



## REQUEST FOR PROPOSAL

RFP No.: 55310

Project: Mid-Term Evaluation of the Inclusive and Equitable Local  
Economic Development Programme (IELD)

Country: Tanzania, Bangladesh, Uganda.

Issued on: 1 May 2019

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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.

Approved by: Andrew Fyfe,

Evaluations, UNCDF

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## Section 2. Instruction to Bidders

A. GENERAL PROVISIONS	
1. Introduction	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>
	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.
	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.
2. Fraud & Corruption, Gifts and Hospitality	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>
	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.
	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.
	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>
3. Eligibility	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.
	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.
<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</p>

	UNCDF.
<b>6. Cost of Preparation of Proposal</b>	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.
<b>7. Language</b>	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.
<b>8. Documents Comprising the Proposal</b>	8.1 The Proposal shall comprise of the following documents: <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>	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.
<b>10. Technical Proposal Format and Content</b>	10.1 The Bidder is required to submit a Technical Proposal using the Standard Forms and templates provided in Section 6 of the RFP. 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. 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 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.
<b>11. Financial Proposals</b>	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. 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. 11.3 Prices and other financial information must not be disclosed in any other place

	except in the financial proposal.
<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: <ul style="list-style-type: none"> <li>i. to sign the Contract after UNCDF has issued an award; or</li> </ul> </li> </ul> <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> <ul style="list-style-type: none"> <li>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</li> <li>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.</li> </ul>
<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> <ul style="list-style-type: none"> <li>a) Those that were undertaken together by the JV, Consortium or Association; and</li> <li>b) Those that were undertaken by the individual entities of the JV, Consortium or Association.</li> </ul> <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 be available within one firm.</p>
<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</li> </ul>

	the personnel, does not apply to subcontractors being included in more than one Proposal.
<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 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</p>

	<p>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> <ol 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: <ol 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> </ol> </li> </ol>



	submission of Proposals.
<b>24. Withdrawal, Substitution, and Modification of Proposals</b>	<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 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>
<b>25. Proposal Opening</b>	<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>	
<b>26. Confidentiality</b>	<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>
<b>27. Evaluation of Proposals</b>	<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> </ol>

	d) Evaluation of Financial Proposals
<b>28. Preliminary Examination</b>	<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>
<b>29. Evaluation of Eligibility and Qualification</b>	<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>
<b>30. Evaluation of Technical and Financial Proposals</b>	<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</p>

	<p>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: 10px 0;"> <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>
31. Due Diligence	<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>
32. Clarification of Proposals	<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, Repairable 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 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;</li> <li>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</li> <li>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.</li> </ul> <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>	<p>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.</p>
<b>36.Award Criteria</b>	<p>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.</p>



<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_POPP_DOCUMENT_LIBRARY/Public/PSU_Solicitation_Performance%20Guarantee%20Form.docx&amp;action=default">https://popp.UNCDF.org/layouts/15/WopiFrame.aspx?sourcedoc=/UNCDF_POPP_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>	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_POPP_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_POPP_DOCUMENT_LIBRARY/Public/PSU_Contract%20Management%20Payment%20and%20Taxes_Advanced%20Payment%20Guarantee%20Form.docx&amp;action=default</a>
<b>43. Liquidated Damages</b>	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.
<b>44. Payment Provisions</b>	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.
<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

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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	<b>20 May 2019</b>
12	31	Contact Details for submitting clarifications/questions	Focal Person in UNCDF: Christophe Legrand Address: E-mail address: <b><a href="mailto:uncdf.procurement@uncdf.org">uncdf.procurement@uncdf.org</a></b> and copy to <b><a href="mailto:Christophe.legrand@uncdf.org">Christophe.legrand@uncdf.org</a></b>
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>03 June 2019</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: 35 MB</li> </ul>

			<ul style="list-style-type: none"> <li>▪ Mandatory subject of email: <i>RFP/ UNCDF/ 55310 – Final Evaluation of the Pacific Financial Inclusion Joint Programme (PFIP)– Phase 2</i></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:</li> </ul>
17	27 36	Evaluation Method for the Award of Contract	<p>Combined Scoring Method, using the 70%-30% distribution for technical and financial proposals respectively</p> <p>The minimum technical score required to pass is 70%.</p>
18		Expected date for commencement of Contract	<i>June 24, 2019</i>
19		Maximum expected duration of contract	<b>12 months of project implementation</b>
20	35	UNCDF will award the contract to:	One Proposer Only
21	39	Type of Contract	<p>Contract for Goods and Services on behalf of UN Entities</p> <p><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></p>
22	39	UNCDF Contract Terms and Conditions that will apply	<p>UNCDF General Terms and Conditions for Mixed Goods and Services</p> <p><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></p>
23		Other Information Related to the RFP	

## Section 4. Evaluation Criteria

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### 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
<b>Previous Experience</b>	Minimum 3 years of relevant experience.	Form D: Qualification Form
	Minimum 2 contracts of similar value, nature and complexity implemented over the last 3 years. <i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i>	Form D: Qualification Form
<b>Financial Standing</b>	Minimum average annual turnover of USD 450.000 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.  <i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i>	Form D: Qualification Form
	Bidder must demonstrate the current soundness of its financial standing and indicate its prospective long-term profitability. <i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i>	Form D: Qualification Form
	Any additional criteria if required	

<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.

## 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)	
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 local development finance, public administration reform and initiatives supporting women's economic development to</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	<p><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 local economic development generally and local women's economic empowerment using grants, loans and guarantees.</p>	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>

<b>Section 2. Proposed Methodology, Approach and Implementation Plan</b>		<b>Points obtainable</b>
2.1	<p>Quality of the data collection strategy to be applied in answering the evaluation questions, including the qualitative and quantitative tools that will be used in assessing existing secondary data and generating new primary data to answer the evaluation questions. Bidders are requested to particularly focus on how they will measure the results of the IELD programme to date at the outcome level using methods supporting a contribution analysis approach and considering alternative drivers of the broader programme results that are being achieved in the different countries using the country reports.</p> <p>They are also requested to propose an approach to case study analysis that can compare and contrast the results of the different programme instruments being deployed in support of the variety of partners/ beneficiaries across the portfolio.</p> <p>Finally, bidders are requested to propose approaches to assessing the effects of new financial instruments at the beneficiary level across a sample of local governments/ partner organisations.</p> <p>In proposing the evaluation methodology, bidders are requested to respect the various quality standards for UNCDF evaluation set out in Annex 1. of the Terms of Reference.</p>	80
2.2	Extent to which the proposal highlights how the evaluation will apply a gender-responsive lense with a view to generating findings that take into account the perspective of women, rural, and un(der)banked population segments, as well as make use of the Gender Economic Empowerment Framework	40
2.3	<p>A detailed evaluation work plan for conducting the evaluation, showing the overall time commitment for the evaluation, 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. Review of all relevant programme documentation during the inception phase, including a briefing by the project team on the programme during the inception phase;</p>	80

	ii. Country visits to 2 programme countries; iii. Write up of the evaluation report presenting the findings, conclusions and recommendations of the evaluation as well as the supplementary country reports.	
<b>Total Section 2</b>		<b>200</b>

<b>Section 3. Management Structure and Key Personnel</b>			<b>Points obtainable</b>
	For the requirements of the evaluation team, please see further details in Section 7 of the TOR below: 'composition of the evaluation team'.		350
3.1	<p><b>The evaluation team should present a combination of experience in designing and managing interventions that seek to increase the range and volume of gender-responsive public and private investments at the local level in the Least Developed Countries (LDCs) as well as technical expertise and experience of international development evaluation. Experience in evaluating UN programmes, including UNCDF, is preferred but not mandatory.</b></p> <p>The team should have technical knowledge and experience of initiatives attempting to increase the amount of development finance available for the local public and private sectors (small and medium-sized enterprises) in developing countries that focus on women's economic empowerment. This should include experience of initiatives to promote the reform of local governments as well as the introduction of new financial mechanisms and instruments by central and local governments as well as the local financial sector in developing countries to support women's economic empowerment in rural and local contexts.</p> <p>The team should be experienced development evaluators with knowledge of theory-based approaches to evaluation as a way to understand the contribution of development interventions to changing the functioning and operations of organisations such as local governments and MSMEs as well as to broader market and policy systems. Knowledge and experience by the team of delivering mixed-method development evaluations that meet international standards of credibility, validity, and utility in a gender-responsive manner is expected.</p> <p>The evaluation team itself should strive for gender-balance in its composition and include representatives from countries in which the programme has been implemented to ensure the team has background knowledge/expertise in the country.</p>		50

3.2	<p>It is requested that the proposed evaluation team be made up of <u>at least</u> the following roles:</p> <ul style="list-style-type: none"> <li>• 1 Team Leader with expertise and experience in both evaluation and development finance initiatives supporting on gender equality and women's economic empowerment in developing countries</li> <li>• 1 Gender Economic Empowerment Expert with at least 10 years of experience in a variety of organisational and institutional settings</li> <li>• At least 1 - 2 national/regional consultants with country ecosystem experience in project finance and gender economic empowerment to support the conduct of the country visits.</li> </ul>		50
3.3	The Team Leader should have senior-level experience of initiatives promoting Gender Economic Empowerment in developing countries as well as:		25
	<ul style="list-style-type: none"> <li>• Specific and demonstrated knowledge of key trends in gender-lens investment work, and support to women's micro and small enterprise development, preferably with experience in developing countries and least developed countries.</li> </ul>		25
	<ul style="list-style-type: none"> <li>• Knowledge and expertise in initiatives supporting women's economic empowerment from time spent in fragile and least-developed countries, as well as an understanding of constraints and barriers faced by women in economic sectors in developing countries and LDCs</li> </ul>		25
	<ul style="list-style-type: none"> <li>• Proven experience of designing and leading international development evaluations (including standalone projects or programmes, or interventions contributing to broader programmatic interventions conducted by single or multiple partners, including for the UN system)</li> </ul>		25
	<ul style="list-style-type: none"> <li>• Experience in applying a gender lens to all stages of a development evaluation, including proven ability to oversee the collection, presentation, analysis, aggregation and reporting of gender data and data disaggregated by sex</li> </ul>		25
The remaining team members should have the following experience and expertise (Gender Economic Empowerment Expert and 1 or 2 national/ regional consultants) :			

3.4	<ul style="list-style-type: none"> <li>• Senior experience in an international development finance setting, including experience in designing, managing and assessing the performance of development finance instruments, supporting infrastructure development in developing countries at the national and local levels. This experience should include expert knowledge of different tools and methods to promote local finance (including for example knowledge of public-private partnership mechanisms, and direct support to SME financing); and familiarity with the evolution of the international development landscape including recent agreements on the SDGs and the Addis Ababa financing agenda that accompany them</li> </ul>		45
3.5	<ul style="list-style-type: none"> <li>• Knowledge and experience of deploying a range of measurement approaches to assess the financial, economic and social impacts of development finance including experience in using a range of qualitative and quantitative evaluation methodologies to assess program results at individual, institutional, sector and policy level .</li> </ul>		40
3.6	<ul style="list-style-type: none"> <li>• In line with the programme's objectives, the team should have comprehensive knowledge and experience of different approaches deployed by the international community to supporting the increased financing of gender- responsive initiatives with gender economic empowerment as their objective.</li> </ul>		40
For the country visits, the evaluation team should be made up of at least two consultants, with the senior consultant having at least <u>ten years of relevant experience</u> to the initiative being evaluated. The Team Leader is required to lead the first country visit with a view to setting the standards for the second country visit.			
<b>Total Section 3</b>			<b>350</b>

<b>Section 4 - Technical Proposal Evaluation</b>			<b>Points Obtainable</b>
3.1	Clarity of presentation and evidence of clear proposed division of labour within the team		150
3.2	Quality of responses to the questions		150
<b>TOTAL Section 4</b>			<b>300</b>

## Section 5. Terms of Reference

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### Mid-Term Evaluation of the Inclusive and Equitable Local Economic Development Programme (IELD)

**Countries in which IELD has been implemented:** Tanzania, Bangladesh and Uganda (where implementation has started recently)<sup>2</sup>.

**Executing Agency:** United Nations Capital Development Fund (UNCDF) in partnership with the United Nations Development Programme and UN Women

**Timeframe of Programme implementation:** 2016 - 2020

**Total programme budgets: \$24,823,180**, of which:

1. Funded Budget: \$9,164,246
2. Unfunded budget: \$15,658,934

**Budget implemented to date:** 2.5 Million USD

#### ***1.1. United Nations Capital Development Fund and its Local Development Finance Practice Area***

**UNCDF makes public and private finance work for the poor in the world's 47 least developed countries.** With its capital mandate and instruments, UNCDF offers “last mile” finance models that unlock public and private resources, especially at the domestic level, to reduce poverty and support local economic development. UNCDF’s financing models work through two channels: **financial inclusion** that expands the opportunities for individuals, households, and small businesses to participate in the local economy, providing them with the tools they need to climb out of poverty and manage their financial lives; and by showing how **localized investments** — through fiscal decentralization, innovative municipal finance, and structured project finance — can drive public and private funding that underpins local economic expansion and sustainable development. By strengthening how finance works for poor people at the household, small enterprise, and local infrastructure levels, UNCDF contributes to SDG 1 on eradicating poverty and SDG 17 on the means of implementation. By identifying those market segments where innovative financing models can have transformational impact in helping to reach the last mile and address exclusion and inequalities of access, UNCDF contributes to a number of different SDGs.

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<sup>2</sup> Three additional countries Palestine, Mali and Senegal, have recently been included as part of IELD in 2019 and are expected to become operational this year.

The Local Development Finance team at UNCDF addresses three problems that prevent the benefits of growth from reaching all sections of the population and all parts of the territory:

1. Fiscal resources and domestic capital markets are not investing in local governments and local economies in a way that promotes sustainable and equitable growth, which is holding back structural transformation and economic resilience;
2. Local governments and local economies are not able to attract development finance and therefore the benefits of growth are bypassing many populations;
3. Finance is not available for local catalytic infrastructure projects with high impact on critical themes such as women's economic empowerment, climate change, clean energy and food security.

Local Development Finance at UNCDF is about designing and testing financial solutions for these problems. LDFP's clients are governments, local governments and transformative businesses in the LDCs.

## **1.2. IELD programme**

### **Background:**

According to the 2014 UNCTAD Report, in order to make significant progress in human development and well-being, the Least Developed Countries (LDCs) must facilitate structural transformation in the composition of output and employment, towards higher productivity and higher value-added sectors. A first step in doing so is to boost growth and productivity in agriculture, a sector that in the early stages of transformation is labor-intensive, employment-generating, and hence poverty-reducing. Productive employment that is inclusive of all groups of people, including women and youth, plays a fundamental role in economic development and in people's lives, thereby allowing a dignified path out of poverty and a promising inclusive economy. By meeting these conditions, LDCs will be more likely to achieve sustainable progress, improve the living conditions of the most vulnerable, and prepare the road to meet the Sustainable Development Goals.

Across all economies and cultures, women and girls carry out the bulk of unpaid care and domestic work. Globally, women do nearly 2.5 times as much of this work as men, with large gender disparities in time spent cooking, fetching water, cleaning and caring for household members (providing childcare, caring for elderly, ill and persons with disabilities). Women's involvement in this work varies greatly across countries depending on the extent and coverage of public services and physical and social infrastructure, such as water and sanitation, energy, health and childcare as well as social norms of household division of labour that places men as the heads of household and bread winners and women as contributors to unpaid care work. As a result, women who work outside the household face far greater constraints on their time use than men do since they have to carry out both paid and unpaid work, making women time poor. At the same time, this complex reality and weak infrastructure reduces women's time availability to perform income-generating work, restricts the types of work they can perform, and reduces the rewards that they earn for such work.

### **UNCDF/UNDP/UN WOMEN Joint Programme**

The IELD Global Programme is a joint initiative of UNCDF, UNDP and UN Women that is intended to build upon these agencies' strategic comparative advantages in the area of support to gender equality, specifically, in facilitating the completion of gender-sensitive local development investments and local development planning with a view to

supporting women's economic empowerment in the LDCs. UNCDF serves as the lead agency for the programme, hosting the programme management unit and coordinating engagement with the other two agencies.

In support of that, each agency's network of development partners is used to support local governments and the private sector in their ability to design, plan, implement and sustain local public and private investments that take into consideration the specific needs and priorities of poor women and men, with a particular emphasis on unlocking barriers created by responsibilities for unpaid care work to women's economic rights, opportunities and active participation in economic decision-making processes.

More specifically, IELD relies on the broader mandates and areas of specialization of the three implementing agencies in the following way:

- **UNCDF's** capital mandate and its knowledge and experience with flexible investment instruments (grants, loans, guarantees, credit enhancement) that spur local economic development, particularly in least developed countries and in support of vulnerable regions and populations. UNCDF works with central and local governments, private sector and the public to enable testing and support for unproven but promising solutions that can be taken to scale by others
- **UNDP's** broad mandate and wide coverage in nearly 170 countries and territories, helping to achieve the eradication of poverty and the reduction of inequalities and exclusion, its focus on crisis prevention and building resilience.;
- **UN Women's** position in the UN system as the leader and coordinator on gender equality and its work with governments and civil society to design laws, policies, programmes and services needed to ensure that the standards are effectively implemented and truly benefit women and girls worldwide is key to the successful integration of gender into conflict prevention, sustaining peace, and sustainable development.

### **IELD Theory of Change**

IELD's approach to women's economic empowerment takes a holistic view and it focuses on deploying locally- driven solutions that engage both the public and private sector. IELD focuses on innovative solutions for women's economic empowerment financing by designing and deploying gender-responsive local development financing instruments including grants, loans and guarantees. Engaging local and central governments is at the heart of IELD's interventions to promote women's economic empowerment in a sustainable and long-term manner. Women's economic empowerment priorities are incorporated in economic development policies, plans, budgets and programmes at the local level. Capacity support is provided to strengthen gender-responsive public finance management systems. Similarly, women-owned and gender responsive SMEs are supported through technical capacity building and increased access to financing, markets, inputs and machinery. IELD works with the financial institutions - including Central Banks - to ensure that there are special provisions and women-friendly policies and financial products for women-owned/ gender-responsive SMEs.

## ***Implementation approach***

IELD is working in the following specific results areas simultaneously:

### **Diagnostics and Evidence Building:**

Within IELD's theory of change, assessing and identifying key opportunities and constraints to women's engagement in income-generating activities is an important first step. The programme uses its gender-sensitive **Local Economic Assessment tool** to scan local economies and assess barriers to women's economic empowerment. The assessment allows identification of solutions based on a consultative process with local actors including women's organizations, women led SMEs, the private sector and government institutions.

### **Design and Implementation of Publicly- and Privately-Sourced Pipelines of Investments:**

This approach builds on the findings of the LEA tool and involves the development and implementation of locally-generated, targeted, public and private investments that accelerate gender-responsive local economic development in priority areas and sectors. A specific investment tool - the **Women's Economic Empowerment Index (WEEI)** – has been developed by the IELD programme to identify and measure impact of gender-responsive public and private investments.

IELD supports investment projects in the form of structured project finance that provides structured non-recourse financing solutions, in the form of collateral guarantees, for small and medium enterprises (SMEs) and infrastructure projects that are selective, strategic and catalytic and demonstrate tangible benefits towards women's economic empowerment (as determined through application of the Women's Economic Empowerment Index), to reduce risk and unlock local sources of capital.

### **Enhanced local government competencies and Business Development Support:**

IELD aims to strengthen the capacity of local authorities to conduct effective planning and budgeting of investment capital that support gender-equitable local economic development interventions and productive investments. Technical support is provided to identify entry points in local government plans, budgets, and investment frameworks to systematically integrate gender-responsive measures in the design, planning and budgeting of local development investments. Technical support is also provided to women entrepreneurs and gender sensitive SMEs to assist in business development and growth. Local value chains with heavy concentration of women workers/suppliers are supported for growth, improved working conditions, and better accessibility to the market.

In the areas of both development planning and pipeline development, the IELD Global Programme has been designed to respond to local needs in ways that foster women's economic empowerment using the **Transformative Impact Financing** (TIF) approach. TIF identifies locally-generated investible projects that have a high impact on the local economy. It then uses UNCDF's local development finance instruments to unlock domestic public and private capital to finance these investments through the provision of collateral guarantees, seed capital, and thus risk mitigation.

By matching domestic capital to opportunities within the local economy, the IELD Global Programme intends to use TIF to unlock the potential of local entrepreneurs and enterprises. Because of their place- and context-specific knowledge, the involvement of local authorities in the design of country-specific programmes and local interventions remains key to the success of the IELD Global Programme.



Please see in Annex 2 to these TOR the formal expected programme results taken from the results chain in the programme document.

### **Implementation Status**

IELD is currently being implemented in three countries: Tanzania, Bangladesh and more recently Uganda. Palestine, Senegal and Mali were officially included as programme countries in 2019. Programme priorities in these countries - including annual work plans - are currently being developed. Subject to confirmation during the inception phase, the mid-term evaluation should focus mainly on the work implemented in Tanzania and Bangladesh and to a lesser extent Uganda (in view of the recent start of programme activities there).

The programme in **Tanzania** is working closely with the private sector and on-going UNCDF local development programmes to systematically address constraints to women's economic participation at the local level, particularly in the agriculture and agri-business sectors. To this end, the IELD-T programme applies a variety of investment modalities including structured project finance; small and medium sized enterprise (SME) finance in concert with local development strategies and policies in Tanzania to mobilize domestic capital for strategic gender responsive investments that broaden entrepreneurial and employment opportunities for women. In 2018/19, the programme initiated the first investment projects in women's economic empowerment, with seven projects approved so far, five of which are in the implementation stage with funds disbursed. These projects are expected to create more than 500 full-time jobs, 60% of which will be occupied by women. A gender-responsive local economic assessment was undertaken in three districts, Kibondo, Kakonko and Kasulu districts in the Kigoma region to assess important bottlenecks and opportunities to promote women's economic development.

In **Bangladesh**, IELD has been supporting local governments and women SMEs in 2 districts: Brahmanbaria and Rangpur. In both Brahmanbaria and Rangpur the gender responsive local economic assessment tool has been applied to understand the local economic structure, the roles and contributions of and benefits to women in order to assess development opportunities and potential for women to benefit from planning. The programme focuses on the participation of women in local economic development processes, recognizes the reality of entrenched discriminatory attitudes, norms and stereotypes as well as the need to challenge existing inequitable social and economic structures. The programme's investment pipeline is targeting the garment and textile sectors, working with female entrepreneurs, gender-responsive businesses, formal and informal workers; financial institutions, local governments; and the Government of Bangladesh to design and implement interventions that take into consideration the differentiated needs and priorities of women. In 2018, the programme initiated the first investment projects on women's economic empowerment, with three projects approved and receiving funds disbursed. Programme implementation work in Bangladesh is expected to conclude by the end of June 2019.

**Uganda** has been included as the third IELD programming country by the IELD Steering Committee. A comprehensive mapping exercise of current ongoing country-wide government and private initiatives on women's economic empowerment as well as an internal inter-agency review of existing programmes has been undertaken to identify major bottlenecks, opportunities and entry points for the programme. The exercise has provided details about the policy frameworks, institutional mechanisms, major sectors and partners critical for promoting women's economic empowerment in Uganda. Stakeholder consultations were conducted at the district level including government and

private sector entities. To address the current lack of capacity for gender responsive planning and budgeting among a range of stakeholders including the gender ministries, local governments, and the private sector, IELD Uganda plans to focus on capacity building, with a special emphasis on planning and budgeting for gender responsive projects. Building on needs assessment work, a comprehensive country programme is currently being developed.

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

This evaluation is being conducted in accordance with UNCDF's Evaluation Plan 2018 – 2021, and its Evaluation Policy which sets out a number of guiding principles and key norms for evaluation in UNCDF following the standards of the United Nations Evaluation Group in which UNCDF is an active member.<sup>3</sup>

Amongst the norms that the Policy seeks to uphold, the most important are that the evaluation exercise 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 evaluation has been designed with the following overall objectives:

- i) to allow UNCDF, UNWOMEN and UNDP to meet their accountability and learning objectives to funding partners and national stakeholders;
- ii) ensure that the evaluation can support ongoing attempts by IELD and its funders and key partners to capture good practice and lessons to date in an area of work which is evolving fast and is increasingly relevant to meeting the objectives of the Sustainable Development Goals;
- iii) to guide and inform the remaining years of implementation;

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

Recognising that programme implementation has only been underway for three years, critical to this evaluation will be an assessment of the relevance and effectiveness of IELD's approach to date in facilitating gender-sensitive local development investments, supporting local development planning, and women's economic empowerment through unlocking local public funding for gender-responsive public investments and leveraging local private investment. An additional objective for the evaluation is to look at the functioning of the three – agency partnership in implementing IELD.

The specific objectives of the evaluation are to:

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<sup>3</sup> For more information, please see: <http://web.undp.org/evaluation/policy.shtml>

- Assist UNCDF and its partners understand the relevance, efficiency, effectiveness of programme results to date, and likely impact and sustainability of the programme in the different countries in which it is active going forward;
- Validate and/or refine the programme's theory of change at this stage of implementation;
- Situate the programme in its broader institutional and policy environment with sustainability and impact in mind, and compared to similar programmes and other initiatives by other development partners;
- Consider IELD's current and likely contribution to "unlocking" private and public finance through its work with the public and private sectors and promoting gender-focused local economic development;
- Provide forward-looking operational and strategic recommendations that are realistic and practical.

More specifically, the evaluation is expected to provide preliminary evidence on the programme's current and likely contribution to:

- **Building capacity of partner organisations** such as local governments and women-owned and focused MSMEs to generate and manage a pipeline of **public and private investments** that favour women
- **Influencing the broader systems of public and private financing of gender-focused local economic development in LDCs**, including through the scaling up and replication of IELD approaches by others.
- Changes in **women's economic empowerment at the individual beneficiary – level** (to the extent that this is possible at this mid-term stage)

## 2.2. Evaluation methodology:

The evaluation should be **transparent, inclusive, participatory and utilization-focused**. The overall methodology follows a theory of change-based approach, framed by the well-known UN/Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC) evaluation criteria drawing upon mixed methods (quantitative and qualitative) data to capture programme results at all levels of its results chain, including most broadly at the programme's contributions to local fiscal space and local fixed capital formation as well as local economic expansion.

In line with good practice in evaluating this type of complex system change-focused intervention, the evaluation methodology should be organized around three concrete pillars:

- i) the programme's original **theory of change**;
- ii) an **evaluation matrix** grouping key evaluation questions and sub-questions by broad UN/DAC criteria allowing analysis of programme results at different levels of its results chain and verification of the assumptions underpinning the programme's theory of change
- iii) a **data collection toolkit** for the evaluation presenting the quantitative and qualitative primary and secondary data collection tools that will be deployed to collect and analyse data to answer the evaluation questions.

### 2.2.1 Theory of change

The main framework for evaluations of programmes of this type working to support change within complex policy and economic systems across multiple dimensions is provided by the programme's theory of change which helps focus the evaluation questions against the different results that the programme expected to achieve. In applying this theory of change approach, evaluators should attempt to consider the current or likely impact pathways that the programme is taking to achieve the various results that are set out in the programme document while considering the influence of alternative factors and actors driving these changes in the environments in which the programme is operating. The programme's original theory of change is included in Annex 1. Bidders should use this as the basis for the proposed design of the evaluation, recognising that they may suggest additional elements to it during the inception phase of the evaluation.

### 2.2.2 Evaluation Matrix

In proposing how to conduct the evaluation, the evaluators should use an evaluation matrix to operationalize 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 and the accompanying UN/DAC evaluation criteria.

The table below presents a set of preliminary questions that the evaluators should respond to in the evaluation. 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 and the Evaluation Unit. This should include also a set of judgement criteria for the evaluation questions and clear delineation of which data measurement tools the evaluators will use to answer these questions.

Evaluation criteria and main questions	Evaluation sub-questions
<b>Question 1:</b> <i>Relevance and quality of design</i>	1.1. How relevant is the approach being followed to the countries in which the programme is intervening? How relevant/ distinct is it compared to similar initiatives by national or development partners in unlocking public and private finance to support women's economic development?
<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 objectives are to be reached.</i>	1.2. As presently designed, how appropriate is the programme design in view of programme objectives and the intentions of the three UN agencies in working together to implement the programme.
	1.3. How well is the programme <i>designed</i> with regard to transition, expansion and replication of the programme approach by others? Does it have a clearly defined and formulated knowledge management and exit strategy to support the sustainability of programme results?
	1.4. To what extent is the programme design in line with best practices in terms of 'leaving no one behind' and its focus on women's economic empowerment?

<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 IELD delivered its expected results to date, including in terms of resource mobilisation, budget allocation and cost-efficiency of activities?
	2.2 What is the quality of the programme's outputs (deliverables) delivered to date? How is the Women's Economic Empowerment Index (WEEI) used and operated? What are the new instruments and approaches introduced by the programme to leverage increased investments for women's economic empowerment?
	2.3 How well is the programme measuring progress at different levels of its results chain through its monitoring and results documentation system (including programme contributions to capacity change of partners, impacts at client level and programme influence on broader policy and market systems system)? How far is the programme capturing the additionality of its results (from both a financial and development impact perspective) with adaptive programme management and scaling up in mind?
	2.4 How well are programme management and governance arrangements working (involving both development and national partners as appropriate)?
<b>Question 3: Effectiveness (organizational and policy change)</b> <i>Extent to which partner organisations in the public and private sectors are starting to make use of IELD support to change their approaches to designing and implementing investments that support women's economic empowerment</i>	3.1 To what extent is IELD contributing/likely to contribute to changes in the capacity of local governments to plan, implement and manage public sector investments that address the differentiated needs and priorities of economically- marginalized women in rural areas? How have stakeholders and beneficiaries responded to the implementation of the public and private investments?
	3.2 To what extent is IELD contributing to changes in the ability of the private sector to develop and finance investments that focus on women's economic development?
	3.3 To what extent are micro and small and medium enterprises (MSMEs) making use of the new financing and TA tools being provided by IELD?
<b>Question 4: (Likely) Impact</b> <i>Extent to which IELD's work with partner organisations and broader</i>	4.1. To what extent is the programme on track to supporting, or likely to support, in the short or medium term meso/ macro-level impacts at the level of policy or systems in the countries where IELD is active? Where changes have occurred in Women Economic Empowerment is attributable to IELD?
	4.2 How successful is the programme likely to be in unlocking public and private finance to support women's economic development in line with programme objectives?

stakeholders is on track to influencing broader policy and financing systems in favour of women's economic development?	4.3 How well set up is the programme potentially influencing the policy agenda on gender equality financing? What will be the likely contribution of the programme in highlighting and responding to the specific financing needs of women in the LDCs?
<b>Question 5: Sustainability of programme results within the broader policy environment</b>	5.1 To what extent are changes in women's economic empowerment at the individual beneficiary – level likely to be sustainable over time?
	5.2 At this mid-term stage, to what extent are programme results at different levels of its results chain (partner organisation level, broader system level) likely to continue over time?
	5.3. How sustainable is the knowledge and capacity building that has been transferred at the macro, meso and micro levels likely to be over time? What are the challenges to this end? What efforts are being pursued to overcome these challenges?

#### 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 IELD 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 to be provided by the programme, 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.

#### **Key categories of data available**

The number of primary and secondary tools or separate 'lines of evidence' to be applied 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 studies from visits to two of the three countries in which implementation has begun (most likely Tanzania and Bangladesh) with the objective to try to capture variations in programme implementation and broader country context and its impact on programme performance.

#### 2.2.4. Case Studies

In addition to the lines of evidence mentioned above, interested bidders are requested to include in their proposal a proposed approach to 'diving more deeply' into programme relevance and performance to date by way of four case

studies in the two countries to be visited, looking at the results of the different programme instruments being deployed (support and financing of investments and direct technical assistance to the different programme partners such as local governments, partner Ministries as well as MSMEs). The choice of case studies will be decided during the inception phase and should be chosen to support the broader evaluation approach and sampling strategy chosen.

#### 2.2.5. Gender Equality Principles:

In presenting their evaluation proposals, bidders should be aware that the promotion and protection of Human Rights (HR) & Gender Equality (GE) are central to the mandate of the UN, and that evaluation exercises commissioned by UN agencies should assess the extent to which these principles are being respected in the day-to-day work of these agencies. Bidders are requested to respect the following guidelines set out by the United Nations Evaluation Group in their *Handbook to Integrate Human Rights and Gender Equality* in evaluation for gender-responsive evaluation which are summarized below as well as the most recent publications by the United Nations in the area of women's economic empowerment.<sup>4</sup>

*Key principles for integrating human rights and gender equality in evaluation (source: UNEG Handbook on Integrating Human Rights and Gender Equality for gender-responsive evaluation)*

- **Inclusion.** Evaluating Human Rights (HR) and Gender Equality (GE) requires paying attention to which groups benefit and which groups contribute to the intervention under review. Groups should 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.
- **Participation.** 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.** In addition to the elements included above, evaluators should also consider the extent to which the intervention has helped or hindered the empowerment of disadvantaged groups that are affected by the intervention including changes in power relations. 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.

### 3. Management roles and responsibilities:

To ensure independence and fulfilment of UN evaluation standards, the Evaluation Unit of UNCDF in New York - working on behalf of the three agencies - is responsible for the design and management of this evaluation and will hire an independent firm to conduct the evaluations. The Evaluation Unit will provide substantive support, including joining

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<sup>4</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/>

the evaluation team in selected field visits, and is responsible for the overall quality of the report which will be assessed externally against UN evaluation standards once the evaluation has been completed.

The IELD Programme will provide administrative and logistical support. This will include specifically 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 concluding 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 from the three UN agencies that are implementing IELD. The role of the Advisory Committee will be 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

## 4. Evaluation process

The evaluation process will have 3 distinct phases:

### 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.
- ✓ Provision of all relevant documents from all countries where IELD is being implemented, including those that will not be visited.
- ✓ Stakeholder Mapping and stakeholder selection for data gathering.
- ✓ 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) Data gathering and In-country phase:** in-depth data collection and research, including country and 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. The evaluators are also expected to conduct interviews with key informants from HQ as well as telephone interviews with stakeholders in countries that won't be visited.



- c) **Post-Mission Phase:** analysis and synthesis stage, including a technical debrief with IELD staff on initial findings and final questions ahead of drafting of the evaluation report, as well as a HQ debrief of the final evaluation report to senior managers in the three agencies.

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 and preparation of the methodological approach to be followed by the evaluation team; ii) country visits to two of the three programme countries, and iii) a thorough write up 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, investment and TA case studies 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 7 working days per country with a minimum of two members of the evaluation team to visit each country. All team members that will engage in country visits should also be available for the initial kick-off meeting.

In total, it is expected that the evaluation will take no more than a maximum of 100 – 110 person days to complete across the three phases of the evaluation: inception, country visit and write up.

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.

#### **4. Audience and timing:**

The primary audience for this evaluation is: UNCDF, UNDP, UN Women, stakeholders in the IELD-supported countries, including the beneficiaries of the programme as well as programme funders and national counterparts.

The mid-term evaluation is scheduled to be completed over the following timeline:

Inception phase:	June – July 2019
Country visits:	July – August 2019
Write up phase and final report:	September – October 2019

#### **6. Main deliverables:**

The final schedule of deliverables should 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). The Evaluation Team Leader is responsible for preparing and submitting the following deliverables:

Deliverables	Description	General Timeframe
<b>INCEPTION PHASE:</b>  Inception Report and Data Collection Toolkit	An <b>inception report</b> presenting a full description of programme implementation to date as well as 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.	June – July 2019
<b>FIELD MISSION PHASE:</b>	The final choice of countries will be decided during the inception phase (but is most likely to be Tanzania and Bangladesh)	July - August 2019
<b>POST MISSION PHASE:</b>  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)	a. A draft evaluation report An evaluation <b>report</b> presenting the evaluation findings and recommendations for the IELD programme overall ( <b>max. 35 – 45 pages</b> ); plus in annex short (15 – 20 page) <b>synthesis reports</b> of findings from each country visited; alongside-also in annex - <b>summaries of the findings</b> from each of the minimum five ‘lines of evidence’ used to support the evaluation findings as well as finally an <b>Executive Summary</b> of maximum 5 pages summarising the main findings and recommendations in English and French. b. 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). Bidders are requested to make sure that evaluation teams are ready to provide this information upon request. c. Investment/TA case studies following the template provided	September - October, 2019
<b>Power Point Presentation for HQ debriefing</b> (max 20 slides)	A PPT summarizing the main findings and recommendations.	

and 20 minutes presentation).		
<b>Final Evaluation Report</b> , including an Executive 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.	A final report that incorporates comments received from all partners.	November, 2019

## 7. Composition of Evaluation Team:

**The evaluation team should present a combination of experience in designing and managing interventions that seek to increase the range and volume of gender-responsive public and private investments at the local level in LDCs as well as technical expertise and experience of international development evaluation. Experience in evaluating UN programmes, including UNCDF, is preferred but not mandatory.**

The team should have technical knowledge and experience of initiatives to increase the amount of development finance available for the local public and private sectors (small and medium-sized enterprises) in developing countries that focus on women's economic empowerment. This should include experience of initiatives to promote the reform of local governments as well as the introduction of new financial mechanisms and instruments by central and local governments as well as the local financial sector in developing countries to support women's economic empowerment in rural and local contexts.

The team should be experienced development evaluators with knowledge of theory-based approaches to evaluation as a way to understand the contribution of stand-alone development interventions to change within organisations such as local governments and MSMEs as well as to broader market and policy systems. Knowledge and experience by the team of delivering mixed-method development evaluations that meet international standards of credibility, validity, and utility in a gender-responsive manner is expected.

The evaluation team itself should strive for gender-balance in its composition and include representatives from countries in which the programme has been implemented to ensure the team has background knowledge/expertise in the country.

More specifically:

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

- 1 Team Leader with evaluation and experience of development finance focused on gender and women's economic empowerment
- 1 Gender Economic Empowerment Expert with at least 10 years of experience
- At least 1 - 2 national/regional consultants with country ecosystem experience in project finance and gender economic empowerment to participate in the country visits.

The Team Leader should have senior-level experience of initiatives promoting Gender Economic Empowerment in developing countries as well as:

- Specific and demonstrated knowledge of key trends in gender-lens investment work, and support to women's micro and small enterprise development, preferably with experience in developing countries and least developed countries.
- Knowledge and expertise in initiatives supporting women's economic empowerment from time spent in fragile and least-developed countries, as well as an understanding of constraints and barriers faced by women in economic sectors in developing countries and LDCs
- Proven experience of designing and leading international development evaluations (including standalone projects or programmes, or interventions contributing to broader programmatic interventions conducted by single or multiple partners, including for the UN system)
- Experience in applying a gender lens to all stages of a development evaluation, including proven ability to oversee the collection, presentation, analysis, aggregation and reporting of gender data and data disaggregated by sex

The remaining team members should have the following experience and expertise:

- Senior experience in international development finance, including experience in designing, managing and assessing the performance of development finance instruments, supporting infrastructure development in developing countries at the national and local levels. This experience should include expert knowledge of different tools and methods to promote local finance (including for example knowledge of public-private partnership mechanisms, and direct support to SME financing); and familiarity with the evolution of the international development landscape including recent agreements on the SDGs and the Addis Ababa financing agenda that accompany them
- Knowledge and experience of deploying a range of measurement approaches to assess the financial, economic and social impacts of development finance including experience in using a range of qualitative and quantitative evaluation methodologies to assess program results at individual, institutional, sector and policy level
- In line with the programme's objectives, the team should have comprehensive knowledge and experience of different approaches deployed by the international community to supporting the increased financing of gender-responsive initiatives with gender economic empowerment as their objective.

For the country visits, the evaluation team should be made up of at least two consultants, with the senior consultant having at least ten years of relevant experience to the programme being evaluated. The Team Leader is required to lead the first country visit with a view to setting the standards for the second country visit.

## 8. Proposal requirements

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

The technical proposal shall describe the methodology and approach to achieve the objectives of the study, including the team proposed. The technical proposal should not exceed 30 pages + annexes (for example CVs).

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

- Based on the information provided above and on the programme websites, a complete **Evaluation Matrix** presenting the evaluation questions and sub-questions, **together with possible indicators/judgement criteria, data collection tools and analysis methods** that will be used to answer the evaluation questions.
- A description of the mixed-method **data collection toolkit** to be used in answering the evaluation questions, including the qualitative and quantitative tools that will be used in assessing existing secondary data and generating new primary data. In proposing the evaluation methodology, bidders are requested to respect the various quality standards for UNCDF evaluation set out in Annex 3.
- The proposal should highlight how the evaluation will disaggregate findings on women, rural, and un(der)banked population segments in its data collection and aggregation, as well as make use of the Gender Economic Empowerment Framework

As part of the **detailed work plan and timeline of major activities**, the following should be presented:

- A **detailed evaluation work plan for conducting the evaluation**, 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. Review of all relevant programme documentation during the inception phase, including a briefing by the project team on the programme during the inception phase to be conducted in X;
  - ii. Country visits to the two programme countries mentioned above;
  - iii. Write up of the evaluation report presenting the findings on the programme as a whole as well as the supplementary country reports and case studies
  - iv. The country visits should be at a minimum 7 days per country.

Overview of **past examples of conducted evaluations** should include:

- A description of past evaluations conducted that are relevant to the evaluation being commissioned here, including methodological approach deployed.
- Two evaluation reports, including references that can be followed up.

Information on the **Proposed team** should include:

- CVs for each member of the team,

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

All team members that will engage in country visits should also be available for the initial kick-off meeting. Note that the team members conducting the country visits to the francophone countries must be fluent in French and have experience of providing consulting services in French-speaking countries.

## 9. 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 or supporting the programme being evaluated.**

## 10. 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.

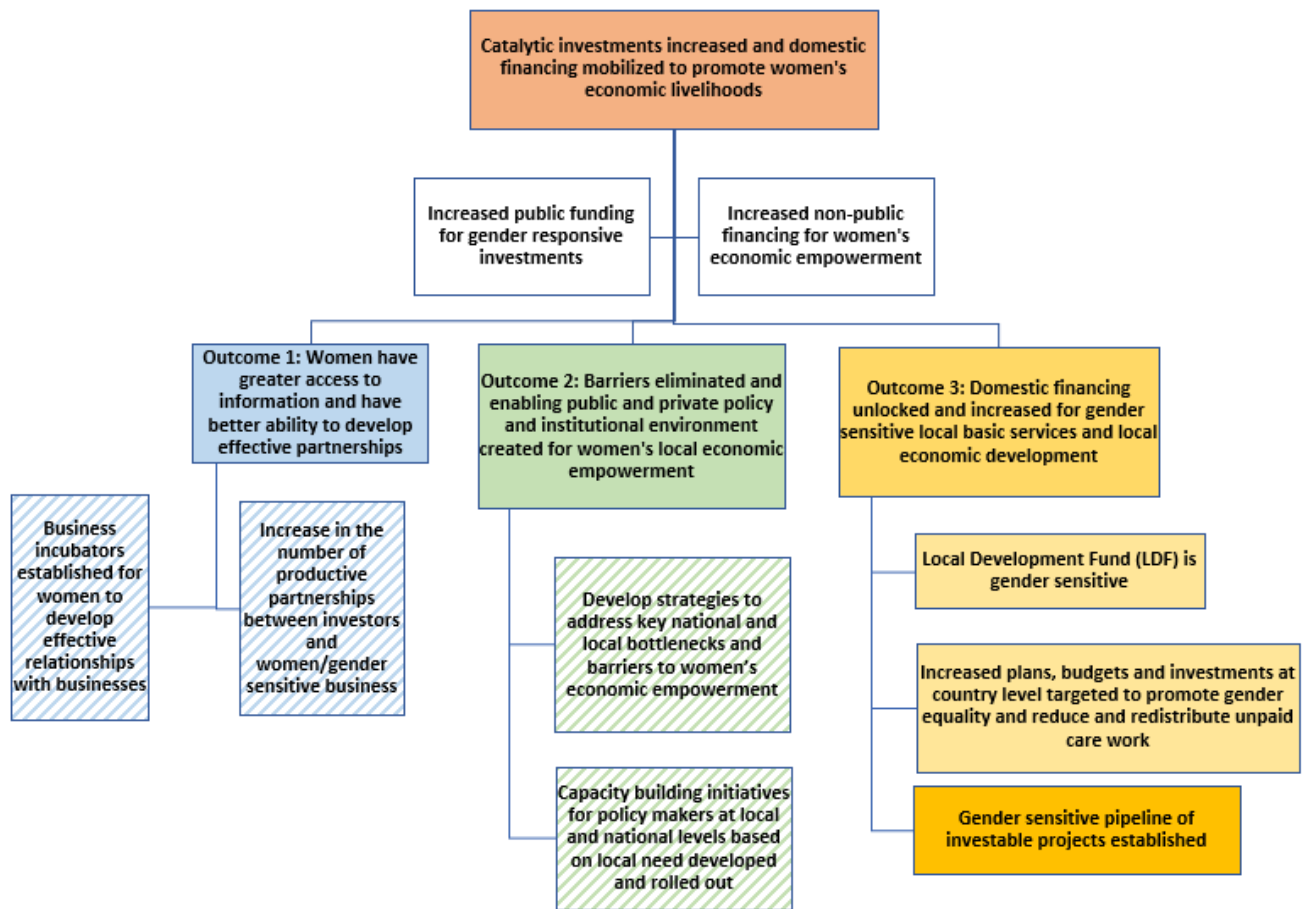
Schedule of payments:

25% of contract: upon submission of inception report

35% of contract: upon submission of the draft evaluation report

40% of contract: upon approval of final evaluation report.

## Annex 1. Theory of Change



**Annex 2:** Key expected IELD results from the programme document

**Results Framework**

<b>Goal: Increased Investments to promote gender equality and women's empowerment</b>											
<b>Outcome 1: Funding for feminist movements and WOs increased</b>											
<b>Outcome 2: Barriers eliminated and enabling public and private policy and institutional environment created for women's local economic empowerment</b>											
<b>Outcome 3: Domestic financing unlocked and increased for gender sensitive local basic services and local economic development</b>											
<b>Outcome 1: Women have greater access to information and have better ability to develop effective partnerships</b>											
	<b>Participating UN Organization Specific Outputs</b>		<b>Participating UN organization corporate priority</b>	<b>Implementing Partner</b>	<b>Indicative activities for each Output</b>	<b>Resource allocation and indicative time frame*</b>					
<b>Joint Programme Outputs with corresponding indicators and baselines</b>						<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>Total</b>
<b>JP OUTPUT 1.1: Increase in the number of productive partnerships between investors and women/gender sensitive business</b>	<b>UNDP SP Outcome 4:</b> Faster progress is achieved in reducing gender inequality and promoting women's empowerment		<b>UNDP SP Output 4.1:</b> Country led measures accelerated to advance women's economic empowerment	<b>UN Women Lead and UNCDF</b>	Training materials for gender sensitive enterprises and women entrepreneurs developed	\$50,000	\$0	\$0	\$10,000	\$0	\$60,000
Baseline: To be established at country level				<b>UNDP Lead with UN WOMEN</b>	Global Forum on Transformative Impact Financing for women's economic empowerment	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$400,000



<p>Indicator 1: Number of productive partnerships between public/private investors and women lead businesses established through empowerment.org Target: 10% increase on yearly basis</p> <p>Indicator 2: Number of productive partnerships between public/private investors and women led and gender sensitive businesses. Target: 10% increase on yearly basis</p> <p>Indicator 3: Number of productive partnerships established through business incubators and other mechanisms Target: 10% increase on yearly basis</p>	<b>UN Women SP Outcome 2.1:</b> National legislation, policies, strategies, budget and justice mechanisms adopted and implemented to strengthen women's economic empowerment		<b>UN Women SP Output 2.1.1:</b> Enhanced capacity of legislators and policy makers in applying international standards, accountability mechanisms and budgetary allocation in national laws, policies, programmes and regulations on women's economic empowerment.	<b>UN Women lead</b>	<b>Transform stories, lessons learned, training modules, networks on knowledge gateway</b>	<b>\$50,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$650,000</b>
<b>Subtotal Output 1.1</b>						<b>\$100,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$260,000</b>	<b>\$250,000</b>	<b>\$1,110,000</b>
<p><b>JP Output 1.2: Business incubators established for women to develop effective relationships with businesses</b></p> <p>Baseline: To be established at country level</p> <p>Indicator: % increase in number of women businesses served by business incubators Target: 10% increase on yearly basis</p>	<b>UNDP SP Outcome 4:</b> Faster progress is achieved in reducing gender inequality and promoting women's empowerment		<b>UNDP SP Output 4.1:</b> Country led measures accelerated to advance women's economic empowerment	<b>UN Women and UNCDF</b>	Capacity building to identified enterprises under project finance delivered - establishment of women business incubator	<b>\$40,000</b>	<b>\$70,000</b>	<b>\$70,000</b>	<b>\$70,000</b>	<b>\$70,000</b>	<b>\$320,000</b>
				<b>UN Women Lead and UNCDF</b>	Capacity building to enterprises under SME Cluster Finance/Bundle delivered - establishment of women business incubator	<b>\$60,000</b>	<b>\$150,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$510,000</b>
	<b>UN Women SP Outcome 2.1:</b> National legislation, policies, strategies, budget		<b>UN Women SP Output 2.1.1:</b> Enhanced capacity of legislators and policy makers	<b>UNDP/UNCDF/UN Women</b>	Project policy publications, manuals, training materials, advocacy materials	<b>\$1,667</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$61,667</b>

	and justice mechanisms adopted and implemented to strengthen women's economic empowerment		in applying international standards, accountability mechanisms and budgetary allocation in national laws, policies, programmes and regulations on women's economic empowerment.								
<b>Subtotal Output 1.2</b>						<b>\$101,667</b>	<b>\$235,000</b>	<b>\$185,000</b>	<b>\$185,000</b>	<b>\$185,000</b>	<b>\$891,667</b>
<b>Outcome 2: Barriers eliminated and enabling public and private policy and institutional environment created for women's local economic empowerment</b>											
<b>JP Output 2.1: Develop strategies to address key national and local bottlenecks and barriers to women's economic empowerment</b>	<b>UNDP SP Outcome 1:</b> Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded		<b>UNDP SP Output 1.1:</b> National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment - and livelihoods-intensive	<b>UNCDF Lead with UN Women</b>	<b>Provide technical assistance to formulate gender sensitive financial flows that are sustainable, maintainable with projected financial flows of revenue</b>	<b>\$0</b>	<b>\$20,000</b>	<b>\$10,000</b>	<b>\$20,000</b>	<b>\$10,000</b>	<b>\$60,000</b>
Baseline: To be established at country level  Indicator 1: Country level frameworks and capacity needs developed Target: Country level frameworks and capacity needs developed in each programming country  Indicator 3: Project, policy publications issued, training manuals published	<b>UN Women SP Outcome 2.2:</b> Women's Sustainable			<b>UNDP/UN Women</b>	<b>Identify major bottlenecks that hinder women's participation in local economy with community participation</b>	<b>\$10,000</b>	<b>\$10,000</b>		<b>\$10,000</b>		<b>\$30,000</b>

Target: Training manuals published for each programming country Target: Project, policy publications published for each country	Livelihoods enhanced by gender responsive services and access and control over resources and means of production		UN Women SP Output 2.2.2: Enhanced capacity at national and local level to develop and implement gender-responsive public services and policies								
				UNCDF Lead with inputs from UN Women and UNDP and approval of the GSIC	Develop Country level frameworks and identify interventions	\$40,000	\$20,000	\$20,000	\$22,000	\$20,000	\$122,000
Subtotal Output 2.1						\$50,000	\$50,000	\$30,000	\$52,000	\$30,000	\$212,000
JP Output 2.2: Capacity building initiatives for policy makers at local and national levels based on local need developed and rolled out	UNDP SP Outcome 4: Faster progress is achieved in reducing gender inequality and promoting women’s empowerment  UN Women SP Outcome 2.2: Women’s Sustainable Livelihoods enhanced by gender responsive services and access and		UNDP SP Output 4.1: Country led measures accelerated to advance women’s economic empowerment  UN Women SP Output 2.2.1: Enhanced capacity at national and local level to develop and implement gender-responsive	UNDP LEAD	Provide capacity building to national counterparts on gender and economic policy management, local economic development and sector growth		\$60,000	\$30,000	\$60,000	\$20,000	\$170,000
Baseline: To be established at the country level				UN Women Lead with UNDP	Provide capacity building to local authorities on gender aware socio-economic local development policy analysis, investments, development, sector growth etc.		\$40,000	\$30,000	\$30,000	\$30,000	\$130,000
Indicator 1: All key officers in each unit trained Target: Number of officers trained				UN Women Lead and UNCDF	Develop Training modules to Local Authorities on Gender responsive local economic development	\$80,000	\$20,000	\$0	\$10,000	\$0	\$110,000
Baseline: To be established through country level LEA Indicator 2: % increase in women’s representation and				UNDP Lead	Tailor made capacity building modules for national counterparts	\$40,000	\$0	\$20,000	\$0	\$20,000	\$80,000

<p>active engagement in community led planning and decision making Target: 10% increase each year</p> <p>Baseline 0 LEA tool and baseline defined</p> <p>Indicator: LEA assessments concluded for each country, clear directions identified and concrete initiatives defined</p> <p>Target (Year 1) 2 country LEA assessments conducted and concrete programming needs defined in these</p> <p>(Year 2) 1 country LEA assessment conducted and concrete programming needs defined</p> <p>(Year 3) 1 country LEA assessment conducted and concrete programming needs defined</p> <p>(Year 4) 1 country LEA assessment conducted and concrete programming needs defined</p> <p>(Year 5) 1 country LEA assessment conducted and concrete programming needs defined</p>	control over resources and means of production		public services and policies	<b>UN Women Lead with UNCDF</b>	<b>Designing a gender sensitive local economic assessment</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$70,000</b>
				<b>UNDP Lead</b>	<b>Mapping of national socio-economic policy and institutional context</b>	<b>\$20,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$60,000</b>
				<b>UNCDF Lead with UN WOMEN</b>	<b>Applying the LEA tool with a gender lens: 2 countries year 1, one additional country every year based on expansion plan</b>	<b>\$140,000</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$380,000</b>
				<b>UNDP Lead with UNCDF</b>	<b>Establishing a gender sensitive local economic baseline in selective localities</b>	<b>\$40,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$120,000</b>
				<b>UNCDF leads with UN Women</b>	<b>Assessment of local capacities established applying the LEA's diagnostic tool</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$150,000</b>
				<b>UN Women Lead with UNCDF</b>	<b>Analyze the LEA from a gender perspective and identify entry points</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$40,000</b>
				<b>UNCDF Lead with UN WOMEN</b>	<b>Analyze the institutional needs at the local level</b>		<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$40,000</b>
				<b>UNDP/UNCDF/UN Women</b>	<b>Project policy publications, manuals, training materials, advocacy materials</b>	<b>\$1,667</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$61,667</b>

<b>Subtotal Output 2.2:</b>						<b>401,667</b>	<b>275,000</b>	<b>245,000</b>	<b>255,000</b>	<b>235,000</b>	<b>1,411,667</b>
<b>Outcome 3: Domestic financing unlocked and increased for gender sensitive local basic services and local economic development</b>											
<b>JP Output 3.1: Local Development Fund (LDF) is gender sensitive</b>  Baseline: LDF not gender sensitive  Indicator: Number of plans, budgets and investments that directly promote gender equality and address unpaid care work Target: Gender sensitive LDF developed and operational	<b>UNDP SP Outcome 1:</b> Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded		<b>Output 1.1:</b> National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment - and livelihoods-intensive	<b>UNDP Lead with UNCDF</b>	Gender sensitive Local Development Fund guideline developed	\$35,000	\$5,000	\$15,000	\$5,000	\$0	\$60,000
				<b>UNCDF Lead</b>	Allocate and Invest the Seed capital Funds to test and implement the LDF system	\$0	\$500,000	\$1,000,000	\$1,250,000	\$1,250,000	\$4,000,000
				<b>UNDP and UNCDF</b>	Gender Sensitive methodology and guide for project finance developed	\$20,000	\$0	\$0	\$10,000	\$0	\$30,000
				<b>UNCDF</b>	Project Finance financing grants and business development (2 countries)	\$100,000	\$800,000	\$1,000,000	\$1,000,000	\$1,000,000	\$3,900,000
	<b>UN Women SP Outcome 2.1:</b> National legislation, policies, strategies, budget and justice mechanisms adopted and implemented to strengthen women's economic empowerment  <b>UNCDF Outcome 1</b> Increasing financing for basic services and sustainable		<b>UN Women SP Output 2.1.1:</b> Enhanced capacity of legislators and policy makers in applying international standards, accountability mechanisms and budgetary allocation in national laws, policies, programmes and regulations on women's economic empowerment	<b>UNDP Lead and UNCDF</b>	Baseline for Transformative Impact developed	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000

	and inclusive growth										
<b>Subtotal Output 3.1</b>						<b>\$175,000</b>	<b>\$1,325,000</b>	<b>\$2,035,000</b>	<b>\$2,285,000</b>	<b>\$2,270,000</b>	<b>\$8,090,000</b>
<b>JP Output 3.2: Increased plans, budgets and investments at country level targeted to promote gender equality and reduce and redistribute unpaid care work</b>  Baseline: To be established at the country level  Indicator: Number of plans, budgets and investments that directly promote gender equality and address unpaid care work Target: To be established at the country level	<b>UNDP SP Outcome 4:</b> Faster progress is achieved in reducing gender inequality and promoting women's empowerment		<b>UNDP SP Output 4.1:</b> Country led measures accelerated to advance women's economic empowerment	<b>UNCDF Lead with UN Women and UNDP</b>	Provide informed technical assistance to design gender responsive local economic development interventions with women and community		\$20,000	\$20,000	\$20,000	\$20,000	\$80,000
				<b>UNCDF Lead with UN Women and UNDP</b>	Provide technical assistance to properly plan the identified gender interventions		\$20,000	\$10,000	\$20,000	\$10,000	\$60,000
	<b>UN Women SP Outcome 2.2:</b> Women's Sustainable Livelihoods enhanced by gender responsive services and access and control over resources and means of production		<b>UN Women SP Output 2.3.1:</b> Enhanced capacity of gender equality advocates to influence poverty eradication policies including through communication and advocacy	<b>UN Women and UNCDF</b>	Sustain gender investments in Public Expenditure Management	\$0	\$25,000	\$0	\$25,000	\$0	\$50,000
				<b>UNDP Lead</b>	Gender Procurement	\$0	\$15,000	\$15,000	\$15,000	\$15,000	\$60,000
				<b>UN Women with UNDP</b>	Identify locally driven measures to recognize, reduce and redistribute burdens placed specifically on poor women		\$20,000		\$20,000	10000	\$50,000
				<b>UNDP Lead</b>	Monitoring of gender sensitive enterprises against their work plans after closing deal for 2 year	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
				<b>UNDP Lead</b>	Monitoring of Cluster/Bundle against work plan and gender sensitive plans and budgets	\$20,000	\$100,000	\$100,000	\$100,000	\$100,000	\$420,000
	<b>UNCDF Outcome 1</b> Increasing financing for										

	basic services and sustainable and inclusive growth			<b>UNCDF Lead with UN Women and UNDP</b>	<b>Provide technical assistance to integrate the gender interventions in the appropriate local level financial frameworks e.g. MTEF, AIP etc.</b>		\$10,000	\$10,000	\$10,000	\$10,000	\$40,000
				<b>UN Women with UNDP</b>	<b>Identify locally driven measures to lift institutional and legal barriers that restrict women's participation in local economy</b>		\$8,000	8000	\$8,000		\$24,000
<b>Subtotal Output 3.2</b>						<b>\$40,000</b>	<b>\$238,000</b>	<b>\$183,000</b>	<b>\$238,000</b>	<b>\$185,000</b>	<b>\$884,000</b>
<b>JP Output 3.3: Gender sensitive pipeline of investable projects established</b>  Baseline: To be established at the country level  Indicator 1: % increase in domestic capital Target: To be established at the country level  Indicator 2: % increase in net local fiscal space Target: To be established at the country level  Indicator 3: % increase in fixed capital formation Target: To be established at the country level	<b>UNDP SP Outcome 1:</b> Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded  <b>UN Women SP Outcome 2.2:</b> Women's Sustainable Livelihoods enhanced by gender responsive services and access and control over resources and		<b>Output 1.1:</b> National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment - and livelihoods-intensive  <b>UN Women SP Output 2.2.2:</b> Strengthened skills/opportunities and enterprise development assistance for women to influence poverty eradication policies including through communication and advocacy tools	<b>UNDP and UNCDF</b>	<b>Gender sensitive methodology for cluster SME finance/Bundling developed</b>	\$20,000	\$10,000	\$0	\$10,000	\$0	\$40,000
				<b>UNCDF Lead with UNDP and UN Women</b>	<b>Cluster of women SMEs identified and pipeline developed</b>	\$100,000	\$50,000	\$20,000	\$20,000	\$20,000	\$210,000
				<b>UNCDF</b>	<b>SME Cluster Finance grants/Pool Funding Grants/Project Grants</b>	\$50,000	\$800,000	\$800,000	\$800,000	\$800,000	\$3,250,000
				<b>UNDP Lead with support from UNCDF</b>	<b>Measuring and Reporting on Impact on Increase in net fiscal space or fixed capital formation</b>	\$0	\$65,000	\$65,000	\$65,000	\$65,000	\$260,000
				<b>UNCDF</b>	<b>Capacity building to domestic banks on risk mitigation and gender equality delivered</b>	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
				<b>UNCDF</b>	<b>Capacity building to financing institutions delivered</b>	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000

	means of production			UNCDF Lead	Mobilize and Design the Local Fiscal System to unlock domestic capital to local authorities for targeted interventions	\$10,000	\$20,000	\$20,000	\$10,000	\$10,000	\$70,000
	UNCDF Outcome 1			UNDP Lead	Account for the impact on the investments on Increase in Net Fiscal space and Fixed Capital formation	\$0	\$25,000	\$25,000	\$25,000	\$25,000	\$100,000
	Increasing financing for basic services and sustainable and inclusive growth			UNCDF Lead with inputs from UN Women and UNDP and approval of the GSIC	Criteria and methodology of gender sensitive pipeline of investable projects developed	\$20,000	\$0	\$0	\$10,000	\$0	\$30,000
				UNCDF	Pipeline categorization (project finance, SME cluster and Bundling) established	\$20,000	\$10,000	\$5,000	\$5,000	\$5,000	\$45,000
				UNDP/UNCDF/UN Women	Project policy publications, manuals, training materials, advocacy materials	\$1,667	\$15,000	\$15,000	\$15,000	\$15,000	\$61,667
Subtotal Output 3.3						\$261,667	\$1,026,667	\$981,667	\$991,667	\$971,667	\$4,233,333
Project management				UN Women	Global launch of programme	\$80,000					\$80,000
				UNCDF/UNDP/UN Women	Resource mobilization and developing further partnerships incl. partnerships strategy	\$15,000	\$10,000	\$10,000	\$10,000	\$10,000	\$55,000
				UNCDF	Brochure on IELD	\$5,000		\$10,000			\$15,000



				UNDP/U N Women	Country level advocacy workshops	\$10,000	\$20,000	\$10,000	\$20,000	\$10,000	\$70,000
				UNCDF	Midterm review			\$60,000			\$60,000
				UNCDF	Final review					\$105,000	\$105,000
	Subtotal Programme Management					\$110,000	\$30,000	\$90,000	\$30,000	\$125,000	\$385,000
				UNCDF HQ	Project Manager	\$150,000	\$225,000	\$225,000	\$225,000	\$225,000	\$1,050,000
				UN Women HQ	Knowledge management Analyst	\$0	\$65,000	\$130,000	\$130,000	\$130,000	\$455,000
				UN Women HQ	Programme Coordinator	\$85,000	\$165,000	\$165,000	\$165,000	\$165,000	\$745,000
				UNCDF HQ	Research Analyst	\$65,000	\$130,000	\$130,000	\$130,000	\$130,000	\$585,000
				UNDP HQ	Programme Coordinator	\$85,000	\$165,000	\$165,000	\$165,000	\$165,000	\$745,000
				UNDP/U NCDF/U N WOMEN	Country Team1	\$82,500	\$165,000	\$165,000	\$165,000	\$165,000	\$742,500
				UNDP/U NCDF/U N WOMEN	Country Team 2	\$82,500	\$165,000	\$165,000	\$165,000	\$165,000	\$742,500
				UNDP/U NCDF/U N WOMEN	Country Team 3	\$82,500	\$165,000	\$165,000	\$165,000	\$165,000	\$742,500
	Subtotal HR					\$632,500	\$1,245,000	\$1,310,000	\$1,310,000	\$1,310,000	\$5,807,500
Total Outputs											\$16,866,001
Total Outputs, PM and HR											\$23,058,501
							Total Capital Grants				\$11,150,000

							Total Technical UNCDF				\$3,802,667
							Total Technical UNDP				\$3,784,167
UN organization 1	Programme Cost **						Total technical UN Women				\$4,321,667
	Indirect Support Cost**										
UN organization 2	Programme Cost										
	Indirect Support Cost										
UN organization 3	Programme Cost										
	Indirect Support Cost										
Total	Programme Cost					\$1,872,501	\$4,683,000	\$5,318,000	\$5,615,000	\$5,570,000	\$23,058,501
	Indirect Support Cost (0.08%)										\$1,764,680.08
Project Total											\$24,823,181

**Annex 3: Quality Grid for UNCDF Evaluations (source: UNDP Decentralised Evaluation Guidelines)**

<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:	
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:	
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]
--	------------

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:	
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			
---------------	--	--	--

☐ 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:	
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.

**Previous performance** of the firm in successfully bidding for, conducting and backstopping **formative and summative evaluation** of international development policy, programmes and projects in the area of inclusive finance generally and financial inclusion diagnostics, financial inclusion policies/ strategies and market development specifically.

**Previous experience** using a variety of **evaluation approaches** (e.g. theory-of-change based, utilization-focused, participatory, gender- and equity-focused project and programme evaluation) and **methods** (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.

Evidence of the firm being able to deliver high quality evaluation reports through submission of **three evaluation reports** of comparable scope and approach to the evaluation being tendered here.

- 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).

**Experience** 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 local economic development generally and local women's economic empowerment using grants, loans and guarantees.

- 1.3 Relevance of specialized knowledge and experience on similar engagements done in the region/country.

**Knowledge and experience** of embedding key standards around promoting **gender**

**equality** and the **empowerment of women** in the work that the firm does (e.g. gender mainstreaming, gender analysis, knowledge of human rightsbased 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).

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.

Quality of the data collection strategy to be applied in answering the evaluation questions, including the qualitative and quantitative tools that will be used in assessing existing secondary data and generating new primary data to answer the evaluation questions. Bidders are requested to particularly focus on how they will measure the results of the PFIP programme to date at the outcome level using methods supporting a contribution analysis approach and considering alternative drivers of the broader programme results that are being achieved in the different countries using the country reports.

They are also requested to propose an approach to case study analysis that can compare and contrast the results of the different programme instruments being deployed in support of the variety of partners/beneficiaries across the portfolio.

Finally, bidders are requested to propose approaches to assessing the use of new financial products at the beneficiary level across a sample of local governments/ partner organisations.

In proposing the evaluation methodology, bidders are requested to respect the various quality standards for UNCDF evaluation set out in Annex 1. of the Terms of Reference.

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.

Extent to which the proposal highlights how the evaluation will apply a gender responsive lense with a view to generating findings that take into account the perspective of women, rural, and un(der)banked population segments, as well as make use of the Gender Economic Empowerment Framework

- 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.

A detailed evaluation work plan for conducting the evaluation, showing the overall time commitment for the evaluation, 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. Review of all relevant programme documentation during the inception phase, including a briefing by the project team on the programme during the inception phase;
- ii. Country visits to 2 programme countries;

- 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]
	<i>[Provide details of professional certifications relevant to the scope of services]</i>



<b>Professional certifications</b>	<ul style="list-style-type: none"> <li>▪ Name of institution: [Insert]</li> <li>▪ Date of certification: [Insert]</li> </ul>
<b>Employment Record/ Experience</b>	<p><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></p> <p>[Insert]</p>
<b>References</b>	<p><i>[Provide names, addresses, phone and email contact information for two (2) references]</i></p> <p>Reference 1: [Insert]</p> <p>Reference 2: [Insert]</p>

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:	
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:	
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**

	Amount(s) in USD
<b>Financial proposal for 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 field phase detailed per country/ per region</b>	
Transportation:	
Accommodation	
Interpretation	
Written translation:	
Etc	

<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**

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>				

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

Deliverable/ Activity description	%	Time (person days)	Professional Fees	Other Costs	Total
Upon submission of inception report	25				
Upon submission of draft evaluation report	35				
Upon approval of final evaluation report	40				
.....					

## 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.**

---

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 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]*