



FINCA Microfinance Bank Limited (FMBL)

RFP for Customer Digital Onboarding

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Confidential and proprietary

This Request for Proposal (“RFP”) has been prepared by FINCA Microfinance Bank Limited (“FINCA” or “we”) and is being given to you (“Vendor”) to provide you with an opportunity to participate in Customer Digital Onboarding Solution (“CDO” or “the system”) selection process, in consideration of your agreement to treat it as confidential.

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The information enclosed in this document is proprietary to FINCA. The release and use by you in preparation of a response to the RFP do not convey any ownership to any party by FINCA's disclosure of this information.

By accepting this document, you agree that you will treat this information as confidential and you will not use it for any other purpose than to prepare the requested response. This information may not be disclosed to others without the express written consent of an authorized representative of FINCA Impact Finance.

You will return this document, and all copies you have made of it, to FINCA upon FINCA's request or if you should decline to submit responses. You will also return any additional hard copies of this document and delete any electronic copies.

1. Profile of FINCA

The mission of FINCA is to alleviate poverty through lasting solutions that help people build assets, create jobs, and raise their standard of living. With wholly-owned subsidiaries in Africa, Latin America, and the Caribbean, Eurasia, and MESA serving more than 2,000,000 clients, FINCA's geographic reach is among the widest of the leading microfinance networks.

1.1 Organizational structure

FINCA's organizational structure consists of multiple legal entities.

FINCA's headquarters is in Washington, D.C. FINCA's global management team in DC is comprised of senior representatives in corporate Operations, Accounting and Finances, Audit, Risk and Compliance, and Information Services.

In addition to FINCA's headquarters office, FINCA's organizational structure consists of a network of 19 subsidiary locations that provide banking and microfinance services to our customers within four regions in Africa, Latin America and the Caribbean, Eurasia and Middle East and South Asia (MESA).

FINCA's geographic locations include the following:

- **Africa:** Democratic Republic of Congo, Malawi, Nigeria, Tanzania, Uganda, Zambia
- **Eurasia:** Armenia, Azerbaijan, Kosovo, Kyrgyzstan, Tajikistan
- **Latin America and the Caribbean:** Ecuador, Guatemala, Haiti, Honduras, Nicaragua
- **MESA:** Afghanistan, Jordan, Pakistan

1.2 FINCA Subsidiaries included in this RFP

For the purpose of this RFP, FINCA is seeking a new Customer Digital Onboarding system to be implemented in our subsidiary located in Pakistan.

1.2.1 FINCA Pakistan

FINCA Microfinance Bank is one of the fastest growing microfinance banks in Pakistan, with 130 branches in 108 cities across Pakistan. It is the first microfinance bank in Pakistan to receive Smart Certification, recognizing its long-standing commitment to client protection. FINCA Microfinance Bank Ltd (FMBL) provides both savings and credit products, with a special focus on low-income entrepreneurs and savers. IBFT facility, Online Banking, SMS Alerts, 24/7 Call Center facility.

2. Background and scope

FINCA intends to explore the opportunity of implementing Customer Digital Onboarding system (“CDO”).

Our plan is driven by the need for obtaining a CDO that accomplishes the following:

- Seamless onboarding of customers through digital channels as per SBP regulations
- Improve the efficiency of account opening process
- Faster and steadier integration with various channels and interfaces
- Improvements to internal controls and transparency of process

We look forward to selecting the CDO solution that will fulfill our current needs as MFB. In addition, we would like to have greater efficiency in operations by enabling rapid deployment of new features and innovations and proper reporting to respective authorities (regulatory, etc.).

With this RFP we request:

- Information about your company, products and services pertaining to the requirements outlined in this document.
- Commercial proposal to FINCA on licensing, implementation and support of recommended CDO.

We welcome your response and look forward to hearing about how your organization can support our business as we embark on this important strategic journey.

2.1 RFP process schedule

The following is the expected timetable for distribution and submission of RFP responses.

<i>Event</i>	<i>Date</i>
RFP distribution to vendors	08-Dec-21
Vendor questions due date	10-Dec-21
RFP Responses due date	15-Dec-21
Confirmation of vendors / systems selected for demo	16-Dec-21
Vendor demo sessions	16 & 17 Dec 2021 Tentative

FINCA reserves a right to modify above mentioned planned activities as well as proposed timeframes at any time.

All responses to the RFP are due by 15 Dec 2021 till 5:00 pm. The preferred method of submission is via email.

FINCA has no obligation to disclose Vendors' identities to other Vendors.

3. Requirements overview

The following section contains an overview of business requirements that FINCA expects from our technology partners regarding customer digital onboarding through Finca Web Site.

3.1 CDO business requirements

The proposed service request covers following activities associated for resident Pakistani Digital Account opening customers:

- End to end tutorial video for customers.
- New Product Types (as mandated by SBP)

Product Types:

Only Resident Pakistanis can open following types of Accounts digitally:

1. Asaan Digital Current Account PKR
2. Asaan Digital Savings Account PKR
3. Asaan Digital Remittance Current Account PKR

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4. Asaan Digital Remittance Savings Account PKR
 5. Freelancer Digital Account PKR
 6. Digital Current Account PKR
 7. Digital Savings Account PKR
- Application Forms.
 - Documents Upload.
 - Liveness Check/Liveness Photo
 - SIM ownership Verification against CNIC/SNIC.
 - Geo Location tagging.
 - Nadra Verisys value return for 2 fields (Mother's Maiden Name & Place of Birth) not available on CNIC.
 - Terms and Condition for Digital account opening.
 - Customer declarations and Digital consent.
 - Digital FATCA & CRS consent.
 - Selection of ATM card & Cheque Book.
 - Web pages content to be provided (Product Features, FAQs, Eligibility Criteria, Documents required, misc.)
 - Front end development of Finca Web Site as well as end to end integration with CBS is also required i.e. Upon successful submission of the form from the web site, data captured would be parked as offline request and relevant stakeholders to extract through Report for processing of data and documents to be auto populated to ABIII where said information shall be integrated into ABIII for BR & Account generation.

Application Form:

Landing Page :

A link to be available on www.Finca.pk for "Open a Digital Account". When customer clicks on the tab, he or she will be directed to the Landing page having below elements.

1. Captcha along with email address.
2. OTP verification on next page (OTP to be valid for 15 minutes).

Second Page – Apply for FINCA Bank Digital Account :

After successful OTP verification, an account opening form opens up on the next page.

A popup screen opens asking customer to allow location which is mandatory.

In case if the customer does not allow, a message to appear that in order to proceed further they need to enable it.

After customer allows the location to be enabled the account opening form appears covering the following:

Account Opening Page – Customer/Identity Verification

This page will provide below fields for customer to enter.

Fields	Validation	Requirement
ID Type	Dropdown, CNIC, SNIC	Mandatory
CNIC Number	13 digits	Mandatory
CNIC Issuance Date	Calendar	Mandatory
Mobile Number	11 digits (Format for 11 digits including with or without the country code depends on API integration requirements with the service provider)	Mandatory
Network	dropdown	Mandatory
Email Address	Alphanumeric special character - max	Mandatory

- System to conduct SIM ownership verification on the backend.
- In case of successful SIM ownership verification, upon pressing “Save and Continue” button, system to take user to next page.
- In case of unsuccessful SIM ownership verification, upon pressing “Save and Continue” button, system to reject application and mention the below message on the screen.

“We are unable to verify your SIM ownership details with provided CNIC. Please visit your nearest FINCA Bank branch for opening an account with FINCA Bank Limited”.

Account Opening Page – Liveness Check :

This page will conduct below elements:

- Liveness checks to be conducted by accessing user’s device camera.

- Liveness checks to be developed or integrated via an API. For liveness check, various parameters to be built-in, such as but not limited to Smile, Blink, Head turning and looking up or down.
- A button to “capture picture” to be given as mandatory requirement. No “upload” picture option to be given and liveliness should be able to identify that no static picture is used for account opening.
- Customer should be able to re-take the picture in case he / she is not satisfied with the result or inadvertently blink during the picture.
- In-case, no camera is detected, system to show “No Camera detected” error to user on the screen and display the following message.

“Live picture is a mandatory requirement for FINCA Digital Account Opening. Kindly please log on from a computer / cell phone / digital device with a camera accessibility”.

Account Opening Form.

The account opening process will be divided into three segments (Personal Information, Contact Information and Documents Attachments) as it is on FINCA web portal where complete list of branches should be available in form of LOV so that client could select the suitable branch in which account needs to be opened.

Digital Account Opening form should not be limited to below information as complete fields of PIF; related fields of Account & KYC form also needs to be exposed so that same could be filled in by customer.

City	Branch	Unit id	Drop down
Account Title	Title of Account	Salutation	Drop down
		First Name	Field
		Middle Name	Field
		Last Name	Field
Father / Husband Name	Father/Husband Name		Field
	Type of Account	Relation Type (Auto Populate with Individual)	
		Status	Drop down
		Customer Type	Drop down
	Nature of Account	Product Code	Drop down
Date of Birth	Date of Birth	Date of Birth	Date
Place of Birth	Place of Birth	Place of Birth	Dropdown
Nationality	Nationality	Nationality	Dropdown
Address	Address Type	CORADD	Fixed Value
	Address		
	Country Code		
	Area Code		
	UC No.		
Mobile Number	Communication	Address No.	1
		Communication Type	MOBNUM
		Device No. / Address	
CNIC	Documents	Checkbox	
		Document ID	
		Reference No	
		Status	Submitted
		Date submitted	
		Expiry Date	
Analysis	Analysis / Segment Type	DOB (Digital onboarding)	Default
Marital Status	KYC	Marital Status	Drop Down
Mother Name		Mother name	Field
Profession		Profession	Drop Down
Profession		Profession	Drop Down
Education		Education	Drop Down
Occupation Details		Occupation Details	Drop Down
Sources of Funds		Source of Funds	Drop Down
Other Bank Account Detail	Bank Name	Other bank Account Detail	Bank Name
	Branch Name	Other bank Account Detail	Branch Name
	Account title	Other bank Account Detail	Account title
	Account number	Other bank Account Detail	Account number
Type of Customer		Digital Account	DA
Hear About	Hear About	Electronic Media	Drop Down
		Print Media	
		Friends	
		Bank's Rep	
Purpose Of account	Purpose Of account	Salary	Drop Down
		Business	
		Personal Saving	
Usual/Expected Mode of Transaction	Usual/Expected Mode of Transaction	Clearing/collecting/Transfer	
		Online	
		Cash	

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No. of Transaction Table	No. of Transaction Table	5	Option
Account Title	Title of Account	10	Option
		25	Option
		50	Option
Amount Slabs	Amount Slabs	100000.000	
		250000.000	
		500000.000	
Average Yearly sales	Average Yearly sales		Field
Average Yearly income	Average Yearly income		Field
Residence	Residence		
		Low	Resident-Low
Channels	Channels	Low	ATM-Low
		Low	e-Banking-Low
		High	Frequent cash-High
		Low	Online Banking-Low
		Low	Wire transfers-Low
Beneficial Owner	Beneficial Owner	High	No-High
		Low	Yes-Low
Actual Beneficial Owner	Actual Beneficial Owner	Y	Yes
		N	No

Documents which needs to be Upload while digital onboarding.

CNIC Front Side	Choose File	-	Mandatory
CNIC Back Side	Choose File	-	Mandatory
Proof and Source of Income/Funds (As per annexure "c")	Choose File	-	Mandatory
Signature	Choose File	-	Mandatory
FATCA Questionnaire	Provided below		Optional
CRS Questionnaire	Provided below		Optional
Terms and Conditions	Checkbox and link to pdf		Mandatory
Declaration	Checkbox and link to pdf		Mandatory
Digital Consent	Checkbox and link to pdf		Mandatory
Zakat Declaration	Checkbox and link to pdf	Yes, No	By default 'NO'
Zakat Form	Attachment		Mandatory In case of Zakat declaration 'YES'

Documents upload attachments should be customized as per SBPs requirements. Upon complete documents upload and upon saving, unique tracking number needs to be generated which shall be communicated to customer on his/her Email address as well as on registered mobile number through SMS.

The decision i.e. opening or refusing the account opening should also be communicated to customer on his/her Email and mobile number. In case account is opened the message must have the account number with instructions to get biometric done. In case of rejection the reason of rejection to be mentioned.

FATCA digital confirmation -

Use the current FINCA FATCA form.

CRS digital Confirmation

Use the current FINCA CRS form.

Terms and Conditions (Mandatory)

Link to the pdf file. (current account opening T & C).

Self-Declaration (Mandatory)

I/We agree to confirm beneficial ownership of funds/controlling rights, source of funds and other information uploaded/provided digitally during the opening of account.

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Digital Consent (Mandatory)

I/We provide digital/ online consent for account opening and use of information/ documents provided through the above process for due diligence and supervisory functions.

3.1.1 Reporting

The CDO should have robust ad hoc reporting capabilities that are intuitive to a typical end user with a minimal amount of training. The system should also have built-in reporting capabilities that can extend to other systems and databases for more extensive Business Intelligence (“BI”) technologies, such as data mining, process mining and online analytical processing.

The reporting features shall include:

- All regulatory reports including facility for Automated Data Flow (ADF)
- Regular reports required by the Institution for MIS/control purposes
- Detailed audit trail
- All the reports shall have the capability to be generated in Microsoft Excel (mandatory), TXT format or PDF, at least

The CDO solution must contain robust reporting capabilities, including the ability to leverage thorough “out-of-the-box” reporting capabilities, but also the option to perform ad hoc reporting. End-users must have the ability to define basic parameters for which they would like to observe the data presented (e.g., date ranges).

The solution must have the ability to accommodate reporting for various Key Performance Indicators (“KPI”).

3.1.2 Regulatory compliance

The system features and workflow must align with the SBP regulations regarding Customer Digital Onboarding.

3.1.3 Data input requirements

In addition to transaction entry through the User Interface, it is very important for CDO to support a variety of transition input methods, such as:

- Batch uploads

- Online interfaces, allowing real-time data exchange with external sources (APIs, Messaging, etc.)

Also, provide alerting mechanism when static data has been changed on the system.

3.2 Technical requirements

While FINCA is flexible and willing to consider a wide range of proposed solutions, a few technical requirements have been identified as mandatory specifications to ensure compatibility with our existing operations and IT infrastructure, as well as our existing strategic investments in technology. The following sections will discuss these areas in detail.

3.2.1 Hosting

FINCA requires flexible deployment architecture for CDO that can accommodate the connectivity infrastructure in Pakistan. Alternative deployment models (in-premise and / or cloud based, according to the local regulation requirements) should be available to ensure stable performance and operability of CDO within the constraints of the connectivity infrastructure in the head office of the subsidiary and any branch locations.

3.2.2 Database platform

At FINCA, we prefer a database platform that will allow seamless and direct linkage to our other major IT systems.

FINCA's existing skillsets and capabilities mainly consist of experience with Microsoft SQL Server and Oracle database languages.

3.2.3 Application delivery and environment

FINCA would like to explore various deployment methods for the CDO application. These methods include both a Web-based user interface, which must also be "browser agnostic." Alternatively, if the user interface is accessed through a "thick client," then this application must be certified to run seamlessly using industry-standard thin-client application delivery methods (e.g., Citrix and Thin App). Please provide an explanation about your solutions capabilities for application delivery based on FINCA's requirements.

3.2.4 Channels

To enable the Finance and Microfinance institutions to provide comprehensive and competitive services through Alternate Delivery Channels, the Vendor should provide either itself or through tie-up with other service providers.

The required service delivery channels include, but are not limited to:

- Mobile App
- Website

The above services should be an end to end service from origination to completion with appropriate interfaces and safety features, having as the minimum requirements: encryption, fraud detection etc. built-in, where warranted or mandatory. The solution should also have automated reports / MIS generation capabilities.

3.2.5 Integration

The CDO must integrate with various other strategic applications already in place at FINCA and at the end of the project, they should be running. These high-value business integrations shall include:

- Core Banking System

3.2.6 Information security

The CDO System must comply with FINCA International's Global Information Security Policy (based on best industry practices and international security standards).

The system should be delivered in a secure configuration, with changes required to comply with applicable guidance from FINCA's Global Information Security policy derived documents. In all areas where compliance is not possible, or where it would materially impact fitness for purpose, those areas should be identified, and the trade-off between security compliance and functionality clearly explained.

Using Active Directory integration to manage user roles and accounts is strongly preferred. In either case, each user must have a unique user ID and authentication credentials. All credentials should be managed from a centralized console, either through Active Directory or the CDO console.

The CDO implementation shall support the segregation of duties, with access controls to prevent users from viewing data without explicit authorization (e.g. each user can only view data within their own company, and consistent with their job function). Also, shall provide the ability to query the audit log by type of access, date and stamp range, user identification or terminal ID.

Maintain an audit logging capability to record access activity including:

- All login/logout attempts by user and workstation,

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- User submitted transactions,
- Initiated processes,
- System override events, and
- Direct additions, changes or deletions to application-maintained data.

Include red flag reports and real time alerts for system users performing suspicious or unusual transactions. Provide real time alerts for super-users or other sensitive users every time they log in or they change their system password.

3.2.6.1 Personal Data Protection

The CDO shall protect customer data by encrypting or anonymizing of Personally Identifiable Information. Encryption functions shall use current encryption and hashing algorithms (such as AES256, SHA256 or stronger), eschewing deprecated algorithms (DES, MD4, MD5 etc.).

Allow the system administrator to restrict access to sensitive data elements such as ID number and banking information by named user, groups or users, or functional role.

Provide audit trails to trace transactions from their initial source through all stages of related system processing. The initial source may be source documents, transactions originating from other systems, or internal system-generated transactions.

3.2.7 Workflow capability

Business process automation is a core business driver and benefit anticipated through the implementation of a CDO. The CDO should have the capability to automate business processes and provide greater assurance through the electronic documentation of key process and control tasks. The CDO solution is expected to provide core workflow capabilities for all key modules outlined in Section 3.1.

In other words, the vendor solution must provide an integrated workflow management capability that is tracked and properly logged, including generated and routing internal forms, reports and other financial documents for real-time approval or subsequent processing.

3.2.8 Printing

Printing must be robust and compatible with local printers and support user-defined formats. The print function shall include the ability to print documents in the appropriate local language, if needed.

3.2.9 Support

Support for the system must be available for local time zone, 24x7, and available in English (mandatory) and local language.

Furthermore, the CDO solution provider is expected to have an excellent client service track record, including ITIL best practices and SLA accomplishments.

4. Response terms and conditions

The following response terms and conditions have been defined to ensure the most fair and efficient selection process as possible:

- The contents of this RFP are deemed confidential and are provided to you for purposes of responding to this RFP. This information may not be disclosed to others without the express written consent of an authorized representative of FINCA.
- Information submitted in response to this RFP will become the property of FINCA; FINCA will not pay for any information herein requested, and FINCA shall not be liable for any costs incurred by any supplier.
- FINCA has no obligation to disclose bidders' identities to other bidders.
- Any information contained in the Response that is proprietary or confidential must be clearly designated. FINCA will reasonably maintain the confidentiality of Vendor's Confidential information if directly marked "Confidential Information"
- Prime contractor or other involved parties (if different than the software publishing company) should be identified with appropriate contact names and phone numbers.
- FINCA will not reimburse any Vendor or respondent for any costs associated with preparing a response to this RFP.
- Attempts to communicate with the company outside of the process outlined in this RFP could result in your company's removal from the vendor selection process.
- Cooperating with and adhering to this time frame and process will be a factor in considering your product as a potential solution.

5. Contents of proposal

Please submit your proposal utilizing the format detailed below within this section.

All responses are to be incorporated through pre-determined response templates annexed to this document.

Please do not delete rows/columns within the response template in your proposal submission.

Please be sure to include in your response sufficiently detailed explanations of the current status of requested business and technical requirements. **Responses that lack details explaining the functionality of your system will be viewed unfavorably.**

If you feel an answer requires detailed information (reference to an attachment), please indicate the reference to the additional information in respective section of the response template and provide additional information as an attachment to the template.

5.1 Appendix A: Vendor's response template

The template consists of five worksheets dedicated to company, product and partner companies.

Submit your responses in cells next to the question. Please, add columns for additional products and companies as necessary.

- **Company profile** – complete sections related to company profile and major customers. Provide information about your major customers (banks and financial Institutions). In addition, please, indicate your customers located in the countries of the above subsidiaries.
- **Product Information** – Provide information related to the proposed CDO capabilities against the requirements stated under Paragraph 3 of this document. Including: current proposed version, functional capabilities, new and enhanced features, and your product's road map detailing future enhancements of your product, etc.
- **Licensing and Support** – provide information about licensing and support terms for all products referred in "Product Information" worksheet.
- **Implementation and consulting** – provide information about terms of consulting services for all products referred in "Product Information" worksheet.
- **Partner companies** – list your partner companies, providing the listed types of services to your products.

5.2 Appendix B: Business Requirements

The appendix document contains information regarding the detailed business requirements that FINCA requires from a candidate CDO solution.

Submit your responses under the following columns of Functionality Requirements worksheet:

Column	Instruction
Support Status	Indicate relevant support status for each requirement: <ul style="list-style-type: none"> • Fully Supported • Partially Supported • Not supported; Can be customized • Not supported; Cannot be customized
Functionality Description	Describe CDO functionality against the required features.
Additional Comments	Additional Comments (Optional)

5.3 Appendix C: Total cost of ownership template

5.3.1 Software licenses and support fees

Please provide a schedule of your proposed license and support fees associated with CDO System and software required for its deployment – database, operating system, middleware and other third-party applications.

5.3.2 Infrastructure costs

Please provide a detailed breakdown of one-time and recurring infrastructure costs, based on recommended hardware sizing.

5.3.3 Implementation costs

Please provide a detailed breakdown of the costs anticipated during CDO implementation phase.

- **Consulting Services** – indicate number of consultants engaged in implementation project, providing estimated terms of engagement and associated rates; Estimate consultancy fees related to each phase of overall implementation activity.
- **Travel, accommodation, incidentals** – provide estimated cost associated with onsite presence of CDO consulting team (travel, accommodation, incidentals).
- **Application development costs** – costs related to development of customization and localization changes essential for delivery of required functionality features (Appendix B: Business Requirements).
- **Implementation of third-party systems** – costs associated with implementation of any third-party system required for deployment of CDO (if applicable).

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- **Additional costs** – Please describe any other commercial terms FINCA should be aware of.

5.4 Additional documentation

5.4.1 Team resumes

Please provide resumes and professional certifications of the proposed team members. Summarize the experience of the engagement team with respect to coordination and responsibilities inherent in completing an integration of this scope and complexity.

5.4.2 Project organizational chart

Describe the engagement team organization, how the engagement will be coordinated, and how this engagement management approach will contribute to the efficiency and cost effectiveness of the project. Be sure to provide details on any offshore resources that will be used.

5.4.3 Subcontracting

Identify your firm's approach to staffing portions of this engagement with subcontracted labor.

5.4.4 References

Provide a list of three to five references that may be contacted for each member of the engagement team to allow for an independent view of their approach to client service.

Describe what you believe are the key areas the selected engagement team will assist us in the successful implementation of the CDO. Also, provide examples of what your engagement team members and your firm have provided to clients that display your commitment to quality and client satisfaction.

6. Selection criteria

6.1 Evaluation of responses

The vendor and software product selection decision will be based upon the high-level criteria detailed below. We reserve the right to add additional criteria and to determine weighting of criteria for determining the final solution software and vendor. No vendor

submitting information based upon this RFP has a proprietary interest or automatic rights to selection, regardless of past contractual/project history with FINCA.

Scoring criteria
Vendor experience and qualifications – demonstrated experience and qualifications to assess the ability to deploy successfully in an environment similar to FINCA’s (e.g., industry experience, implementation methodology, ability to manage implementation risks, and mitigation strategies).
Functionality features – ability of CDO to meet FINCA’s stated business requirements and integrate into or enhance FINCA’s business processes. Additionally, fit with our existing architecture and application landscape will be a key consideration.
Technology platform – upgradable and scalable technology platform that enables stable performance and easy integration.
Ease of implementation, use and support – CDO solution’s perceived adaptability amongst the end-user community within FINCA’s global organization (e.g., intuitive user interface, ease of deployment, ease of ongoing maintenance, local support).
Total cost of ownership –Total cost of ownership (e.g., initial and ongoing software license and maintenance costs, infrastructure acquisition costs, application development costs, systems integration labor costs, and organizational training costs).

FINCA will analyze the responses from CDO vendors using a scoring methodology. Each respondent will be evaluated based on the completeness of the requirement responses.

6.2 Vendor demonstrations and score validation

Selected vendors will be invited to demonstrate the capabilities of their product to decision stakeholders in a structured setting that leverages FINCA-developed demonstration scenarios.

FINCA will evaluate CDO vendors’ demonstrations to grade on the quality of product, industry experience, ability to partner, ease of adoption, and demonstrated knowledge of FINCA’s business (i.e., adherence to provided demonstration scripts). FINCA reserves the right to add or modify the selection criteria at any time.

Demonstrations are scheduled to occur during **16 & 17 Dec 2021**. For professional services providers, we expect an oral presentation to occur. A date and place for this oral presentation will be provided by the Project Management Office to the selected vendors.

6.3 Reference checks

FINCA requests the option to contact your existing customers to discuss CDO capabilities, product satisfaction and implementation experiences.

FINCA reserves the right to perform necessary background check and references and qualifications checks as deemed necessary.

6.4 Vendor selection

The selected vendor will be identified solely by the judgment and discretion of FINCA. The vendors will be evaluated based on how fully each demonstration and proposal meets the requirements of this RFP.

7. Communication and Q&A protocol

We acknowledge that vendors might have questions regarding the RFP, as well as the requirements outlined herein. To assist in helping you to become well equipped to respond effectively to our needs, we are offering to make the PMO available in the following ways:

7.1 Vendor introduction calls

From 16 to 17 Dec 2021, a conference call will be held to introduce the team and provide vendors with a preliminary opportunity to ask questions about the RFP, as well as to answer any specific questions vendors may have regarding the RFP timeline, as well as FINCA's business, mission, or growth strategy.

7.2 Written inquiries

Until 13 Dec 2021, all candidate vendors may be able to submit written inquiries, which will be answered within 5 working days from the date of submission.

7.3 Vendor demonstrations

During the period from 16 & 17 Dec 2021, a vendor demonstration event will be held where selected candidates will be provided with the opportunity to showcase their products and service capabilities in the context of FINCA's business requirements. The place will be informed to the selected candidates.

The vendor demonstration requests will be delivered to selected vendors by 15 Dec 2021. The request will be delivered along with the demonstration agenda, which will provide the "playbook" from which FINCA will ask vendors to conduct the demonstration.

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Please note that adherence to the demonstration agenda will be extremely important as it will allow the business to assess the CDO solution in the context of the business, but also will demonstrate the vendor’s ability to partner with FINCA and listen to its needs.

8. Next Steps

As noted above, FINCA is beginning the process of selecting their CDO. Completed proposals must be submitted based on the date specified in the timetable provided under paragraph **2.1 RFP process schedule**.

FINCA reserves a right to modify above mentioned planned activities as well as proposed timeframes at any time.

The RFP responses are due by 15 Dec 2021.

The RFP must be submitted via **sealed bids** with completed appendices attached (A - Vendor Response Template; B - Business Requirements; C - Total cost of ownership) at below mentioned address clearly mentioning **“Customer Digital Onboarding”**.

Attention to	Mohsin Jamil Ahmad
Address:	36-B, XX Block Khayaban e Iqbal, DHA, PHASE 3,
	Lahore
Website:	www.finca.pk
Email:	Mohsin.jamil@finca.pk

Questions regarding the RFP document and response template should be directed to:

Contact:	Arooj Hamid
Email:	Arooj.hamid@finca.pk