



African Reinsurance Corporation  
Société Africaine de Réassurance

11 October 2018

## INVITATION TO TENDER — SELECTION OF CONSULTING FIRM FOR AN INDEPENDENT REVIEW OF THE IMPLEMENTATION OF ORACLE E-BUSINESS SUITE

### 1.0 BACKGROUND

Established in 1976 by 36 member States of the African Union and the African Development Bank Group (AfDB), The African Reinsurance Corporation (AFRICA RE), the leading reinsurance company in Africa and the Middle East, is a pan-African financial institution whose shareholding is split between African (75%) and Non-African (25%) investors. African shareholding comprises 41 African states, the AfDB and more than 100 African insurance/reinsurance companies from the 41 member countries. Headquartered in Lagos (Nigeria), Africa Re has a continental network of regional and local offices in Lagos (Nigeria), Casablanca (Morocco), Nairobi (Kenya), Abidjan (Côte d'Ivoire), Ebène (Mauritius), Cairo (Egypt) and Addis Ababa (Ethiopia) as well as two subsidiaries: Africa Re (South Africa) Ltd in Johannesburg and Africa Retakaful Ltd in Cairo (Egypt).

The Corporation is currently in the process of implementing Oracle E-Business Suite by a third party vendor for its Finance, Supply Chain and Human Capital Management functions. The solution has been deployed using a centralised architecture with locations connecting through a secured and robust network across the continent. While HCM and SCM modules are in use for business operations, the project team is facing challenges to complete the Finances stream interfacing with the core business application.

### 2.0 OBJECTIVES

Africa Re would like to conduct an independent review of the implementation of the project with the view to identify areas with critical shortfalls and how to address them. Third party service providers with the necessary technical skills, experience and business knowledge are invited to submit their best proposals for the review.

The scope of the review shall include the configuration/development of the implemented EBS R12.1.3 modules, the technical environment and all deliverables against business requirements and best practices.

- Oracle Core Human Resources
- Oracle Self-Service Human Resources
- Oracle Payroll
- Oracle i-Recruitment
- Oracle Learning Management
- Oracle Treasury
- Oracle Financials
- Oracle Inventory Management
- Oracle i-Expense
- Oracle Purchasing
- User manual / guide

### **3.0 DELIVERABLES**

The Service Provider is expected to perform an extensive review of the solution implemented and provide a comprehensive report to Management of Africa Re. The review shall be conducted in line with Oracle EBS implementation standards and leading best practices against what is implemented at Africa-Re based on the business requirements. The report shall highlight relevant findings (successes and shortfalls) on the below listed areas amongst others and propose strategy to address identified failed areas.

- ◆ Technical environment specification and setup
- ◆ Database configuration and sizing
- ◆ Middle tier configuration
- ◆ Configuration of implemented modules VS best practices
- ◆ Interfaces, integrations especially with a reinsurance application
- ◆ Chart of Account setup and mapping process with the legacy system
- ◆ Data migration process and the reconciliation of migrated data
- ◆ Reports
- ◆ Enhancements
- ◆ Custom developments
- ◆ Project documentation
- ◆ Technical documentation
- ◆ Deployment strategy
- ◆ Subject Matter Expert and end user training

- ◆ Technical training
- ◆ Implemented modules vs licenses purchased
- ◆ Risks that can be associated with the upgrade of the current system
- ◆ Other recommendations
- ◆ Oracle Licensing

The report would also highlight the estimated time and cost to address the recommendations in term of addressing the challenges and closing the project.

#### **4.0 EVALUATION PROCESS AND SELECTION CRITERIA**

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

- Indepth knowledge of the information system architecture & design for (re)insurance businesses will be a minimum requirement
- Experience of the service provider in implementing Oracle EBS projects
- Exeperience in auditing and rescuing risky or failed project implementation,
- Knowledge of data migration and reconciliation in complex environment
- Technical approach and methodology,
- Organisation and staffing,
- Proposed Cost,
- Financial information,
- Similar projects delivered previously,
- Quality, clarity and presentation of the proposal.
- Knowledge of the ARIMA's Reinsurance Management System (RMS) Application will be added advantage.

#### **5.0 PRESENTATION OF TENDER**

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

Proposals should be clear and comprehensive. It should provide a straightforward, concise description of the consulting firm'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 labeled. The proposal should be organised into the following major sections:

Section	Title
1.0	Executive summary
2.0	Company Experience / Expertise
3.0	Technical approach and methodology
4.0	Organisation and staffing
5.0	Cost quotations
6.0	Financial information
7.0	Resumes of key staff to be deployed

### 5.1 Executive summary

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

### 5.2 Experience of the consultant

The consulting 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 consulting firm to provide additional documentation to support and/or clarify requested information.

*[Using the format below, provide information on each relevant assignment for which your organisation, 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 consulting services similar to the ones requested under the Terms of Reference included in this document. The Proposal must demonstrate that the Consultant 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:	Approx. value of the contract (in current US\$):
Country: Location within country:	Duration of assignment (months):
Name of client:	Total No of staff-months of the assignment:

Address:	Approx. value of the services provided by your firm under the contract (in current US\$):
Start date (month/year): Completion date (month/year):	No of professional staff-months provided by associated consultants:
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.	

Authorised Signatory

Name of Consultant

### 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 Organisation and 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 consulting firm's cost quotations must be itemised following the phases of the assignment.

## 5.6 Financial information

The consulting firm'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 consulting firm must make every effort to select staff for the assignment based on the client's needs. Applicable resumes should be included in this section.

## 6.0 COMPANY AND OTHER GENERAL REQUIREMENTS

No.	Requirement	Vendor Response
6.1	Company information requirements	
a)	How long has company been in business?	
b)	How long has the company been in business providing the proposed review/audit and rescue services for difficult implementation projects?	
c)	State number of employees in the company.	
e)	State total number of employees dedicated to this assignment.	

## 7.0 CLARIFICATION AND AMENDMENT OF REQUEST FOR PROPOSAL

The consulting firm may request for clarification only up to 7 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: [tender@afrika-re.com](mailto:tender@afrika-re.com)

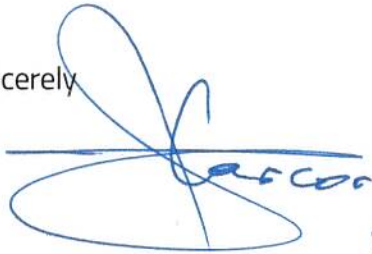
## 8.0 PROPOSAL SUBMISSION

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 **November 09, 2018**. 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  
Plot 1679 Karimu Kotun Street  
Victoria Island PMB 12765 Lagos, Nigeria  
Email: [tender@africa-re.com](mailto:tender@africa-re.com)

Yours Sincerely



12/10/2018

Corneille Karekezi

Group Managing Director / CEO.