes by building a strong, inclusive data analytics framework, with a particular focus on gender inclusion.

The project was implemented in partnership with five financial institutions: the National Bank of Rwanda (BNR), Bank of Kigali (BK), the Rwanda Social Security Board (RSSB), the Rwanda Bankers Association (RBA), and the Association of Insurers in Rwanda (ASSAR). The initiative primarily focused on three key areas: conducting data gap assessments, developing data maturity and governance strategies, and coaching dedicated teams in data analytics, including the establishment and operationalization of research functions. Details of the interventions for each partner institution will be provided during the inception phase.

In line with coverage of this assignment, the evaluation will cover three institutions: BNR, BK, and RBA. It should also be noted that lessons learned from the implementation with RSSB and ASSAR will be documented as well, with further discussion to take place during the inception phase.

Objectives of the assignment

The overall objective of this assignment is to conduct an end-of-project evaluation for the **“Strengthening Data Analytics Capacity in Rwanda’s Financial Ecosystem” project** – assessing the extent to which the project has achieved its intended outputs, objectives and outcomes (while documenting potential gaps and challenges) as specified in the project logical framework and the overall organization’s theory of change.

Furthermore, the assessment also seeks to document learnings and success stories contributing to the overall AFR learning agenda, especially under AFR’s research and information pillar. Using OECD-DAC criteria for project evaluation, this evaluation intends the following specific objectives:

- Review the extent to which the project has achieved its intended targets, objectives, and outcomes and the overall performance against the theory of change.
- Assess the project implementation approach.
- Assess how it has contributed to the FR phase III strategy implementation.
- Reviewing AFR’s role in supporting the project, identifying key gaps, focusing on what worked and what did not work, as well as providing recommendations for any potential project scale-up.
- Provide recommendations to address the identified bottlenecks and implementation challenges
- Highlight impact stories and recommend areas of focus for future similar interventions
- Document key learnings and potential innovations as part of the AFR’s Knowledge Management Objectives.

Scope of Work

This evaluation will follow a participatory approach through active involvement of AFR staff, governance bodies, AFR implementing partners, other stakeholders, and beneficiary groups or institutions. Specifically, this evaluation will focus on the OECD-DAC criteria, namely: relevance, coherence (internal coherence, external coherence, policy and strategic coherence), effectiveness, efficiency, sustainability, and impact. The evaluation will draw conclusions; lessons learned and provide recommendations for further improvement of similar project interventions. The consulting firm and AFR project team will agree on the prioritization and contextualization of evaluation questions under each OECD-DAC criterion during the inception phase.

Methodology/approach of evaluation

The consulting firm will undertake the evaluation through the following 4 main activities:

- 1) Review of relevant documentation to be provided by AFR and the implementing partners
- 2) Conduct interviews with key stakeholders from partner institutions and AFR
- 3) Synthesize findings into a draft report
- 4) Produce a final report based on feedback and conduct an online presentation to AFR management and the Board members (if needed)

Expected outputs

The consultant is expected to produce:

- a. **An inception report** outlining the overall approach and methodology, categories of stakeholders to be interviewed, activities, and timeline of the evaluation, and a draft outline/structure of the evaluation report. The inception report shall be submitted within a week after the evaluation kick-off.
- b. **A draft evaluation report** of not more than 30 pages and structured around the key objectives of this evaluation.
- c. **Final evaluation report with recommendations** within one week after receiving written comments on the draft.
- d. **A presentation** to AFR senior management
- e. **A focus note summarizing key findings and lessons learnt** (not exceeding 5 pages)

Timeline

The evaluation is foreseen to be undertaken from August 2025, and a final evaluation report is expected by the end of October 2025.

Evaluation criteria and Competencies required

The evaluation of proposals will use the Quality Cost Based methodology as detailed below:

- Preliminary examination to determine eligibility (as defined below) and administrative compliance.
- A detailed technical evaluation will contribute **80%**.
- Financial scores will be allocated **20%** to determine the best evaluated bid.

Technical Criteria: Prospective applicants are expected to meet the competency criteria outlined in the table below.

	Technical Evaluation criteria/Competencies required	Weighting
Consulting firm	<ul style="list-style-type: none"> - At least 5 years of proven experience in designing and conducting end-of-project, particularly in financial inclusion or systems change (5 points) - Minimum of 5 years of experience in data analytics project implementation with a focus on the financial sector (5 points) 	10
	<ul style="list-style-type: none"> - Ability to identify and document success stories, bottlenecks, and learning insights that contribute to institutional knowledge management and adaptive programming (3 points) - References (formal certificates or contact details for reference checks) of at least three (3) similar assignments conducted in developing countries (preferably in sub-Saharan Africa) or advanced economies (preferably focusing on the financial sector) (2 points) 	5
Quality of the lead subject matter expert	<ul style="list-style-type: none"> - Experience in conducting project evaluation using OECD-DAC criteria (5points) - At least 7 years of experience in implementing and evaluating data analytics-related projects/ interventions (data governance, big data, data maturity, etc.) with a gender lens (5points). A detailed CV is required 	10
	Demonstrated a good understanding of the importance of data, data analytics, and data strategy in advancing decision-making and business models in the financial sector (5points) .	5
	Knowledge of the financial sector and its key actors (regulators, commercial banks, pension administrators, and industry associations (banking industry, insurance industry).	5

	Demonstrate strong research and analytical expertise (research design and methodology, data analysis skills, etc.), as well as writing and reporting skills. Links to 3 sample reports	5
Quality of the other remaining team members	<ul style="list-style-type: none"> - Relevant research experience in data analytics, statistics, economics, and Finance with 5 years of experience in research (5 points). Detailed CDs are required - At least one team member with strong experience in the Rwandan financial sector (5points) 	10
	<ul style="list-style-type: none"> - At least 3 years of experience in conducting research in the financial sector in developing economies (preferably in sub-Saharan Africa) (3points) - Good understanding of the Rwanda financial sector and related ecosystem (2points) 	5
Knowledge Transfer and Local Market Development	A practical approach to knowledge transfer and capacity building of AFR staff involved in this assignment	5
Methodology	Expert critics and/or suggestions to improve the proposed scope of this assignment (3 points)	20
	Adequacy and quality of the proposed technical approach and methodology in responding to these Terms of Reference (15 points)	
	Appropriateness of the proposed project management plan and detailed work plan to ensure quality and timeliness of delivery (2 points)	
Sub-Total Technical		80
Total for Financial proposal (Value for money based on fee rates, inputs, and total costs of the assignment)		20
TOTAL		100

Reporting and language

The consultant will report directly to the AFR's Head of Monitoring and Results Measurement, Learning and Communication, and the Head of Research and Information. All reports/documents should be produced in English.

Duration of the assignment

The timeline for this assignment is expected to be two months (an agreement will be made on a few activities to be conducted remotely, while others will be done physically)

Length of the bid document

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

