



**African Reinsurance Corporation  
Société africaine de réassurance**

**23 May 2022**

**-- INVITATION TO TENDER --  
REVIEW AND ENHANCEMENT OF ICT GOVERNANCE, POLICIES AND  
PROCEDURES**

**1.0 BACKGROUND**

The African Reinsurance Corporation (Africa Re) is an International Financial Institution with Headquarters in Lagos (Nigeria). Africa Re operates through six (6) Regional Offices across Africa: Casablanca (Morocco), Abidjan (Côte d'Ivoire), Nairobi (Kenya), Lagos (Nigeria), Cairo (Egypt) and Ebene (Mauritius). Africa Re equally has one (1) Local Office in Addis Ababa (Ethiopia), one Underwriting Representative Office in Kampala, Uganda and three (3) Subsidiaries (Africa Re South Africa Limited in Johannesburg (South Africa), Africa Retakaful in Cairo (Egypt) and Africa Re Underwriting Agency Limited in Dubai (The United Arab Emirates)).

**2.0 OBJECTIVES**

The ICT Department is currently executing an ICT & Cybersecurity strategy alongside the corporate strategy plan. For standardized and efficient procedures and operations, an updated governance framework and policies are required.

As a result, Africa Re would like to use world-class technology frameworks and standards to create forward-thinking and innovative structures and processes. As a result, the Corporation is seeking bids from reputable consulting firms to review current processes and environments and, recommend an organizational structure and documentation that will enable the Department to fulfill its objectives and goals more efficiently.

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### **3.0 SCOPE OF THE SERVICE**

The consultant will be required to undertake the following assignment:

1. Review current governance model, policies, procedures and operations
2. Select suitable and agile frameworks and standards in line with our strategies and business model,
3. Propose a new governance model and organizational structure,
4. Draft set of policies and procedures for efficient and optimum processes and operations,
5. Provide a brief implementation roadmap including induction sessions for senior management and ICT team.

### **4.0 DELIVERABLES**

At the end of the exercise, the consultant is expected to provide at least the following:

1. An Agile governance model including reporting structure and periodicity of meetings and reviews,
2. Set of policies to support and govern processes and functions,
3. Set of procedures derived from the policies to streamline the operations and meet end user expectations,
4. Implementation roadmap and induction / training plan for senior management and ICT Team

### **5.0 EVALUATION PROCESSES AND SELECTION CRITERIA**

Responses to this RFP will be evaluated and scored based on the following criteria:

- Understanding of the requirements
- Approach and methodology
- Implementation plan

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- Team composition and tools to be used
- Cost
- Firm's financial stability
- Quality and clarity of proposal presentation

## **6.0 PRESENTATION OF TENDER**

To facilitate the analysis of responses to this RFP, firms are required to prepare their proposals in accordance with the instructions outlined in this section. Firms whose proposals deviate from these instructions may be considered non-responsive and may be disqualified at the discretion of the Corporation.

Proposals should be prepared as simply as possible and should provide a straightforward, concise description of the firm's capabilities to satisfy the requirements of the RFP. Emphasis should be concentrated on accuracy, completeness, and clarity of content. All parts, pages, figures, and tables should be numbered and clearly labeled. The proposal should be organized into the following major sections:

### **Section Title**

- 1.0 Executive summary
- 2.0 Company Experience / Expertise
- 3.0 Approach and methodology
- 4.0 Organization and staffing
- 5.0 Cost quotations
- 6.0 Financial information
- 7.0 Resumes of key staff to be deployed

### **6.1 Executive summary**

This part of the response to the RFP should be limited to a brief narrative highlighting the firm's proposal. The summary should contain as little technical details as possible and should be oriented towards non-technical personnel. The Executive summary should not include cost quotations.

**6.2 Company Experience / Expertise**

The firm must provide the following information about their company so that Africa Re can evaluate their stability and ability to support the commitments set forth in response to the RFP. Africa Re may require the vendor to provide additional documentation to support and/or clarify requested information.

*[Using the format below, provide information on each relevant assignment for which your organization, and each associate for this assignment, was legally contracted either individually, as a corporate entity or, as one of the major companies within an association, for carrying out projects similar to the ones requested under the Terms of Reference included in this document. The Proposal must demonstrate that the Vendor has a proven track record of successful experience in providing services similar in substance, complexity, value, duration, and volume of services sought in this RFP.]*

**Maximum 20 pages**

Assignment name:	Approximate value of the contract (in currency US\$):
Country: Location within country:	Duration of assignment (months):
Name of client:	Total no of staff-months of the assignment:
Address:	Approximate value of the services provided by your firm under the contract (in currency US\$):
Start date (month/year): Completion date (month/year):	No of professional staff-months provided by associated vendors:
Name of associated consultants, if any:	Name of proposed senior professional staff of your

	firm involved and functions performed:
Narrative description of review engagement:	
Description of actual services provided by your staff within the assignment:	
Description of challenges encountered, and the strategy used to address and successfully close the project including time and resources:	

### **6.3 Approach and Methodology**

In this chapter, you should explain your understanding of the objectives of the assignment, approach to the services, methodology for carrying out the activities and obtaining the expected output and the degree of details of such output. You should highlight the problems being addressed and their importance and explain the technical approach you would adopt to address them. You should also explain the methodologies you propose to adopt and highlight the compatibility of those methodologies with the proposed approach.

### **6.4 Organization and Staffing**

In this chapter, you should propose the structure and composition of your team. You should list the main components of the assignment, the key expert responsible, and proposed technical and functional staff.

### **6.5 Cost Quotations**

The firm's cost quotations must be itemized in line with the phases of the assignment.

### **6.6 Financial Information**

The vendor's financial information should be included in this section. Financial information must include audited financial information for the past three years if applicable.

**6.7 Resumes**

The vendor must make every effort to select staff for the assignment based on Africa Re’s needs. Applicable resumes should be included in this section.

**7.0 COMPANY AND OTHER GENERAL REQUIREMENTS**

No.	Requirement	Vendor Response
<b>6.1</b>	<b>Company Information Requirements</b>	
a)	How long has company been in business?	
b)	How long has the company been providing ICT Governance, policies, and procedures review?	
c)	State number of employees in the company.	
b)	State total number of employees dedicated to this assignment.	

**8.0 CLARIFICATION AND AMENDMENT OF REQUEST FOR PROPOSAL**

The firm may request for clarification only up to 3 days before proposal submission date. Any request for clarification must be sent in writing by letter or email to the Africa Re’s address indicated below. Africa Re will respond by letter or email to such requests and will send written copies of the response (including an explanation of the query but without identifying the source of the inquiry) to all firms which intend to submit proposals.

Contact for clarification: [icttender@africa-re.com](mailto:icttender@africa-re.com)

**9.0 PROPOSAL SUBMISSION**

The Proposals should be submitted through the email address [tender@africa-re.com](mailto:tender@africa-re.com) not later than **June 30, 2022**, and the

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subject of the email should read "**REVIEW OF ICT POLICIES AND PROCEDURES**". Any proposal received by Africa Re after the submission deadline shall be rejected.

#### **10.0 AFRICA RE RIGHTS RESERVED**

AFRICA RE reserves the right, in its sole discretion, to take actions deemed in AFRICA RE's best interest that may include any one or more of the following without thereby incurring any liability to the affected bidder(s) of any obligation to inform the affected bidder(s)

- Accept or Reject any or all proposals in whole or in part, at any time prior to award of Contract
- Waive any minor irregularities or informalities in a proposal
- Vary any timetable or schedule
- Suspend or modify the RFP process
- Negotiate the details of a proposal prior to contracting

#### **11.0 OWNERSHIP AND RETURN OF PROPOSAL**

All materials submitted in response to this RFP shall become the property of AFRICA RE and shall not be returned to the respondent.

**For: African Reinsurance Corporation**

**Dr. Corneille KAREKEZI**  
**Group Managing Director/Chief Executive Officer**