

## TERM OF REFERENCE (ToR)

### GENERAL INFORMATION

<b>Services/Work Description:</b>	Africa Beyond Aid: consultancy firm to conduct research on investments opportunities in fragile settings of the Sahel, Lake Chad Basin and Horn of Africa
<b>Project/Program Title:</b>	Regional Service Centre for Africa, UNDP
<b>Duty Station:</b>	Home-Based with limited travel
<b>Type of the Contract:</b>	International Consultancy Firm
<b>Expected Places of Travel:</b>	Lake Chad Basin, Sahel and Horn of Africa region
<b>Duration:</b>	6 months

### I. BACKGROUND / PROJECT DESCRIPTION

The UNDP Regional Bureau for Africa (RBA), through its Regional Service Centre for Africa (RSCA), has been implementing a number of projects in support of the AU. The Regional Programme for Africa responds to challenges and opportunities facing the African Continent and to Africa's priorities and aspirations as articulated by the African Union and other regional organs. These are convergent with the vision, areas of work and guiding principles of the UNDP strategic plan. The programme builds on the successes and responds to the lessons from past cooperation, with special attention to programme focus and effective engagement with the African Union and the regional economic communities through the development of long-term strategic partnerships.

As a developmental agency, UNDP has witnessed the impact of fragility, violence, and conflict in Africa. Fragility exists to varying degrees in all countries and poses a risk to not only exacerbate uncertainty and instability but bears a heavy humanitarian burden and acts as a brake on resilience and socio-economic advancement. Conventional measures to prevent conflict and mitigate fragility often include security-based stabilisation and humanitarian programmes that do not emphasise economic solutions to conflict and fragility. They have largely been driven by multilateral and international institutions, national governments, and NGOs. Alone, these actors are unable to address these complex challenges which require public-private partnerships and a greater engagement of the business sector to resolve. Boosting private sector investment in fragile setting remains essential if we truly want to enhance the ability for communities and societies to thrive and achieve resilience.

Unfortunately, current evidence from the Sahel, Lake Chad Basin and Horn of Africa presents a grim picture. In the Horn of Africa, the ongoing conflicts along the Sudan-Ethiopia boarder, the protracted war in the Tigray region and tensions with Somalia has led to great suffering for civilians, potentially subjecting those in inaccessible areas to mass starvation as humanitarian access is limited<sup>1</sup>. In the Sahel the ongoing tensions around land and water access rights in the Lake Chad region continue to foster rebel activity. Deep poverty, climate change, violence, chronically high food insecurity and malnutrition continue to drive extreme levels

<sup>1</sup> <https://www.crisisgroup.org/africa/horn-africa/horn-2021-horn-africa>

of vulnerability. Insecurity and violence are threatening lives and livelihoods, increasing human rights violations, and jeopardizing social cohesion. Women and girls are at heightened risk of sexual and gender-based violence. Insecurity is also constraining humanitarian access, leaving communities without essential assistance, and exposing aid workers to increased risks. Across the region, COVID 19 is further compounding acute needs. In 2021, almost 29 million Sahelians will need assistance and protection, 5 million more than one year ago. Six countries – Burkina Faso, Cameroon, Chad, Mali, Niger, Nigeria – have developed Response Plans for 2021, requiring a total US\$ 3.7 billion.<sup>2</sup> However, the capability of entrepreneurs to adapt to any situation is impressive and has been seen in South Sudan, Somalia where internally displaced people transferred their businesses from markets to the camps.

It has been said that employment is the best weapon against conflict, and the private sector can help break the cycle of conflict, fragility, and poverty that persists in many fragile and conflict-affected situations. Private firms can provide the jobs and services needed to increase income levels and meet societal needs. They can also contribute to trust and stability by building functioning markets and trading relationships that are inclusive of different groups in society, are sustainable, and operate with integrity. In addition, firms often contribute directly to local social programs, and can work hand-in-hand with governments to enhance the investment climate.

Rallying private sector participation and strengthening private and public sector networks for achieving sustainable and inclusive economic growth take on new urgency in the context of the global pandemic.. National resource mobilization and increased commitments from private investors and enterprises will be needed for recovery, while maintaining progress towards the achievement of the Sustainable Development Goals (SDGs) by 2030. In order to achieve transformational changes in health, climate, environment, education, agriculture, gender equality, and the eradication of poverty in all its forms, greater private sector engagement and investments are critically needed and more so in fragile contexts across the Sahel and the Horn of Africa as development partners start to seek new ways of addressing fragility. The private sector has a critical role to play as a stabilizing force in finding ways to minimize fragility and build resilience. A key reason, among others, is because fragility – including conflict and crime – is bad for business. It generates direct and indirect opportunity costs all along the value chain<sup>3</sup>. Of course, business alone is not the answer. But it can, and must, be one part of a complex approach to engaging in fragile settings to improve local conditions and help tip the scales towards stability and prosperity.

As part of efforts to fulfil the “Africa beyond aid” narrative, the Regional Programme is seeking to launch a new evidence-based initiative that will provide primary data about the opportunities that exists for MSME as well as big corporations in Africa’s fragile contexts. This study will include a mapping of firms that will be willing, or could be supported to invest in fragile context, as a foundation for expanding livelihood opportunities, and providing choices for communities beyond the protracted dependence on aid. This research will draw on the experience from the SDG Investor Map developed by UNDP using an established methodology which combines secondary data research (on existing development needs, policy priorities, and market opportunities) with interviews/discussions with public and private sector stakeholders to verify findings and contribute new insights into market opportunities aligned with the SDGs. The study will include predictive economic modelling of the anticipated economic benefits of multisectoral investments across communities that have been confronted by protracted conflicts and proposing measures that could be instituted to mitigate risks.

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<sup>2</sup> <https://reliefweb.int/report/burkina-faso/sahel-crisis-humanitarian-needs-and-requirements-overview-april-2021>

<sup>3</sup> Responsible Investment in Fragile Contexts, World Economic Forum, May 2016, [link](#)

The outcome of the flagship study will inform, a high-level private sector forum, which will convene and connect multiple stakeholders to establish a fragility investment fund. The forum will provide the opportunity for experienced investors to share their successes getting capital into fragile and conflict-affected states. The forum intends to mobilise capital investment for MSMEs, encourage seed investments by local and international corporations, and promote partnerships for joint co-creation of business ideas for investment.

## **II. OBJECTIVES OF THE SERVICE / WORK**

- a. The objective of the project is for a firm to support UNDP to develop a comprehensive report on investments opportunities in fragile settings of the Sahel, Lake Chad Basin and Horn of Africa.

## **III. SCOPE OF THE WORK**

UNDP seeks to recruit a firm that has the capability to conduct research, mapping, analysis, synthesis, and stakeholder interviews specifically within fragile settings and provide evidence-based solutions that can inform programming on livelihoods and investments to foster stabilization, resilience and recovery for the Sahel, Lake Chad Basin (LCB) and Horn of Africa.

## **IV. EXPECTED OUTPUTS AND DELIVERABLES**

Over the course of the contract period, the contractor is expected to produce a series of documents and conduct exercises including:

1. A detailed inception report detailing the agreed parameters of the study, proposed methodology outlining scope of work, chronology/timelines, approach and agreed outputs
2. A report mapping out the current and emergent development priorities in the Horn of Africa, Lake Chad Basin and the Sahel and the opportunities for private investments and/or entry points for private-public investment. This will include
  - a review of national and sub-national and ministerial development plans to assess the potential for SDG aligned investment promotion strategies.
  - Identification of entry points and market enablers for investment along with an assessment of risks and barriers to investment
  - Identify the key private sector stakeholders already operating in the regions and those with potential and appetite to enter the market in fragile contexts
  - Identify the common investment vehicles within the regions and their opportunities for scale-up
  - Identify new areas of investment from small scale household livelihood interventions and MSME support to large scale investment in productive infrastructure using blended finance model.
  - Mapping of opportunities for SMSE in LCB, Horn of Africa and Sahel region.
3. Identify key documents and data sources for providing ongoing market intelligence on MSMEs in fragile settings across the regions including entry points for updating this data more regularly. This may include partnership with DFIs and development partners already invested in generating such datasets including integrity due diligence assessments; environmental and social impact analyses; conflict analysis; as well as macroeconomic, and security assessments;
4. Organize and conduct interviews with private sector to verify findings, leverage UNDP Country Office. Work in conjunction with UNDP country office.
5. A final report produced in partnership with UNDP RSCA to identify investment opportunities areas (IOAs) and develop the business case for investment (including risks and barriers). The report will:
  - Identify finance instruments and business models that show promise for the context
  - Identify potential investors willing to engage in fragile contexts
  - Identify areas for regulatory and institutional strengthening to support a better investment climate
  - Detail using predictive economic modelling the potential economic benefits of multisectoral investments across the regions.

- Support UNDP to organize the high-level investment forum for the Sahel and Horn of Africa Regions As well as a stand alone LCB investment Forum. The exact number of forums is to be confirmed as a first step to convening investors and building trust in the investment climate.

## V. PAYMENT MILESTONES AND AUTHORITY

Prospective Service Provider will indicate the cost of services lump-sum contract amount in US dollars when applying for this consultancy. The Proposer will be paid based on the effective UN exchange rate (in case of other currency denomination), and only after approving authority confirms the successful completion of each deliverable as stipulated hereunder. In accordance with UNDP rules, the lump sum contract amount to be offered should consider the professional fee inclusive of travel, living allowances, communications, taxes, out of pocket expenses, and other ancillary costs.

A winning Proposer shall then be paid the lump sum contract amount upon certification of the completed tasks satisfactorily, as per the following payment schedule:

Payment instalment	Deliverables / Outputs	Review and Approvals Required	Percentage of Payment
1 <sup>st</sup> instalment	Inception Report - A detailed methodology outlining scope of work, chronology/timelines, approach.	Regional programme coordinator	10%
2 <sup>nd</sup> instalment	Mapping report - Conduct a mapping exercise in the Horn of Africa Lake Chad Basin and the Sahel on development priorities, private investments and entry points for private-public investment. Review national and sub-national and ministerial development plans to assess investment promotion strategies.  Identify the key stakeholders and private investors already at play.		25%
3 <sup>rd</sup> instalment	Identify key documents and data sources, especially from national, sub-national, ministerial, private-public investment for a that can inform the study and provide further market intelligence in the future.		25%
4 <sup>th</sup> instalment	Organize and conduct interviews with private sector to verify findings, leverage UNDP Country Office . Work in conjunction with UNDP country office.		15%

5 <sup>th</sup> instalment	<p>Final report - Work with UNDP to identify investment opportunities areas and develop the business case for investment (including risks and barriers).</p> <ul style="list-style-type: none"> <li>○ Identify finance instruments and business models that would work</li> <li>○ Identify private sector stakeholder with an appetite to enter the market</li> </ul>		15%
6 <sup>th</sup> instalment	Support UNDP to organize the high-level investment forum in both regions (number TBD)		10%

## VI. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS

The work will be led by the Finance hub in Pretoria in close coordination with the Regional Programme. The contract will report to the Finance hub in close collaboration with designated focal points in Nairobi and Dakar hubs and the Stabilisation Unit of the Lake Chad Basin.

## VI. DURATION OF THE WORK

The assignment will be for a maximum of 6 months.

## VII. MINIMUM ORGANIZATION AND CONSULTANCY TASK FORCE REQUIREMENTS

### Minimum Organization Requirements

A partnership/ consortium of consultants or firm will be contracted to carry out study. The team leader will be responsible for submitting the proposal and should assign/select a team (desirable with gender balance) to work on this assignment. The proposal should include the CV's of each team member. It is desirable to have team members with experience working in the region.

The prospective Service Provider is expected to meet the following minimum requirements:

- It must have at least 3 years of practical experience in Infrastructure investment in fragile contexts, preferably have a lot of engagements with the non-for-profit sector and UN agencies working on broad investment projects.
- Knowledge of relevant sectors and access to stakeholders and relevant information sources, especially of the Africa region.
- Experience working with UN or other international organizations beneficial.
- Capability to deploy strong analytical aptitude, communication and presentation expertise.
- Capability to deploy good communication expertise in English and French language(s)

The multi-disciplinary team should comprise members with the following educational qualifications; experience and competencies:

## **Lead Consultant / Senior Expert**

### **Academic Qualification:**

- A post-graduate degree in Finance, Economics, Development Studies, Social Studies or a related discipline.
- At least 8 years of practical experience in the sector

### **Experience and competencies:**

- Ability to undertake technical policy-focused research related to Africa
- Ability to work under pressure and to deliver in a timely manner without compromising quality standards;
- Strong communication skills;
- Demonstrate experience and expertise in finance and investment
- Private sector development expertise in conflict and fragile contexts
- Infrastructure investment in fragile contexts
- Broad investment and finance expertise
- Experience working in Africa and knowledge of the context in the Sahel, LCB and Horn of Africa is desirable
- Excellent command on both written and spoken English is essential. Fluency in French will be an added advantage
- An understanding of and ability to abide by the core values of the United Nations.

## **Team Leader**

### **Academic Qualification:**

- A minimum of Master's degree or equivalent in Finance, Economics, Development Studies, Social Studies, or another related field.
- **Experience:**
- At least 5 years of relevant experience and proven expertise
- Relevant experience in private sector development and economic development issues with particular focus on Africa and developing economies

### **Experience and competencies:**

- Excellent oral and writing skills with strong academic and policy experience
- Experience leading research teams

## **Project Staff / Associate Consultants / Team Members**

### **Academic Qualification:**

- A minimum of Master's degree or equivalent in Economics, Development Studies, Social Studies, International Relations or another related field.

### **Experience and experience:**

- 5 years proven experience working in social sector.
- Relevant experience in economic development issues with particular focus on Africa and developing economies

## **VIII. APPLICATION SUBMISSION AND CRITERIA FOR SELECTING THE BEST OFFER**

The partnership of consultants/consortium or firm shall be required to submit a financial and technical proposals. The financial proposal should be proposal based on an all-inclusive lump sum amount. If the Proposer is a group of individuals 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 UNDP and the designated lead entity, who shall be acting for and on behalf of all the member entities comprising the joint venture. 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 UNDP. 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 UNDP.

The Financial Proposal shall be prepared using the Standard Form provided by UNDP. It shall list all major cost components associated with the services, and the detailed breakdown of such costs. 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. Prices and other financial information must not be disclosed in any other place except in the financial proposal. All prices shall be quoted in United States Dollars. The Technical Proposal shall not include any price or financial information. A Technical Proposal containing material financial information may be declared non-responsive.

#### Recommended Presentation of Offer

- a. Duly accomplished Letter of Confirmation of Interest and Availability using the template provided;
- b. Signed Personal CV, indicating all past experience from similar evaluation, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
- c. Financial Proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided.
- d. Description of Approach to Work/Methodology

#### Criteria for Selection of the Best Offer

The offers that will be received shall be evaluated based on the Combined Scoring method – where the qualifications and methodology will be weighted a max of 70% and combined with the price offer which will be weighted a max of 30%. Only candidates obtaining a minimum of 70 points out of 100 points at the technical evaluation will be considered for the Financial Evaluation.

### IX. RECOMMENDED PRESENTATION OF TECHNICAL PROPOSAL

For purposes of generating proposals whose contents are uniformly presented and to facilitate their comparative review, a Service Provider advised to use a proposed Table of Contents. Hence, your Technical Proposal document must have at least the preferred content as outlined in the respective RFP Proposal Submission Form.

### X. CONFIDENTIALITY AND PROPRIETARY INTERESTS

The consultants shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy or the Government without prior written consent. Proprietary interests on all materials and documents prepared by the consultants under the assignment shall become and remain properties of UNDP. This assignment will be administrated by the United Nations Development Programme (UNDP), and all relevant UNDP rules, policies and procedures will apply.

### PROPOSED STANDARD TECHNICAL PROPOSAL EVALUATION CRITERIA



Herewith please find the **Standard Technical Proposal Evaluation Criteria** along with respective allocated weight template for Requester's subsequent review. As per the relevance of the proposed criteria it can either:

- a. Redistributed the allocated weight;
- b. Delete specific criteria if you find it irrelevant or less relevant; or
- c. Replace with new criteria along with corresponding allocated weight

Summary of Technical Proposal Evaluation Forms		Score Weight	Points Obtainable
<b>1</b>	Expertise of Firm / Organization	30%	300
<b>2</b>	Proposed Methodology, Approach and Implementation Plan	40%	400
<b>3</b>	Management Structure and Key Personnel	30%	300
<b>TOTAL</b>		<b>100%</b>	<b>1000</b>

Technical Proposal Evaluation (FORM I)		
Expertise of the Firm / Organization		Points Obtainable
<b>1.1</b>	Reputation of Organization and Staff / Credibility / Reliability / Industry Standing	<b>50</b>
<b>1.2</b>	General Organizational Capability which is likely to affect implementation - Financial Stability - Loose consortium, Holding company or One firm - Age/size of the firm - Strength of the Project Management Support - Project Financing Capacity - Project Management Control	<b>90</b>
<b>1.3</b>	Extent to which any work would be subcontracted (subcontracting carries additional risks which may affect project implementation, but properly done it offers a chance to access specialized skills.)	<b>15</b>
<b>1.4</b>	Quality assurance procedure, warranty	<b>25</b>
<b>1.5</b>	Relevance of: - Specialized Knowledge - Experience on Similar Programme / Projects - Experience on Projects in the Region - Work for UNDP/ major multilateral/ or bilateral programmes	<b>120</b>
<b>SUB TOTAL</b>		<b>300</b>

Technical Proposal Evaluation (FORM II)		
Proposed Methodology, Approach and Implementation Plan		
<b>2.1</b>	To what degree does the Proposer understand the task?	<b>30</b>
<b>2.2</b>	Have the important aspects of the task been addressed in sufficient detail?	<b>25</b>
<b>2.3</b>	Are the different components of the project adequately weighted relative to one another?	<b>20</b>
<b>2.4</b>	Is the proposal based on a survey of the project environment and was this data input properly used in the preparation of the proposal?	<b>55</b>
<b>2.5</b>	Is the conceptual framework adopted appropriate for the task?	<b>65</b>
<b>2.6</b>	Is the scope of task well defined and does it correspond to the TOR?	<b>120</b>
<b>2.7</b>	Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?	<b>85</b>
<b>SUB TOTAL</b>		<b>400</b>



<b>Technical Proposal Evaluation (FORM III)</b>		
<b>Management Structure and Key Personnel</b>		
<b>3.1</b>	<b>Senior Expert(s) / Lead Consultant(s)</b>	
	General Qualification	
	Suitability for the Project	
	- International experience	<b>25</b>
	- Training experience	<b>20</b>
	- Professional experience in the area of specialization	<b>45</b>
	- Knowledge of region	<b>30</b>
	- Language qualification	<b>20</b>
<b>SUB TOTAL</b>		<b>140</b>
<b>3.2</b>	<b>Team Leader</b>	
	General Qualification	
	Suitability for the project	
	- International experience	<b>15</b>
	- Training experience	<b>15</b>
	- Professional experience in the area of specialization	<b>45</b>
	- Knowledge of the region	<b>25</b>
	- Language qualification	<b>20</b>
<b>SUB TOTAL</b>		<b>120</b>
<b>3.3</b>	<b>Project Staff/ Associate Consultants</b>	
	General Qualification	
	Suitability for the project	
	- International experience	<b>5</b>
	- Training experience	<b>5</b>
	- Professional experience in the area of specialization	<b>10</b>
	- Knowledge of the region	<b>10</b>
	- Language qualification	<b>10</b>
<b>SUB TOTAL</b>		<b>40</b>
	<b>Aggregate</b>	<b>1000</b>