ACCESS TO FINANCE RWANDA

Request for Proposals

For

CONSULTANCY TO DEVELOP A CREDIT MARKET INFRASTRUCTURE PLATFORM

Subject of Procurement:	CONSULTANCY TO DEVELOP A CREDIT MARKET INFRASTRUCTURE PLATFORM
Procurement Reference Number:	AFR/RFP-CREDIT MARKET INFRASTRUCTURE/OCTOBER/2025.
Date of Issue:	OCTOBER 10, 2025

REQUEST FOR PROPOSALS

PROCUREMENT REFERENCE NUMBER: CONSULTANCY TO DEVELOP A CREDIT MARKET INFRASTRUCTURE PLATFORM

1. 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 Rwanda Information Society Authority (RISA)

The Rwanda Information Society Authority (RISA) is a government agency under the Ministry of ICT and Innovation, established in 2017 as a public institution governed by Presidential Order N° 077/01 of 09/12/2022. RISA's mission is to digitize Rwanda's society through the increased adoption of Information and Communication Technologies (ICTs) and innovation, positioning ICT as a cross-cutting enabler for economic and social transformation. RISA plays a central role in advancing Rwanda's digital and socio-economic transformation by developing, coordinating, and managing foundational DPI, ensuring secure and interoperable government systems, and fostering innovation.

About National Bank of Rwanda (NBR)

The National Bank of Rwanda (NBR) was established in 1964. Over the years, the role of the NBR has evolved. The current Law N°48/2017 of 23/09/2017 as amended to date, confers a clear mandate on the NBR with a mission of ensuring price stability and a sound financial system.

The National Bank of Rwanda strives to be a world class central bank contributing to economic growth & development, by using robust monetary policy tools to maintain stable market prices. The Bank ensures financial stability in a free-market economy as it embraces innovation, inclusiveness, and economic integration.

The Credit Market Infrastructure will play a vital role in promoting financial inclusion by enabling lenders to easily access essential official documents and data points relevant to credit applications.

About the project/ Overview of the project

Digital Public Infrastructure (DPI) serves as the backbone of a digital economy, unlocking opportunities for financial inclusion, enabling digital identity systems, strengthening payment infrastructure, and fostering secure data exchange.

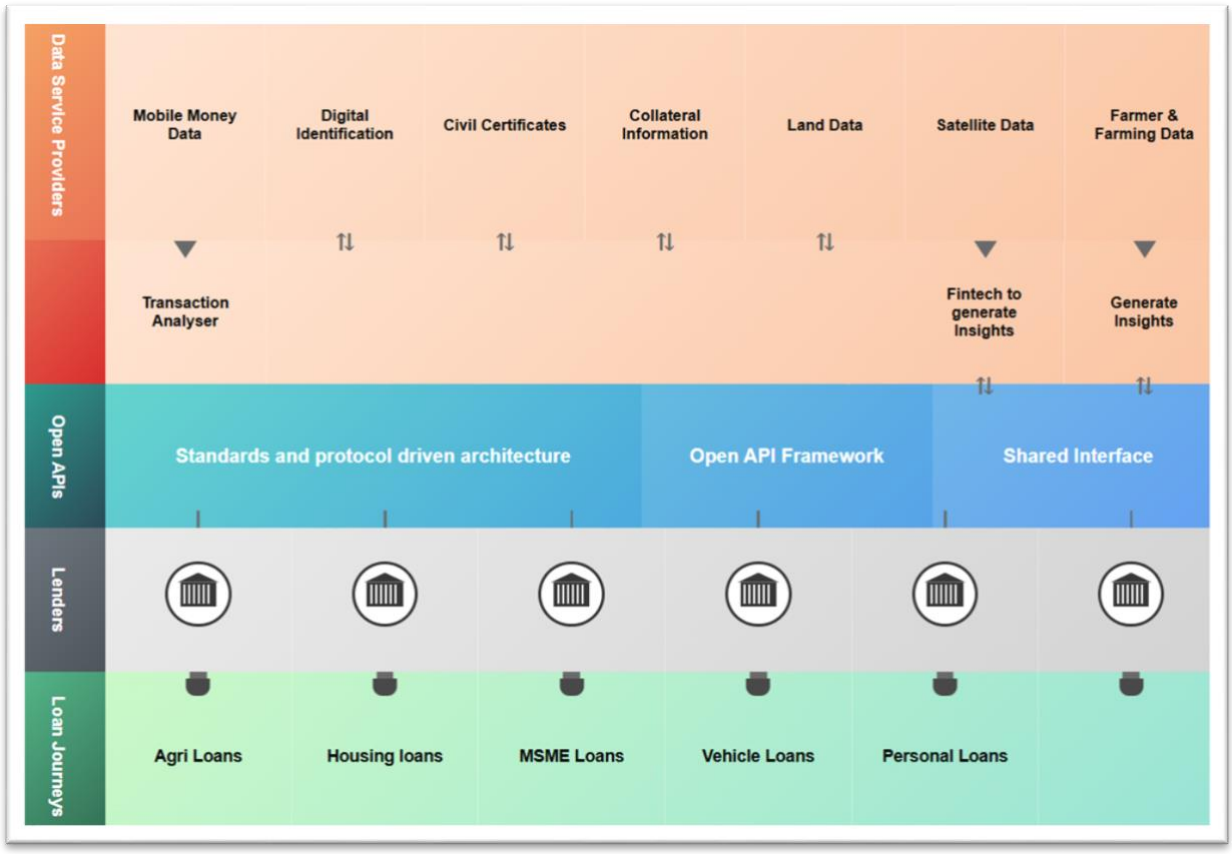
The development of the Credit Market Infrastructure (CMI) aligns with the National Digital Transformation Strategy and Rwanda's Digital Public Infrastructure (DPI) Framework spearheaded by RISA. The project will contribute to the broader Rwanda DPI vision, integrating key national systems such as ID, payments, and data exchange to enable inclusive, interoperable digital services.

The CMI is a DPI initiative designed to modernize Rwanda's credit market ecosystem. It aims to address critical market inefficiencies by creating a shared digital platform that connects financial service providers, data providers (credit bureaus, identification, certification bodies, satellite data providers, Agriculture value chain data etc.) and borrowers through standardized APIs and automated processes. By enabling a single, trusted source of credit-related data, the CMI will enhance credit risk assessment, strengthen financial inclusion, and support responsible lending practices.

2. Objectives of the assignment

The overall objective is to design, develop, test, deploy and handover credit market infrastructure platform that will serve as a central hub for financial and non-financial credit data to BNR.

The CMI will integrate with financial data service provider from public and private sectors with the aim to collect relevant information and make it securely accessible to lenders through API as per the below illustration:



Interested bidders (Individual consultants) must confirm their intention to submit a bid by **Thursday October 16, 2025, at 17h00 HRS CAT**

Any requests for clarifications to the RFP may be submitted by **Tuesday, October 21, 2025, 17h00 HRS CAT.**

Bidders should submit their proposals no later than **Friday 24, 2025, 14:00 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	**Friday 10, 2025**
b) Confirmation of interest	**Thursday October 16, 2025, at 17h00 HRS CAT**
c) Request for clarifications	**Tuesday October 21, 2025, 17h00 HRS CAT.**
d) Proposal closing date for submission of proposals	**Friday October 24, 2025, 14:00 HRS CAT**

Note: This procurement is open to locally registered firms only. 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-CREDIT MARKET INFRASTRURE/OCTOBER/2025.**"** and submitted by **Friday October 24, 2025, 14:00 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 Criteria		Weighting
Specific experience of the firm	**Overall experience:** At least 10+ years of design, development, and deployment of large-scale digital platforms, preferably within the financial services sector and digital public infrastructure (DPI) initiatives	10
	Technical expertise in System architecture, API management, and secure data exchange platforms.	5
	- References (formal certificates or contact details for reference checks) of at least two (2) similar projects conducted in emerging countries (preferably in sub-Sahara Africa) - Evidence of data exchange/API integration projects experience	5
Subtotal		
Quality of the Technical Team Leader and Team	**Quality of Team Leader**: demonstration of knowledge and 7 years+ experience in leading the development of large-scale projects. **A detailed CV is required** At least 7 years of experience as system and data architect on large scale digital infrastructure projects. Experience with DPI and financial projects is an added advantage	15
	Quality of the proposed team: the proposed team should have strong API integration engineers, experienced data scientists and security/data governance experts, Quality Assurance Engineers and Technical documentation specialists. Project management and stakeholder engagement skills is a requirement as well. The team should be composed of a minimum of 5 senior engineers with at least three (3) being a local to add the local context. **Detailed CVs are required**	20
Subtotal		

Methodology & Approach	Quality of proposed approach to terms of reference and methodology focused on the deliverables. Relevant comments on the Terms of Reference	15
	Quality of work plan and project management provisions proposed to mitigate risks.	5
	Creativity of the approach to deliver a quality project in the timelines specified	5
Subtotal		**80**
Total for Financial proposal (Value for money based on fee rates, inputs, and total costs of the assignment)		**20**
Grand 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 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 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 – DEVELOPMENT OF A CREDIT MARKET INFRASTRUCTURE PLATFORM

3. 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 Rwanda Information Society Authority (RISA)

The Rwanda Information Society Authority (RISA) is a government agency under the Ministry of ICT and Innovation, established in 2017 as a public institution governed by Presidential Order N° 077/01 of 09/12/2022. RISA's mission is to digitize Rwanda's society through the increased adoption of Information and Communication Technologies (ICTs) and innovation, positioning ICT as a cross-cutting enabler for economic and social transformation. RISA plays a central role in advancing Rwanda's digital and socio-economic transformation by developing, coordinating, and managing foundational DPI, ensuring secure and interoperable government systems, and fostering innovation.

About National Bank of Rwanda (NBR)

The National Bank of Rwanda (NBR) was established in 1964. Over the years, the role of the NBR has evolved. The current Law N°48/2017 of 23/09/2017 as amended to date, confers a clear mandate on the NBR with a mission of ensuring price stability and a sound financial system.

The National Bank of Rwanda strives to be a world class central bank contributing to economic growth & development, by using robust monetary policy tools to maintain stable market prices. The Bank ensures financial stability in a free-market economy as it embraces innovation, inclusiveness, and economic integration.

The Credit Market Infrastructure will play a vital role in promoting financial inclusion by enabling lenders to easily access essential official documents and data points relevant to credit applications.

About the project/ Overview of the project

Digital Public Infrastructure (DPI) serves as the backbone of a digital economy, unlocking opportunities for financial inclusion, enabling digital identity systems, strengthening payment infrastructure, and fostering secure data exchange.

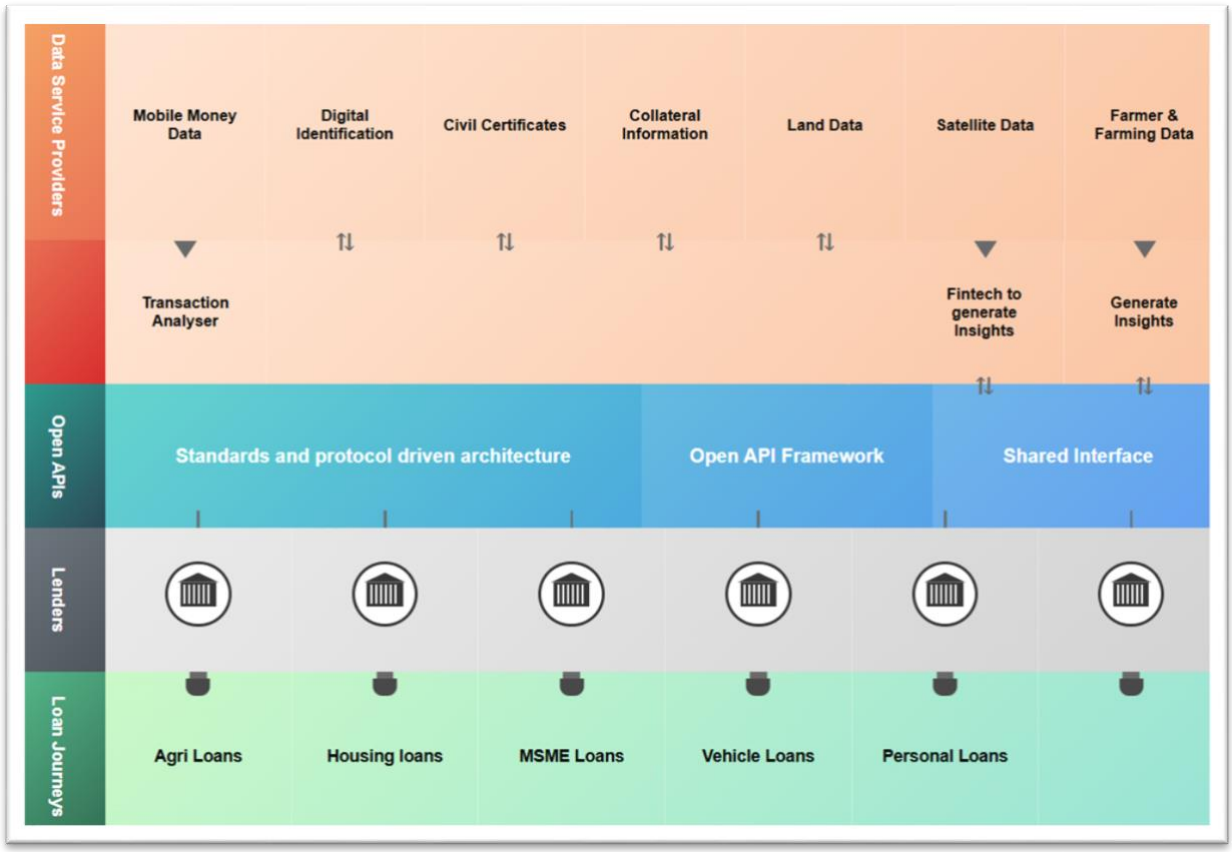
The development of the Credit Market Infrastructure (CMI) aligns with the National Digital Transformation Strategy and Rwanda's Digital Public Infrastructure (DPI) Framework spearheaded by RISA. The project will contribute to the broader Rwanda DPI vision, integrating key national systems such as ID, payments, and data exchange to enable inclusive, interoperable digital services.

The CMI is a DPI initiative designed to modernize Rwanda's credit market ecosystem. It aims to address critical market inefficiencies by creating a shared digital platform that connects financial service providers, data providers (credit bureaus, identification, certification bodies, satellite data providers, Agriculture value chain data etc..) and borrowers through standardized APIs and automated processes. By enabling a single, trusted source of credit-related data, the CMI will enhance credit risk assessment, strengthen financial inclusion, and support responsible lending practices.

4. Objectives of the assignment

The overall objective is to design, develop, test, deploy and handover credit market infrastructure platform that will serve as a central hub for financial and non-financial credit data to BNR.

The CMI will integrate with financial data service provider from public and private sectors with the aim to collect relevant information and make it securely accessible to lenders through API as per the below illustration:



5. Scope of Work

The selected firm will be responsible for the end-to-end design, development, deployment, and support of the Credit Market Infrastructure (CMI) platform. This platform serves as a foundational Digital Public Infrastructure (DPI) aimed at revolutionizing agricultural lending in Rwanda by addressing critical inefficiencies through digital transformation. The implementation will follow a phased delivery approach starting with a Minimum Viable Product (MVP) focused on core functionalities, with scalability and expansion envisaged for subsequent phases.

The consulting firm will work closely with BNR, RISA and Industry stakeholders to identify key challenges that need to be remedied for CMI to be implemented successfully.

This assignment will consist of:

3.1. Core Platform Services Development

- Develop modular, microservices-based components adhering to modern architectural best practices and Rwanda DPI principles to ensure maintainability and scalability.
- Develop and Implement an API gateway for secure, efficient request routing, authentication, authorization, and rate limiting.
- Build lender registration, onboarding, and lifecycle management functionalities including self-service interfaces, sandbox environments, and go live (production) management mechanism.

- Incorporate consent and identity management modules to ensure compliance with data privacy regulations and enable borrower consent tracking.
- Implement comprehensive logging, audit trails, and analytics dashboards to monitor usage, performance, and compliance metrics.
- Ensure all modules and architecture designs follow the Rwanda Digital Public Infrastructure (DPI) principles & guidelines.

3.2. Data Provider and Financial Service Provider Integration

- Design and implement a data exchange layer that seamlessly integrates with different public and private sector entities while supporting multiple technologies
- Incorporate private sector integrations with mobile network operators for transaction data and licensed credit bureaus for credit history and scoring data.
- Creation of sandbox environment for testing and integration
- Implementation of API key management and access control
- Development of usage metering and billing systems
- Ensure integrations comply with standardized data models, maintain high availability (≥99.9% uptime), and secure API interfaces with real-time health monitoring and failover capabilities.

3.3. Phased Platform Development

- Deliver the CMI platform through iterative development cycles, beginning with an MVP that automates key lending workflows, establishes data integration capabilities, and provides API management essentials.
- Enable rapid pilot launch and validation to demonstrate core platform efficacy and impact on agricultural lending processes.
- Plan and implement scalable architecture to support future increases in transaction volume and participation from multiple financial and data service providers.

3.4. Security and Compliance Implementation

- Architect and implement a security framework based on zero-trust principles, including TLS 1.3+ encryption for all in-transit data, AES-256 encryption at rest, multi-factor authentication, and privileged access management practices.
- Align platform design and operations with Rwanda's data protection laws, GDPR where relevant, and financial sector regulatory requirements issued by BNR.
- Develop automated compliance monitoring, audit logging, and reporting tools to facilitate Anti-Money Laundering (AML), Know Your Customer (KYC), and other regulatory obligations.

3.5. Usability and Developer Experience Enhancement

- Provide intuitive, multilingual self-service portals for both financial service providers, data providers and the regulator to facilitate onboarding, credential management, and operational transparency.
- Publish comprehensive, versioned OpenAPI 3.1.0 documentation with live interactive examples and offer SDKs in major programming languages (Python, Java, JavaScript, PHP).
- Maintain a robust sandbox environment with realistic synthetic data to support testing, integration, and validation efforts.

3.6. Capacity building, Documentation and handover

- The firm will provide comprehensive training sessions and educational programs tailored for system administrators, financial service providers, and end users (e.g. farmers and agricultural cooperatives, small business traders etc).
- Produce detailed technical and operational documentation encompassing system architecture, codebase, configuration management, and user guides.
- Facilitate knowledge transfer activities to ensure client teams and partners achieve autonomous system operation and continuous ecosystem development.
- Officially hand over the platform, including source code, licenses, and credentials
- The consulting firm should propose a sustainability framework detailing system maintenance, governance, and funding model's post-handover to ensure continuity and local ownership beyond the project period

4. Deliverables

Deliverables	Details	Format
Inception report	- Gap Analysis - Understanding of the requirements - Detailed use cases and process flow - Proposed project charter - Proposed structure of deliverables - Proposed methodology and work plan - Proposed cost of implementation - Risk assessment - Clear Operational Support and Governance Framework - Capacity building and knowledge transfer framework	- Word document draft - Final signed PDF document
Software Requirement Specification	- System architecture - Functional requirements - Non-functional requirements - DPI Compliance and sustainability - Technologies - Integration requirements - Process flows, workflow charts - Detailed needed resources (workforce and infrastructure) - Data governance requirements (privacy, access control) - Interoperability standards (API protocols, ISO standards)	- Word document draft - Final signed PDF
Development, Testing and deployment	- Detailed work plan - Sprint planning reports - Sprint review demo and reports - Steerco presentation - QA reports	- PPT or similar format (summary) - Word document - Project management tool access

Documentation and handover	- Detailed design and specification document outlining the CMI - Well documented source code - Signed-off handover and knowledge transfer documents - User Acceptance Testing (UAT) reports - Security and penetration testing reports - Deployment plan - API Documentation	- Word document draft Final signed PDF
Final report	- Final report highlighting all the major milestones, deliverables, closure, learnings, and recommendations.	- PPT or similar format (summary) - Word document

5. Institutional Coordination

- **Project Ownership:** National Bank of Rwanda (BNR) - responsible for strategic oversight, policy direction, regulatory alignment and implementation.
- **Technical guidance:** Rwanda Information Society Authority (RISA) -responsible for technical guidance, alignment with national DPI principles.
- **Program management:** Access to Finance Rwanda (AFR) - Will oversee overall program implementation, manage the contracting process, and ensure timely delivery of outputs against agreed milestones.
- The consultant will report directly to the designated BNR project lead and work closely with RISA's DPI technical team. Regular technical progress reports will be shared with the project's Steering and Technical Committees.

6. Approach and Methodology

The firm should suggest a thorough approach and methodology for implementation of this platform. This should contain:

- Proposed project management methodology
- Monitoring and reporting tool that will be used
- Testing and Quality assurance methodologies
- Post-deployment support and maintenance approach.
- A risk management framework identifying potential risks (technical, operational, regulatory) and propose mitigation strategies.

7. Duration of Assignment

The duration of this assignment is estimated at four (4) months for delivery of a minimum viable product and up to six (7) months for completion of the full product. However, the implementation firm shall be responsible for delivering the full scope of work, even if the timeline extends beyond seven (7) months.

8. Reporting and Language

The firm will report to a designated representative from BNR and AFR or will regularly engage with the project's Technical Committee and Steering Committee. All reports and deliverables must be submitted in English, the official working language of the assignment.

9. Competence Required

The consulting firm is expected to demonstrate the following qualifications and competencies:

- **Proven Experience**: Demonstrated track record in the design, development, and deployment of large-scale digital platforms, preferably within the financial services sector and digital public infrastructure (DPI) initiatives.
- **Technical Expertise**:
  - System architecture, API management, and secure data exchange platforms.
  - Software engineering and agile project management.
  - Data science, analytics, and credit scoring solutions.
  - Cybersecurity, data governance, and compliance with financial regulations.
- **Team Composition**: A multidisciplinary team with below specialists:
  - Software Developers (Front-end, Back-end & API specialists)
  - Devops engineers
  - Data science and analytics.
  - Security Specialist
  - project Manager
  - Quality Assurance Lead and Testers
  - Technical Writer / Documentation Specialist
  - Training and Capacity Building Coordinator

The team size and composition should be adaptable to project phases (e.g., MVP launch, scale-up).
All team members should be experienced in collaborative agile delivery models.

- **Experience with Financial Inclusion and DPI**: Demonstrated knowledge and application of DPI principles (sustainability, interoperability, Simplicity, openness, inclusivity) in digital transformation projects.

- **Regional and International Experience**: Prior experience working with government institutions, regulators, financial service providers, and multi-stakeholder initiatives in Africa. Regional or global experience in digital financial systems is an added advantage.

10. Evaluation of Bids

Technical Criteria		Weighting
Specific experience of the firm	**Overall experience:** At least 10+ years of design, development, and deployment of large-scale digital platforms, preferably within the financial services sector and digital public infrastructure (DPI) initiatives	10
	Technical expertise in System architecture, API management, and secure data exchange platforms.	5
	- References (formal certificates or contact details for reference checks) of at least two (2) similar projects conducted in emerging countries (preferably in sub-Sahara Africa) - Evidence of data exchange/API integration projects experience	5
Subtotal		
Quality of the Technical Team Leader and Team	**Quality of Team Leader**: demonstration of knowledge and 7 years+ experience in leading the development of large-scale projects. **A detailed CV is required** At least 7 years of experience as system and data architect on large scale digital infrastructure projects. Experience with DPI and financial projects is an added advantage	15
	Quality of the proposed team: the proposed team should have strong API integration engineers, experienced data scientists and security/data governance experts, Quality Assurance Engineers and Technical documentation specialists. Project management and stakeholder engagement skills is a requirement as well. The team should be composed of a minimum of 5 senior engineers with at least three (3) being a local to add the local context. **Detailed CVs are required**	20
Subtotal		
Methodology & Approach	Quality of proposed approach to terms of reference and methodology focused on the deliverables. Relevant comments on the Terms of Reference	15
	Quality of work plan and project management provisions proposed to mitigate risks.	5
	Creativity of the approach to deliver a quality project in the timelines specified	5
Subtotal		**80**
Total for Financial proposal (Value for money based on fee rates, inputs, and total costs of the assignment)		**20**
Grand 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.

1. 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 firms.

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.