
REQUEST FOR PROPOSAL

Business Advisory Services

in relation to

The Establishment of an Egyptian Export Credit Agency



The Central Bank of Egypt

June 2019

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A. BACKGROUND AND CONTEXT OF THE ASSIGNMENT

The Government of The Arab Republic of Egypt, through the Central Bank of Egypt (“CBE”) is in the process of establishing a national Export Credit Agency (“ECA”) as part of its broader objective of accelerating economic growth and development of the country including promotion of exports of Egyptian goods and services to Africa and other global markets in line with the Egypt Vision 2030. For this Purpose, CBE has mandated The African Export Import Bank (“Afreximbank”) to provide consultancy services on achieving the stated objective.

The said agency aims at promoting Egyptian goods and services in Africa, creating job opportunities, boosting SMEs, and supporting intra-African trade, among other strategic and developmental goals in Egypt and Africa. Some of the goals that CBE is looking to achieve through the establishment of the new Export Credit Agency are:

1. The proposed entity to have a credit rating higher than the sovereign rating of Egypt;
2. Establish the entity in a location that limits the weak-link effects of the sovereign risks and rating on the new entity;
3. Adopt appropriate legal and governance structures that will help support implementation of the preferred Target Operating Model (TOM) of the proposed national export credit agency. This will be done with the help of an international Legal Consultant as well as an Egyptian Legal Consultant;
4. Advise on the systems and structures necessary to ensure market and investor acceptance for continuous sustainability of the business of the new entity;
5. Allow the new entity to offer services that will support competitiveness of Egyptian exports.

B. SCOPE OF THE EXERCISE

CBE is requesting proposals (“RFP”) from selected consultants with the relevant track record and expertise (the “Advisor”) to advise and assist in the development and full installation of the proposed ECA for Egypt (the “**Assignment**”).

Specifically, the Business Advisor is expected to advise and manage the implementation of outputs, deliverables, and tasks below:

1. Strategy, Business Plan and Roadmap

- a. Develop and benchmark foundations, mandate, objectives and institutional structures, as well as products and potential outputs, outcomes and impacts of a new ECA against international best practices;
- b. Prepare a strategic framework, foundations, institutional structure, operational roadmap and business plan for the new ECA;
- c. Develop appropriate products to be offered by the ECA including assistance in product definition and classification, taking into account the core objectives as well as geographic and economic peculiarities of proposed entity’s operational environment;
- d. Prepare standard documentation for product offering, eligibility criteria, and product pricing schedule; and
- e. Based on the agreed roadmap, prepare a final report with findings and recommendations on institutional and operational structure.

2. Economic and Financial Assessment

- a. Analyse and benchmark financing and risk management capacity and practices in an international context;
- b. Prepare a robust financial model to forecast 10-year base, upside and downside business cases for the new ECA;
- c. Conduct a financial and economic viability analysis, including scenario analyses under defined business case assumptions, and provide conclusions with respect to financial and economic viability of the new ECA; and

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- d. Based on the outputs of the activities performed above, prepare a final report articulating findings and recommendations that will be critical to the success of the new ECA's operations.

3. Policies, Procedures, Guidelines and Systems

- a. Develop operational policies, manuals, procedures and/or guidelines for
 - i. Leadership and human resources,
 - ii. Partnerships, and
 - iii. Products;
- b. Develop operational policies, manuals, procedures and/or guidelines for
 - i. Financial and risk management,
 - ii. Internal audit,
 - iii. Customer satisfaction measurement, and
 - iv. Impact measurement;
- c. Support Afreximbank and CBE assessing information technology requirements in order to find an IT consultant and/or IT provider to implement management information systems; and
- d. Based on the outputs of the activities performed above, prepare a final report with findings and recommendations that will be critical to the success of the new ECA's operations.

C. PROFILE OF ADVISOR, REQUESTED INFORMATION AND PROPOSAL STRUCTURE

1. Profile of Advisor

The Advisor must meet the following criteria:

- a. Be knowledgeable and have deep understanding of ECA business including product design and implementation;
- b. Must have significant experience in officially supported finance schemes in OECD and non-OECD countries, including work on benchmarking, market study, strategy, implementation and management of these

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- schemes. Proven relationship network in the export credit insurance industry will be an added advantage;
- c. Be able to demonstrate past experience and track record in executing such assignments with international financial institutions including export credit agencies and developmental financial institutions. Experience in Africa will be an advantage. Be knowledgeable and have deep understanding of development finance and export credit business including legal framework governing such institutions;
 - d. Be able to advise and draft appropriate legislation for projects of this nature, and;
 - e. Be able to demonstrate past experience and track record in executing such assignments with international financial institutions including export credit agencies and developmental financial institutions. Experience in Africa will be an advantage.

The Advisor is will be expected to work closely with other advisors on the Project to ensure smooth implementation of the Project.

2. Content of the Proposal

The Technical Proposal shall cover the following aspects:

- a. Critical analysis of the terms of reference;
- b. Concept and methods;
- c. Organization and logistics;
- d. Timetable and staffing schedule;
- e. Composition of project team including past experience and qualification and backstopping personnel (if any);
- f. Explanation of the task of each member of the team;
- g. Description of planned back-up services (if any);
- h. Services to be performed by sub-contractors (if any);
- i. Declaration on associated firms.

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The proposal shall have an executive summary of not more than 5 pages but should not include any information on the financial proposal.

3. Proposal Structure

The Advisor is expected to submit the proposal as two (2) separate documents by email as well as in sealed envelopes:

- a. Technical proposal illustrating its capacity to advise, develop and implement the Assignment.
- b. Financial proposal, including details of the total fees to be charged for the services.

4. Proposal Evaluation

The Proposal will be examined in accordance with the requirements as indicated in this RFP.

D. SELECTION OF ADVISOR

The selected Advisor will be required to pursue the scope of work outlined in section A above, immediately upon execution of necessary engagement letter.

CBE reserves the right to accept or reject any proposals submitted to it and to conduct a formal procurement process. All proposals will become the property of CBE. CBE may choose to discontinue this invitation at any time and may modify any aspect of this RFP at its sole discretion.

E. GENERAL INSTRUCTIONS

1. Proposals must include a cover letter signed by an individual authorized to enter into a contract with CBE, on behalf of the organization, acknowledging that the company agrees to be bound by all terms and conditions of the RFP

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- and affirming that all information contained in the submitted proposal is true and accurately portrays all aspects of the services to be provided.
2. The information presented in the RFP is not to be construed as a commitment of any kind on the part of CBE. There is no expressed or implied obligation for CBE to reimburse responding firms for any expenses incurred in preparing Proposals in response to this request.
 3. CBE reserves the right to reject any or all Proposals.
 4. CBE reserves the right to modify the specifications prior to the Proposal submission deadline and will endeavour to notify all potential Advisors that have received a copy of the specifications, but failure to notify shall impose no obligation or liability on CBE.
 5. CBE may accept one part, aspect or phase, or any combination thereof, of any Proposal unless the Advisor specifically qualifies its offer by stating that the Proposal must be taken as a whole.
 6. CBE reserves the right to negotiate final Agreement terms with any Advisor, regardless of whether such Advisor was interviewed or submitted a best and final Proposal.
 7. The Advisor acknowledges that the terms, condition and fees set forth in the Proposal will remain valid for 90 business days from the deadline for submission of Proposals.

F. GOVERNING LAW

The terms of this "RFP" and any other agreement relating hereto shall be governed by and construed in accordance with the Egyptian Law. Any dispute or difference of any kind arising out of, or relating to the agreement or the breach, validity or termination thereof shall be finally settled by the Egyptian Court.

G. IMPLEMENTATION PERIOD

While The implementation of the project must be from June 2019 to August 15th, 2019, CBE reserves the right to contact the Advisor until the end of 2019 for further questions and guidance about the work mandated in this RFP.

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H. DISCLAIMER

The information provided in this document is given solely for you to be able to formulate a response. CBE does not warrant that the information is accurate. Please note that CBE may change the given information at its discretion; if CBE does this, you will be informed of the changes made.

Neither the content of this document nor your response imposes any obligations on CBE. CBE is not committed to act on any particular response.

This disclaimer operates notwithstanding any representation to the contrary purportedly made on behalf of CBE.

I. DELIVERABLES

The Advisor is expected to deliver all documentation necessary to successfully conclude the Assignment **prior to Friday, June the 14th 2019, 11PM Cairo local time.**

Proposals received after the Submission Deadline may be rejected by CBE.

The requested information should be submitted to:

Ramy El Shaarawy
General Department Head
Banking Reform Sector
The Central Bank of Egypt

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