

REQUEST FOR PROPOSAL

PROVISION OF SHORT-TERM CONSULTANCY SERVICES: DIGITAL AGENT NETWORK

Summary of the role

The Shared Digital Agent Network Consultant/firm will design an agent network model for The Innovation Village (TIV) to be operationalized through The Digital Economy Program.

The consultant is expected to work cooperatively with TIV's internal teams to understand existing business functions and operational plans, and how they interlink. The consultant/firm will also be expected to study the agent network models deployed by TIV's partner organizations, and other digital agent networks in the market, and determine a successful model/s to be deployed by TIV as a Nationwide Agent Network Aggregator for Mastercard's Community Pass platform.

1.0 Objective

- Creation of a commercially viable operational model that will leverage Mastercard's Digital Rails to achieve scale by increasing accessibility, usability and inclusivity of agricultural services, health services, financial services, educational services, and general commercial transactions to bottom of the pyramid communities by use of Mastercard approved Points of Interaction (POI) devices, and cards. This should include the commercial benefit to the agents and agent network providers as well as platform providers using the Mastercard Digital rails.
- Identification of the key personas (for Digital Agents, Agent Network Managers and potential end customers interacting with the agents) and use case needs that can be fully addressed through a shared digital agent network program. These use cases could be presented in a prioritized phased approach highlighted in order from the top market/persona use case needs
- Development of the persona journeys that indicate the expected interaction flows between the digital agent personas, their end consumers and the services that are provided through the digital agent network program.
- Creation of a clear strategic execution plan for the Shared Digital Agent Network program. This plan should entail guidelines on the process of Digital Agent identification, recruitment, education, performance management, technology tooling, remuneration and governance. Additionally, outline the sequencing of priority locations and expansion plans.
- Definition of the governance structure required for rolling out a nationwide shared digital agent network operations including the role and value proposition for Agent Network Managers and composition of the Agent Network Manager team
- Detailed internal policies and process documents that will guide the agent network's operations as a national agent aggregator.
- A customized mapping of the potential Agent Network Managers throughout the country, the types of POI devices currently being used, and the value propositions, incorporating: branchless banking agents (mobile financial institution), MSMEs as retail agents, schools, health facilities, mobile payment agents and Agriculture sector agents such as Agro dealers, Extension workers, Farmer Producer Organization collection agents; Agribuyers Field Agents etc.
- Develop a Shared Digital Agent Network Business model that will include among others a Remuneration package for Digital Agent; incentive plan; revenue plan for Agent Network managers among others.
- Design and implementation of a pilot program to operationalize the agent network

- An outline of mobile and/or web-based application needs to support the operations of the agent network

2.0 Submission Requirements

Firms will submit a proposal which contains offers for the services as per the Terms of Reference included in this Request for Proposal (RFP). All information presented in the proposal will be considered during The Innovation Village's evaluation. Failure to submit the information required in this RFP may result in the firm's offer being deemed non-responsive. Firms are responsible for submitting offers, and any modifications, revisions, or withdrawals, so as to reach The Innovation Village by the time and date specified in the RFP. Any offer, modification, revision, or withdrawal of an offer received by The Innovation Village after the exact time specified for receipt of offers is "late" and may not be considered at the discretion of The Innovation Village Procurement Committee. The firm's proposal shall include the following:

- The name, address and telephone number of the firm and authorized signature of the same (Fill in table in Appendix A)
- Cover letter including your interest the assignment and your permanent personnel to the engagement
- A brief profile of the firm
- Certificate of Incorporation or its equivalent
- Current Trading License or an equivalent
- Tax Clearance Certificate or an equivalent
- Powers of Attorney
- Memorandum and Articles of Association
- Three or Four (3/4) Current contracts or offer letters from companies you are currently working with
- Previous contracts or recommendation letters from companies you have worked with before
- Curriculum Vitae and qualifications of staff that will handle the consultancy
- Number of years of experience (Fill in Table in Appendix A)
- Detailed plan: Technical Approach and work plan
- The Shared Digital Agent Network Consultant/firm will be expected to have expertise in the following domains, amongst others:
 - Agent Network Management - Providing support to clients on developing and implementing strategies for agent network build-out, training, recruitment, and monitoring.
 - Business Modelling for Agent Networks – experience in building commercial sustainable agent networks
 - Customer Uptake - Developing customer uptake strategies and identifying constraints in up-take and develop strategies to increase product uptake
 - Digital Literacy – experience in design and executing digital literacy program for customers servicing the base of pyramid population.
 - Experience in Market Research & Product Development for the Base of Pyramid.
 - Experience with process reengineering and knowledge of risk management of financial services offering

Financial proposal

- A summary of the price offer should be indicated in the table in Appendix A
- The financial proposal should be separated and labeled 'Financial Proposal for Consultancy services- Digital Agent Network

3.0 Instruction for proposal submission

- All proposals should be sent to: procurement@TIVug.org; bmigisha@innovationvillage.co.ug
- Proposals should be in PDF format and zipped in folders as per the table below:

	Folder Title	Documents
Folder 1	Eligibility	Cover Letter including interest the assignment and your permanent personnel to the engagement and your permanent personnel to the engagement
		A brief profile of the firm
		Certificate of Incorporation or an equivalent
		Current Trading License or an equivalent
		Tax Clearance Certificate or an equivalent
		Powers of Attorney
		Memorandum and Articles of Association
Folder 2	Experience	Three or Four (3/4) Current contracts or offer letters from companies you are currently working with
		Previous contracts or recommendation letters from companies you have worked with before
		Curriculum Vitae and qualifications of staff that will handle the consultancy
Folder 3	Technical and Financial Proposal	Detailed plan: Technical Approach and work plan And evidence of requirements listed above
		Financial proposal

Deadline for Submission:

Date: 16th June 2022

Time: 5:00pm

Any proposal received after the closing time for submission of proposals shall be rejected

4.0 Preparation of Technical Proposal

The consultancy firm/individual's proposal shall be written in English language.

In preparing the Technical Proposal, individuals/firms are expected to examine the documents constituting this RFP in detail. Material deficiencies in providing the information requested may result in rejection of a proposal.

The Technical Proposal shall provide the following information using the attached documents:

- A brief description of the firm's organization and an outline of recent experience on assignments of a similar nature. For each assignment the outline should indicate *inter alia*, the profiles of the staff proposed, duration of the assignment, contract amount and firm's involvement.
- A description of the methodology and work plan for performing the assignment.

- iii. The list of the proposed staff team by specialty, the tasks that would be assigned to each staff team member and their timing.

The Technical Proposal shall not include any financial information.

5.0 Preparation of Financial Proposal

In preparing the Financial Proposal, individual/ firms are expected to consider the requirements and conditions outlined in the RFP documents.

The Financial Proposal should show all costs associated with the assignment.

- i. The Financial Proposal should clearly identify as a separate amount, the local Taxes and other charges imposed under the law.

- ii. Firms shall express the price of their services in UGX or USD

- iii) The Proposal must remain **valid for 60 days** after the submission date.

During this period, the firm is expected to keep available, at his own cost, the professional staff proposed for the assignment. TIV will make his best effort to complete negotiations within this period. If The Innovation Village wishes to extend the validity period of the proposals, the firms shall agree to the extension.

6.0 Clarification and Amendment of RFP Documents

Individual/ firms may request a clarification of any of the RFP documents only up to Three [3] days before the proposal submission date. Any request for clarification must be sent in writing by electronic mail to TIV's address to procurement@innovationvilage.co.ug copying bmigisha@innovationvillage.co.ug . TIV will respond by electronic mail to such requests to all invited firms who intend to submit proposals.

At any time before the submission of proposals, TIV may for any reason, whether at his own initiative or in response to a clarification requested by a potential bidder, amend the RFP. Any amendment shall be issued in writing through addenda. TIV may at his discretion extend the deadline for the submission of proposals.

7.0 Proposal Evaluation

The tender evaluation committee shall evaluate the tender within 30 days of deadline of submission

- I. Evaluation of the technical proposal

The evaluation committee appointed by TIV shall evaluate the proposals based on their responsiveness to the Terms of Reference and documents submitted.

- iii. Evaluation of the financial proposal

The evaluation committee will determine whether the financial proposals are complete (i.e. whether the firm has costed all the items of the corresponding Technical Proposal and correct any computational errors. The cost of any unpriced items shall be assumed to be included in other costs in the proposal. In all cases, the total price of the Financial Proposal as submitted shall prevail.

8.0 Scope of Work

- Shortlist and engage 3 potential Agent Network Managers in the market.
- Define the role and value proposition for engaging the Agent Network Managers.
- Design a 6-month Pilot Digital Agent Network Program with the selected Agent Network Managers. This will include the process of agent recruitment, education, performance management, technology tooling; remuneration and governance
- Design and formalize a standard remuneration and incentivization model for the Digital Agents across the 3 Agent networks selected
- Design the performance management and reporting process for the Agent Network Managers and the individual Digital Agents
- Develop a Digital Agent Network Business model to be tested during the pilot and scaled up in 2023.
- Identify specific ways the company will catalyze job creation for youth (especially young women) by use of the Digital Rails.

8.1 Deliverables

- A detailed agent network aggregator operational model
- A successful 6-month Market Test/Pilot of the designed Digital Agent Network pilot with 3 selected Agent Network Managers.
- A Business and financial model that reflects a successful deployment of the Digital Agent Network
- A scale up plan of the Digital Agent Network that includes at least 3 feasibility studies, based on the market test conducted.
- A Digital Agent Network support model for Agents and devices including technical support

Confidentiality

Information relating to evaluation of proposals and recommendations concerning awards shall not be disclosed to the individuals/firms who submitted the proposals or to other persons not officially concerned with the process, until the winning firm has been notified that it has been awarded the Contract.

Corrupt or fraudulent practices

The Innovation Village requires that the individuals/firms observe the highest standards of ethics during the selection and award of the consultancy contract and also during the performance of the assignment. The tenderer shall sign a declaration that he has not and will not be involved in corrupt or fraudulent practices.

Selection Criteria

The Procurement Committee will select individuals/firms based on:

Eligibility

Technical Proposal including

- Must have a demonstratable track record of work related to development and implementation of mobile financial services strategies

- Must have operational experience in digital financial services and technology solutions with direct experience in the use of technology to expand reach of financial services to low-income populations
- Demonstratable experience working with financial institutions or Mobile Network Operators (MNOs) in Uganda
- Demonstratable experience working the BoP segment of Agriculture, MSME and Humanitarian
- Demonstratable experience in investment transactions, with proven success in developing client relationships as well as sourcing investments
- Deep understanding of global e-payments industry trends and of emerging best practices and innovations
- Knowledge of policy and legal/regulatory issues related to mobile banking and payments systems development in Uganda
- Substantial business experience in retail payments, including mobile banking, financial systems interoperability and technology systems
- Strong business development, market development, networking and partnership management expertise
- A keen interest in development finance and in working with youth, and bottom of the pyramid populations.
- Strong research and consulting experience with a particular focus on BoP or marginalized communities.

Financial proposal

Award of Contract

The Contract will be awarded following negotiations. After negotiations are completed, TIV will promptly notify other individuals/firms on the shortlist that they were unsuccessful.

The parties to the contract shall have it signed within 14 days from the date of notification of contract award.

TIV may at any time terminate procurement proceedings before contract award and shall not be liable to any person for the termination.

TIV shall give prompt notice of the termination to the tenderers and on request give its reasons for termination within 14 days of receiving the request from any tenderer.

To qualify for contract awards, the tenderer shall have the following:

- (a) Necessary qualifications, capability experience, services, equipment and facilities to provide what is being procured.
- (b) Legal capacity to enter into a contract for procurement.
- (c) Shall not be insolvent, in receivership, bankrupt or in the process of being wound up and is not the subject of legal proceedings relating to the foregoing.
- (d) Shall not be debarred from participating in public procurement.
- (e) Shall not be in any legal dispute with Capital Markets AWF, nor consulting for an entity which is being investigated or enforcement action taken by TIV.

Summary of Contract Terms

Initial term of contract will be six (6) months with the option renewal, subject to the concurrence and recommendation of

In the event that the Consultant whom the services are awarded does not execute a contract within 14 days after the award of the bid, TIV may award the contract to the next most qualified Consultant or call for new proposals. TIV shall assume no cost by the Consultants in preparation of new proposals.

TIV reserves the right to discontinue the contract due to unsatisfactory service. It may reconsider any proposal that was received in response to this request. The contract cannot be assigned, transferred, or subcontracted without the written consent of TIV

Payment Terms

Payment will be based on receipt of itemized invoices which detail specific stage-based deliverables that will be agreed at contract signing.

APPENDIX A

Company Details

Company Name	
Physical Address	
Postal Address	
Telephone number (s)	
Email	

Number of years of experience

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Proposed Personnel for the Consultancy

Name	Title

Financial summary

Price	Tax	Total price