



**African Reinsurance Corporation**  
**Société Africaine de Réassurance**

**March 16, 2021**

## **INVITATION TO TENDER**

### **– SELECTION OF CONSULTANT FOR DATA PROTECTION COMPLIANCE SERVICES –**

#### **1.0 INTRODUCTION**

The African Reinsurance Corporation (Africa Re) is the leading African reinsurance company with headquarters in Lagos (Nigeria). Africa Re has six regional offices: Casablanca (Morocco), Abidjan (Côte d'Ivoire), Nairobi (Kenya), Lagos (Nigeria), Cairo (Egypt) and Ebene (Mauritius). The Corporation equally has two subsidiaries: African Reinsurance Corporation South Africa Ltd in Johannesburg (South Africa), Africa Retakaful in Cairo (Egypt) and one Local Office in Addis Ababa (Ethiopia). Africa Re has a broad-based shareholding comprising 41 African member States, the African Development Bank (AfDB), 114 African insurance and reinsurance companies and three non-regional shareholders, including leading global insurers and reinsurers. The Financial Strength and Credit Rating of Africa Re is A by A.M. Best and A – by Standard & Poor's.

The intent of this Request for Proposals (RFP) or Solicitation is to secure competitive proposals for the provision of data protection compliance services that will support and foster Africa Re's compliance with existing key legislations requirements across the Corporation's operational environment as well as with the Global Data Protection Regulation (GDPR).

This will include Data Protection Compliance Assessment, Personal data Inventory, Data Protection Impact Assessment (DPIA), Training and Capacity Building, Implementation of Data Protection Compliance (Drafting the Corporate Data Protection Policy in line with applicable key regulatory requirements, drafting the Data Protection Governance Model and documenting roles and responsibilities for data protection functions, etc.).

#### **2.0 PROJECT BACKGROUND**

Africa Re's operational environment is characterized by evolving and diverse legislation and regulation requirements. The main objectives pursued through these regulations are:

- Giving citizens more control over their personal data with a view to catering for growing privacy protection aspirations.
- Introduce new rights for citizens (right to portability of personal data, right to be forgotten) in today's data-driven world.

- Increase awareness of data regulation through a system of penalties (fines).

Furthermore, the EU General Data Protection Regulation (GDPR) is a legal framework that sets guidelines for the collection and processing of personal information of EU residents and came into effect from May 25, 2018. The GDPR applies to any organization, regardless of their geographic location; who are either “Controller” (i.e. public authority, agency or other body who determines the purposes and means of the processing of personal data) or “Processor” (i.e. public authority, agency or other body which processes personal data on behalf of the controller), of the data of EU residents. At the Corporation level, we collect and process personal data as we deal with EU organisations (Reinsurance Intermediaries, Retrocessionaires, Life Reinsurance business, etc.). Data may also be shared with vendors/third-party for outsourced activities.

Africa Re operates in a number of countries and jurisdictions. Multiple data protection laws may apply for jurisdictions in which we write business, those stated specifically on underwriting policies, or transactions with nationals from an applicable country. However, Africa Re is an organization with various immunities and privileges and this may influence the scope of applicability of the aforementioned legislations or regulations.

Consequently, to respond to these challenges and mitigate potential risk of non-compliance, the underlying main objective behind this RFP is to seek a detailed technical and commercial proposal for hiring of Consultant for carrying out an Applicability Assessment, Gap Assessment, and other relevant assessments. The Consultant shall then recommend measures to be implemented to make the Corporation fully compliant with the key data protection legislations surrounding its operational environment.

### **3.0 SCOPE OF WORK**

#### **3.1. DATA PROTECTION COMPLIANCE ASSESSMENT**

Perform a gap analysis on Africa Re’s existing policies, procedures, internal organizational documentation and practices with respect to data protection and management of personally identifiable information. This assessment should include all the applicable countries’ national data protection legislations (Nigeria Data Protection Regulation, Protection of Personal Information Act in South Africa, Kenya Data Protection Act etc.) as well as the European Union General Data Protection Regulation (GDPR) and should cover the following areas at the minimum:

- Data privacy governance
- Data protection and privacy policies
- Management of data breach incidents
- Lawful basis of processing personal data
- Security of personal data
- Management of third-party data processors
- Transfer of personal data to foreign countries

- Rights of data subjects
- Data retention management

### 3.2. PERSONAL DATA INVENTORY

The inventory of personal identifiable information would require the following activities:

- (a) The identification of personal data assets collected and processed by Africa Re (as a Data Controller or Data Processor) with detailed documentation of processing activities. The performance of the personal data audit will expand from manually or physically processed documents to the data processed and exchanged through software applications (Emails system and business applications).
- (b) A mapping exercise of all personal data processed by the Corporation, in the context of internal processes as well as in the context of the organization's public-facing activities and services;
- (c) A review and analysis of policies, processes, procedures of the Corporation that involve the collection and processing of personal data and the identification of any gaps in compliance with the requirements of applicable data protection laws, including the General Data Protection Regulation (GDPR);
- (d) A review and analysis of internal operational documentation related to the collection and processing of personal data and the identification of any gaps in compliance with the requirements of applicable data protection laws, including the GDPR;
- (e) A review and analysis of contractual relationships with third-party service providers who process personal data on behalf of Africa Re, and the identification of any gaps in compliance with the requirements of applicable data protection laws, including the GDPR;
- (f) A prioritized recommendations roadmap for remediation of any identified gaps in compliance with the requirements of data protection laws applicable to Africa Re's activities and operations; and
- (g) A proposal for such remediation based on an understanding of the completion of the above-listed items or activities.

### 3.3. DATA PROTECTION IMPACT ASSESSMENT (DPIA)

Under some countries' data protection regulation, a Data Protection Impact Assessment (DPIA) is required for new projects that are likely to involve "a high risk" to a subject's personal information.

The Consultant shall perform a DPIA for ongoing and upcoming projects with a view to identify and minimize the data protection risks of the projects. This shall cover the following:

- Define Scope of Data Processing
- Describe Processing of Personal Data

- Assess Necessity and Proportionality
- Assess Data Protection Risk
- Recommend mitigation actions for identified project risks

### 3.4. IMPLEMENTATION OF DATA PROTECTION COMPLIANCE

The appointed Consultant shall remediate the gaps identified from the assessment phase and which are related to a data protection governance framework. This shall include at a minimum the following policies or documents:

- Draft a Data Protection Policy for the Africa Re Group in line with the requirements of the identified national data protection laws (NDPR, POPI Act, etc.) including the GDPR.
- Draft a Data Protection Governance Model and document roles and responsibilities for data protection functions
- Draft a standard data privacy agreement for Africa Re to have with data subjects with regards to what we collect and how we process their data, as well as their rights as necessary
- Draft data privacy agreement clauses for Africa Re to include in contract drafts with third parties with regards to data protection and data processing, applicable scope and expectations for compliance.
- Draft a privacy notice for our website and other relevant areas.
- Develop procedures for management of data breach

### 3.5. QUICK-WINS AND IMPLEMENTATION CHECK POINTS

In addition to the aforementioned policies and documents that are included in the deliverables of the present assignment, the Consultant shall:

- Identify and prioritize quick-win initiatives that can provide project implementation momentum as well as driving early value.
- Recommend technology solutions to optimize compliance with data protection standards that are applicable to the Corporation.

In order to ensure timely implementation of the recommended quick-win initiatives on the one hand and, on the other, that Corporation derives values from this project, the Consultant shall include implementation checkpoints as set out in a Roadmap, for periodical assessment of progress made by the Corporation on the Roadmap recommendations.

The quick-win implementation checkpoints will be scheduled at a mutually convenient time to both Africa Re and the Consultant, after the completion and submission of the final report to the Corporation. For each monitoring and evaluation checkpoint, a written status/audit report, including recommended next steps to ensure timely completion of Roadmap milestones shall be submitted to Africa Re Executive Management.

### 3.6. TRAINING AND CAPACITY BUILDING

Develop training materials and facilitate training sessions (delivered as virtual, instructor led trainings) as follows:

- General staff awareness training
- Data Controller/Processor training
- Data Protection Officer training

## 4.0 DELIVERABLES AND PROJECT TIMELINE

The likely tasks and deliverables required from the chosen supplier shall include, but not be limited to, the following:

No	Phases	Deliverables
1	<b>Data Protection Compliance Assessment</b>	Gap Assessment report
2	<b>Personal data Inventory</b>	Inventory and documentation of personal data assets
3	<b>Data Protection Impact Assessment (DPIA)</b>	DPIA Report
4	<b>Roadmap</b>	Develop a Compliance Roadmap consisting of recommended steps to bring Africa Re into compliance with applicable data protection laws (NDPR, POPI Act, etc.) including the GDPR. The roadmap should contain, in particular: 1) Detailed specifications as to required practical steps for remedial initiatives required further to the recommendations provided; and 2) Indicative costs and timing for the completion of the recommended remedial steps.
5	<b>Quick-Win Implementation</b>	Implementation of a set and agreed scope of Quick-wins remedial actions identified within the Roadmap with the aim of rapidly bringing Africa Re closer to compliance to identified applicable data protection laws (NDPR, POPI Act, etc.) including the GDPR.
6	<b>Implementation of Data Protection Compliance</b>	Expected Data Protection Compliance policies and documents

7	<b>Training and Capacity Building</b>	<ul style="list-style-type: none"> <li>— Training materials</li> <li>— Certificate of completion</li> </ul>
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**Project Duration:** The entire engagement should be completed within **6 months**.

## 5.0 SPECIFIC VENDORS QUALIFICATIONS

Prospective vendors are to provide evidence of the following along with their submission:

- Data Protection Compliance Organization (DPCO) license (if applicable)
- Experience in data protection assessment
- Experience in data protection implementation
- Experience in provision of data protection training
- Membership with global bodies or organizations on data privacy
- Professional certification in data privacy

## 6.0 EVALUATION PROCESSES AND SELECTION CRITERIA

The bids submitted in response to this RFP will be evaluated and scored based on the following criteria:

- Above-listed specific vendor qualifications.
- Technical approach and methodology.
- Project management experience and organizational staffing.
- Proposed Cost.
- Financial Information based on audited financial statements.
- Success stories of the bidder on similar projects delivered previously.
- Quality, clarity and presentation of proposal.

## 5.0 PRESENTATION OF TENDER

In order to facilitate the analysis of responses to this RFP, the responding vendors are required to prepare their proposals in accordance with the instructions outlined in this section. The firms/vendors whose proposals deviate from these instructions would be considered non-responsive and may be disqualified at the discretion of Africa Re.

Proposals should be clear and comprehensive. It should provide a straightforward, concise description of the vendor’s capabilities to meet the requirements of the RFP. Emphasis should be laid on accuracy, completeness and clarity of content. All parts, pages, figures and tables should be numbered and clearly labelled. The proposal should be organized into the following major sections:

**SECTIONS TITLE**

- 1.0 Executive summary
- 2.0 Company Experience / Expertise
- 3.0 Technical approach and methodology
- 4.0 Project Management plan & Organizational staffing
- 5.0 Cost quotations
- 6.0 Financial information
- 7.0 Resumes of key staff for the assignment.

**5.1 EXECUTIVE SUMMARY**

This part of the response to the RFP should be limited to a brief narrative highlighting the vendor’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.

**5.2 EXPERIENCE OF THE VENDOR**

The vendor 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 procurement.]*

Maximum 20 pages

Assignment name:	Approximate value of the contract:
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:

Start date (month/year):	No of professional staff-months provided by associated vendors:
Completion date (month/year):	
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:	

Authorized Signatory:

Name of Vendor:

### **5.3 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 detail 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.

### **5.4 PROJECT MANAGEMENT PLAN & ORGANIZATIONAL STAFFING**

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

### **5.5 COST QUOTATIONS**

The proposal of the bidders should include detailed financial proposal.

### **5.6 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.

### **5.7 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.



## 6.0 OTHER GENERAL INFORMATION ON VENDORS

No.	Requirement	Vendor Response
a)	How long has company been in business?	
b)	How long has the company been in business providing the proposed assessment services for complex implementation projects?	
c)	State number of employees in the company.	
b)	State total number of employees dedicated to this assignment.	

## 7.0 CLARIFICATIONS AND AMENDMENT OF THE REQUEST FOR PROPOSAL

The vendor may request for clarification either through e-mail or in person (site visit) 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** - Email: [info@africa-re.com](mailto:info@africa-re.com)

## 8.0 PROPOSAL SUBMISSION

The hard copy of the proposals, which must be in duplicate copies sealed in an envelope, must be delivered to the submission address indicated below and received by Africa Re not later than **April 20, 2021**.

Proposal can also be submitted through email to [tender@africa-re.com](mailto:tender@africa-re.com). Any proposal received by Africa Re after the submission deadline shall not be considered.

Submission Address:

**The Chairman of the Tenders Committee African Reinsurance Corporation**

**DATA PROTECTION COMPLIANCE SERVICES**

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**For: African Reinsurance Corporation**

**Dr. Corneille Karekezi**

**Group Managing Director / Chief Executive Officer**