



African Reinsurance Corporation  
Société Africaine de Réassurance

21 November 2018

**INVITATION TO TENDER**  
**— SELECTION OF CONSULTING FIRM FOR DEVELOPMENT OF THE BUSINESS**  
**REQUIREMENTS OF REINSURANCE MANAGEMENT SYSTEM —**

**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).

Africa Re is currently in the process of acquiring a new Reinsurance Management System for its core business functions. This new software solution would enable the Corporation to offer its customers a world class service and have dramatic impact on its operational efficiency as well as give it a measurable competitive edge in the reinsurance marketplace.

**2.0 OBJECTIVES**

Business requirements are the critical activities of an enterprise that must be performed to meet the organizational objectives. A business requirements document (BRD) details the business solution for a project including the documentation of customer needs and expectations. The development of a system requirements document is one of the most significant steps on the way to implementing a front office software solution as it creates the basis for successful supplier selection and the implementation of a suitable solution.

Africa Re is seeking to hire a Consulting firm that will assist the Corporation in the development of its core business application (Reinsurance Management System) requirements. The consultant will use his/her technical skills, consulting experience, business knowledge, and packaged solutions expertise to develop a standardized business requirements.

The following business areas are covered by Africa Re's operations:

- Underwriting:
  - Treaty,
  - Facultative
  - Life
  - Takaful
  - Pools
  - Retrocession (Regional, Subsidiary, Pools & Group Retrocessions)
- Central Operations Requirements
- Claims Administration
- Technical Accounts
- Finance and Credit Control including
- Compliance with IFRS
- Internal Audit
- Actuarial & Analytics: Pipelining, Reserving i.e. UPR, IBNR, etc.,
- Risk Management
- Regulatory Requirements as per various Jurisdictions:
  - Classes, Sub-Classes of Business, Technical Provisions Calculations, etc.,
- Interfaces with other Modules such ERP, IBNR Reserving System, Balance Score Card System, etc.
- Reports (Various as it relates to specific functional areas)
- Business Intelligence
- ICT – System security, Data Warehousing and General Management
- Any other functionalities as may be considered necessary

The objectives of project are as follows:

- To gain agreement with the project's stakeholders.
- Ensure that all business activities of the functional areas are properly defined and taken into consideration.
- To provide a foundation to communicate to a technology service provider what solutions are required to satisfy the customer's and business' needs

- To provide input into the next phase for this project, that is the selection of appropriate software solution.
- To describe the customer/business needs that will be met by the solution.
- To capture the functional and non-functional requirements that are expected to be delivered by the new Reinsurance System upon completion of the installation.

### **3.0 DELIVERABLES**

All deliverables expected in the business requirements document shall describe the business needs and not their implementation. The business requirements shall be solution-neutral.

The following deliverables are expected from the project:

#### **3.1. Business Process Overview**

Document the current, "as is", reinsurance business process(es), including the interactions between systems and various business units. Model the future state, "to be" reinsurance business processes that will illustrate the processes the new product will replace, enhance or provide. Include visual and textual models to both document current state and future state.

##### **3.1.1. Current Business Process (As-Is).**

An "as is" business process defines the current state of the business process in the Corporation. Documenting the current business process is essential for understanding how the process works and what the inefficiencies are so that improvements, redesign or standardization of the process can be effected. The Consultant shall document, analyze and validate the Corporation current, "as is", reinsurance business operations.

##### **3.1.2. Proposed Business Process (To-Be)**

The Consultant shall model the Corporation future, "to be", reinsurance business operations. A "to be" business process defines the future state of a business process in an organization. Typically the goal is to model the future state process which clarify how the business process will work, at some point in the future, once changes are made. Those changes could include technology changes, best practices, and business process changes.

### 3.2. Business Requirements

The business requirements may be functional or non-functional and both are essential to a successful software project. Basically, the functional requirements directly support the user requirements by describing the "processing" of the information or materials as inputs or outputs. Nonfunctional requirements generally support all users in that they describe the business standards and the business environment, as well as the overall user's experience (user attributes).

#### 3.2.1. Functional Requirements

The functional requirements specify what the product will perform. They relate to the actions that the system must carry out in order to satisfy the fundamental reasons for its existence. The requirements specification will become a contract of the product to be built. They outline in a detailed manner the functional requirements and corresponding features including diagrams, charts, and timelines.

The specific business requirements that will be elicited by the Consultant from stakeholders should be listed, categorized by both priority and area of functionality to smooth the process of reading and tracking them. The rating or prioritization in the table below is provided as a guideline or example.

Value	Rating	Description
1	Critical	This requirement is critical to the success of the project. The project objective will not be achieved without this requirement.
2	High	This requirement is high priority, but the project can be implemented at a bare minimum without this requirement.
3	Medium	This requirement is somewhat important, as it provides some value but the project can proceed without it.
4	Low	This is a low priority requirement, or a "nice to have" feature, if time and cost allow it.
5	Future	This requirement is out of scope for this project, and has been included here for a possible future release.

### **3.2.2. Non-Functional Requirements**

They will include technical and operational requirements that are not specific to a function. Nonfunctional requirements describe the properties that the new system must have. Nonfunctional requirements make up a significant part of the specification. They are important as the Corporation would well assess the product on its non-functional properties. Provided the product meets its required amount of functionality, the nonfunctional properties (how usable, convenient, inviting and secure it is) may be the difference between an accepted, well-liked product, and an unused one.

Nonfunctional requirements generally support all users in that they describe the business standards and the business environment, as well as the overall user's experience (user attributes).

### **3.2.3. Requirement Traceability matrix**

The functional and non-functional requirements shall be incorporated into a traceability matrix that can be followed throughout the project. This document will map and trace user requirement with test cases so that no agreed upon functionality is omitted at Software testing.

### **3.3. 3.3. Project Scope of the future system**

The consulting firm shall provide a document of the the capabilities that the new solution must deliver in order to meet the business requirements. The document shall also include the effect of the changes on the Corporation's business and technology operations and infrastructure.

## **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 Reinsurance Platform projects for a professional reinsurer for both Life and Non-Life businesses
- Experience 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 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:

<b>Section</b>	<b>Title</b>
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.	

### 5.3 Approach and methodology

In this chapter, the consulting firm should explain its 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. The consulting firm should highlight the problems being addressed and their importance and explain the technical approach you would

adopt to address them. The consulting firm should also explain the methodologies it proposes to adopt and highlight the compatibility of those methodologies with the proposed approach.

#### **5.4 Organisation and staffing**

In this chapter, the consulting firm should propose the structure and composition of its team. The consulting firm 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 in accordance with 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
<b>6.1</b>	<b>Company information requirements</b>	
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: [icttender@africa-re.com](mailto:icttender@africa-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 30, 2018~~. Any proposal received by Africa Re after the submission deadline shall not be considered.

↓  
December 20, 2018

### 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



**Corneille Karekezi**

**Group Managing Director / CEO.**

