

REQUEST FOR PROPOSALS (RFP) TO CONDUCT A MARKET RESEARCH FOR AGENCY BANKING NETWORK OPTIMIZATION AND STRENGTHENING PLAN.

Ref.: 001 RFP – FSDMoc/Feb-2018

Title of the RFP: Agency Banking Network Optimization and Strengthening Plan.

Date of this RFP: 08 February 2018.

Closing Date for Receipt of RFP: 07 March 2018.

Individual / Organisation: Consulting firm.

Language required: Portuguese and English.

1. About FSDMoç

The Financial Sector Deepening-Mozambique (FSDMoç), a 5 year (2014 - 2019) program funded by the UK Government's Department for International Development (DFID) supports financial sector development with a focus on expanding levels of inclusion. FSDMoç directs its investments and insights to address constraints in the financial market, helping the diversification of Mozambique's economy and bringing prosperity and economic resilience to Mozambique's people. At the core of its strategy, are women, youth and the rural low-income population, as well as small businesses that lack access to appropriate and accessible financial services.

FSDMoç support key financial sector stakeholders to both innovate and expand financial services, using technical expertise and targeted funding to boost their capacity and the people they serve. FSDMoç uses an M4P, 'making markets work for the poor' (M4P) approach assessing comprehensively all key constraints to market system development from policy through to institutional and demand side issues, identifying the most appropriate levels of intervention. As part of this facilitative approach, FSDMoç seeks out appropriate partnerships that can drive change in the market system rather than a grant based approach. As part of this approach, technical assistance and grants via FSDMoç can be offered to private sector partners in order that the interventions deliver their objectives.

Three core themes drive FSDMoç activities: (i) Innovation and Expansion; (ii) Human Centre Design (HCD); and (iii) Policy and Regulation. FSDMoç is partnering with a number of financial service providers to design and test innovative financial products, using a HCD approach, for rural poor and small scale farmers. An integral part of the successful piloting and expansion of new financial services is educating the target market about how the product works, and how it can benefit the user.

The expertise required under this RFP is for the development of a strategy that would strengthen the bank's agency network.

2. Project Objectives and Scope

FSDMoç has partner with local bank to improve the effectiveness of its agent network in remote

sites, by funding a market research, a review the agent training manual and customer financial literacy activities. FSDMoç will leverage on the existing bank's agent network currently with more than 300 registered agents across all provinces. However, 9-month period monitory data indicates that circa 19% of agents in the rural areas are practically inactive. This scenario demands an investigation, to find out what the drivers behind the low levels of uptake and transactions are, challenges and opportunities, and FSDMoç will co-invest with the bank in the required market research.

FSDMoç and the bank are now seeking professional assistance for conduct the study mentioned above, which results will inform a network optimization and strengthening plan.

The main objective aimed at by the study is to guide identify the reasons behind the low level of activity of the agents and define a plan to overcome such challenges.

The selected professionals (hereinafter referred to as "the consultants") will have privileged access to bank and FSDMoç's files relevant information for the project.

The consultants will be expected to:

- Conduct a diagnosis on the bank's agency network operations, including an assessment on both supply and demand side, as well as the ecosystem to understand the root causes of the low level of uptake and transactions;
- Develop a network optimization and strengthening plan for the selected locations, and
- Pilot test the proposed plan, report on the results and draft the final.

The delivery approach should include:

- Detailed Action Plan for the optimization and strengthening of the agency network;
- Detailed description of the roles of each stakeholder in the implementation of the plan; and
- Detailed documentation on the potential partnerships to be proposed.

3. Required skills and qualifications

Respondents should be able to demonstrate prior experience with market development projects, show ability to come up with new approaches, while demonstrating how these achieve the intended outcomes. FSDMoç and the bank are looking for consultants with the following credentials:

- Prior experience in the design and delivery of market research studies and agency banking network;
- Prior experience in conducting studies with population of rural areas;
- Strong analytic and strategic planning capacity;
- Knowledge and practical experience of work using the Human Center Design approach; with financial sector regulators/supervisors, and with formal financial institutions;
- Experience with participatory design activities and stakeholder engagement;
- Experience with commercial or development strategic planning in the financial sector;
- Ability to demonstrate the potential effectiveness of proposed methodology;
- Evidence of effectiveness of previously executed projects; and
- Fluency in Portuguese and English.

4. Deliverables

All deliverables should be in English and Portuguese, except where specified.

- Kick-off live presentation (ppt format);
- Draft report on the diagnosis (doc and pdf formats);
- Live presentation of draft report (ppt format);
- Final detailed report and supporting documents (doc and pdf formats);
- 2 live presentations of final report (ppt format)

5. Level of Effort

It is expected that the present assignment will take place between March and April 2018.

The consultants will be responsible for structuring the work plan, in line with the above timeline.

6. Information Required for RFP Submissions

FSDMoç invites eligible and experienced consultants to send their proposals for the project. Interested consultants must provide information indicating that they are qualified to perform the task.

The proposals must contain a maximum of 8 pages A4 (excluding CVs and accompanying company profiles) with the information below:

- Name of company and place of business;
- Contact information (email, Skype, cell phone, etc.);
- A description of company's expertise in relation to the project scope, including description of similar assignments undertaken, and evidence of their effectiveness;
- A description of how the assignment will be performed;
- Proposed methodology and approach and indicative work plan with timeline to undertake the present assignment;
- Financial proposal; the costs must be broken down into professional fees and expenses, which will incorporate travel and accommodation, if necessary.
- Description of company profile; and
- CVs of key team members proposed; (maximum 2 pages each).

7. Selection criteria

The proposals will be evaluated against the selection criteria listed in the table below.

| Selection Criteria | Weighting |
|-----------------------------------|-----------|
| Technical capabilities | 35% |
| Proposed methodology and approach | 25% |
| Work plan | 15% |
| Budget | 25% |
| TOTAL | 100% |

8. Submission of proposals

Your proposals must be emailed to FSDMoç at fsdmoc@fsdmoc.com with the subject line "Technical and Financial Proposals: Agency Banking Study". The e-mails must be received by 17:00 or 05:00 PM (Maputo Time), on Wednesday 07 March 2018.

Questions or comments in respect to this RFP should be addressed to FSDMoç also through the fsdmoc@fsdmoc.com no later than Wednesday the 28 February 2018.