



# **REQUEST FOR PROPOSAL**

**RFP No.: 45481**

**Project: Mid-Term Evaluation of two UNCDF Financial Inclusion Practice Area Programmes in Asia – Shaping Inclusive Finance Transformation (SHIFT)**

**Country: ASEAN & SAARC Region**

Issued on: 11 April 2018

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## Section 1. Letter of Invitation

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The United Nations Capital Development Fund (UNCDF) hereby invites you to submit a Proposal to this Request for Proposal (RFP) for the above-referenced subject.

This RFP includes the following documents and the General Terms and Conditions of Contract which is inserted in the Bid Data Sheet (BDS):

- Section 1: This Letter of Invitation
- Section 2: Instruction to Bidders
- Section 3: Bid Data Sheet (BDS)
- Section 4: Evaluation Criteria
- Section 5: Terms of Reference
- Section 6: Returnable Bidding Forms
  - o Form A: Technical Proposal Submission Form
  - o Form B: Bidder Information Form
  - o Form C: Joint Venture/Consortium/Association Information Form
  - o Form D: Qualification Form
  - o Form E: Format of Technical Proposal
  - o Form F: Financial Proposal Submission Form
  - o Form G: Financial Proposal Form

If you are interested in submitting a Proposal in response to this RFP, please prepare your Proposal in accordance with the requirements and procedure as set out in this RFP and submit it by the Deadline for Submission of Proposals set out in Bid Data Sheet.

Please acknowledge receipt of this RFP by sending an email to [Uncdf.procurement@uncdf.org](mailto:Uncdf.procurement@uncdf.org), indicating whether you intend to submit a Proposal or otherwise. You may also utilize the "Accept Invitation" function in e-Tendering system, where applicable. This will enable you to receive amendments or updates to the RFP. Should you require further clarifications, kindly communicate with the contact person/s identified in the attached Bid Data Sheet as the focal point for queries on this RFP.

UNCDF looks forward to receiving your Proposal and thank you in advance for your interest in UNCDF procurement opportunities.

Issued by:

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Name: Andrew Fyfe  
Title: Head of Evaluation Unit, UNCDF  
Date: **April 11, 2018**

## Section 2. Instruction to Bidders

A. GENERAL PROVISIONS	
1. Introduction	<p>1.1 Bidders shall adhere to all the requirements of this RFP, including any amendments in writing by UNCDF. This RFP is conducted in accordance with the UNCDF Programme and Operations Policies and Procedures (POPP) on Contracts and Procurement which can be accessed at <a href="https://popp.UNCDF.org/SitePages/POPPBSUnit.aspx?TermID=254a9f96-b883-476a-8ef8-e81f93a2b38d">https://popp.UNCDF.org/SitePages/POPPBSUnit.aspx?TermID=254a9f96-b883-476a-8ef8-e81f93a2b38d</a></p> <p>1.2 Any Proposal submitted will be regarded as an offer by the Bidder and does not constitute or imply the acceptance of the Proposal by UNCDF. UNCDF is under no obligation to award a contract to any Bidder as a result of this RFP.</p> <p>1.3 As part of the bid, it is desired that the Bidder registers at the United Nations Global Marketplace (UNGM) website (<a href="http://www.ungm.org">www.ungm.org</a>). The Bidder may still submit a bid even if not registered with the UNGM. However, if the Bidder is selected for contract award, the Bidder must register on the UNGM prior to contract signature.</p>
2. Fraud & Corruption, Gifts and Hospitality	<p>2.1 UNCDF strictly enforces a policy of zero tolerance on proscribed practices, including fraud, corruption, collusion, unethical or unprofessional practices, and obstruction of UNCDF vendors and requires all bidders/vendors observe the highest standard of ethics during the procurement process and contract implementation. UNCDF's Anti-Fraud Policy can be found at <a href="http://www.UNCDF.org/content/UNCDF/en/home/operations/accountability/audit/office_of_audit_andinvestigation.html#anti">http://www.UNCDF.org/content/UNCDF/en/home/operations/accountability/audit/office_of_audit_andinvestigation.html#anti</a></p> <p>2.2 Bidders/vendors shall not offer gifts or hospitality of any kind to UNCDF staff members including recreational trips to sporting or cultural events, theme parks or offers of holidays, transportation, or invitations to extravagant lunches or dinners.</p> <p>2.3 In pursuance of this policy, UNCDF  (a) Shall reject a proposal if it determines that the selected bidder has engaged in any corrupt or fraudulent practices in competing for the contract in question;  (b) Shall declare a vendor ineligible, either indefinitely or for a stated period of time, to be awarded a contract if at any time it determines that the vendor has engaged in any corrupt or fraudulent practices in competing for, or in executing a UNCDF contract.</p> <p>2.4 All Bidders must adhere to the UN Supplier Code of Conduct, which may be found at <a href="http://www.un.org/depts/ptd/pdf/conduct_english.pdf">http://www.un.org/depts/ptd/pdf/conduct_english.pdf</a></p>
3. Eligibility	<p>3.1 A vendor should not be suspended, debarred, or otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization. Vendors are therefore required to disclose to UNCDF whether they are subject to any sanction or temporary suspension imposed by these organizations.</p> <p>3.2 It is the Bidder's responsibility to ensure that its employees, joint venture members, sub-contractors, service providers, suppliers and/or their employees meet the eligibility requirements as established by UNCDF.</p>

<b>4. Conflict of Interests</b>	<p>4.1 Bidders must strictly avoid conflicts with other assignments or their own interests, and act without consideration for future work. Bidders found to have a conflict of interest shall be disqualified. Without limitation on the generality of the above, Bidders, and any of their affiliates, shall be considered to have a conflict of interest with one or more parties in this solicitation process, if they:</p> <ul style="list-style-type: none"> <li>a) Are or have been associated in the past, with a firm or any of its affiliates which have been engaged by UNCDF to provide services for the preparation of the design, specifications, Terms of Reference, cost analysis/estimation, and other documents to be used for the procurement of the goods and services in this selection process;</li> <li>b) Were involved in the preparation and/or design of the programme/project related to the services requested under this RFP; or</li> <li>c) Are found to be in conflict for any other reason, as may be established by, or at the discretion of UNCDF.</li> </ul> <p>4.2 In the event of any uncertainty in the interpretation of a potential conflict of interest, Bidders must disclose to UNCDF, and seek UNCDF's confirmation on whether or not such a conflict exists.</p> <p>4.3 Similarly, the Bidders must disclose in their proposal their knowledge of the following:</p> <ul style="list-style-type: none"> <li>a) If the owners, part-owners, officers, directors, controlling shareholders, of the bidding entity or key personnel are family members of UNCDF staff involved in the procurement functions and/or the Government of the country or any Implementing Partner receiving services under this RFP; and</li> <li>b) All other circumstances that could potentially lead to actual or perceived conflict of interest, collusion or unfair competition practices.</li> </ul> <p>Failure to disclose such an information may result in the rejection of the proposal or proposals affected by the non-disclosure.</p> <p>4.4 The eligibility of Bidders that are wholly or partly owned by the Government shall be subject to UNCDF's further evaluation and review of various factors such as being registered, operated and managed as an independent business entity, the extent of Government ownership/share, receipt of subsidies, mandate and access to information in relation to this RFP, among others. Conditions that may lead to undue advantage against other Bidders may result in the eventual rejection of the Proposal.</p>
<b>B. PREPARATION OF PROPOSALS</b>	
<b>5. General Considerations</b>	<p>5.1 In preparing the Proposal, the Bidder is expected to examine the RFP in detail. Material deficiencies in providing the information requested in the RFP may result in rejection of the Proposal.</p> <p>5.2 The Bidder will not be permitted to take advantage of any errors or omissions in the RFP. Should such errors or omissions be discovered, the Bidder must notify the UNCDF.</p>
<b>6. Cost of Preparation of Proposal</b>	<p>6.1 The Bidder shall bear any and all costs related to the preparation and/or submission of the Proposal, regardless of whether its Proposal was selected or not. UNCDF shall not be responsible or liable for those costs, regardless of the conduct or outcome of the procurement process.</p>
<b>7. Language</b>	<p>7.1 The Proposal, as well as any and all related correspondence exchanged by the Bidder and UNCDF, shall be written in the language (s) specified in the BDS.</p>
<b>8. Documents</b>	<p>8.1 The Proposal shall comprise of the following documents:</p>

<b>Comprising the Proposal</b>	<ul style="list-style-type: none"> <li>a) Documents Establishing the Eligibility and Qualifications of the Bidder;</li> <li>b) Technical Proposal;</li> <li>c) Financial Proposal;</li> <li>d) Proposal Security, if required by BDS;</li> <li>e) Any attachments and/or appendices to the Proposal.</li> </ul>
<b>9. Documents Establishing the Eligibility and Qualifications of the Bidder</b>	<p>9.1 The Bidder shall furnish documentary evidence of its status as an eligible and qualified vendor, using the Forms provided under Section 6 and providing documents required in those forms. In order to award a contract to a Bidder, its qualifications must be documented to UNCDF's satisfaction.</p>
<b>10. Technical Proposal Format and Content</b>	<p>10.1 The Bidder is required to submit a Technical Proposal using the Standard Forms and templates provided in Section 6 of the RFP.</p> <p>10.2 The Technical Proposal shall not include any price or financial information. A Technical Proposal containing material financial information may be declared non-responsive.</p> <p>10.3 Samples of items, when required as per Section 5, shall be provided within the time specified and unless otherwise specified by UNCDF, and at no expense to UNCDF</p> <p>10.4 When applicable and required as per Section 5, the Bidder shall describe the necessary training programme available for the maintenance and operation of the services and/or equipment offered as well as the cost to the UNCDF. Unless otherwise specified, such training as well as training materials shall be provided in the language of the Bid as specified in the BDS.</p>
<b>11. Financial Proposals</b>	<p>11.1 The Financial Proposal shall be prepared using the Standard Form provided in Section 6 of the RFP. It shall list all major cost components associated with the services, and the detailed breakdown of such costs.</p> <p>11.2 Any output and activities described in the Technical Proposal but not priced in the Financial Proposal, shall be assumed to be included in the prices of other activities or items, as well as in the final total price.</p> <p>11.3 Prices and other financial information must not be disclosed in any other place except in the financial proposal.</p>
<b>12. Proposal Security</b>	<p>12.1 A Proposal Security, if required by BDS, shall be provided in the amount and form indicated in the BDS. The Proposal Security shall be valid up to thirty (30) days after the final date of validity of the Proposal.</p> <p>12.2 The Proposal Security shall be included along with the Technical Proposal. If Proposal Security is required by the RFP but is not found along with the Technical Proposal, the Proposal shall be rejected.</p> <p>12.3 If the Proposal Security amount or its validity period is found to be less than what is required by UNCDF, UNCDF shall reject the Proposal.</p> <p>12.4 In the event an electronic submission is allowed in the BDS, Bidders shall include a copy of the Bid Security in their proposal and the original of the Proposal Security must be sent via courier or hand delivery as per the instructions in BDS.</p> <p>12.5 The Proposal Security may be forfeited by UNCDF, and the Proposal rejected, in the event of any one or combination, of the following conditions:</p> <ul style="list-style-type: none"> <li>a) If the Bidder withdraws its offer during the period of the Proposal Validity specified in the BDS, or;</li> <li>b) In the event that the successful Bidder fails:</li> </ul>

	<p>i. to sign the Contract after UNCDF has issued an award; or</p> <p>12.6 to furnish the Performance Security, insurances, or other documents that UNCDF may require as a condition precedent to the effectivity of the contract that may be awarded to the Bidder.</p>
<b>13. Currencies</b>	<p>13.1 All prices shall be quoted in the currency or currencies indicated in the BDS. Where Proposals are quoted in different currencies, for the purposes of comparison of all Proposals:</p> <p>a) UNCDF will convert the currency quoted in the Proposal into the UNCDF preferred currency, in accordance with the prevailing UN operational rate of exchange on the last day of submission of Proposals; and</p> <p>b) In the event that UNCDF selects a proposal for award that is quoted in a currency different from the preferred currency in the BDS, UNCDF shall reserve the right to award the contract in the currency of UNCDF's preference, using the conversion method specified above.</p>
<b>14. Joint Venture, Consortium or Association</b>	<p>14.1 If the Bidder is a group of legal entities that will form or have formed a Joint Venture (JV), Consortium or Association for the Proposal, they shall confirm in their Proposal that : (i) they have designated one party to act as a lead entity, duly vested with authority to legally bind the members of the JV, Consortium or Association jointly and severally, which shall be evidenced by a duly notarized Agreement among the legal entities, and submitted with the Proposal; and (ii) if they are awarded the contract, the contract shall be entered into, by and between UNCDF and the designated lead entity, who shall be acting for and on behalf of all the member entities comprising the joint venture.</p> <p>14.2 After the Deadline for Submission of Proposal, the lead entity identified to represent the JV, Consortium or Association shall not be altered without the prior written consent of UNCDF.</p> <p>14.3 The lead entity and the member entities of the JV, Consortium or Association shall abide by the provisions of Clause 9 herein in respect of submitting only one proposal.</p> <p>14.4 The description of the organization of the JV, Consortium or Association must clearly define the expected role of each of the entity in the joint venture in delivering the requirements of the RFP, both in the Proposal and the JV, Consortium or Association Agreement. All entities that comprise the JV, Consortium or Association shall be subject to the eligibility and qualification assessment by UNCDF.</p> <p>14.5 A JV, Consortium or Association in presenting its track record and experience should clearly differentiate between:</p> <p>a) Those that were undertaken together by the JV, Consortium or Association; and</p> <p>b) Those that were undertaken by the individual entities of the JV, Consortium or Association.</p> <p>14.6 Previous contracts completed by individual experts working privately but who are permanently or were temporarily associated with any of the member firms cannot be claimed as the experience of the JV, Consortium or Association or those of its members, but should only be claimed by the individual experts themselves in their presentation of their individual credentials.</p> <p>14.7 JV, Consortium or Associations are encouraged for high value, multi-sectoral requirements when the spectrum of expertise and resources required may not</p>



	be available within one firm.
<b>15.Only One Proposal</b>	<p>15.1 The Bidder (including the individual members of any Joint Venture) shall submit only one Proposal, either in its own name or as part of a Joint Venture.</p> <p>15.2 Proposals submitted by two (2) or more Bidders shall all be rejected if they are found to have any of the following:</p> <ul style="list-style-type: none"> <li>a) they have at least one controlling partner, director or shareholder in common; or</li> <li>b) any one of them receive or have received any direct or indirect subsidy from the other/s; or</li> <li>c) they have the same legal representative for purposes of this RFP; or</li> <li>d) they have a relationship with each other, directly or through common third parties, that puts them in a position to have access to information about, or influence on the Proposal of, another Bidder regarding this RFP process;</li> <li>e) they are subcontractors to each other's Proposal, or a subcontractor to one Proposal also submits another Proposal under its name as lead Bidder; or</li> <li>f) some key personnel proposed to be in the team of one Bidder participates in more than one Proposal received for this RFP process. This condition relating to the personnel, does not apply to subcontractors being included in more than one Proposal.</li> </ul>
<b>16.Proposal Validity Period</b>	<p>16.1 Proposals shall remain valid for the period specified in the BDS, commencing on the Deadline for Submission of Proposals. A Proposal valid for a shorter period may be rejected by UNCDF and rendered non-responsive.</p> <p>16.2 During the Proposal validity period, the Bidder shall maintain its original Proposal without any change, including the availability of the Key Personnel, the proposed rates and the total price.</p>
<b>17.Extension of Proposal Validity Period</b>	<p>17.1 In exceptional circumstances, prior to the expiration of the proposal validity period, UNCDF may request Bidders to extend the period of validity of their Proposals. The request and the responses shall be made in writing, and shall be considered integral to the Proposal.</p> <p>17.2 If the Bidder agrees to extend the validity of its Proposal, it shall be done without any change in the original Proposal.</p> <p>17.3 The Bidder has the right to refuse to extend the validity of its Proposal, and in which case, such Proposal will not be further evaluated.</p>
<b>18.Clarification of Proposal</b>	<p>18.1 Bidders may request clarifications on any of the RFP documents no later than the date indicated in the BDS. Any request for clarification must be sent in writing in the manner indicated in the BDS. If inquiries are sent other than specified channel, even if they are sent to a UNCDF staff member, UNCDF shall have no obligation to respond or confirm that the query was officially received.</p> <p>18.2 UNCDF will provide the responses to clarifications through the method specified in the BDS.</p> <p>18.3 UNCDF shall endeavor to provide responses to clarifications in an expeditious manner, but any delay in such response shall not cause an obligation on the part of UNCDF to extend the submission date of the Proposals, unless UNCDF deems that such an extension is justified and necessary.</p>
<b>19.Amendment of Proposals</b>	<p>19.1 At any time prior to the deadline of Proposal submission, UNCDF may for any reason, such as in response to a clarification requested by a Bidder, modify the</p>

	<p>RFP in the form of an amendment to the RFP. Amendments will be made available to all prospective bidders.</p> <p>19.2 If the amendment is substantial, UNCDF may extend the Deadline for submission of proposal to give the Bidders reasonable time to incorporate the amendment into their Proposals.</p>
<b>20. Alternative Proposals</b>	<p>20.1 Unless otherwise specified in the BDS, alternative proposals shall not be considered. If submission of alternative proposal is allowed by BDS, a Bidder may submit an alternative proposal, but only if it also submits a proposal conforming to the RFP requirements. UNCDF shall only consider the alternative proposal offered by the Bidder whose conforming proposal ranked the highest as per the specified evaluation method. Where the conditions for its acceptance are met, or justifications are clearly established, UNCDF reserves the right to award a contract based on an alternative proposal.</p> <p>20.2 If multiple/alternative proposals are being submitted, they must be clearly marked as "Main Proposal" and "Alternative Proposal"</p>
<b>21. Pre-Bid Conference</b>	<p>21.1 When appropriate, a Bidder's conference will be conducted at the date, time and location specified in the BDS. All Bidders are encouraged to attend. Non-attendance, however, shall not result in disqualification of an interested Bidder. Minutes of the Bidder's conference will be disseminated on the procurement website and shared by email or on the e-Tendering platform as specified in the BDS. No verbal statement made during the conference shall modify the terms and conditions of the RFP, unless specifically incorporated in the Minutes of the Bidder's Conference or issued/posted as an amendment to RFP.</p>
<b>C. SUBMISSION AND OPENING OF PROPOSALS</b>	
<b>22. Submission</b>	<p>22.1 The Bidder shall submit a duly signed and complete Proposal comprising the documents and forms in accordance with the requirements in the BDS. The submission shall be in the manner specified in the BDS.</p> <p>22.2 The Proposal shall be signed by the Bidder or person(s) duly authorized to commit the Bidder. The authorization shall be communicated through a document evidencing such authorization issued by the legal representative of the bidding entity, or a Power of Attorney, accompanying the Proposal.</p> <p>22.3 Bidders must be aware that the mere act of submission of a Proposal, in and of itself, implies that the Bidder fully accepts the UNCDF General Contract Terms and Conditions.</p>
<b>Hard copy (manual) submission</b>	<p>22.4 Hard copy (manual) submission by courier or hand delivery allowed or specified in the BDS shall be governed as follows:</p> <ul style="list-style-type: none"> <li>a) The signed Proposal shall be marked "Original", and its copies marked "Copy" as appropriate. The number of copies is indicated in the BDS. All copies shall be made from the signed original only. If there are discrepancies between the original and the copies, the original shall prevail.</li> <li>b) The Technical Proposal and the Financial Proposal envelopes MUST BE COMPLETELY SEPARATE and each of them must be submitted sealed individually and clearly marked on the outside as either "TECHNICAL PROPOSAL" or "FINANCIAL PROPOSAL", as appropriate. Each envelope SHALL clearly indicate the name of the Bidder. The outer envelopes shall: <ul style="list-style-type: none"> <li>i. Bear the name and address of the bidder;</li> <li>ii. Be addressed to UNCDF as specified in the BDS</li> </ul> </li> </ul>

<p><b>Email Submission</b></p> <p><b>eTendering submission</b></p>	<p>iii. Bear a warning that states <i>"Not to be opened before the time and date for proposal opening"</i> as specified in the BDS.</p> <p>If the envelopes and packages with the Proposal are not sealed and marked as required, UNCDF shall assume no responsibility for the misplacement, loss, or premature opening of the Proposal.</p> <p>22.5 Email submission, if allowed or specified in the BDS, shall be governed as follows:</p> <ul style="list-style-type: none"> <li>a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS;</li> <li>b) The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE. The financial proposal shall be encrypted with different passwords and clearly labelled. The files must be sent to the dedicated email address specified in the BDS.</li> <li>c) The password for opening the Financial Proposal should be provided only upon request of UNCDF. UNCDF will request password only from bidders whose Technical Proposal has been found to be technically responsive. Failure to provide correct password may result in the proposal being rejected.</li> </ul> <p>22.6 Electronic submission through eTendering, if allowed or specified in the BDS, shall be governed as follows:</p> <ul style="list-style-type: none"> <li>a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS;</li> <li>b) The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE and each of them must be uploaded individually and clearly labelled.</li> <li>d) The Financial Proposal file must be encrypted with a password so that it cannot be opened nor viewed until the password is provided. The password for opening the Financial Proposal should be provided only upon request of UNCDF. UNCDF will request password only from bidders whose technical proposal has been found to be technically responsive. Failure to provide the correct password may result in the proposal being rejected.</li> <li>c) Documents which are required to be in original form (e.g. Bid Security, etc.) must be sent via courier or hand delivery as per the instructions in BDS.</li> <li>d) Detailed instructions on how to submit, modify or cancel a bid in the eTendering system are provided in the eTendering system Bidder User Guide and Instructional videos available on this link:  <a href="http://www.UNCDF.org/content/UNCDF/en/home/operations/procurement/business/procurement-notices/resources/">http://www.UNCDF.org/content/UNCDF/en/home/operations/procurement/business/procurement-notices/resources/</a></li> </ul>
<p><b>23. Deadline for Submission of Proposals and Late Proposals</b></p>	<p>23.1 Complete Proposals must be received by UNCDF in the manner, and no later than the date and time, specified in the BDS. UNCDF shall only recognize the date and time that the bid was received by UNCDF</p> <p>23.2 UNCDF shall not consider any Proposal that is submitted after the deadline for the submission of Proposals.</p>
<p><b>24. Withdrawal, Substitution, and Modification of</b></p>	<p>24.1 A Bidder may withdraw, substitute or modify its Proposal after it has been submitted at any time prior to the deadline for submission.</p> <p>24.2 Manual and Email submissions: A bidder may withdraw, substitute or modify its</p>

Proposals	<p>Proposal by sending a written notice to UNCDF, duly signed by an authorized representative, and shall include a copy of the authorization (or a Power of Attorney). The corresponding substitution or modification of the Proposal, if any, must accompany the respective written notice. All notices must be submitted in the same manner as specified for submission of proposals, by clearly marking them as "WITHDRAWAL" "SUBSTITUTION," or "MODIFICATION"</p> <p>24.3 eTendering: A Bidder may withdraw, substitute or modify its Proposal by Canceling, Editing, and re-submitting the proposal directly in the system. It is the responsibility of the Bidder to properly follow the system instructions, duly edit and submit a substitution or modification of the Proposal as needed. Detailed instructions on how to cancel or modify a Proposal directly in the system are provided in Bidder User Guide and Instructional videos.</p> <p>24.4 Proposals requested to be withdrawn shall be returned unopened to the Bidders (only for manual submissions), except if the bid is withdrawn after the bid has been opened</p>
25.Proposal Opening	<p>25.1 There is no public bid opening for RFPs. UNCDF shall open the Proposals in the presence of an ad-hoc committee formed by UNCDF, consisting of at least two (2) members. In the case of e-Tendering submission, bidders will receive an automatic notification once their proposal is opened.</p>
<b>D. EVALUATION OF PROPOSALS</b>	
26.Confidentiality	<p>26.1 Information relating to the examination, evaluation, and comparison of Proposals, and the recommendation of contract award, shall not be disclosed to Bidders or any other persons not officially concerned with such process, even after publication of the contract award.</p> <p>26.2 Any effort by a Bidder or anyone on behalf of the Bidder to influence UNCDF in the examination, evaluation and comparison of the Proposals or contract award decisions may, at UNCDF's decision, result in the rejection of its Proposal and may be subject to the application of prevailing UNCDF's vendor sanctions procedures.</p>
27.Evaluation of Proposals	<p>27.1 The Bidder is not permitted to alter or modify its Proposal in any way after the proposal submission deadline except as permitted under Clause 24 of this RFP. UNCDF will conduct the evaluation solely on the basis of the submitted Technical and Financial Proposals.</p> <p>27.2 Evaluation of proposals is made of the following steps:</p> <ol style="list-style-type: none"> <li>Preliminary Examination</li> <li>Minimum Eligibility and Qualification (if pre-qualification is not done)</li> <li>Evaluation of Technical Proposals</li> <li>Evaluation of Financial Proposals</li> </ol>
28.Preliminary Examination	<p>28.1 UNCDF shall examine the Proposals to determine whether they are complete with respect to minimum documentary requirements, whether the documents have been properly signed, and whether the Proposals are generally in order, among other indicators that may be used at this stage. UNCDF reserves the right to reject any Proposal at this stage.</p>
29.Evaluation of Eligibility and Qualification	<p>29.1 Eligibility and Qualification of the Bidder will be evaluated against the Minimum Eligibility/Qualification requirements specified in the Section 4 (Evaluation Criteria).</p> <p>29.2 In general terms, vendors that meet the following criteria may be considered qualified:</p>

	<ul style="list-style-type: none"> <li>a) They are not included in the UN Security Council 1267/1989 Committee's list of terrorists and terrorist financiers, and in UNCDF's ineligible vendors' list;</li> <li>b) They have a good financial standing and have access to adequate financial resources to perform the contract and all existing commercial commitments,</li> <li>c) They have the necessary similar experience, technical expertise, production capacity where applicable, quality certifications, quality assurance procedures and other resources applicable to the provision of the services required;</li> <li>d) They are able to comply fully with UNCDF General Terms and Conditions of Contract;</li> <li>e) They do not have a consistent history of court/arbitral award decisions against the Bidder; and</li> <li>f) They have a record of timely and satisfactory performance with their clients.</li> </ul>
30. Evaluation of Technical and Financial Proposals	<p>30.1 The evaluation team shall review and evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference and other RFP documents, applying the evaluation criteria, sub-criteria, and point system specified in the Section 4 (Evaluation Criteria). A Proposal shall be rendered non-responsive at the technical evaluation stage if it fails to achieve the minimum technical score indicated in the BDS. When necessary and if stated in the BDS, UNCDF may invite technically responsive bidders for a presentation related to their technical proposals. The conditions for the presentation shall be provided in the bid document where required.</p> <p>30.2 In the second stage, only the Financial Proposals of those Bidders who achieve the minimum technical score will be opened for evaluation. The Financial Proposals corresponding to Technical Proposals that were rendered non-responsive shall remain unopened, and, in the case of manual submission, be returned to the Bidder unopened. For emailed Proposals and e-tendering submissions, UNCDF will not request for the password of the Financial Proposals of bidders whose Technical Proposal were found not responsive.</p> <p>30.3 The evaluation method that applies for this RFP shall be as indicated in the BDS, which may be either of two (2) possible methods, as follows: (a) the lowest priced method which selects the lowest evaluated financial proposal of the technically responsive Bidders; or (b) the combined scoring method which will be based on a combination of the technical and financial score.</p> <p>30.4 When the BDS specifies a combined scoring method, the formula for the rating of the Proposals will be as follows:</p> <div style="border: 1px solid black; padding: 10px; margin-top: 10px;"> <p><u>Rating the Technical Proposal (TP):</u></p> <p style="text-align: center;"><b>TP Rating</b> = (Total Score Obtained by the Offer / Max. Obtainable Score for TP) x 100</p> <p><u>Rating the Financial Proposal (FP):</u></p> <p style="text-align: center;"><b>FP Rating</b> = (Lowest Priced Offer / Price of the Offer Being Reviewed) x 100</p> <p><u>Total Combined Score:</u></p> <p><b>Combined Score</b> = (TP Rating) x (Weight of TP, e.g. 70%) + (FP Rating) x (Weight of FP, e.g., 30%)</p> </div>

<b>31. Due Diligence</b>	<p>31.1 UNCDF reserves the right to undertake a due diligence exercise, also called post qualification, aimed at determining to its satisfaction, the validity of the information provided by the Bidder. Such exercise shall be fully documented and may include, but need not be limited to, all or any combination of the following:</p> <ul style="list-style-type: none"> <li>a) Verification of accuracy, correctness and authenticity of information provided by the Bidder;</li> <li>b) Validation of extent of compliance to the RFP requirements and evaluation criteria based on what has so far been found by the evaluation team;</li> <li>c) Inquiry and reference checking with Government entities with jurisdiction on the Bidder, or with previous clients, or any other entity that may have done business with the Bidder;</li> <li>d) Inquiry and reference checking with previous clients on the performance on on-going or contracts completed, including physical inspections of previous works, as necessary;</li> <li>e) Physical inspection of the Bidder's offices, branches or other places where business transpires, with or without notice to the Bidder;</li> <li>f) Other means that UNCDF may deem appropriate, at any stage within the selection process, prior to awarding the contract.</li> </ul>
<b>32. Clarification of Proposals</b>	<p>32.1 To assist in the examination, evaluation and comparison of Proposals, UNCDF may, at its discretion, ask any Bidder for a clarification of its Proposal.</p> <p>32.2 UNCDF's request for clarification and the response shall be in writing and no change in the prices or substance of the Proposal shall be sought, offered, or permitted, except to provide clarification, and confirm the correction of any arithmetic errors discovered by UNCDF in the evaluation of the Proposals, in accordance with RFP.</p> <p>32.3 Any unsolicited clarification submitted by a Bidder in respect to its Proposal, which is not a response to a request by UNCDF, shall not be considered during the review and evaluation of the Proposals.</p>
<b>33. Responsiveness of Proposal</b>	<p>33.1 UNCDF's determination of a Proposal's responsiveness will be based on the contents of the Proposal itself. A substantially responsive Proposal is one that conforms to all the terms, conditions, TOR and other requirements of the RFP without material deviation, reservation, or omission.</p> <p>33.2 If a Proposal is not substantially responsive, it shall be rejected by UNCDF and may not subsequently be made responsive by the Bidder by correction of the material deviation, reservation, or omission.</p>
<b>34. Nonconformities, Reparable Errors and Omissions</b>	<p>34.1 Provided that a Proposal is substantially responsive, UNCDF may waive any non-conformities or omissions in the Proposal that, in the opinion of UNCDF, do not constitute a material deviation.</p> <p>34.2 UNCDF may request the Bidder to submit the necessary information or documentation, within a reasonable period of time, to rectify nonmaterial nonconformities or omissions in the Proposal related to documentation requirements. Such omission shall not be related to any aspect of the price of the Proposal. Failure of the Bidder to comply with the request may result in the rejection of its Proposal.</p> <p>34.3 For Financial Proposal that has been opened, UNCDF shall check and correct arithmetical errors as follows:</p> <ul style="list-style-type: none"> <li>a) if there is a discrepancy between the unit price and the line item total that is obtained by multiplying the unit price by the quantity, the unit price</li> </ul>

	<p>shall prevail and the line item total shall be corrected, unless in the opinion of UNCDF there is an obvious misplacement of the decimal point in the unit price; in which case the line item total as quoted shall govern and the unit price shall be corrected;</p> <p>b) if there is an error in a total corresponding to the addition or subtraction of subtotals, the subtotals shall prevail and the total shall be corrected; and</p> <p>c) if there is a discrepancy between words and figures, the amount in words shall prevail, unless the amount expressed in words is related to an arithmetic error, in which case the amount in figures shall prevail.</p> <p>34.4 If the Bidder does not accept the correction of errors made by UNCDF, its Proposal shall be rejected.</p>
<b>E. AWARD OF CONTRACT</b>	
<b>35.Right to Accept, Reject, Any or All Proposals</b>	35.1 UNCDF reserves the right to accept or reject any Proposal, to render any or all of the Proposals as non-responsive, and to reject all Proposals at any time prior to award of contract, without incurring any liability, or obligation to inform the affected Bidder(s) of the grounds for UNCDF's action. UNCDF shall not be obliged to award the contract to the lowest priced offer.
<b>36.Award Criteria</b>	36.1 Prior to expiration of the proposal validity, UNCDF shall award the contract to the qualified Bidder based on the award criteria indicated in the BDS.
<b>37.Debriefing</b>	37.1 In the event that a Bidder is unsuccessful, the Bidder may request a debriefing from UNCDF. The purpose of the debriefing is to discuss the strengths and weaknesses of the Bidder's submission, in order to assist the Bidder in improving its future proposals for UNCDF procurement opportunities. The content of other proposals and how they compare to the Bidder's submission shall not be discussed.
<b>38.Right to Vary Requirements at the Time of Award</b>	38.1 At the time of award of Contract, UNCDF reserves the right to vary the quantity of services and/or goods, by up to a maximum twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.
<b>39.Contract Signature</b>	39.1 Within fifteen (15) days from the date of receipt of the Contract, the successful Bidder shall sign and date the Contract and return it to UNCDF. Failure to do so may constitute sufficient grounds for the annulment of the award, and forfeiture of the Proposal Security, if any, and on which event, UNCDF may award the Contract to the Second Ranked Bidder or call for new Proposals.
<b>40.Contract Type and General Terms and Conditions</b>	40.1 The types of Contract to be signed and the applicable UNCDF Contract General Terms and Conditions, as specified in BDS, can be accessed at <a href="http://www.UNCDF.org/content/UNCDF/en/home/procurement/business/how-we-buy.html">http://www.UNCDF.org/content/UNCDF/en/home/procurement/business/how-we-buy.html</a>
<b>41.Performance Security</b>	41.1 40.1 A performance security, if required in BDS, shall be provided in the amount specified in BDS and form available at <a href="https://popp.UNCDF.org/layouts/15/WopiFrame.aspx?sourcedoc=/UNCDF_PO_PP_DOCUMENT_LIBRARY/Public/PSU_Solicitation_Performance%20Guarantee%20Form.docx&amp;action=default">https://popp.UNCDF.org/layouts/15/WopiFrame.aspx?sourcedoc=/UNCDF_PO_PP_DOCUMENT_LIBRARY/Public/PSU_Solicitation_Performance%20Guarantee%20Form.docx&amp;action=default</a> within fifteen (15) days of the contract signature by both parties. Where a performance security is required, the receipt of the performance security by UNCDF shall be a condition for rendering the contract effective.



<b>42. Bank Guarantee for Advanced Payment</b>	<p>42.1 Except when the interests of UNCDF so require, it is UNCDF's preference to make no advance payment(s) (i.e., payments without having received any outputs). If an advance payment is allowed as per BDS, and exceeds 20% of the total contract price, or USD 30,000, whichever is less, the Bidder shall submit a Bank Guarantee in the full amount of the advance payment in the form available at <a href="https://popp.UNCDF.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNCDF_PO PP DOCUMENT LIBRARY/Public/PSU Contract%20Management%20Payment%20and%20Taxes Advanced%20Payment%20Guarantee%20Form.docx&amp;action=default">https://popp.UNCDF.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNCDF_PO PP DOCUMENT LIBRARY/Public/PSU Contract%20Management%20Payment%20and%20Taxes Advanced%20Payment%20Guarantee%20Form.docx&amp;action=default</a></p>
<b>43. Liquidated Damages</b>	<p>43.1 If specified in BDS, UNCDF shall apply Liquidated Damages resulting from the Contractor's delays or breach of its obligations as per the Contract.</p>
<b>44. Payment Provisions</b>	<p>44.1 Payment will be made only upon UNCDF's acceptance of the work performed. The terms of payment shall be within thirty (30) days, after receipt of invoice and certification of acceptance of work issued by the proper authority in UNCDF with direct supervision of the Contractor. Payment will be effected by bank transfer in the currency of contract.</p>
<b>45. Vendor Protest</b>	<p>45.1 UNCDF's vendor protest procedure provides an opportunity for appeal to those persons or firms not awarded a contract through a competitive procurement process. In the event that a Bidder believes that it was not treated fairly, the following link provides further details regarding UNCDF vendor protest procedures:  <a href="http://www.UNCDF.org/content/UNCDF/en/home/operations/procurement/business/protest-and-sanctions.html">http://www.UNCDF.org/content/UNCDF/en/home/operations/procurement/business/protest-and-sanctions.html</a></p>
<b>46. Other Provisions</b>	<p>46.1 In the event that the Bidder offers a lower price to the host Government (e.g. General Services Administration (GSA) of the federal government of the United States of America) for similar services, UNCDF shall be entitled to same lower price. The UNCDF General Terms and Conditions shall have precedence.</p> <p>46.2 UNCDF is entitled to receive the same pricing offered by the same Contractor in contracts with the United Nations and/or its Agencies. The UNCDF General Terms and Conditions shall have precedence.</p> <p>46.3 The United Nations has established restrictions on employment of (former) UN staff who have been involved in the procurement process as per bulletin ST/SGB/2006/15  <a href="http://www.un.org/en/ga/search/view_doc.asp?symbol=ST/SGB/2006/15&amp;referer">http://www.un.org/en/ga/search/view_doc.asp?symbol=ST/SGB/2006/15&amp;referer</a></p>



## Section 3. Bid Data Sheet

The following data for the services to be procured shall complement, supplement, or amend the provisions in the Request for Proposals. In the case of a conflict between the Instructions to Bidders, the Data Sheet, and other annexes or references attached to the Data Sheet, the provisions in the Data Sheet shall prevail.

BDS No.	Ref. to Section.2	Data	Specific Instructions / Requirements
1	7	Language of the Proposal	English
2		Submitting Proposals for Parts or sub-parts of the TOR (partial bids)	Not Allowed
3	20	Alternative Proposals	Shall not be considered
4	21	Pre-proposal conference	Will not be conducted
5	10	Proposal Validity Period	90 days
6	14	Bid Security	Not Required
7	41	Advanced Payment upon signing of contract	Not Allowed
8	42	Liquidated Damages	Will not be imposed
9	40	Performance Security	Not Required

10	18	Currency of Proposal	United States Dollar
11	31	Deadline for submitting requests for clarifications/ questions	4 days before the submission deadline
12	31	Contact Details for submitting clarifications/questions	Focal Person in UNCDF: Christophe Legrand Address: E-mail address: <a href="mailto:uncdf.procurement@uncdf.org">uncdf.procurement@uncdf.org</a> and copy to <a href="mailto:Christophe.legrand@uncdf.org">Christophe.legrand@uncdf.org</a>
13	18, 19 and 21	Manner of Disseminating Supplemental Information to the RFP and responses/clarifications to queries	Direct communication to prospective Proposers by email and Posting on the website <a href="http://procurement-notice.undp.org/">http://procurement-notice.undp.org/</a>
14	23	Deadline for Submission	<b>2 May, 2018</b>
14	22	Allowable Manner of Submitting Proposals	Submission by email
15	22	Proposal Submission Address	<a href="mailto:Uncdf.procurement@uncdf.org">Uncdf.procurement@uncdf.org</a>
16	22	Electronic submission (email or eTendering) requirements	<ul style="list-style-type: none"> <li>▪ Format: PDF files only</li> <li>▪ File names must be maximum 60 characters long and must not contain any letter or special character other than from Latin alphabet/keyboard.</li> <li>▪ All files must be free of viruses and not corrupted.</li> <li>▪ Password for technical proposal <u>must</u> not be provided to UNCDF until the date as indicated in No. 14 (<i>for email submission only</i>)</li> <li>▪ Password for financial proposal <u>must</u> not be provided to UNCDF until requested by UNCDF</li> <li>▪ Max. File Size per transmission: 10MB <ul style="list-style-type: none"> <li>▪ Mandatory subject of email: <b>RFP/ UNCDF/ 45481 –Mid-Term Evaluations of two UNCDF Financial Inclusion Practice Area Programmes in Asia</b></li> </ul> </li> <li>▪ Documents which are required in original (e.g. Proposal Security) should be sent to the below address with a PDF copy submitted as part of the electronic submission: <a href="mailto:Uncdf.procurement@uncdf.org">Uncdf.procurement@uncdf.org</a></li> </ul>

17	27 36	Evaluation Method for the Award of Contract	Combined Scoring Method, using the 70%-30% distribution for technical and financial proposals respectively  The minimum technical score required to pass is 70%.
18		Expected date for commencement of Contract	<i>May 14, 2018</i>
19		Maximum expected duration of contract	<b>12 months of project implementation</b>
20	35	UNCDF will award the contract to:	One or more Proposers, depending on the following factors : (a) the proposers will be required to provide a single technical proposal for both evaluations and separate financial proposal for each of the region (ASEAN and SAARC); (b) the financial assessment will be conducted by UNCDF based on the proposal for each Region; (c) if the highest combined score for each of the Region is achieved by just one company, UNCDF will award to that one company. If the highest combined score for each Region is achieved by 2 different companies, UNCDF shall award 2 separate contracts to 2 different companies.
21	39	Type of Contract	Contract for Goods and Services on behalf of UN Entities  <a href="http://www.UNCDF.org/content/UNCDF/en/home/procurement/business/how-we-buy.html">http://www.UNCDF.org/content/UNCDF/en/home/procurement/business/how-we-buy.html</a>
22	39	UNCDF Contract Terms and Conditions that will apply	UNCDF General Terms and Conditions for Mixed Goods and Services  <a href="http://www.UNCDF.org/content/UNCDF/en/home/procurement/business/how-we-buy.html">http://www.UNCDF.org/content/UNCDF/en/home/procurement/business/how-we-buy.html</a>
23		Other Information Related to the RFP	

## Section 4. Evaluation Criteria

### Preliminary Examination Criteria

Proposals will be examined to determine whether they are complete and submitted in accordance with RFP requirements as per below criteria on a Yes/No basis:

- Appropriate signatures
- Power of Attorney
- Minimum documents provided
- Technical and Financial Proposals submitted separately
- Bid Validity
- Bid Security submitted as per RFP requirements with compliant validity period

### Minimum Eligibility and Qualification Criteria

Eligibility and Qualification will be evaluated on Pass/Fail basis.

If the Proposal is submitted as a Joint Venture/Consortium/Association, each member should meet minimum criteria, unless otherwise specified in the criterion.

Subject	Criteria	Document Submission requirement
<b>ELIGIBILITY</b>		
<b>Legal Status</b>	Vendor is a legally registered entity.	Form B: Bidder Information Form
<b>Eligibility</b>	Vendor is not suspended, nor debarred, nor otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization in accordance with ITB clause 3.	Form A: Technical Proposal Submission Form
<b>Conflict of Interest</b>	No conflicts of interest in accordance with ITB clause 4.	Form A: Technical Proposal Submission Form
<b>Bankruptcy</b>	Not declared bankruptcy, not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against the vendor that could impair its operations in the foreseeable future.	Form A: Technical Proposal Submission Form
<b>QUALIFICATION</b>		
<b>History of Non-Performing Contracts<sup>1</sup></b>	Non-performance of a contract did not occur as a result of contractor default for the last 3 years.	Form D: Qualification Form
<b>Litigation History</b>	No consistent history of court/arbitral award decisions against the Bidder for the last 3 years.	Form D: Qualification Form
	Minimum 3 years of relevant experience.	Form D: Qualification Form

<sup>1</sup> Non-performance, as decided by UNCDF, shall include all contracts where (a) non-performance was not challenged by the contractor, including through referral to the dispute resolution mechanism under the respective contract, and (b) contracts that were so challenged but fully settled against the contractor. Non-performance shall not include contracts where Employers decision was overruled by the dispute resolution mechanism. Non-performance must be based on all information on fully settled disputes or litigation, i.e. dispute or litigation that has been resolved in accordance with the dispute resolution mechanism under the respective contract and where all appeal instances available to the Bidder have been exhausted.

<b>Previous Experience</b>	<p>Minimum 2 contracts of similar value, nature and complexity implemented over the last 3 years.</p> <p><i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i></p>	Form D: Qualification Form
<b>Financial Standing</b>	<p>Minimum average annual turnover of USD 750.000 for the last 3 years. Net income over the past 2 years should be equal or higher than the price proposal submitted and the current ratio should be at least 1.0 or higher.</p> <p><i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i></p>	Form D: Qualification Form
	<p>Bidder must demonstrate the current soundness of its financial standing and indicate its prospective long-term profitability.</p> <p><i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i></p>	Form D: Qualification Form
	Any additional criteria if required	

## Technical Evaluation Criteria

Summary of Technical Proposal Evaluation Forms		Points Obtainable
1.	Bidder's qualification, capacity and experience	150
2.	Proposed Methodology, Approach and Implementation Plan	200
3.	Management Structure and Key Personnel	350
	Step 2 (only firms totaling > 490 points out of 700 points during the first step of the technical evaluation will be invited to do a presentation tentatively on May 10 <sup>th</sup> and May 11 <sup>th</sup> between 9 AM and 3 PM EST.	
4.	Demonstrated Presentation Skills and Quality of Responses to Panel Questions	300
	<b>Total</b>	<b>1000</b>

Section 1. Bidder's qualification, capacity and experience		Points obtainable
1.1	<p><b>Previous performance</b> of the firm in successfully bidding for, conducting and backstopping <b>formative and summative evaluation</b> of international development policy, programmes and projects in the area of inclusive finance generally and digital finance specifically.</p> <p><b>Previous experience</b> using a variety of <b>evaluation approaches</b> (e.g. theory-of-change based, utilization-focused, participatory, gender- and equity-focused project and programme evaluation) and <b>methods</b> (including performance, outcome and impact evaluation using both quantitative and qualitative data, provided either in secondary form (by the programme itself) or generated by the team themselves during the evaluation itself.</p> <p>Evidence of the firm being able to deliver high quality evaluation reports through submission of <b>three evaluation reports</b> of comparable scope and approach to the evaluation being tendered here.</p>	60
1.2	<b>Experience</b> of the firm in providing technical services/intervening in a broad range of institutional and programme settings, including stand-alone projects or programmes funded by international donors, multi-partner interventions including those set up or involving the UN, as well as direct support to national governments working in the area of <b>financial inclusion</b> generally and <b>market development</b> more specifically.	60
1.3	<b>Knowledge and experience</b> of embedding key standards around promoting <b>gender equality</b> and the <b>empowerment of women</b> in the work that the firm does (e.g. gender mainstreaming, gender analysis, knowledge of human rights based approach to programming and evaluation and demonstration of understanding of economic empowerment of women. These criteria will be assessed on the basis of how gender has been streamlined in previous evaluation reports (see point 1.1 above).	30
<b>Total Section 1</b>		<b>150</b>

Section 2. Proposed Methodology, Approach and Implementation Plan			Points obtainable
2.1	Extent to which the proposal presents an <b>innovative approach</b> and a <b>variety of relevant techniques</b> for gathering and <b>analyzing primary</b> and <b>secondary, quantitative</b> and <b>qualitative data</b> that are feasible and applicable in the timeframe context of the evaluation, incorporating gender-sensitive perspectives. This criterion will be assessed on the basis of 1) the suggested method for analyzing and synthesizing secondary data in a gender responsive manner and 2) on the methods proposed for analyzing and synthesizing a variety of primary lines of evidence (minimum 5) in a gender responsive manner during the evaluation itself.		80
2.2	Extent to which the proposal highlights how the evaluation will <b>disaggregate findings</b> on <b>women, rural, and un(der)-banked population segments</b> , in line with relevant provisions in the UNEG guidance on gender equality and women's empowerment and with a particular focus on women's economic empowerment		40
2.3	<p>Quality and appropriateness of the <b>evaluation work plan</b> showing the overall time commitment of the evaluations, as well as specific activities and time allocated to each individual team member. Note that the evaluation team should have sufficient time to complete:</p> <p>i. During the inception phase:</p> <ul style="list-style-type: none"> <li>An extensive review of all relevant programme documentation during the inception phase, as well as interviews with programme staff and key stakeholders (including members of the evaluation sub-committee) including through in-person interaction in New York</li> <li>A proposed sampling strategy of countries and key stakeholders to be visited during the desk review and data collection phase</li> </ul> <p>ii. During the desk review and data collection phase:</p> <ul style="list-style-type: none"> <li>2 Country visits for SHIFT ASEAN and one country visit SHIFT SAARC (1) together with a visit to the Bangkok office and ASEAN stakeholders for both evaluations</li> <li>Write up of the evaluation report presenting the findings on the programme as a whole as well as the supplementary country reports.</li> </ul>		80
Total Section 2			200

Section 3. Management Structure and Key Personnel			Points obtainable
	For the requirements of the evaluation team, please see further details in Section 9 of the TOR below: 'composition of the evaluation team'.		
3.1	The evaluation team should present a combination of <b>experience and expertise</b> in <b>designing</b> and <b>implementing</b> interventions in the field of financial inclusion and market development relevant to the programmes and the country and regional contexts in which they are being implemented. The team should have comprehensive knowledge of inclusive finance industry best practices and experience in applying CGAP benchmarks around good performance of FSPs in developing countries. They should also present evidence of experience with inclusive finance programmes to support women's empowerment and gender equality.		150

3.2	Proven experience of designing, leading and conducting relevant international development evaluations to the evaluations being tendered here, including demonstrable expertise in designing and conducting evaluations that assess <b>program contribution to market development/systemic changes</b> , and familiarity with relevant <b>theory-based approaches</b> to programme evaluation, using both quantitative and qualitative analysis of existing secondary data and primary data sources, such as the one being procured here. The team should also have clear experience and expertise in <b>evaluating gender equality in financial inclusion programmes in line with UN guidelines for gender responsive evaluation</b> . Experience in evaluating UN programmes, including UNCDF, is preferred but not mandatory		150
3.3	The evaluation team should also be <b>gender-balanced</b> and include representatives from a programme country in which the programme has been implemented.		50
<b>Total Section 3</b>			<b>350</b>



## Section 5. Terms of Reference

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### Mid-Term Evaluations of two UNCDF Financial Inclusion Practice Area Programmes in Asia

- **Shaping Inclusive Finance Transformations (SHIFT) in the ASEAN Region**
- **Shaping Inclusive Finance Transformations (SHIFT) in the SAARC Region**

#### Countries to be covered by the evaluations:

**SHIFT ASEAN:** ASEAN regional component, plus Cambodia, Lao PDR, Myanmar, Vietnam country components

**SHIFT SAARC:** Bangladesh

**Executing Agency:** United Nations Capital Development Fund (UNCDF)

#### Timeframe of programme implementation to be assessed

**SHIFT ASEAN:** May 2014 – December 2020

**SHIFT SAARC:** July 2016 – July 2021

#### Initial approved budget:

**SHIFT ASEAN:** US\$ 33,433,574

**SHIFT SAARC:** US\$ 20,022,870

#### Total committed budget to end Q4 2017:

**SHIFT ASEAN:** US\$ 8,702,476

**SHIFT SAARC:** US\$ 9,145,914

#### Total disbursement to end Q4 2017

**SHIFT ASEAN:** US\$ 4,883,159

**SHIFT SAARC:** US\$ 1,859,760

#### Funders:

**SHIFT ASEAN:** DFAT<sup>2</sup> (US\$ 7,646,720), FMO (US\$ 200,000), LMTF (US\$ 173,256), UNCDF (US\$ 582,500), VISA (US\$ 100,000), Monetary Authority of Singapore (US\$ 50,000) **SHIFT SAARC:** Bill and Melinda Gates Foundation, European Union, UNCDF

#### Timing for the evaluations:

**SHIFT ASEAN:** March – August 2018<sup>3</sup>

**SHIFT SAARC:** September 2018 – March 2019

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<sup>2</sup> DFAT's contribution currently concludes 31 Dec 2018.

<sup>3</sup> Since the SHIFT ASEAN evaluation will be included in DFAT's Annual Aid Evaluation Plan for 2018, the timeframe for evaluation has been structured to align with DFAT requirements in terms of the finalization and publishing of the report and preparation of a management response.

## **1. Background**

### **1.1 The United Nations Capital Development Fund and its Inclusive Finance Practice Area**

The United Nations Capital Development Fund (UNCDF) is the UN's capital investment agency for the world's 48 Least Developed Countries (LDCs). UNCDF uses its capital mandate to help LDCs pursue inclusive growth. UNCDF uses 'smart' Official Development Assistance (ODA) to unlock and leverage public and private domestic resources; it promotes financial inclusion, including through digital finance, as a key enabler of poverty reduction and inclusive growth; and it demonstrates how localizing finance outside the capital cities can accelerate growth in local economies, promote sustainable and climate resilient infrastructure development, and empower local communities. Using capital grants, loans, and credit enhancements, UNCDF tests financial models in inclusive finance and local development finance; 'de-risks' the local investment space; and proves concept, paving the way for larger and more risk-averse investors to come in and scale up.

The main challenge the UNCDF's Financial Inclusion Practice area tries to address is the reality that currently two billion adults - more than half of the world's working adults - are still excluded from formal financial services. This is most acute among low-income populations in emerging and developing economies. Including people in the formal economy is a critical contribution to poverty reduction, tackling inequality, and fostering inclusive growth.

UNCDF's Inclusive finance practice area (FIPA) contains a mixture of country, regional and global programmes. It supports 33 LDCs and is serving 8 million clients through the Financial Service Providers (FSPs) in which it invests. FIPA follows a sector-based approach and, more recently, has been implementing its programmes through a series of thematic initiatives. These initiatives are designed to test promising models or solve specific problems across a range of countries to demonstrate a new approach or model. Global programmes often work in countries closely with country or regional country programmes, if present. A detailed explanation of FIPA's approach can be found at:

<http://www.uncdf.org/financial-inclusion>

#### **1.2. UNCDF's Engagement in Asia in Support of Financial Inclusion**

UNCDF has extensive experience working in the ASEAN and the SAARC regions through comprehensive country, regional and global programmes, discrete thematic project initiatives, strategic alliances with governments and networks/forums, and longstanding networks with market leaders. These include:

- Comprehensive country programmes in Lao PDR and Myanmar that seek to build inclusive financial sectors with deeper thematic interventions in national financial inclusion diagnostic and road-mapping, savings-market development, and digital financial services;
- A regional market facilitation programme aimed at facilitating the financial inclusion of low-income men and women in ASEAN with a focus on Cambodia, Lao PDR, Myanmar and Vietnam (SHIFT ASEAN);
- Discrete thematic project initiatives in Cambodia and Myanmar in clean energy financing and in Thailand with national financial inclusion diagnostics (in collaboration with the ADB);
- Strategic alliances in Indonesia and the Philippines through the Better than Cash Alliance;
- Networks with market leaders in Cambodia (Acleda Bank), the Philippines, (CARD Bank), and Myanmar (PACT Myanmar Microfinance Company);
- A regional market facilitation programme in the SAARC region with ongoing implementation in Bangladesh focusing on accelerating financial inclusion through digital pathways. The current focus of SHIFT SAARC in Bangladesh is on Digital Financial Services (DFS) policy advocacy and promoting micro-merchants' financial inclusion;
- UNCDF agency-wide initiatives, such as the POWER initiative, which is a global strategy on women's economic participation and empowerment across its global inclusive finance portfolio.

## 1.3 The SHIFT Programmes in ASEAN and SAARC

### 1.3.1 SHIFT ASEAN

#### *Overview*

The SHIFT (Shaping Inclusive Financial Transformations) concept was developed in support of UNCDF's strategic intent to establish a regional financial market facilitation programme aimed at delivering rapid improvements in levels of financial inclusion of low-income men and women in the ASEAN region by making them active participants in the economy and increasing their income and employment opportunities. In so doing, the envisioned programme impact is a reduction in their vulnerability to economic shocks - one of the main reasons people fall into poverty, or are unable to escape it. Consultations with financial inclusion market - leaders throughout 2013 led to the validation of the concept and need for a regional response to accelerating financial inclusion in the ASEAN countries through the following broad areas of intervention: data generation, funding and technical assistance, capacity development, and policy advocacy.

A 30-month Programme Initiation Plan (PIP) was approved by UNCDF in May 2014 with initial seed funding of US\$ 547,000. The PIP was to undertake a set of preparatory activities, which broadly included: the analysis and design of interventions that responded to the political economy of the regional policy processes, priorities of policy makers, and dynamics between members; a consultation and coordination with ASEAN Secretariat, policy makers, practitioners and development partners to build a common vision and ownership of the programme and to secure consensus on priorities and sequencing of interventions through multi-stakeholder processes, formal working group meetings, smaller exchanges and individual meetings to develop; the engagement of and collaboration with existing market-leading institutions, networks and alliances, and policy processes in support of priorities identified through multi-stakeholder processes; and a deeper assessment of the appropriateness of the competitive funds and training facility.

To date, SHIFT has seen the disbursement of almost USD 5 million, including funds from its lead development partner the Australian Government's Department of Foreign Affairs and Trade (DFAT), in addition to the Netherlands Development Finance Company (FMO) and, more recently, from VISA Inc and the Monetary Authority of Singapore (MAS). With these funds, SHIFT has reached 1.8 million beneficiaries through 16 Financial Service Providers (FSPs) piloting and scaling a variety of business models and associated financial services designed to meet the financial needs of women, especially in Cambodia, Lao PDR, Myanmar and Vietnam. At the same time, SHIFT has progressed with its data analysis work, policy advocacy (at both the ASEAN and national levels) and capacity building/technical assistance that in combination have laid the foundations for recent observations that may reflect incipient systemic change. These four separate work streams make up the core of the SHIFT implementation approach.

#### *Theory of change*

SHIFT's broad programme goal is to contribute to increased income and employment, reduced vulnerability to shocks and reduced poverty by the inclusion of low-income people, especially women, and businesses to be active agents in the formal economy.

The Outcome Level goal of the programme is that large-scale and sustainable access to, and use of, well-regulated and affordable financial services is possible when financial institutions, regulators, customers, and other actors in complementary markets are incentivized and supported to change how they work. In this context, SHIFT aims to support 6 million low-income people, (1 million directly, and 5 million indirectly) micro-entrepreneurs and SMEs in their transition from using informal financial mechanisms to more formalised financial services. It is intended that at least 65 per cent of these people will be female consumers and 100 per cent of the enterprises will be led by, or primarily employing or serving women.

SHIFT uses a market development approach in its implementation. This involves looking at the whole ecosystem around the delivery and use of financial services, and the factors driving the behaviour of market actors - low-income people, businesses and excluded sections within these markets such as women and young people, financial institutions, business development service providers, and regulators. This approach helps to better understand the constraints that prevent the delivery and use of financial services, and also to understand and use opportunities that have the potential to transform financial markets and allow large numbers of people and businesses to benefit from, and contribute to, the delivery and use of financial services (Hammond, Kramer, Tran, Katz, & Walker, 2007). In taking this approach, SHIFT is seeking to bring benefits to individuals and businesses beyond the life of the SHIFT programme.

For a market systems programme to achieve outcomes and impact level results which transform the market, it is necessary for the programme to adapt and evolve over time. Through SHIFT's learning, data analysis and research, it has been shown that at the market level, while women have approximately equal or even more formal access to financial services than men in certain countries, women's use of financial services is much lower than men, women's financial literacy is lower and financial stress faced by women is significantly higher than men. Additionally, women lack assets to meet collateral requirements and there is a lack of tailored financial products and services, which are coupled with gender blindness/absence of focus on gender differences at the policy/regulatory level. Such findings have influenced the evolution of SHIFT from a pure financial inclusion programme to a programme with a strong strategic focus on women's financial inclusion and subsequently women's economic participation through access to financial services.

To achieve its objectives, SHIFT takes a four-pronged approach which is represented in the programme's theory of change. The approach addresses key market constraints and areas of implementation in the following areas: policy and advocacy, learning/skills development, data and analysis (Data Hub), and through incentivizing private sector financial product innovation (Challenge Fund).

The fund mechanism, known as the Challenge Fund, aims to service the needs of the private sector by focusing on FSPs and supporting them with co-funded grants and technical assistance intended to improve their investment potential and capacity to develop, validate and pilot appropriate financial product models and technologies. As these are introduced, it is expected that they are able to better service low-income and vulnerable customers (especially women), and the aim is to eventually crowd in further investors as the models are proven and scaled.

Closely linked to the Challenge Fund are the programmatic activities related to the Learning and Skills Development work stream as well as the Data Hub. To create further capacity amongst ecosystem stakeholders, the former aims to provide targeted training content to relevant SHIFT programme partners which will further feed into a product development process that is more appropriate to the needs of low income men and women, as well as increase the number, diversity and affordability of training services. The work undertaken through SHIFT's Learning and Skills Development work stream is especially relevant and interlinked with SHIFT's Data Hub activities that aim to use data for facilitating a data driven approach to product development and policy making, ultimately foster an improved environment for decision-making processes for policy and/or product development, and with it, improved ability to address the needs of low-income women and women run businesses. Furthermore, through the program policy and advocacy work, the envisioned results are national financial inclusion policies and strategies that specifically respond to the low-income women segments of the financial market, and are duly implemented, enforced, monitored and evaluated. A supportive policy environment is expected to further incentivize the private sector to respond with appropriate financial products which will accelerate the roll out of national strategies and create a virtuous circle of development that eventually leads to increased numbers, diversity and affordability of financial products and reduces the vulnerability of low income women.

SHIFT is also applying a regional approach by taking advantage of policy processes at the regional (ASEAN) level and by achieving economies of scale in addressing common constraints across a number of countries,

while reducing the restrictions that cannot be addressed cost-effectively through work in individual countries alone. While the SHIFT programme works first and foremost in countries with the most under-developed financial systems (Cambodia, Lao PDR, Myanmar and Vietnam) to address countries and markets in greatest need and narrow the development gap within ASEAN, a regional approach means that SHIFT also works in lower-middle-income countries in ASEAN when intervention in these countries can have a multiplier effect in the rest of the ASEAN region, or create the potential for south-south cooperation that benefit the most under-developed financial markets (CLMV). This is exemplified by SHIFT's role in providing technical advice to the ASEAN Working Committee on Financial Inclusion, which is a regional coordination mechanism to promote financial inclusion to accelerate financial integration and inclusive growth in ASEAN.

Additionally, as a market facilitation programme, partnerships are essential to influence changes across the financial market. Throughout the programme, a range of collaboration partnerships have been established with regulators and regional development actors including: the Alliance for Financial Inclusion (AFI), National Bank of Cambodia, International Labour Organization (ILO), UNWOMEN and PulseLab Jakarta, aimed at advancing SHIFT's agenda in the region and globally (through AFI).

### **Programme Implementation status**

In order for SHIFT to reach its intended scale, and enable the behavioural change of market actors, customized intervention approaches that consider a variety of private and public-sector stakeholders are essential. Important obstacles to financial inclusion remain and include the lack of capacity to act amongst public and private stakeholders, as well as the lack of information to take appropriate action. By taking a market development approach that incentivizes private sector participation, enhances policy and advocacy, and utilizes capacity building and data, our objective is to strengthen the functions that support the market ecosystem. With time, this will lead to the supply of new financial products in addition to an improved regulatory environment that will improve access and usage of financial services, especially for women.

To achieve this, significant groundwork was necessary to ultimately inform activities that support the market preconditions to enable changes in the market system as a whole. Examples of such groundwork include: undertaking and supporting FinScope/Making Access Possible (MAP) activities in Cambodia, Lao PDR and Myanmar, development of the procedures and structures for the SHIFT Challenge Fund, providing technical assistance for the establishment of the ASEAN Working Committees on Financial Inclusion, establishment of a robust monitoring and evaluation (M&E) system, etc. SHIFT is now in mid-implementation and has therefore set much of the groundwork and preconditions, and is beginning to see mid-term outcome achievements particularly in the areas of its investment, data and policy work.

To date **the Challenge Fund mechanism** has reached a total of 16 Financial Service Providers through 3 funding windows aiming to develop, pilot and/or scale innovative financial products aimed at low-income people (especially women). Through its partners, SHIFT has reached 1.8 million direct beneficiaries, significantly exceeding both its 2017 and 2020 targets of 300,000 beneficiaries and 800,000 beneficiaries respectively. In addition to access to financial services, SHIFT is also seen to be performing above the industry average in terms of product usage, which remains at 29 per cent (14 per cent higher than the industry standard).

Through its **Policy and Advocacy activities**, SHIFT's approach has been focused on influencing very specific aspects such as gender, payment systems, DFS related licenses to private sector, etc., at country, regional and global levels. To date, SHIFT's work in the area of Policy and Advocacy has also seen initial outcomes. SHIFT's Making Access Possible (MAP) study successfully created the basis of information, which fed into the drafting, and finalization of Cambodia's National Financial Inclusion Roadmap, which has now been approved by the steering committee and is currently in the process of official government approval. SHIFT was able to strategically position specific priority items on the policy agenda of the Roadmap, including increased savings mobilization, increased uptake of micro-insurance and reducing financial exclusion among women from 27 per cent to 13 per cent by 2025.

At the regional level, SHIFT has worked in establishing and strengthening its engagements with ASEAN by being an active participant in the Working Committee for Financial Inclusion (WC-FINC) joining a range of meetings and providing technical assistance in financial inclusion to its regulator member when required.

At the global level, SHIFT's partnership with the Alliance for Financial Inclusion (AFI) has led to the establishment of the Denarau Action Plan. The action plan sets out the roadmap for how AFI Members can meet their Maya Declaration Commitments and how they will increase the numbers of women with access to quality and affordable financial services globally by 2021. As a result, 27 countries have now made commitments including the National Bank of Cambodia.

The **Data Hub** has been increasingly influential in SHIFT's policy and advocacy work drawing on SHIFT's unique access to 6.4 million of micro-level transactions from four FSPs in Cambodia. The insights produced by the analysis of the work known as "Customer Journey Action Research (CJAR)" have proven to be essential inputs to other areas of SHIFT work, identifying important market gaps and facilitating the development of tailored financial products to address these gaps. The latter has been characterized by targeted training activities aiming to enhance the information available for decision making to develop new products and services that more closely meet customer demand.

To date, the Data Hub activities have reached 4 private financial service providers and 2 regulators, with a combined audience of almost 80 middle and upper management executives of which approximately 40% were women. Concrete impacts of this work include more efficient data analysis processes, the recognition of the importance of understanding the customer journey and the value of data in product development, and the identification of specific market challenges such as savings mobilization. In one case, this experience has triggered upper management interest in data driven product development, and the participating FSP is currently adjusting its procedures to make its product development more customer centric.

Moving forward, SHIFT plans to continue to grow its **Learning and Capacity Building Hub** activities as a means of providing technical assistance and capacity support to ensure the sustainability of results for FSP's, regulators and the market. For example, a lesson learned in both Challenge Fund Windows, in addition to Customer Journey Action Research, concerns the necessity of including expanded technical assistance activities that further support the roll out of market innovations that increase financial inclusion for women. There is proven demand for this, and as such, SHIFT is currently evaluating the expansion of the CJAR training activities to further accompany the incorporation of data driven product and policy development.

As SHIFT continues to implement its planned programmatic activities, it seems that these are beginning to trigger small but significant behavioural changes that if continued could potentially lead to the broader systemic change the programme aims to achieve. Indeed, the challenge fund mechanism and grantees have shown clear signs that innovations are now in the "adopt" stage of systemic change, having moved on from "adapt" as the innovations and capacity are further entrenched within the partners institutions structures. We are also starting to observe the crowding-in of third parties, which may be initial signs of "expansion". These are all results on which UNCDF is seeking validation and additional assessment in this mid-term evaluation.

### 1.3.2 SHIFT SAARC

#### *Overview*

The Shaping Inclusive Finance Transformations programme framework for the SAARC<sup>4</sup> countries (SHIFT SAARC) is a regional market-facilitation initiative that seeks to stimulate investment, business innovations, and regulatory reform to expand economic participation of and opportunities for low-income people, especially women, and small and growing businesses to be active agents in the formal economy. This is

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<sup>4</sup> South Asian Association for Regional Cooperation. The members include: Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, and Sri Lanka. The members are joined by observer countries, including Australia, China, the European Union, Iran, Japan, Mauritius, Myanmar, South Korea and the United States of America.

expected to contribute to increased growth in income and employment, reduced vulnerability to shocks and lower poverty levels.

The SHIFT SAARC programme and intervention framework is based on some of the lessons from its sister initiative in the ASEAN region (SHIFT ASEAN), on-going dialogue with selected opinion shapers in South Asia<sup>5</sup>, complemented by growing evidence of the impact business and market-focused initiatives have on solving a range of development problems. The programme aims at delivering rapid improvements in levels of financial inclusion of low income groups, especially women in the SAARC region, by making them active participants in the economy and increasing their income and employment opportunities through the broad areas of intervention including: data & analysis, capacity development, policy advocacy and supporting innovations.

A 60-month programme period was approved by UNCDF in June 2016 with initial funding of \$3,968,090, major contribution coming from the Bill and Melinda Gates Foundation (BMGF) with key programmatic focus on policy advocacy, research and capacity building of regulators in Bangladesh. In February 2017, a micro-merchant centric real sector component was added with supports from the European Union (EU). This additional component aims at fostering business growth and financial inclusion of micro-merchants in Northern Bangladesh through facilitating capacity building and business innovation.

To date, SHIFT SAARC has seen the disbursement of almost \$1.8 million, including funds from the Bill and Melinda Gates Foundation and the EU. With these resources, SHIFT SAARC has conducted research, provided technical assistance and capacity building supports to regulators and policymakers, facilitated stakeholder consultation and policy advocacy through coalition mobilization and undertook preparatory activities for rolling out field training and business innovation targeting micro-merchants in four selected districts of northern Bangladesh.

### *Theory of change*

The SHIFT (SAARC) broad programme goal is to contribute to improved livelihoods and reduced poverty among low income people, especially women in SAARC countries by 2021. The programme's intended outcome is to enable at least one million low income people, 65% of whom are women, and 30,000 small and growing businesses access and use financial services to secure opportunities for employment, enterprise development, and increased sustainable consumption.

To achieve intended objectives, SHIFT SAARC is adopting a market facilitation approach in its implementation. This involves looking at the whole eco-system around the delivery and use of financial services and what drives behaviour of market actors - low-income people, businesses and excluded sections within these markets such as women and young people, financial institutions, business development service providers, and regulators. Through this approach SHIFT SAARC will attempt to better understand the constraints that prevent the delivery and use of financial services, and also the opportunities that have the potential to transform financial markets and allow low income groups, especially women and small businesses to benefit from and contribute to the delivery and use of financial services.

SHIFT SAARC Theory of Change (ToC) depicts how programme activities lead to short (output), intermediate (outcome) and long term (impact) changes. SHIFT SAARC ToC is based on an understanding that markets are of fundamental importance in the livelihood strategy of low income people, women and small and growing businesses. Markets are where low income people and women, as employees and businesses owners, earn their income and where, as consumers, they spend their income to buy food, invest in education, housing, retirement.

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<sup>5</sup> Central Banks in Bangladesh and Nepal, Ministries of Foreign Affairs and Finance of South Asian LDCs, Sankalp Forum, DFID, Bill and Melinda Gates Foundation, Alliance for Financial Inclusion, and selected financial inclusion providers and thought leaders.

Low income households, particularly women, have diverse livelihood strategies, encompassing a range of activities. For most, using financial services is a key strategy to achieve livelihood goals and interact with real economy markets. Financial services enable households to take advantage of employment, entrepreneurship and investment opportunities. Interacting with financial markets is therefore an important aspect of the livelihood strategies for many low income households. However, low income people and especially women, for one reason or the other, are unable to equally participate in financial markets and therefore cannot take full advantage of real markets (be employed, start a business for example) and improve their living standards. For these reasons, improved access to financial markets and better use of financial products is critical in assisting low income people and women to fully benefit from real economy markets, and therefore improving market access is an important element of SHIFT SAARC ToC and strategy.

The ToC (see in Annex 2) hypothesizes that linking real economy markets with financial markets will enable low income people, women and small and growing businesses to access employment, entrepreneurship and investment opportunities to improve their livelihoods.

Based on secondary research, ToC starts with an understanding that in many SHIFT SAARC markets there is a lack of data, capacity, enabling policy and regulatory environment and innovation incentives for financial inclusion which in turn impacts ways low income people, especially women, access and participate in the financial and real economy markets. To change this, it is important to improve market data and information availability and exchange; improve understanding and capacity of providers, small and growing businesses and regulators; facilitate policy and regulatory changes in financial and real economy markets and improve products, services and business models. These improvements will lead to better access and use of financial products and services affecting the terms and conditions of market participation for low income consumers, women and small and growing businesses: increasing employment, entrepreneurship and investment opportunities. As a result of these changes, low income people, women and small and growing businesses will be able to improve their livelihoods.

To achieve intended outcomes and impact, SHIFT SAARC supports four types of interventions: 1. *Improving* data and market information exchange; 2. *Improving* understanding and capacity; 3. *Improving* policy and regulatory environment; and 4. *Increasing* supply of financial products and business models through incentives. The expected outcome of these four streams of intervention under SHIFT SAARC is that at least one million low income people, 65% of whom are women, and 30,000 small and growing businesses have access and use financial services to secure opportunities for employment, enterprise development, and increased sustainable consumption.

### **Programme Implementation status**

Since the inception of SHIFT SAARC, UNCDF undertook several research and partnership building activities in Bangladesh to complement policy advocacy and micro-merchant centric work. As a market facilitation programme with strong focus on policy advocacy and stakeholder consultation facilitation, partnerships are crucial to promote changes within the ecosystem. During the inception period SHIFT SAARC established a range of partnerships with diverse public and private stakeholders at different levels.

Through **Policy and Advocacy** SHIFT SAARC in Bangladesh aspires to influence priority policy issues around interoperability, eKYC, gender, merchant payments, competition etc. SHIFT SAARC has engaged with Bangladesh Bank (Central Bank of Bangladesh) and conducted a regulatory self-assessment study to take stock of existing DFS policy regime in the country and provide future directions. SHIFT SAARC in Bangladesh has also facilitated thematic stakeholder consultations engaging private and public sector institutions, through mobilizing a new coalition titled 'Digital Finance Consultative Group (DFCG)'. Through these undertakings, SHIFT SAARC was able to strategically position specific priority items like digital finance interoperability, eKYC, merchant payments etc. on the policy agenda of the regulators.

As part of **Data and Research**, SHIFT SAARC is supporting **Hrishipara Financial Diary** research in Hrishipara, Gazipur since June 2017 to get more precise understanding of the way that low-income households use



financial tools and services available in rural Bangladesh, including informal practices, MFIs and co-operatives, with specific focus around DFS and women's digital financial needs. SHIFT SAARC has also commissioned a nationwide micro-merchant landscape assessment survey, first of its kind qualitative and quantitative research study to better understand the enablers and existing challenges of micro-merchants' business growth and access to finance related issues in the context of Bangladesh.

SHIFT SAARC has started facilitating **capacity building** supports to regulators, policy makers and micro-merchants in 2017 to complement policy advocacy activities and innovations. Technical assistance and capacity building trainings on DFS issues have been delivered to concerned regulators which will be continued throughout the project period in various modalities. Preparatory activities for rolling out capacity development training to 2500 micro-merchants in four project districts have been accomplished and field training will start in the 1<sup>st</sup> quarter of 2018.

SHIFT SAARC has finalized communication campaign strategies to complement policy advocacy and micro-merchant capacity building activities in 2017. Both national and community level communication and awareness campaign will begin in early 2018. Also SHIFT SAARC will pilot at least 06 private sector led business innovation models integrating micro-merchant value chains, business development services and financial service providers in four project districts.

SHIFT SAARC has expanded its activities and partnerships to a range of public and private stakeholders and different levels till date, and establishing a robust monitoring and evaluation (M&E) system. By 4<sup>th</sup> quarter of 2018 SHIFT SAARC will be in mid-implementation phase and will begin to see mid-term outcomes, particularly of policy advocacy, capacity building and research works.

As SHIFT SAARC continues to implement its planned activities, it is evident that the outcomes will potentially lead to the broader systemic change the programme aims to achieve. Next phases of the programme will largely focus on facilitation of private sector led business innovations and capacity development activities targeting micro-merchants to amplify impacts in the grassroots.

## **2.1. Purpose, scope and objectives of the evaluations**

The **two evaluations** are being conducted in accordance with UNCDF's Evaluation Plans for 2016 - 2017 and 2018 – 2021<sup>6</sup>, and its broader Evaluation Policy which sets out a number of guiding principles and key norms for evaluation in the organization, following the standards of the United Nations Evaluation Group in which UNCDF is an active member.<sup>7</sup> The SHIFT ASEAN Mid-Term Evaluation is also included in DFAT's 2018 Annual Aid Evaluation Plan as a partner-led evaluation and will be reviewed against the relevant DFAT evaluation standards, many of which overlap with those of the UN Evaluation Group.

Amongst the norms that the Policy seeks to uphold, the most important are that the evaluation exercises should be independent, credible and able **to provide information that is useful and relevant to support evidence-based programme management and broader strategic decision making**.

With this in mind, the evaluations have been designed with the following overall objectives:

- i) to allow UNCDF and funding partners to meet their accountability and learning objectives
- ii) ensure that the evaluations can support ongoing attempts by the programmes and their funders to capture good practice and lessons to date in a sector which is evolving fast and is increasingly relevant to meeting the objectives of the Sustainable Development Goals

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<sup>6</sup> <https://erc.undp.org/evaluation/units/255>

<sup>7</sup> For more information, please see:

<http://web.undp.org/evaluation/policy.shtml><http://web.undp.org/evaluation/policy.shtml>

iii) to guide and inform the remaining years of implementation as well as – if appropriate – inform subsequent programming for each programme

The mid-term evaluations are expected to **assess both the results to date (direct and indirect, whether intended or not) from the first years of programme implementation as well as the likelihood of the programmes meeting their end goals** on the basis of current design, human resource structure, broad implementation strategy, etc. It is expected that the evaluations will provide **useful and actionable recommendations** to increase the likelihood of success by the end of the programme.

The evaluations will attempt to explore - data permitting - the full range of current and likely results of the programmes – both immediate and longer-term, direct and indirect, whether intended or not.

These overall objectives of the evaluations will be framed by their focus on the **relevance and performance of the programmes** to date. Critical to both of these evaluations is the assessment of the relevance and effectiveness of the ecosystem approach in moving markets.

The specific objectives of the evaluations are:

- To assist UNCDF and its partners understand the **relevance, efficiency, effectiveness, and likely impact and sustainability** of the programmes/projects in the different regions (ASEAN/SAARC)/countries in which they are active;
- To provide learning on how the programmes are functioning in regards to Gender Equality and Human Rights, as well as validate the programmes' achievements (in qualitative and quantitative terms), and identify likely outcomes or risks for women's economic empowerment;
- To validate and/or refine the programmes' theory of change at this stage of implementation;
- Situate the programmes in their broader environment, compared to similar programmes and other initiatives by other development partners;
- Provide forward-looking operational and strategic recommendations that are realistic and practical
- To understand more broadly how successful are UNCDF's partnerships with the private sector in achieving their broader programme objectives

More specifically, the evaluations are expected to provide preliminary evidence on the programmes' current and likely contributions to:

- Building the **organisational capacity** (knowledge, institutional, financial, network) of financial service providers, telecom companies, regulators and other key ecosystem actors to develop and facilitate the roll out of financial services to new geographical areas and to new market segments as well as support the broader development and regulatory oversight of the financial market systems in the countries supported by the programme.
- **Supporting impact at client level**. Here the focus will be on assessing to the extent possible current or likely impact on end clients distinguishing between impacts on men and women in the program area benefiting from access to, and sustained usage of, financial services. This includes aspects such as: whether or not they had access to financial services before the initiative; what kind of financial services they now have access to now; whether the financial services meet their current needs; how the financial services have helped to reduce their vulnerability; how the financial services have helped to increase income and employment; what the best and worst aspects of the financial services are; what the financial services are being used for; and how often the new financial services are being used and how accessing and using the financial service has impacted their life overall.
- **Influencing the broader finance systems** in which the programmes have intervened. Here the evaluators should consider the extent to which the programmes have been successful through their

policy advocacy, funding, data/knowledge and capacity/learning activities in beginning to influence the broader inclusive finance systems (policy, institutions and markets). This aspect will also consider the extent to which the programme is positioned to support replication and upscaling of its approach by others once it comes to an end. Including the effect of SHIFT on MAP surveying and on AFI gender integration.

## 2.2. Evaluation methodology:

The evaluations should be **transparent, inclusive, participatory and utilization-focused**. The overall methodology is organized following a theory of change approach, framed by the UN/Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC) criteria drawing upon mixed methods (quantitative and qualitative) data to capture contributions to market development and systemic change to date in the various regions/countries in which it is intervening. This draws also on measurement frameworks such as those of the approaches of the Consultative Group to Assist the Poor (CGAP)<sup>8</sup> and the Donor Committee for Enterprise Development to measuring market development.<sup>9</sup> These approaches are also in line with UNCDF's own 'innovation-to-scale' or maturity model approach whereby UNCDF supported interventions aim to start with piloting/innovation, move to consolidation in additional countries before being scaled up in markets and country policy systems more broadly.

In line with good practice in evaluating this type of complex system change-focused intervention<sup>10</sup>, the overall methodology should be based on three concrete pillars:

i) the interventions' **theories of change**

ii) an **evaluation matrix** grouping key evaluations questions and sub-questions by broad OECD/DAC criterion

iii) a **data collection toolkit** showing how quantitative and qualitative primary and secondary data will be analysed to answer the evaluation questions.

### 2.2.1 Theory of change

The main framework for these types of evaluations is provided by the programmes' **theories-of-change** which help frame the evaluation questions against programmes' expected end results, considering the influence of relevant contextual factors at the regional, national and local levels that may have influenced the programme results. In doing so, the evaluation should use as far as possible **contribution analysis** as a frame for the evaluation with a view to capturing in the various countries in which SHIFT is being implemented the programme's contribution to broader system- and market-level change alongside – where relevant - the contribution of other actors or drivers of change.<sup>11</sup>

In line with UN evaluation practice, the scope of the evaluation should cover all five standard **UN/OECD DAC evaluation criteria**: relevance/ appropriateness of design, efficiency, effectiveness, and (likelihood of) impact and sustainability, recognising that at the mid-term stage of programme implementation there may be more

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<sup>8</sup> [http://www.cgap.org/sites/default/files/Technical-Guide-Measuring-Market-Development-Oct-2017\\_0.pdf](http://www.cgap.org/sites/default/files/Technical-Guide-Measuring-Market-Development-Oct-2017_0.pdf)

<sup>9</sup>

<sup>10</sup> See, for example, pages 78 – 79 in the recent guidance published by CGAP on how to evaluate the results of support to complex policy and market systems in financial inclusion: <http://www.cgap.org/publications/measuring-market-development> building.

<sup>11</sup> For more information, please see: [http://www.betterevaluation.org/en/plan/approach/contribution\\_analysis](http://www.betterevaluation.org/en/plan/approach/contribution_analysis). Please also note the work of the Consultative Group to Assist the Poor (CGAP), the Donor Committee on Enterprise Development (DCED), the Springfield Center and others on this with specific reference to measuring the results of market development for the poor in the area of inclusive finance.

to say about the programme's relevance and appropriateness of design, effectiveness and efficiency. In doing so, the focus of the evaluation goes beyond assessing whether UNCDF is currently 'doing things right' in programme execution and management, to a broader assessment of whether, given evidence available, - as implemented by UNCDF together with key programme partners, and in comparison, with similar approaches implemented by others - looks to be the 'right approach' to achieving the higher-level objectives agreed in the initial phase.

In addition to these standard DAC criteria, the evaluation design should also address systematically questions around innovation, work with the private sector and risk identification and management which are priorities for both DFAT and UNCDF.

The evaluation approach should also take into consideration, as far as possible, UNCDF's broader monitoring efforts and incorporate – where possible - financial and economic evaluation techniques into the evaluation design, both for Microfinance Institutions (MFI) making reference – when appropriate - to CGAP MFI indicators and for Mobile Network Operators (MNOs) when appropriate making reference to the new methods proposed by Microfinance Information Exchange (MIX).<sup>12</sup>

In both evaluations, it will be important for the evaluation to distinguish carefully results at the level of ASEAN regionally as well as from the in-country components in Cambodia, Lao PDR, Myanmar, Viet Nam and Bangladesh.

#### 2.2.2. Evaluation Matrix

In proposing how to conduct the evaluation, the evaluators should use an evaluation matrix to operationalise the theory of change and its agreed framework of direct and indirect results into a set of measurable categories of evaluative analysis following the results chain of the intervention.

The table below presents a set of preliminary questions that the evaluators should apply in each of the evaluations. A final, more detailed evaluation matrix tailored to each programme should be developed during the inception phase on the basis of extensive document review and initial consultation with key programme stakeholders.

Evaluation criteria and main questions	Evaluation sub-questions
<b>Question 1: Relevance and quality of design</b>  <i>The appropriateness of the programme's objectives to the real problems, needs and priorities of its target groups/beneficiaries and the quality of programme design through which these</i>	1.1. How relevant are the different programme approaches being followed to the priorities and policies of governments in the regions/countries in which the respective programmes are intervening?
	1.2. As presently designed, how coherent are each of the programme designs in view of their objectives and how well are they designed with regard to eventual transition, expansion and replication of the programme approach by others?
	1.3. To what extent are programme designs sufficiently taking cross-cutting issues such as human rights, marginalized groups (including the disabled) and gender?

<sup>12</sup> <http://www.themix.org/mixmarket/publications/measuring-performance-alternative-delivery-channels>  
<https://www.cgap.org/sites/default/files/CGAP-Technical-Guide-Measuring-Results-of-Microfinance-Institutions-Minimum-Indicators-That-Donors-and-Investors-Should-Track-Jul-2009.pdf>

<i>objectives are to be reached.</i>	
<b>Question 2: Efficiency</b> <i>Extent to which the programme has delivered quality outputs that are appropriately managed and overseen.</i>	2.1 How well has UNCDF management (at both the programme and HQ level) supported delivery of the programmes to date?
	2.2 To what extent have programme deliverables (outputs) met the expectations of programme beneficiaries, board members and development partner?
	2.3 To what extent is the program MRM generating sufficient evidence to inform accountability and contribute to program improvements?
	2.4 How well are partner contributions/involvement in the programme working?
<b>Question 3: Effectiveness (organizational and policy change)</b> <i>Extent to which SHIFT deliverables are contributing (or not) to capacity development of partner organisations?</i>	3.1 To what extent are programme deliverables helping financial services partner organisations to develop and scale viable financial inclusion business models for men and women?
	3.2 To what extent are SHIFT's policy and advocacy activities at regional and national levels contributing to changes in the capacity of policy makers/regulators to develop and enact financial inclusion policies/regulations affecting low-income people and specifically women?
<b>Question 4: Likely Impact</b> <i>(Likely) programme impact at both beneficiary and market/policy system levels</i>	4.1 On the basis of FSP products launched to date, which are most likely to deliver impact at the level of programme beneficiaries, including particularly low-income women, and why?
	4.2. On the basis of programme performance to date, what is the likely impact of the changes in policies and regulations at the level of financial markets and systems in the countries that SHIFT is supporting?
<b>Question 5:</b> Sustainability of programme results within the broader policy and market environments	5.1 To what extent are changes in the capacity of FSPs to reach low-income men and women likely to continue over time?
	5.2 To what extent are changes in government priorities and performance introduced as a result of SHIFT – including in the way regional institutions (ASEAN) and governments develop and implement gender sensitive financial inclusion policies - likely to be sustainable over time?

### 2.2.3 Data collection toolkit

Finally, on the basis of the questions included above and the information present elsewhere in this RFP and on the SHIFT website, interested bidders are requested to propose a **data collection toolkit** (that includes gender disaggregation and triangulation tools) explaining how they will make best use of existing secondary data as well as generate additional primary data – including from female beneficiaries - during the country visits which together will be able to answer the questions listed above.

For information, the key categories of secondary data that will be made available to the evaluators include:

- Initial programme documents including programme document, donor agreements, reports from scoping missions, donor implementation guidelines

- Mapping of external and/or UNCDF initiatives that are complementary or overlap with SHIFT
- Documents explaining SHIFT internal management procedures and processes
- Annual results reporting/donor reporting/minutes of Investment Committees approving SHIFT activities/financial information; minutes from ASEAN Board meetings
- Key knowledge management products, including Knowledge Management Strategies, results of learning events and Digital Financial Services working groups
- Overview of broader ecosystem activities, including platforms for knowledge sharing

The combination of primary and secondary tools or separate ‘**lines of evidence**’ should number at least five and be designed – as with the rest of the evaluation - with triangulation and complementary assessment of the sub-questions in the matrix in mind.

The content of these different lines of evidence should also be used to inform the writing of 10 – 15 page country reports from visits to each of Cambodia and Myanmar which should summarise SHIFT’s contribution to the development of markets in inclusive financial services in the countries visited paying careful attention to the role of policy and institutional context in driving or hindering programme results. A third report should also be prepared summarising the results of SHIFT at the level of ASEAN regionally, including background information on the context in which SHIFT is operating.

Both the results of the data collection toolkits and the country reports should then be used in a transparent manner to inform the writing of the final evaluation report as a way of demonstrating the findings of the evaluators to the evaluation questions and supporting the conclusions and recommendations that the team will make.

#### *2.2.4 Gender and Human Rights*

The promotion and protection of Human Rights (HR) & Gender Equality (GE) are central principles to the mandate of the UN, and all UN agencies must work to fundamentally enhance and contribute to their realization by addressing underlying causes of human rights violations, including discrimination against women and girls, and utilizing processes that are in line with and support these principles. Those UN interventions that do not consider these principles risk reinforcing patterns of discrimination and exclusion or leaving them unchanged. It is therefore important that evaluations commissioned by UNCDF take these aspects into account.

UNCDF takes seriously its commitments to gender equality and women’s empowerment throughout its programme cycle, including evaluation. In recent assessment processes under the UN’s System-Wide Action Plan of the quality of UNDCF’s evaluation reports, overseen by the United Nations Evaluation Group, its Evaluation Unit was scored as ‘exceeding requirements’ which remains the goal for all evaluations designed and managed by its Evaluation Unit. These objectives are shared by UNCDF’s partners, including in the case of SHIFT ASEAN by DFAT which is made all the more relevant by the programme’s focus on women’s equality and gender empowerment.

With that in mind, it is important that evaluation design for both programmes respect the standards set out in the United Nations Evaluation Group (UNEG) *Handbook to Integrate **Human Rights and Gender Equality** in Evaluation* as well as the most recent publications by the United Nations on the seven drivers of women’s economic empowerment in the context of the SDG focus on leaving no one behind.<sup>13</sup>

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<sup>13</sup> In addition to the UN Evaluation Group guidance on embedding gender equality and women’s empowerment into UN evaluations: <http://www.unevaluation.org/document/download/2107>, please see for information the latest report by the UN Secretary General’s High Level Panel on Women’s Economic Empowerment: Leave No One Behind – Take Action for Transformational Change on Women’s Economic Empowerment <http://hlp-wee.unwomen.org/>

## Principles for integrating human rights and gender equality in evaluation

Concretely, interested bidders are requested to incorporate the following key principles from the UNEG guidance for integrating human rights and gender equality in their proposals:

- **Inclusion.** Evaluating HR & GE requires paying attention to which groups benefit and which groups contribute to the intervention under review. Groups need to be disaggregated by relevant criteria: disadvantaged and advantaged groups depending on their gender or status (women/men, class, ethnicity, religion, age, location, etc.) duty-bearers of various types, and rights-holders of various types in order to assess whether benefits and contributions were fairly distributed by the intervention being evaluated. In terms of HR & GE, it is important to note that women and men, boys and girls who belong to advantaged groups are not exempt from being denied their human rights or equal rights: for example, violence against media workers from advantaged groups who expose wrong-doing or corruption, or constraints on women's public presence and freedom of movement in some countries, regardless if they belong to advantaged or disadvantaged groups. Therefore the concept of inclusion must assess criteria beyond advantage. Likewise, it is not unusual that some groups may be negatively affected by an intervention. An evaluation must acknowledge who these stakeholders are and how they are affected, and shed light on how to minimize the negative effects.
- **Participation.** Evaluating HR & GE must be participatory. Stakeholders of the intervention have a right to be consulted and participate in decisions about what will be evaluated and how the evaluation will be done. In addition, the evaluation will assess whether the stakeholders have been able to participate in the design, implementation and monitoring of the intervention. It is important to measure stakeholder group participation in the process as well as how they benefit from results.
- **Fair Power Relations.** Both the human rights and gender equality approaches seek, inter alia, to balance power relations between or within advantaged and disadvantaged groups. The nature of the relationship between implementers and stakeholders in an intervention can support or undermine this change. When evaluators assess the degree to which power relations changed as a result of an intervention, they must have a full understanding of the context, and conduct the evaluation in a way that supports the empowerment of disadvantaged groups, e.g. women's empowerment where women are the disadvantaged gender within a given context. In addition, evaluators should be aware of their own position of power, which can influence the responses to queries through their interactions with stakeholders. There is a need to be sensitive to these dynamics.

They are also requested to ensure that their proposal includes the following elements<sup>14</sup>:

- That the evaluation team includes evaluators with a strong understanding of financial inclusion and gender issues and proven ability to apply that to the conduct of an evaluation, including in the data collection phase of the exercise.
- That the evaluation methodology includes specific questions around gender (as in the evaluation matrix below) and that it is included as a cross-cutting issue throughout the different phases of the evaluation, including inception, data collection and country visit and final data aggregation and write

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/media/hlp%20wee/attachments/reports-toolkits/hlp-wee-report-2017-03-taking-action-en.pdf?la=en

<http://hlp-wee.unwomen.org/-/media/hlp%20wee/attachments/reports-toolkits/hlp-wee-report-2017-03-taking-action-en.pdf?la=en>

<sup>14</sup> This section draws on guidance prepared by DFAT reviewing the gender components in recent DFAT-commissioned evaluations in the South East Asia region.

up stages.

- More specifically, that the country visits include plans to disaggregate performance data by gender in terms of stakeholder groups and that the analytical techniques applied include challenging assumptions related to gender in the program logic and implementation approach, contextual analysis, and looks for unintended consequences or benefits of the investment related to gender

### 3. Conduct of the evaluation

#### 3.1 Timeframe and level of effort

Each evaluation will be conducted in three phases:

- Inception phase, culminating in an inception report of not more than 25 pages (see below);
- Desk review and stakeholder/country visit phase, including visits to programme countries and key partners – both direct and indirect – of the programme in each country;
- Synthesis phase, including the writing of a draft report, and presentation of a draft final report to key stakeholders;

The total level of effort for the two evaluations is estimated to be around 130 person/days, with approximately 80 days set aside for SHIFT ASEAN and 50 days for SHIFT SAARC.

It is estimated that the approximate breakdown in level of effort between the various stages for both evaluations will be: inception phase (20%), desk review and stakeholder/country visit phase (50%) and write up phase (30%).

#### 4. Main deliverables of each evaluation

The contractor is expected to produce the following deliverables for each evaluation:

- An **inception report** (maximum 25 pages) presenting the theory of change for SHIFT alongside a fully-developed evaluation matrix, data collection toolkit and a detailed workplan of visits to SHIFT countries. This report should follow a template to be provided by the Evaluation Unit.
- **Draft and final reports** presenting the evaluation findings and recommendations for each programme as a whole (maximum 35 - 40 pages *which will be strictly enforced*) plus in annex (brief synthesis reports of findings from each country visited) as well as an Executive Summary of a maximum of 5 pages summarizing the main findings and recommendations. The country reports will describe the broader ecosystem in which SHIFT has been working and present SHIFT results alongside the work of other key organisations working in the same space.
- For SHIFT ASEAN, three country reports are expected, covering SHIFT's interventions in Cambodia, and Myanmar as well as a report on SHIFT's work with ASEAN at the regional level.
- For SHIFT SAARC, 2 country reports are expected. One for Bangladesh and one covering the regional dimension of the intervention.
- All completed tools and **datasets** making up the different lines of evidence should be made available to the Evaluation Unit in the form of a dedicated DropBox (including transcribed highlights from key interviews and focus group discussions, and details from quantitative and qualitative analysis as relevant).



- Ahead of the final **key stakeholder presentation** and any other debriefings that are organised, provide a PowerPoint presentation that serves as a visual aid when presenting evaluation findings. The Powerpoint should be put together on the basis of a template provided by the Evaluation Unit and should follow the structure of the evaluation report.

## 5. Management roles and responsibilities:

To ensure independence and fulfilment of UN evaluation standards, the Evaluation Unit of UNCDF in New York is responsible for the management of this evaluation and will hire an independent firm to conduct the evaluations. The Evaluation Unit will work with the evaluators to ensure that the evaluations are conducted per UNEG Norms and Standards in Evaluation in the UN System, the UNEG Code of Conduct for Evaluation in the UN System and UNEG Guidance for Integrating Human Rights and Gender Equality in Evaluation. The Evaluation Unit will provide substantive support, including joining the evaluation team in selected field visits, and is responsible for the overall quality of the report.

The programmes being evaluated will provide administrative and logistical support as possible. Specifically, SHIFT staff will provide access to all relevant documents, a list and contact information of key stakeholders; and assistance in scheduling meetings in each country. The team will be available for introductory and close out meetings in each country and shall make itself available to answer questions and provide documents. UNCDF may provide office space in each country for the team to work upon request. *The evaluation team is expected to organize its own travel, visas, accommodation and local transport.*

An Advisory Panel for the evaluation will be set up, composed of representatives of UNCDF'S Financial Inclusion Practice Area at Headquarters as well as from the direct funders of the evaluations. The role of the Advisory Committee is to support the Evaluation Unit in managing the evaluation by participating in the following:

- Reviewing the TOR
- Reviewing and commenting on the inception report
- Reviewing and commenting upon the draft report
- Being available for interviews with the evaluation team

Please note that the evaluation team may be joined by UNCDF's Evaluation Unit and/or by observers from DFAT and from government partners at any point in the country visits.

## 6. Evaluation process

The evaluation process for each one of the 3 evaluations has 3 distinct phases (please see above for suggested breakdown in level of effort per phase):

### a) Inception Phase and desk review

- ✓ Methodological briefing between the evaluation team and the Evaluation Unit to ensure clear understanding of the evaluation methodology, approach and main deliverables as per TOR;
- ✓ Inception meetings with Advisory Panel and key programme stakeholders to familiarize the Evaluation Team with the programme objectives, results to date and expectations for this evaluation;
- ✓ Stakeholder Mapping and stakeholder selection for data gathering;
- ✓ Workshop to finalize the Evaluation Matrix with the programme team;
- ✓ Finalization of the evaluation methodology and tools, to include a sampling strategy for more

in-depth analysis of various aspects of the performance of the programme as well as a strategy for collecting, analysing and aggregating different sources of data into the final evaluation report;

- ✓ Finalization of the schedule for country visits and stakeholder interviews;

- b) In-country phase:** in-depth data collection and research, including site visits and key informant interviews. De-briefing sessions with the key in-country stakeholders will be organized to present emerging trends/preliminary findings and to build ownership of the findings with programme counterparts. The Team Leader may be asked to debrief the Advisory Panel and Evaluation Unit at the end of the country visits. This with a view to provide a sense of the evaluation team's preliminary findings ahead of the draft reporting phase.
- c) Post-Mission Phase:** analysis and synthesis stage, including a final in-person debrief with key stakeholders on initial findings and final questions, interpretation of findings and drafting of the evaluation report, HQ debrief of the final evaluation report.

In drawing up the proposed work plan, evaluation teams should be given sufficient time to complete: i) a thorough review of all relevant programme documentation during the inception phase; ii) the countries requested, including at least two days in Bangkok to meet with key stakeholders in ASEAN and iii) a thorough write up phase of the evaluation report, to include analysis and transparent aggregation of the different 'lines of evidence' collected during the preceding evaluation phases into country reports and then a final evaluation report with relevant annexes.

During the country visits, the expected level of effort for the evaluation should include at a minimum 8 working days per country with a minimum of two members of the evaluation team to visit each country. Country visits should be led by an evaluator with at least eight years of relevant experience to the intervention being evaluated.

All team members that will engage in country visits should also be available for the initial kick-off meeting. The team is also expected to spend four days in Bangkok to engage with key UNDP/UNCDF counterparts, DFAT as well as ASEAN stakeholders as appropriate.

The methodology – including the final sampling strategy of countries and categories of investment - will be further developed during the inception phase under the supervision of the Evaluation Unit.

## **7. Audience:**

The primary audience for this evaluation is UNCDF, the funders of each of the two programmes as well as partners in its partner countries represented in the global implementation mechanism.

In the case of SHIFT ASEAN, the evaluation is to be included in the 2018 Aid Evaluation Plan which will require publishing of the report by October 2018 alongside a response from UNCDF and DFAT management.

## **8. Main deliverables and timing:**

The below proposed timeframe and expected deliverables will be discussed with the evaluation team and refined during the inception phase. The final schedule of deliverables will be presented in the inception report. The Evaluation Unit reserves the right to request revisions to the evaluation deliverables until they meet the quality standards set by the UNCDF's Evaluation Unit for evaluation reports (please see Annex 3 for more details).

For each report, the Evaluation Team Leader is responsible for preparing and submitting the following deliverables:

<b>Deliverables</b>	<b>Description</b>	<b>General Timeframe</b>
<b>INCEPTION PHASE:</b>  Inception Report and Data Collection Toolkit	The <b>inception report</b> presenting a fully developed evaluation matrix, methodology, data collection tool kit and a detailed work plan with timeline following a template to be provided by the Evaluation Unit.	SHIFT ASEAN – <b>May 2018</b>  SHIFT SAARC – <b>October 2018</b>
<b>FIELD MISSION PHASE:</b>	<p>For SHIFT ASEAN, this includes country visits to Cambodia and Myanmar and also to Bangkok to meet with UNDP/UNCDF and ASEAN stakeholders.</p> <p>For SHIFT SAARC, this includes country visits to Bangladesh and to Bangkok to meet with the programme team and ASEAN stakeholders.</p>	SHIFT ASEAN – <b>May/June 2018</b>  SHIFT SAARC – <b>November – December 2018</b>
<b>POST MISSION PHASE:</b>  Draft Evaluation Report and organized according to the evaluation sub-question with evaluation findings aggregated and synthesized on the basis of the results of the different data collection and analysis tools.  (including up to three rounds of revisions)	<ol style="list-style-type: none"> <li>A <b>report</b> presenting the evaluation findings and recommendations for each program/evaluation as a whole (<b>max. 35 – 45 pages</b>) plus in annex short (15 – 20 page) <b>synthesis reports</b> of findings from each country visited alongside <b>summaries of the findings</b> from each of the minimum five ‘lines of evidence’ used to support the evaluation findings as well as an <b>Executive Summary</b> of maximum 5 pages summarising the main findings and recommendations in English.</li> <li>All completed tools and datasets making up the different lines of evidence should be made available to the Evaluation Unit upon request (including field notes, transcribed highlights from interviews and focus group discussions, details from quantitative analysis)</li> <li>A report presenting the evaluation findings and recommendations for the 2 programmes in line with a strategic look at the current relevance and performance of the broader FIPA portfolio in the region, its implication for the new strategic framework and UNCDF’s theory of change.</li> </ol>	SHIFT ASEAN – <b>June/July 2018</b>  SHIFT SAARC – <b>January – February 2019</b>
<b>Power Point Presentation for HQ debriefing</b> (max 20 slides and 20 minutes presentation).	A PPT summarizing the main findings and recommendations.	
<b>Final Evaluation Report</b> , including an Executive	A final report that incorporates comments received from all partners.	

Summary, and organized according to the evaluation sub-question with evaluation findings aggregated and synthesized on the basis of the results of the different data collection and analysis tools.		SHIFT ASEAN – July 2018  SHIFT SAARC – February 2019
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## 9. Composition of Evaluation Team:

**The evaluation team should present a combination of technical expertise in evaluation and experience in designing and managing interventions in the field of financial inclusion and market development relevant to the programmes**, with clear experience and expertise in evaluating gender equality in financial inclusion programmes. **Experience in evaluating UN programmes, including UNCDF, is preferred but not mandatory.**

The team should be familiar with approaches used to assess program contribution to market development/systemic changes as well as theory-based approaches to programme evaluation, using both quantitative and qualitative analysis of existing secondary data and primary data sources. The team should have comprehensive knowledge of inclusive finance industry best practices and experience in applying CGAP benchmarks around good performance of FSPs in developing countries. Evidence of experience with inclusive finance programmes to support women's empowerment and gender equality.

The evaluation team should also be gender-balanced and include representatives from a programme country in which the programme has been implemented.

Bidders should present a team to conduct the two above-mentioned evaluations, with team members to be combined in whichever way bidders feel the objectives of the evaluation, can be best addressed. However, we request that the Project Director within the firm remain at least the same for each evaluation.

The teams should also demonstrate the following experience and expertise:

- Proven experience of designing and leading international development evaluations applying mixed methods evaluation approaches (including preferably elements of experimental, quasi-experimental and theory of change based, utilization focused, participatory, and gender and equity focused evaluations) and looking at a variety of different modalities in international development cooperation;
- Proven experience in regional financial market facilitation, funding facilities and market assessment;
- Demonstrated experience in policy making; strengthen financial policy regulators and FSPs;
- Experience of market development approach; low-income market segments; electronic payment;
- Demonstrated experience in integrating gender equality and women's empowerment in evaluations;
- Evidence of formal evaluation and research training, including familiarity with OECD or UN norms and standards for development evaluation as well as the evaluation of market system approaches, such as that of CGAP;
- Familiarity with evaluating market and system development approaches to poverty reduction;
- Experience in developing relevant program recommendations from evaluation insights;
- Knowledge and awareness of issues related to the business case for savings-led FSPs, underserved markets (rural and women), alternative delivery mechanisms, Digital Financial Services, and financial education.

The team should also be able to work in English in view of the countries to be visited.

It is **requested** that the proposed evaluation team be made up of at least the following roles:

- 1 Team Leader with evaluation/inclusive finance/market development experience
- Team Member(s) with 7 - 10 years relevant experience
- 1 gender expert with experience in financial inclusion programmes
- At least national/regional consultants with country ecosystem experience to participate in the country visits

In order to meet good practice in ensuring sufficient coverage of gender equality and women's empowerment in the evaluation design and conduct, the financial inclusion gender equality expert should support the evaluation team in understanding the distinction between women's financial inclusion versus empowerment, and ensure that the evaluations report this accordingly. The expert should focus on filtering the sex-disaggregated data, and distinguish gender-differentiated impacts at the client level. The expert will have the responsibility for appraising the substance and effectiveness of approaches, products, outcomes and risks of women's financial inclusion.

## 10. Proposal requirements

### 10.1 The technical proposal

- **Methodology**
- **Detailed work plan with timeline of major activities**
- **Overview of past examples of conducted evaluations with comparable scope, including references**
- **Proposed team (with detailed CVs)**

The technical proposal shall describe the methodology and approach to achieve the objectives of the study, including the team proposed.

As part of the **methodological proposal** for the evaluation the following elements should be included:

- Description of the **methodological approach** to be applied, including the bidders' proposal of a data collection toolkit that would be deployed to answer the evaluation questions, including the qualitative and quantitative tools that will be used in assessing existing secondary data and generating new primary data:
  - Considering the gender equality expertise proposed in the team, present how strong gender analysis is gained from all the site visits.
  - The proposal should highlight how the evaluation will **disaggregate and present findings on women, rural, and un(der) banked population segments**, as well as other elements of inclusion such as minority groups. Regarding gender, the proposal should show how the team will apply a gender lens, particularly in regard to women's economic empowerment<sup>15</sup>, as well as how primary evidence on gender results will be collected in a way that brings

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<sup>15</sup> please see for information the latest report by the UN Secretary General's High Level Panel on Women's Economic Empowerment: Leave No One Behind – Take Action for Transformational Change on Women's Economic Empowerment <http://hlp-wee.unwomen.org/-/media/hlp%20wee/attachments/reports-toolkits/hlp-wee-report-2017-03-taking-action-en.pdf?la=en>

women's voices into the evaluation.

- In proposing the evaluation methodology, bidders are requested to respect the various quality standards for UNCDF evaluation set out in Annex 3 which draw in turn from good practice evaluation standards established by the United Nations Evaluation Group.

As part of the **detailed work plan** with timeline of major activities should include:

- A detailed **evaluation work plan** showing the overall time commitment to the project, as well as specific activities and time allocated to each individual team member. Note that the evaluation team should have sufficient time to complete:
  - i. During the inception phase:
    - An extensive review of all relevant programme documentation during the inception phase, as well as interviews with programme staff and key stakeholders (including members of the evaluation sub-committee) including through in-person interaction in New York
    - A proposed sampling strategy of countries and key stakeholders to be visited during the desk review and data collection phase
  - ii. During the desk review and data collection phase:
    - 2 Country visits for SHIFT ASEAN and one country visit SHIFT SAARC (1) together with a visit to the Bangkok office and ASEAN stakeholders for both evaluations
    - Write up of the evaluation report presenting the findings on the programme as a whole as well as the supplementary country reports.

As part of the **proposed team (with detailed CVs) should be included:**

- CV's for each member of the team,
- Description of team position and area of expertise (ex. Team Leader; Digital Finance Expert, etc)
- Description of data collection and logistic support team for each of the countries visits

## **10.2 Impartiality requirements**

We take the opportunity here to remind potential bidders that in line with UN norms and standards for evaluation, the ability of the evaluation team to conduct an independent and impartial evaluation of the intervention being assessed is a pre-requisite. With this in mind, interested firms should ensure specifically that members of the evaluation team that are proposed have not had any previous experience of working with the programme being evaluated.

## **11. SCOPE OF PROPOSAL PRICE AND SCHEDULE OF PAYMENTS**

The technical proposal cannot include any information on costs. The financial proposal should provide a detailed costing for the scope of work and deliverables described for each of the above mentioned evaluations. The Financial Proposal shall list all major cost components associated with the services and the detailed breakdown of such costs, including fees, travel costs, per diem, etc. All outputs and activities described in the offer must be priced separately on a one-to-one correspondence.

Any output and activities described in the offer but not priced in the Financial Proposal shall be assumed to be included in the prices of other activities or items, as well as in the final total price.

In terms of level of effort, interested firms are invited to propose a methodology that includes at least 20 days for the country visit, and an additional 25 days total for the inception phase and write up stage for each consultant.

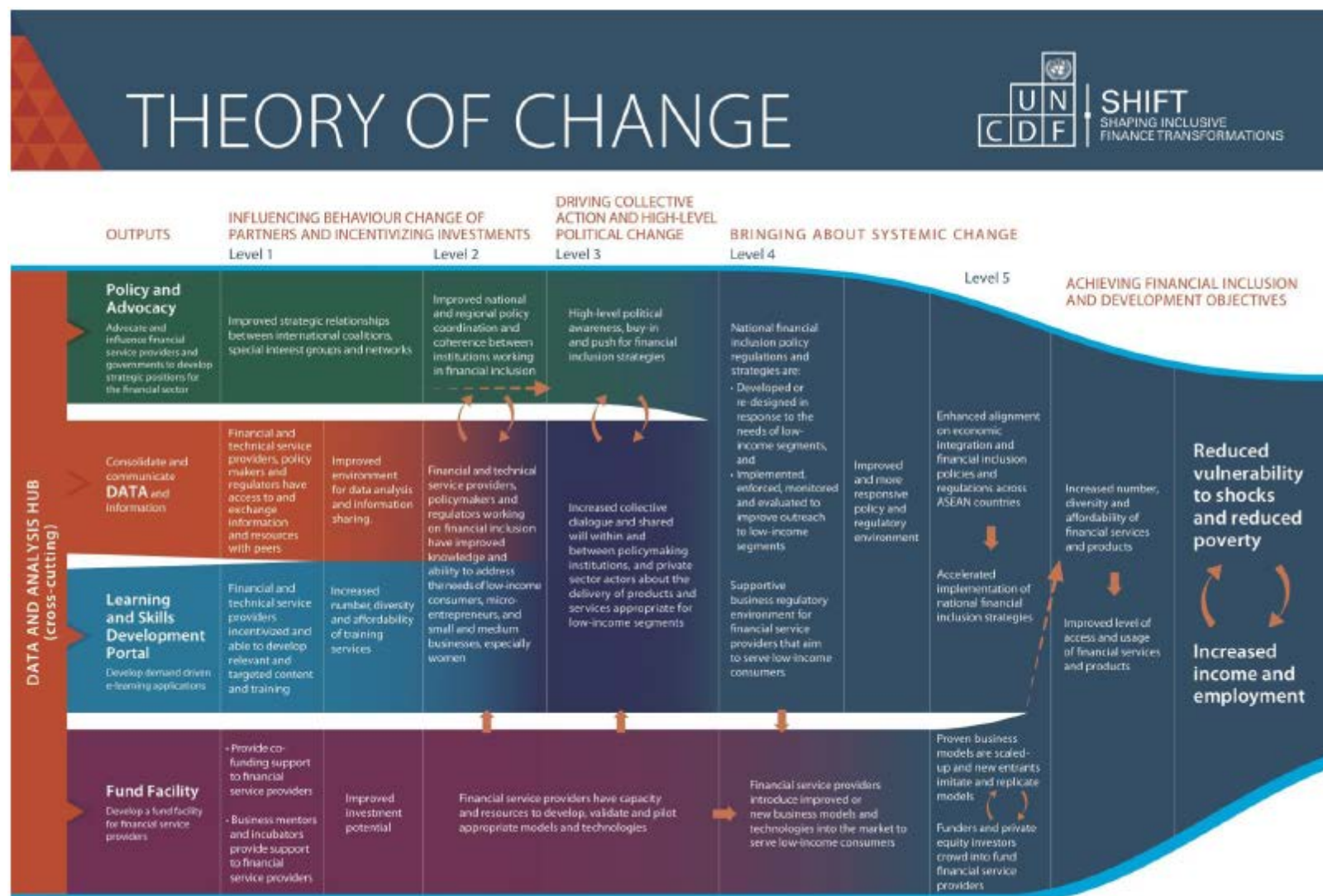
**Schedule of payments:**

35% of contract: upon submission of inception report

30% of contract: upon submission of 1st draft report

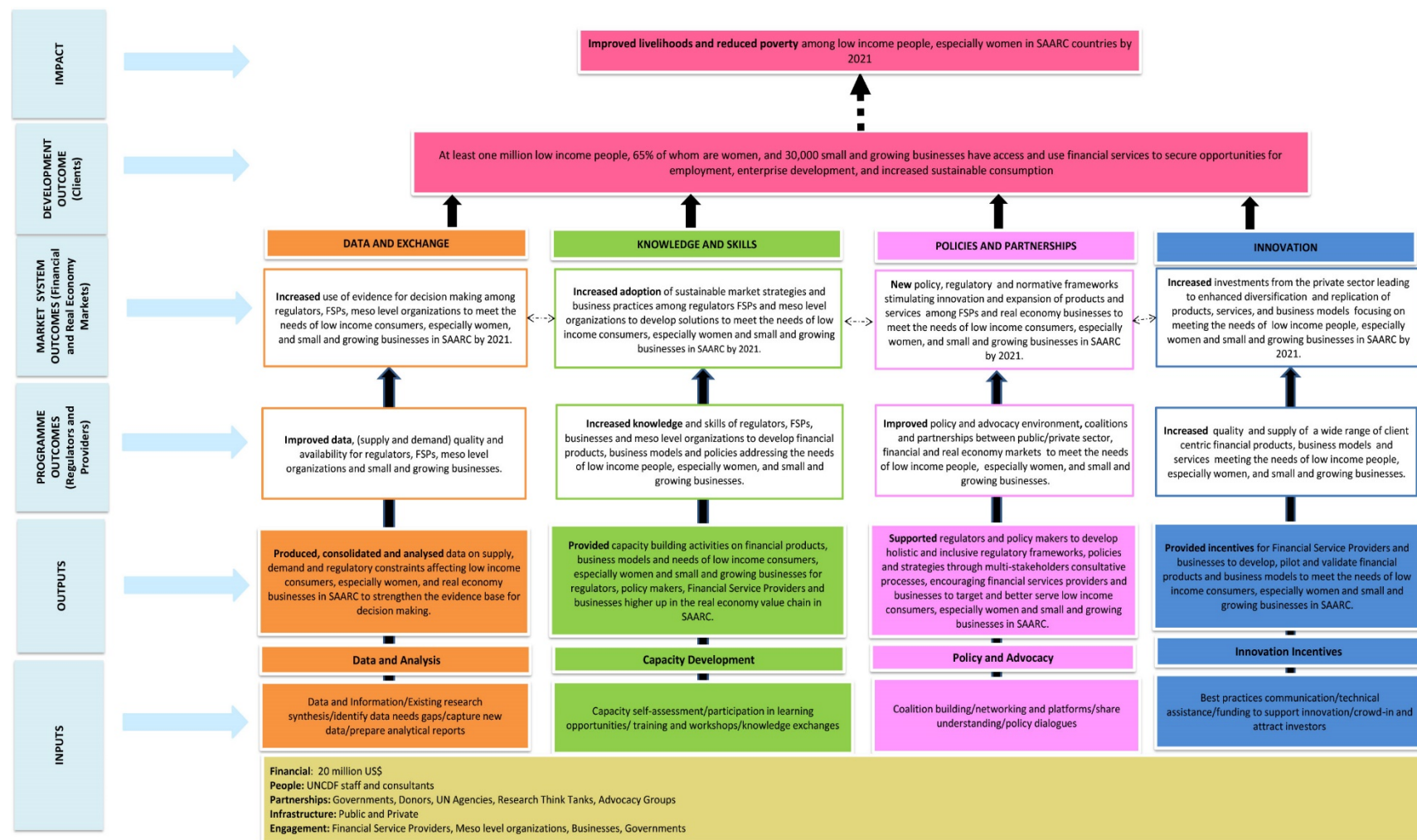
35% of contract: upon approval of final evaluation report.

## Annex 1: Theory of Change - SHIFT ASEAN





## Annex 2: Theory of change – SHIFT SAARC



### Assumptions:

- Political commitment to inclusive economic growth and financial inclusion is maintained at the national and regional level;
- Political will exists to make necessary regulatory, policy and national strategy changes;
- FSPs, real market businesses show great commitment to expand facilities, products and services to low income people, women and small businesses;
- FSPs, real market businesses show commitment and willingness to address the needs of low income people in their business strategies and models;
- Technology and consumer trends do not shift the prospects for and incentives within the SAARC markets significantly and do not negatively impact the market interest or investment;
- Consumers are willing and able to accept new business models, products and services;

### Annex 3: Quality Grid for UNCDF evaluations

Following UNDP's Evaluation Policy, to which UNCDF is party, all external evaluations commissioned by UNCDF's Evaluation Unit are subject to external quality control by UNDP's Independent Evaluation Office. Bidders are requested to respect the elements of this quality assessment tool in coming up with their proposed approach for the evaluation.

<b>TOR and Design (Weight 15%)</b>
1. Do the Terms of Reference clearly outline the focus for the evaluation in a logical and realistic manner?
2. Do the Terms of Reference detail timescales and budgets for the evaluation?
3. Does the TOR clearly outline the evaluation's planned approach?
4. Is the proposed outline of the evaluation approach and methodology clearly detailed in the ToR?
5. Does the ToR request the evaluator to include gender and vulnerable group issues within the evaluation?
<b>Report and Methodology (Weight 30%)</b>
<b>STRUCTURE</b>
1. Is the evaluation report well-balanced and structured?
2. Does the Evaluation report clearly address the objectives of the evaluation as outlined in the ToR?
<b>METHODOLOGY</b>
3. Is the evaluation's methodological approach clearly outlined?
4. Is the nature and extent of the project/ programmes stakeholders or partnerships and their role and involvement in the project/ programme explained adequately?
5. Does the Evaluation clearly assess the projects/ programmes level of RELEVANCE?
6. Does the Evaluation clearly assess the projects/ programmes level of EFFECTIVENESS?
7. Does the Evaluation clearly assess the projects/ programmes level of EFFICIENCY?
8. Does the Evaluation clearly assess the projects/ programmes level of SUSTAINABILITY?
<b>DATA COLLECTION</b>
9. Are data collection methods and analysis clearly outlined?
10. Is the data collection approach and analysis adequate for scope of the evaluation?
11. Are any changes to the evaluation approach or limitations in implementation during the evaluation mission clearly outlined and explained?
<b>REPORT CONTENT</b>
12. Does the evaluation draw linkages to the UNDP country programme strategy and/ or UNDAF?
13. Does the Evaluation draw linkages to related National government strategies and plans in the sector/ area of support?

14. Does the evaluation detail programme/ project funding and provide funding data?
15. Does the evaluation include an assessment of the projects M&E design, implementation and overall quality?
16. Are all indicators in the logical framework assessed individually, with final achievements noted?
<b>Crosscutting (Weight 15%)</b>
1. Are human rights, disabilities, minorities and vulnerable group issues addressed where relevant?
2. Does the report discuss poverty/ environment nexus or sustainable livelihoods issues, as relevant?
3. Does the report discuss disaster risk reduction and climate change mitigation and adaptation issues where relevant?
4. Does the report discuss crisis prevention and recovery issues, as where relevant?
5. Are the principles and policy of gender equality and the empowerment of women (GEEW) integrated in the evaluation scope and indicators, as relevant?
6. Does the Evaluation's Criteria and Evaluation Questions specifically address how GEEW has been integrated into the design, planning, implementation of the intervention and the results achieved, as relevant?
7. Are gender-responsive Evaluation methodology, Methods and tools, and Data Analysis Techniques selected?
8. Do the evaluation findings, conclusions and recommendation take gender equality and the empowerment of women (GEEW) aspects into consideration?
9. Does the evaluation draw linkages to the SDGs and relevant targets and indicators for the area being evaluated?
<b>Evaluation Findings, Conclusions and Recommendations (Weight 40%)</b>
<b>FINDINGS AND CONCLUSIONS</b>
11. Are any changes to the evaluation approach or limitations in implementation during the evaluation mission clearly outlined and explained?
<b>REPORT CONTENT</b>
12. Does the evaluation draw linkages to the UNDP country programme strategy and/ or UNDAF?
13. Does the Evaluation draw linkages to related National government strategies and plans in the sector/ area of support?
14. Does the evaluation detail programme/ project funding and provide funding data?
15. Does the evaluation include an assessment of the projects M&E design, implementation and overall quality?
16. Are all indicators in the logical framework assessed individually, with final achievements noted?
<b>Crosscutting (Weight 15%)</b>
1. Are human rights, disabilities, minorities and vulnerable group issues addressed where relevant?
2. Does the report discuss poverty/ environment nexus or sustainable livelihoods issues, as relevant?
3. Does the report discuss disaster risk reduction and climate change mitigation and adaptation issues where relevant?

4. Does the report discuss crisis prevention and recovery issues, as where relevant?
5. Are the principles and policy of gender equality and the empowerment of women (GEEW) integrated in the evaluation scope and indicators, as relevant?
6. Does the Evaluation's Criteria and Evaluation Questions specifically address how GEEW has been integrated into the design, planning, implementation of the intervention and the results achieved, as relevant?
7. Are gender-responsive Evaluation methodology, Methods and tools, and Data Analysis Techniques selected?
8. Do the evaluation findings, conclusions and recommendation take gender equality and the empowerment of women (GEEW) aspects into consideration?
9. Does the evaluation draw linkages to the SDGs and relevant targets and indicators for the area being evaluated?
<b>Evaluation Findings, Conclusions and Recommendations (Weight 40%)</b>
<b>FINDINGS AND CONCLUSIONS</b>
1. Does the evaluation report contain a concise and logically articulated set of findings?
2. Does the evaluation report contain a concise and logically articulated set of conclusions?
3. Does the evaluation report contain a concise and logically articulated set of Lessons learned?
4. Do the findings and conclusions relate?
5. Are the findings and conclusions supported with data and interview sources?
6. Do the conclusions build on the findings of the evaluation?
7. Are risks discussed within the evaluation report?
<b>RECOMMENDATIONS</b>
8. Are the recommendations clear, concise, realistic and actionable?
9. Are recommendations linked to Country Office outcomes and strategies and actionable by the CO?

## Section 6: Returnable Bidding Forms / Checklist

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This form serves as a checklist for preparation of your Proposal. Please complete the Returnable Bidding Forms in accordance with the instructions in the forms and return them as part of your Proposal submission. No alteration to format of forms shall be permitted and no substitution shall be accepted.

Before submitting your Proposal, please ensure compliance with the Proposal Submission instructions of the BDS 22.

### Technical Proposal Envelope:

<b>Have you duly completed all the Returnable Bidding Forms?</b>	
▪ Form A: Technical Proposal Submission Form	<input type="checkbox"/>
▪ Form B: Bidder Information Form	<input type="checkbox"/>
▪ Form C: Joint Venture/Consortium/ Association Information Form	<input type="checkbox"/>
▪ Form D: Qualification Form	<input type="checkbox"/>
▪ Form E: Format of Technical Proposal	<input type="checkbox"/>
▪ Form H: Proposal Security Form	<input type="checkbox"/>
<b>Have you provided the required documents to establish compliance with the evaluation criteria in Section 4?</b>	<input type="checkbox"/>

### Financial Proposal Envelope

**(Must be submitted in a separate sealed envelope/password protected email)**

▪ Form F: Financial Proposal Submission Form	<input type="checkbox"/>
▪ Form G: Financial Proposal Form	<input type="checkbox"/>

## Form A: Technical Proposal Submission Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

We, the undersigned, offer to provide the services for [Insert Title of services] in accordance with your Request for Proposal No. [Insert RFP Reference Number] and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and our Financial Proposal sealed under a separate envelope.

We hereby declare that our firm, its affiliates or subsidiaries or employees, including any JV/Consortium /Association members or subcontractors or suppliers for any part of the contract:

- a) is not under procurement prohibition by the United Nations, including but not limited to prohibitions derived from the Compendium of United Nations Security Council Sanctions Lists;
- b) have not been suspended, debarred, sanctioned or otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization;
- c) have no conflict of interest in accordance with Instruction to Bidders Clause 4;
- d) do not employ, or anticipate employing, any person(s) who is, or has been a UN staff member within the last year, if said UN staff member has or had prior professional dealings with our firm in his/her capacity as UN staff member within the last three years of service with the UN (in accordance with UN post-employment restrictions published in ST/SGB/2006/15);
- e) have not declared bankruptcy, are not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against them that could impair their operations in the foreseeable future;
- f) undertake not to engage in proscribed practices, including but not limited to corruption, fraud, coercion, collusion, obstruction, or any other unethical practice, with the UN or any other party, and to conduct business in a manner that averts any financial, operational, reputational or other undue risk to the UN and we embrace the principles of the United Nations Supplier Code of Conduct and adhere to the principles of the United Nations Global Compact.

We declare that all the information and statements made in this Proposal are true and we accept that any misinterpretation or misrepresentation contained in this Proposal may lead to our disqualification and/or sanctioning by the UNCDF.

We offer to provide services in conformity with the Bidding documents, including the UNCDF General Conditions of Contract and in accordance with the Terms of Reference

Our Proposal shall be valid and remain binding upon us for the period of time specified in the Bid Data Sheet.

We understand and recognize that you are not bound to accept any Proposal you receive.

I, the undersigned, certify that I am duly authorized by [Insert Name of Bidder] to sign this Proposal and bind it should UNCDF accept this Proposal.

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

*[Stamp with official stamp of the Bidder]*

## Form B: Bidder Information Form

<b>Legal name of Bidder</b>	[Complete]
<b>Legal address</b>	[Complete]
<b>Year of registration</b>	[Complete]
<b>Bidder's Authorized Representative Information</b>	Name and Title: [Complete] Telephone numbers: [Complete] Email: [Complete]
<b>Are you a UNGM registered vendor?</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, [insert UGNM vendor number]
<b>Are you a UNCDF vendor?</b>	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, [insert UNCDF vendor number]
<b>Countries of operation</b>	[Complete]
<b>No. of full-time employees</b>	[Complete]
<b>Quality Assurance Certification (e.g. ISO 9000 or Equivalent) (If yes, provide a Copy of the valid Certificate):</b>	[Complete]
<b>Does your Company hold any accreditation such as ISO 14001 related to the environment? (If yes, provide a Copy of the valid Certificate):</b>	[Complete]
<b>Does your Company have a written Statement of its Environmental Policy? (If yes, provide a Copy)</b>	[Complete]
<b>Contact person UNCDF may contact for requests for clarification during Proposal evaluation</b>	Name and Title: [Complete] Telephone numbers: [Complete] Email: [Complete]
<b>Please attach the following documents:</b>	<ul style="list-style-type: none"> <li>▪ Company Profile, which should <u>not</u> exceed fifteen (15) pages, including printed brochures and product catalogues relevant to the goods/services being procured</li> <li>▪ Certificate of Incorporation/ Business Registration</li> <li>▪ Tax Registration/Payment Certificate issued by the Internal Revenue Authority evidencing that the Bidder is updated with its tax payment obligations, or Certificate of Tax exemption, if any such privilege is enjoyed by the Bidder</li> <li>▪ Trade name registration papers, if applicable</li> <li>▪ Local Government permit to locate and operate in assignment location, if applicable</li> <li>▪ Official Letter of Appointment as local representative, if Bidder is submitting a Bid in behalf of an entity located outside the country</li> <li>▪ Power of Attorney</li> </ul>

## Form C: Joint Venture/Consortium/Association Information Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

To be completed and returned with your Proposal if the Proposal is submitted as a Joint Venture/Consortium/Association.

No	Name of Partner and contact information (address, telephone numbers, fax numbers, e-mail address)	Proposed proportion of responsibilities (in %) and type of services to be performed
1	[Complete]	[Complete]
2	[Complete]	[Complete]
3	[Complete]	[Complete]

<b>Name of leading partner</b>  (with authority to bind the JV, Consortium, Association during the RFP process and, in the event a Contract is awarded, during contract execution)	[Complete]
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We have attached a copy of the below document signed by every partner, which details the likely legal structure of and the confirmation of joint and severable liability of the members of the said joint venture:

☐ Letter of intent to form a joint venture      **OR**      ☐ JV/Consortium/Association agreement

We hereby confirm that if the contract is awarded, all parties of the Joint Venture/Consortium/Association shall be jointly and severally liable to UNCDF for the fulfillment of the provisions of the Contract.

Name of partner: \_\_\_\_\_ Name of partner: \_\_\_\_\_

Signature: \_\_\_\_\_ Signature: \_\_\_\_\_

Date: \_\_\_\_\_ Date: \_\_\_\_\_

Name of partner: \_\_\_\_\_ Name of partner: \_\_\_\_\_

Signature: \_\_\_\_\_ Signature: \_\_\_\_\_

Date: \_\_\_\_\_ Date: \_\_\_\_\_



## Form D: Qualification Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

If JV/Consortium/Association, to be completed by each partner.

### Historical Contract Non-Performance

<input type="checkbox"/> Contract non-performance did not occur for the last 3 years			
<input type="checkbox"/> Contract(s) not performed for the last 3 years			
Year	Non- performed portion of contract	Contract Identification	Total Contract Amount (current value in US\$)
		Name of Client: Address of Client: Reason(s) for non-performance:	

### Litigation History (including pending litigation)

<input type="checkbox"/> No litigation history for the last 3 years			
<input type="checkbox"/> Litigation History as indicated below			
Year of dispute	Amount in dispute (in US\$)	Contract Identification	Total Contract Amount (current value in US\$)
		Name of Client: Address of Client: Matter in dispute: Party who initiated the dispute: Status of dispute: Party awarded if resolved:	

## Previous Relevant Experience

Please list only previous similar assignments successfully completed in the last 3 years.

List only those assignments for which the Bidder was legally contracted or sub-contracted by the Client as a company or was one of the Consortium/JV partners. Assignments completed by the Bidder's individual experts working privately or through other firms cannot be claimed as the relevant experience of the Bidder, or that of the Bidder's partners or sub-consultants, but can be claimed by the Experts themselves in their CVs. The Bidder should be prepared to substantiate the claimed experience by presenting copies of relevant documents and references if so requested by UNCDF.

Project name & Country of Assignment	Client & Reference Contact Details	Contract Value	Period of activity and status	Types of activities undertaken

Bidders may also attach their own Project Data Sheets with more details for assignments above.

☐ Attached are the Statements of Satisfactory Performance from the Top 3 (three) Clients or more.

## Financial Standing

<b>Annual Turnover for the last 3 years</b>	Year	USD
	Year	USD
	Year	USD
<b>Latest Credit Rating (if any), indicate the source</b>		

Financial information (in US\$ equivalent)	Historic information for the last 3 years		
	Year 1	Year 2	Year 3
	<i>Information from Balance Sheet</i>		
Total Assets (TA)			
Total Liabilities (TL)			
Current Assets (CA)			
Current Liabilities (CL)			
	<i>Information from Income Statement</i>		
Total / Gross Revenue (TR)			
Profits Before Taxes (PBT)			
Net Profit			

Current Ratio			
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☐ Attached are copies of the audited financial statements (balance sheets, including all related notes, and income statements) for the years required above complying with the following condition:

- a) Must reflect the financial situation of the Bidder or party to a JV, and not sister or parent companies;
- b) Historic financial statements must be audited by a certified public accountant;
- c) Historic financial statements must correspond to accounting periods already completed and audited. No statements for partial periods shall be accepted.

## Form E: Format of Technical Proposal

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

The Bidder's proposal should be organized to follow this format of Technical Proposal. Where the bidder is presented with a requirement or asked to use a specific approach, the bidder must not only state its acceptance, but also describe how it intends to comply with the requirements. Where a descriptive response is requested, failure to provide the same will be viewed as non-responsive.

### SECTION 1: Bidder's qualification, capacity and expertise

- 1.1 Brief description of the organization, including the year and country of incorporation, and types of activities undertaken.
- 1.2 General organizational capability which is likely to affect implementation: management structure, financial stability and project financing capacity, project management controls, extent to which any work would be subcontracted (if so, provide details).
- 1.3 Relevance of specialized knowledge and experience on similar engagements done in the region/country.
- 1.4 Quality assurance procedures and risk mitigation measures.
- 1.5 Organization's commitment to sustainability.

### SECTION 2: Proposed Methodology, Approach and Implementation Plan

This section should demonstrate the bidder's responsiveness to the TOR by identifying the specific components proposed, addressing the requirements, providing a detailed description of the essential performance characteristics proposed and demonstrating how the proposed approach and methodology meets or exceeds the requirements. All important aspects should be addressed in sufficient detail and different components of the project should be adequately weighted relative to one another.

- 2.1 A detailed description of the approach and methodology for how the Bidder will achieve the Terms of Reference of the project, keeping in mind the appropriateness to local conditions and project environment. Details how the different service elements shall be organized, controlled and delivered.
- 2.2 The methodology shall also include details of the Bidder's internal technical and quality assurance review mechanisms.
- 2.3 Explain whether any work would be subcontracted, to whom, how much percentage of the work, the rationale for such, and the roles of the proposed sub-contractors and how everyone will function as a team.
- 2.4 Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement.
- 2.5 Implementation plan including a Gantt Chart or Project Schedule indicating the detailed sequence of activities that will be undertaken and their corresponding timing.
- 2.6 Demonstrate how you plan to integrate sustainability measures in the execution of the contract.
- 2.7 Any other comments or information regarding the project approach and methodology that will be adopted.

## SECTION 2A: Bidder's Comments and Suggestions on the Terms of Reference

Provide comments and suggestions on the Terms of Reference, or additional services that will be rendered beyond the requirements of the TOR, if any.

## SECTION 3: Management Structure and Key Personnel

- 3.1 Describe the overall management approach toward planning and implementing the project. Include an organization chart for the management of the project describing the relationship of key positions and designations. Provide a spreadsheet to show the activities of each personnel and the time allocated for his/her involvement.
- 3.2 Provide CVs for key personnel that will be provided to support the implementation of this project using the format below. CVs should demonstrate qualifications in areas relevant to the Scope of Services.

### Format for CV of Proposed Key Personnel

<b>Name of Personnel</b>	[Insert]
<b>Position for this assignment</b>	[Insert]
<b>Nationality</b>	[Insert]
<b>Language proficiency</b>	[Insert]
<b>Education/ Qualifications</b>	<i>[Summarize college/university and other specialized education of personnel member, giving names of schools, dates attended, and degrees/qualifications obtained.]</i> [Insert]
<b>Professional certifications</b>	<i>[Provide details of professional certifications relevant to the scope of services]</i> ▪ Name of institution: [Insert] ▪ Date of certification: [Insert]
<b>Employment Record/ Experience</b>	<i>[List all positions held by personnel (starting with present position, list in reverse order), giving dates, names of employing organization, title of position held and location of employment. For experience in last five years, detail the type of activities performed, degree of responsibilities, location of assignments and any other information or professional experience considered pertinent for this assignment.]</i> [Insert]
<b>References</b>	<i>[Provide names, addresses, phone and email contact information for two (2) references]</i> Reference 1: [Insert]  Reference 2: [Insert]

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe my qualifications, my experiences, and other relevant information about myself.

\_\_\_\_\_  
Signature of Personnel

\_\_\_\_\_  
Date (Day/Month/Year)

## Form F: Financial Proposal Submission Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

We, the undersigned, offer to provide the services for [Insert Title of services] in accordance with your Request for Proposal No. [Insert RFP Reference Number] and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and our Financial Proposal sealed under a separate envelope.

Our attached Financial Proposal is for the sum of [Insert amount in words and figures].

Our Proposal shall be valid and remain binding upon us for the period of time specified in the Bid Data Sheet.

We understand you are not bound to accept any Proposal you receive.

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

*[Stamp with official stamp of the Bidder]*

## Form G: Financial Proposal Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

The Bidder is required to prepare the Financial Proposal following the below format and submit it in an envelope separate from the Technical Proposal as indicated in the Instruction to Bidders. Any Financial information provided in the Technical Proposal shall lead to Bidder's disqualification.

The Financial Proposal should align with the requirements in the Terms of Reference and the Bidder's Technical Proposal.

**Currency of the proposal: USD**

**Table 1: Summary of Overall Prices for each Evaluation**

	Amount(s) in USD
<b>Financial proposal for training providing services</b>	
Professional Fees (from Table 2) Honorarium for team leader	
Professional Fees (from Table 2) Honorarium for team members	
Other Costs (from Table 3)	
<b>Total Amount of Financial Proposal VAT 0%</b>	
<b>Financial proposal for event management services</b>	
Catering:	
Catering:	
Dinner:	
Dinner:	
Conference hall	
Transportation:	

Accommodation	
Photo coverage of the event	
Simulation	
Interpretation:	
Written translation:	
Secretarial support:	
<b>Total final and all-inclusive price quotation (VAT 0%)</b>	

**Table 2: Breakdown of Professional Fees**

Name	Position	Fee Rate	No. of Days/months/ hours	Total Amount
		A	B	C=A+B
In-Country				
Home Based				
<b>Subtotal Professional Fees:</b>				

**Table 3: Breakdown of Other Costs<sup>16</sup>**

Description	UOM	Quantity	Unit Price	Total Amount
International flights	Trip			
Subsistence allowance	Day			
Miscellaneous travel expenses	Trip			
Local transportation costs	Lump Sum			
Out-of-Pocket Expenses				
Other Costs: (please specify)				
<b>Subtotal Other Costs:</b>				

<sup>16</sup> If deemed necessary, UNCDF reserves the right to arrange for the foreign travels and cover such costs using UNCDF-appointed travel service providers, including the provision of living allowances to the contractor's experts while on mission. The Proposer therefore hereby agrees to remove from its financial proposal the total cost of foreign travels and daily allowances of experts while on mission, if requested by UNCDF to do so, at any time prior to, or during the contract implementation.



**Table 4: Breakdown of Price per Deliverable/Activity**

<b>Deliverable/ Activity description</b>	<b>Time (person days)</b>	<b>Professional Fees</b>	<b>Other Costs</b>	<b>Total</b>
Deliverable 1				
Deliverable 2				
Deliverable 3				
.....				

## Form H: Form of Proposal Security

**Proposal Security must be issued using the official letterhead of the Issuing Bank.  
Except for indicated fields, no changes may be made on this template.**

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To: UNCDF

*[Insert contact information as provided in Data Sheet]*

WHEREAS [Name and address of Bidder] (hereinafter called "the Bidder") has submitted a Proposal to UNCDF dated [Click here to enter a date](#) to execute Services [Insert Title of Services] (hereinafter called "the Proposal"):

AND WHEREAS it has been stipulated by you that the Bidder shall furnish you with a Bank Guarantee by a recognized bank for the sum specified therein as security in the event that the Bidder:

- a) Fails to sign the Contract after UNCDF has awarded it;
- b) Withdraws its Proposal after the date of the opening of the Proposals;
- c) Fails to comply with UNCDF's variation of requirement, as per RFP instructions; or
- d) Fails to furnish Performance Security, insurances, or other documents that UNCDF may require as a condition to rendering the contract effective.

AND WHEREAS we have agreed to give the Bidder such this Bank Guarantee:

NOW THEREFORE we hereby affirm that we are the Guarantor and responsible to you, on behalf of the Bidder, up to a total of *[amount of guarantee] [in words and numbers]*, such sum being payable in the types and proportions of currencies in which the Price Proposal is payable, and we undertake to pay you, upon your first written demand and without cavil or argument, any sum or sums within the limits of *[amount of guarantee as aforesaid]* without your needing to prove or to show grounds or reasons for your demand for the sum specified therein.

This guarantee shall be valid up to 30 days after the final date of validity of bids.

### **SIGNATURE AND SEAL OF THE GUARANTOR BANK**

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Name of Bank \_\_\_\_\_

Address \_\_\_\_\_

*[Stamp with official stamp of the Bank]*