



African Reinsurance Corporation  
Société Africaine de Réassurance

## Request for Proposal:

### Organisational Culture Transformation and Change Management

#### 1. Introduction

The African Reinsurance Corporation ("Africa Re" or "the Corporation") is an international organisation with headquarters in Lagos, Nigeria, with a dual commercial and developmental mandate focused on the African insurance sector.

Africa Re has six regional offices: Casablanca (Morocco), Abidjan (Côte d'Ivoire), Nairobi (Kenya), Lagos (Nigeria), Cairo (Egypt) and Ebène (Mauritius). In addition, Africa Re wholly owns four operating subsidiaries, namely: Africa Re South Africa Limited (Johannesburg, South Africa), Sherborne Number Ten Investment Limited (Johannesburg, South Africa), Africa Retakaful Company (Cairo, Egypt) and Africa Re Underwriting Agency Limited (Dubai International Financial Centre, United Arab Emirates). The Corporation is an admitted reinsurer in Brazil and has contact offices in Addis Ababa (Ethiopia) and Khartoum (Sudan) with an additional Underwriting Representative Office in Kampala (Uganda). Africa Re has a fully registered foundation (Africa Re Foundation) based in Ebène (Mauritius) that oversees all Corporate Social Responsibility initiatives.

The Corporation, created by a multilateral agreement in 1976, is owned by 42 member states of the African Union (AU), the African Development Bank (AfDB), 113 African insurance and reinsurance companies and three leading global insurance and reinsurance groups. The Corporation has been assigned a financial strength and credit rating of "A" by A.M. Best and "A-" by Standard & Poor's, both with Stable Outlook.

#### 2. Project Overview

Africa Re has just completed its 7<sup>th</sup> Strategic Plan which was approved by the Board of Directors in February 2022. The strategy has some implications on the organisational architecture, operational plan, organisational structures and business processes. The Corporation is aware that the culture of a company determines success regardless of how effective its strategy may be. Africa Re is therefore working towards ensuring that the right corporate culture accompanies the execution of its Strategic Plan.

Africa Re would like to engage the services of a reputable, competent and technically qualified Consultant with extensive expertise in Organisational Culture Transformation and Change

**Management**, and a proven track record of successful implementation of such projects in similar and comparable international organisations.

### 3. Project Objectives

The Corporation's objectives for undertaking this exercise, which are expected to be fully met through the engagement of the consultant, include but are not limited to the following:

- a. A shared awareness of and commitment to Africa Re's vision, mission, values and strategy. To seek a values-driven company culture that is fully embedded in the way employees think, act and deliver services.
- b. To seek a cultural transformation initiative that will respond to recent customer needs, government policies, industry regulations, diversity requirements, multi-generational complexities, technological innovations and other constantly changing factors in our environment. The initiative should help the Corporation to adapt and remain relevant and competitive in our emerging, constantly changing reinsurance landscape, that is **Volatile, Uncertain, Complex and Ambiguous (VUCA)** or even **Brittle, Anxious, Non-linear and Incomprehensible (BANI)**.
- c. To align all Africa Re employees to the corporate strategic objectives by ensuring employees are more customer-centric, result-oriented, innovative, collaborative, agile, open-minded, and adaptable. To foster a culture where employees are highly engaged and embrace performance reviews, a focus on strategic objectives/initiatives, and commitment to learning so that they continuously seek to develop, share, and apply new knowledge and skills to their work.
- d. To embed a culture of inclusiveness, team spirit, objectivity, balanced judgment, individual and team recognition, commitment to excellence, compliance with applicable regulation and best practices, open and timely communication, accountability, and innovation and creativity within established limits of risk-taking.
- e. To significantly build the Corporation's internal capacity for cultural change management, innovation, and continuous improvement.
- f. To increase and sustain productivity amidst a VUCA or BANI business environment.

It is imperative that a cultural change initiative occurs within the business to ensure a holistic transformation while preserving the distinctive competencies, values and aspects of our culture that have made Africa Re the strong market leader in the African continent that it has grown to become.

### 4. Scope of Work

The following section highlights the different phases of organisational culture transformation that Africa Re intends to consider under this project.

#### 4.1. Organisational Culture Assessment

An organisational cultural assessment is meant to align the strategic objectives of the organization with its culture and to ascertain whether there are any behaviours and practices that inhibit the organisation from achieving its strategic objectives.

The Service provider is expected to:

- Engage with the leadership team and the whole organisation to assess and understand the current organisational culture.
- Identify cultural inhibitors and gaps between the strategic objectives and the existing culture.
- Compile and submit recommendations on desired changes to the organisational culture.

The assessment of the culture should cover all the dimensions of behaviour that are believed to shape the organisational culture. This can potentially be uncovered through the use of relevant instruments, tools and techniques that also provide insights on leadership models, employee engagement, values assessment, work practices, innovation management and people management policies, for a high-performance culture for individuals, teams and the Corporation at large. At the minimum, this assessment should encompass but not be limited to:

- **Leadership:** leaders' role-modelling behaviours; their manner of communication, especially in reinforcing desired behaviours; how they spend their time, manage their priorities, and interact with direct reports (for example, do they micromanage or manage by principle?); and the heroes and legendary leaders they revere and talk about.
- **People and Development:** the kind of employees who are recruited and hired; opportunities for meaningful work and the kind of career paths and personal growth the organisation enables; how talent is promoted and retained; the coaching that supervisors provide; the organisation's learning and development programs.
- **Performance Management:** the key performance indicators that the organisation uses to define and track performance drivers, and its policies and practices regarding compensation, benefits, reviews, promotions, rewards, and penalties, including the consequences of undesirable behaviour.
- **Informal Interactions:** networks, the nature of peer-to-peer interactions, and gatherings and events (do active communities of interest exist? do people know whom to contact to access organisational knowledge?).
- **Organisation Design:** organisational structure, processes and roles, decision rights, and collaboration processes; units' relationship to headquarters; office layout and design.
- **Resources and Tools:** the projects that are funded, access to human resources, management systems, and analytical tools.
- **Values:** the collective beliefs, ideals, and norms that guide people's conduct and help them adhere to priorities, especially when facing a business dilemma. People's understanding and attitude to the organisation's values should also be uncovered and assessed.

#### 4.2. Organisational Culture Design

The Corporation's thriving organisational culture is considered as a basis against which the desired culture can be designed from. Without an understanding of the Corporation's current trajectory, the future cannot be determined. The Consultant will be expected to:

- Understand Africa Re's current culture and how it aligns with its strategic objectives.
- Design Africa Re's desired culture to ensure that behaviours and practices are optimal for the achievement of the Corporation's strategic objectives including but not limited to the **leadership models, employee engagement, values assessment, work practices, innovation management and people management policies for a high-performance culture for individuals, teams and the Corporation at large.**
- Identify gaps between the desired culture and the current thriving culture.
- Assist the Corporation to develop a plan to implement the desired culture as explained below.

#### 4.3. Organisational Culture Alignment/Transformation Programme

The Corporation will have to align the desired culture to the approved strategy, ensuring that the right plans and processes are in place to support the implementation of the new culture. The Consultant will assist the Corporation through:

- Clear definition of the key aspects and new ways represented by the desired new culture.
- Facilitation of the implementation of the desired culture.
- Implementation of initiatives to embed the desired culture.
- Facilitation of employee engagement with respect to this project.
- Facilitation of organisational change management.
- Develop mechanisms for reviewing the effectiveness of implemented culture.
- Conduct culture due diligence and integration.
- Provide organisational culture advisory services.

#### 4.4. Measurement and Evaluation

The Consultant shall provide physical data and appropriate metrics to measure, support, and sustain the organisational culture transformation initiatives so all employees can understand how it impacts the Corporation's people and performance. **This measurement framework shall also include an individual accountability framework.**

#### **4.5. Project Reports**

Deliver reports that analyse the organisational culture transformation findings and make recommendations on strategies to sustain the organisational culture once defined and adopted. These reports will form a basis for future organisational culture and climate surveys in Africa Re.

### **5. Deliverables and Project Duration**

This section covers the deliverables and expected duration of the project.

#### **5.1. Deliverables**

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

- Assessment, Analysis and Preliminary Report
- Culture Transformation Road Map
- Organisational Change Management Strategy
- Planning and Designing of Culture and Change Management Instruments
- Communication and Culture Change Management Programmes
- Implementation and Engagement Plan of Desired Culture
- Feedback and Evaluation including Recommendations and Action Plan
- Capacity Building for Project Champions and Stakeholders
- Review Existing and Develop New Culture-Related Policies and Procedures
- Final Report and Presentation

The Final Report shall also cover Employee Engagement and Leadership Assessment as well as Diversity, Equity and Inclusion dimensions supported by relevant policy, procedure and guideline changes to strengthen the cultural transformation project outcomes.

#### **5.2. Project Duration**

The Consultant is expected to conclude this assignment and present the final report for the culture assessment, definition, and roadmap on or before the end of **January 2023** while the implementation of the desired culture continues. Discussions will be held between the Consultant and Africa Re on milestones while formal presentations may need to be made to identified stakeholder groups including employees, Management and the Board, at both Group and one subsidiary levels.

The Consultant is expected to present for approval the detailed outline of the preliminary and final reports.

## 6. Presentation of Proposal

To facilitate the analysis of responses to this RFP, the responding vendors are required to prepare their proposals following 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 organised into the following major sections:

### 6.1. Executive Summary

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

### 6.2. Experience of the Consultant

The consultant is expected to provide information to enable Africa Re to evaluate their stability, capability and ability. Africa Re may require additional documentation for clarification.

The consultant should demonstrate that they have undertaken similar works with other organisations comparable in nature, size and reputation. References, where existing, should be added as appendices.

*[Using the format below, the consultant should provide information on each relevant assignment for which they have carried out projects similar to the one requested in this RFP. Each assignment should not exceed a page.]*

<b>Project Name</b>	
<b>Project Duration</b>	
<b>Country</b>	
<b>Name/Description of Client</b>	
<b>Client's Contact Person</b>	
<b>Client's Contact Address</b>	
<b>Description of Engagement</b>	
<b>Project Management Approach</b>	

The Consultant is expected to:

- a. Have good knowledge of Africa Re's business, structure and spread across the African continent that covers most of our business locations;
- b. Have clarity and a good understanding of the project, its objectives and desired outcomes;
- c. Be bilingual (French and English Language) with good communication for impact skills;
- d. Have a good understanding of human and interpersonal relationship dynamics;
- e. See through a process lens;
- f. Be a change champion and be result-driven.

### **6.3. Approach and Methodology**

This section requires the consultant to detail how they intend to conduct the assignment and reach a desirable outcome. They are expected to explain their understanding of the objectives of the assignment, the approach to be adopted, the methodology to be applied/followed for providing the service and the expected output.

**NB: Due to Covid-19, the consultant shall adhere to all applicable international, national and local regulations and advisories governing travel, including safety, health and security measures in effect throughout the consulting engagement. It is expected that this will reflect in the plan as virtual consultations are possible and expected where in-person fieldwork is not possible.**

### **6.4. Work Plan and Duration**

The main activities should be outlined here. The work plan should be consistent with the schedule for deliverables. The estimation of the duration of the consultancy should be indicated concerning the scope, approach and methodology.

### **6.5. Organisation and Staffing**

The proposed structure and composition of the team should be provided along with the list of the key expert responsible as well as other technical and support staff. The curriculum vitae / résumés of key consultants should be added as appendices. The consultant must select staff for the assignment based on the needs of, and their full availability for, the project. The résumés should, at the minimum, highlight the professional qualifications, certifications, number of years working for the firm and other organisations, as well as the nature and degree of responsibility held in various past assignments.

## 6.6. Cost Quotations

All applicable cost elements relating to the engagement should be included in the proposal. If necessary, the cost quotations (excluding VAT and other taxes) can be itemized according to the services proposed and the deliverables.

## 6.7. Additional Information

The audited financial statements of the consulting company for the last three (3) years should also be included in the proposal with the following additional information.

Requirement	Response
How long has the company been in business?	
How long has the company been in business providing the proposed consulting services?	
The number of employees in the company.	
The total number of employees to be dedicated to this engagement.	

## 7. Indicative Technical Evaluation

The indicative parameters to be used for technical evaluation are as follows:

	Criteria	Indicative Criteria	Weight
1.	Consultant's Organisation	Brief description of the background and organisation of the bidding company. A list of partners or Board of Directors and beneficial owners will also be appreciated.	10
2.	Specific Experience relevant to the Assignment	Experience in the last five (5) financial years of providing/delivering Organisational Culture Transformation services/projects. The experience in an international organisation like Africa Re and the insurance industry will be an added advantage.  (Note: List only those assignments for which the applicant was legally contracted by the client as a company or was one of the joint venture partners. Assignments completed by the consultant's experts working privately or through other consulting firms cannot be claimed as relevant	30



		experience. The applicant should be prepared to substantiate the claimed experience by presenting copies of relevant documents and references).	
3.	Key Expert's Qualifications and Competence for the Assignment	General education, training, experience in the sector/similar assignment of key staff should be in line with the current tools and techniques relating to organisational culture transformation.	30
4.	Approach and Methodology Work Plan	Approach and Methodology demonstrated in technical proposal and presentation. This covers the completeness, the robustness of approach and quality of ideas or solutions proposed to address our needs.	25
5.	Financials	Copy of duly certified Audited financial accounts for the last three years.	5

## 8. Clarification and Amendment

Clarifications can be requested by email only, up to five (5) business days before the date of submission of the proposal, using the Corporation's address indicated below. The subject of the email should read "**Clarification - Proposal for Organisational Culture Transformation and Change Management**".

Africa Re will respond by email to such requests. In the interest of fairness and a level playing field, all responses to such queries will be shared with all firms that have signified their intention to submit a proposal. The responses will include details of the query but without identifying the source.

Email contact for clarification: [tender@africa-re.com](mailto:tender@africa-re.com)

## 9. Proposal Submission

The following guidelines are recommended for the submission of all proposals.

### 9.1. General Guidelines

The proposal can be submitted by email. The proposals should have the subject read "**Submission - Proposal for Organisational Culture Transformation and Change Management**".

Proposals should be received by Africa Re no later than **September 30, 2022**. Any proposal received by Africa Re after the submission deadline will not be considered.

Email submission address: [tender@africa-re.com](mailto:tender@africa-re.com).

## **9.2. Confidentiality**

It is expected that the selected Consultant will maintain the highest level of confidentiality regarding the information provided before, during and after the completion of the assignment.

The Consultant shall also maintain the highest standard of professional and ethical values and norms in providing this consultancy service and shall be required to sign a non-disclosure agreement.

## **9.3. Intellectual Property Rights**

The Corporation shall acquire the intellectual property rights on all materials, data, information and reports used, developed and produced on this engagement unless where this right is specifically excluded. All materials submitted in response to the request for proposals shall also become the property of African Reinsurance Corporation and shall not be returned to the respondent.

## **9.4. Other Africa Re Reserved Rights**

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

- Accept or reject any, or all proposals in whole or in part at any time before engagement.
- Waive any minor irregularities or informalities in the proposal.
- Vary any timetable or schedule.
- Suspend or modify the engagement process.
- Negotiate the details of a proposal before engagement.

Best of Luck!

Yours Sincerely

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