

REPUBLIC OF MADAGASCAR
Fitiavana - Tanindrazana – Fandrosoana

MINISTRY OF FINANCE AND BUDGET
GENERAL SECRETARY
GENERAL DIRECTION OF TREASURY

INVITATION FOR EXPRESSIONS OF INTEREST

**PROJECT MANAGEMENT UNIT FOR THE PROMOTION OF BRANCHLESS
BANKING IN MADAGASCAR.**

1 - The National Coordination for Inclusive Finance (NCIF) within the General Direction of Treasury of the Ministry of Finance and Budget of the Republic of Madagascar has received funds from the French Development Agency (AFD) to finance the Project of Promotion of Branchless Banking in Madagascar (PPBBM).

The PPBBM's finality is to maximize access to suitable financial services for underserved segments of population, in particular in rural areas of Madagascar. The specific objectives of the project are:

- to increase penetration of financial services offered by Malagasy Microfinance institutions (MFIs) in rural areas through the development of branchless banking,
- to reduce transaction costs for both IMF and microfinance clients in rural areas.

In this context, the NCIF wishes to recruit a firm (and not an independent consultant) specialized in the development of branchless banking projects that will:

- i) Assist the NCIF in the coordination of the Project within a Project Management Unit (PMU) and ensure the administrative and financial management of the project. For this, the firm will have a role of delegated project owner.
- ii) Provide technical assistance to the final beneficiaries of the project, i.e. MFIs potentially in a consortium with Mobile Network Operators (MNOs) that will be selected via a call for proposals.

2- This call for expressions of interest comes after a first call published on July 7, 2014. The NCIF wanted to launch a new call to specify certain characteristics and skills required, as follows.

The NCIF is willing to recruit a firm specialized in branchless banking with an international experience in:

- Project management in terms of:
 - Development of control and management tools.
 - Planning and coordination.



- Capacity to coordinate and facilitate knowledge sharing between the different stakeholders of the national financial inclusion strategy in Madagascar.
 - Knowledge in terms of procurement and capacity to comply with AFD's procurement guidelines.
- Branchless banking solutions to serve the financial strategy of a MFI serving rural areas, in particular in terms of:
- Technical knowledge in order to elaborate branchless solutions adapted to i) the financial strategy and social mission of a given MFI, ii) the regulatory framework and iii) the socio-economic context in Madagascar as well as the pre-conditions in terms of Management Information Systems of the MFI.
 - Knowledge on Micro finance Institutions' challenges in terms of controlling operating and funding expenses for serving the rural areas. Specific knowledge on savings mobilization strategies for MFIs under different status (whether they are limited company or cooperatives) is required.
 - Experience in facilitating and following up partnerships between Financial Institutions and MNOs.
 - Experience in terms of human resources management for the selection, training and management of an agent network.
- A good level of understanding of the challenges concerning the development of financial inclusion in rural areas in Madagascar (in terms of actors, regulation, the national strategy, as well as the sector's latest developments...) would be highly appreciated.
- Successful experience in the use of branchless banking solutions with a financial institution to promote financial inclusion in rural areas would be highly appreciated. The firm will prove the accomplishment of a relevant experience in the implementation of a branchless banking strategy for the development of financial inclusion in rural areas in an efficient and secure manner. Some performance indicators that are sought through this project and that could be used as proof of a past relevant experience could include: the number of active customers (both borrowers and savers), the evolution of transaction costs for the customer, a cut in operating expenses for the financial institution and the growth of deposits.

3- The Project Management Unit will work within the Ministry of Finance, in collaboration with the NCIF. It will be made of a project coordinator assisted by a financial manager and various short-term consultants.

The management unit will take office in June 2015. The mission is programmed for three years.

4-The CNFI invites the candidates to show their interest in order to provide the services described above. For this, applicants are invited to supply any relevant piece of information



justifying that they are qualified to perform the contracted services (brochures, references concerning the performance and objectives achieved for any similar project, any relevant experience in a similar context, the proof of relevant expertise available among its staff, etc.). The candidates can build associations with independent consultants or other firms to strengthen their offer (on their awareness on the Malagasy context, their French and/or Malagasy language skills as well as on their knowledge on financial inclusion issues in rural areas or on branchless banking solutions depending on their core expertise).

5-The NCFI will elaborate a restricted list of at least four firms. The final selection will be based on a restricted tender that will be shared with the pre-selected firms, in agreement with AFD's procurement guidelines (http://www.afd.fr/webdav/shared/L_AFD/Opportunités_d_affaires/Directives_Passation_Marchés_Etats_Etrangers_2014_va.pdf).

6- The expressions of interest must be written in French and sent by e-mail or submitted at the address below no later than **February 16, 2015 at 4 p.m.** local time (GMT+3).

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Antananarivo, 05 JAN. 2015

The National Coordinator for Inclusive Finance



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