**UNITED NATIONS CAPITAL DEVELOPMENT FUND (UNCDF)**

**Jobs, skills and finance (JSF) for women and youth programme in The Gambia**

**Development of INTEGRATED financial SERVICES for Women**

**REQUEST FOR APPLICATION**

Deadline for submissions: May 7, 2020 at 1pm GMT+0

1. **Description of Project**

The United Nations Capital Development Fund (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 three channels: **inclusive digital economies**, connecting individuals, households, and small businesses with financial eco-systems that catalyze participation in the local economy, and provide tools to climb out of poverty and manage financial lives; **local development finance**, that capacitates localities through fiscal decentralization, innovative municipal finance, and structured project finance to drive local economic expansion and sustainable development; and **investment finance**, that provides catalytic financial structuring, de-risking, and capital deployment to drive SDG impact and domestic resource mobilization. By strengthening how finance works for poor people at the household, small enterprise, and local infrastructure levels, UNCDF contributes to Sustainable Development Goal-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 broad diversity of SDGs.

Since 2010, UNCDF has been actively contributing to the development of an inclusive financial sector for disadvantaged groups (youth, women, rural populations) in sub-Saharan Africa. UNCDF is leveraging its expertise from 2 flagship programs for The Gambia: The Local Climate Adaptive Living Facility (LoCAL) which combines performance-based climate resilience grants (PBCRGs) with technical and capacity-building support to provide demonstration effects to trigger further flows for local adaptation, including national fiscal transfers and global climate finance for local authorities, through their central governments; and YouthStart (YS) Programme which supports youth financial Inclusion to better manage school-to-work transitions and access economic opportunities and to increase access to finance for low-income youth in Least Developed Countries, by developing approaches to offer youth tailored financial and non-financial services. To date, through YouthStart (YS), a regional pilot in Sub-Saharan Africa, UNCDF granted access to savings accounts to over 880,00 young people (of which 47 percent are young women and girls), trained over 1 million youth in financial education; and provided loans to over 282,000 young entrepreneurs (54 percent young women). These young clients have accumulated over US$24 million in savings while the outstanding loan portfolio to young entrepreneurs is US$43 million.

UNCDF is bringing its expertise in promoting green and climate resilient communities and in financial inclusion, in support of job creation, under the **“Jobs, skills and finance (JSF) for women and youth in The Gambia 2018 - 2022” programme funded by the 11th European Development Fund**. This programme will contribute to stabilizing the economic, social and security situation of the country during the democratic transition by facilitating social inclusion and employment of the youth and women, with a specific emphasis on promoting gender equality and addressing climate change. It will do so through two components:

* Component 1: Job creation for the youth, women and local communities and equal access to employable skills development.
* Component 2: Improved access to finance.

UNCDF has been actively working to increase financial inclusion through piloting different approaches combining financial and non-financial services. Under component 2 of the JSF programme in the Gambia, UNCDF is addressing financial inclusion as a key contributing factor to unlock the potential of vulnerable segments such as women in driving sustainable and inclusive development. Improved financial capability and access to financial services have the potential to integrate women as drivers of innovative economic growth and job creation in their own communities. As such, UNCDF under component 2 conducted a thorough assessment of **Women’s Economic Empowerment in the Gambia (PoWER) which provides a comprehensive overview of women’s and girls” financial needs.** The main findings of this assessment show that:

1. Access is a challenge which must be overcame to improve women’s access to finance
	1. Women have a very limited access to formal financial services, with access correlated to employment status and geography.
2. Women and particularly those with lower income need services and products that are adapted to their spending habits.
	1. Women across different segments have common financial needs but usage and agency depend on their socio-economic profile.
	2. On the supply side, limited targeting of women by financial service providers prevents further financial inclusion.

The full report is available [here](https://www.uncdf.org/article/5043/power-assessment-of-womens-economic-empowerment-in-the-gambia) and can be downloaded from the UNCDF Corporate website. These challenges have certainly exacerbated due to the COVID-19 crisis as compounded economic impacts are felt especially by women and girls who are generally earning less, saving less, and holding insecure jobs or living close to poverty.

The Gambia National Gender policy has also recognized the importance of women’s economic empowerment and is one of its key priorities in addressing gender equality in the development spheres. Addressing women and financial inclusion will lead to achieving two of the policy priorities: “Economic Empowerment and Livelihoods Development” and “Gender and the Environment and Women’s Empowerment”. Within this context of national and programmatic priorities, UNCDF wants to support financial service providers to develop specific financial services to the needs of vulnerable women.

1. **OBJECTIVES OF THE REQUEST FOR APPLICATION (RFA)**

The purpose of this RFA is to select two qualified **financial service providers (banks, financial institutions, Mobile Network Operators (MNO’s), FinTechs) committed, ready and able to provide integrated financial services targeting women as per UNCDF PoWER assessment findings with the following objectives:**

* **Develop specific use cases that prove the business case for serving women including challenges that women face in accessing formal financial services.**
* **Design, pilot and scale up new products and services (e.g. savings, loans and financial education) specifically targeting 20,000 women, in particular young women, in the target areas of intervention.**

The services are intended to open up a wider range of economic opportunities of these vulnerable groups. Particular attention will be given to providers willing to:

* use new technologies (e.g. microfinance correspondents, remote banking and mobile banking) and/or are willing to partner with others to provide digital financial services
* institutionalize the financial services developed beyond the programme
* serve women, in particular young women, in remote or rural (underserved) areas of The Gambia.

The created products could be tested with target beneficiaries of UNCDF sponsored Programmes in The Gambia (JSF Programme). It will then be scaled up with other target clients. In particular, the financial services expected are the following:

1. Saving account to incentive assets accumulations through formal channels
2. Financial Education focused on credit and savings to increase financial capabilities of targeted clients
3. Additional financial services (e.g. loans) to leverage the asset accumulation and help targeted clients seize additional economic opportunities (e.g. start up a business, extend a business).

The learning questions that UNCDF would like to address with this project are:

|  |  |
| --- | --- |
| **Learning Questions** | **KPIs** |
| What is the impact of Financial Products and Services targeting Women? What is the impact on young women? | Uptake of the products, Number of Women using the products. |
| How digital solutions help women and young women access further financial services and improve their lives? | New financial services accessed and used  |
| What are the pros and cons of financial products for women and young women? | Evaluations, participant surveys |
| What are the main and relevant use cases for women and young women to use financial services? | Number of proven Users cases |
| How can the business case of serving women and young women made stronger  | Sustainability of services offered to women and young womenBusiness models to reach sustainability |

For this engagement, applicants should include the following considerations in their proposal for the development of the solution:

* Should be able to work on Human Centric Design studies.
* Should be able to address different groups and socio-economic categories of women.
* Should be committed to address needs of young women
* Should be tailored for individual users and also for groups (e.g. cooperatives).
* Should be easy to use and should take into consideration low literacy, lower rates of phone ownership, limited connectivity, digital skills and different local languages of end users.
1. **PROJECT IMPLEMENTATION AND DELIVERABLES**

|  |  |
| --- | --- |
| **Main activities** | **Deliverables** |
| **Stage 1: Desk review of PoWER assessment in The Gambia and update of market scan**Depending on the approach used, the partner will review existing literature as well as the PoWER diagnostic that UNCDF has conducted in The Gambia. Selected partners will conduct additional field research to further understand specific financial and non-financial needs of the targeted clients. The additional information will follow human centric design approaches to fully develop user-centric services. The selected partner is expected to select priorities areas where the services will be pilot as well as the wider areas of intervention.  | * Literature review
* Market research following human centric design approaches
* Areas of intervention for pilot and scale up
 |
| **Stage 2: Prototype development** The selected partner will be expected to develop or to adapt their existing products to the identified needs of women and to the country contexts. The selected partner will be expected to develop at least three financial services as stated above and prioritize the use of digital technology as a delivery channel of the services. The prototypes should address identified needs and different women socio-economic realities as stated in the PoWER diagnostic. All recommendations need to be taken into consideration for the service development. Particular attention should be given to develop products and services to women-owned enterprises developing solutions that could help the country to contain the COVID-19 and/or services that could support women to become more resilient to similar type of crises (i.e insurance, targeted savings accounts etc). | * Prototype of the product and services following PoWER recommendations for review by UNCDF
* Report on findings and recommendations for final development.
 |
| **Stage 3: Testing, adaptation and Iteration** During this stage, the selected partner could first test the product with at least 500 women. While UNCDF will facilitate introduction with some of the beneficiaries through JSF programme, the selected partner should also do some outreach work and could suggest potential beneficiaries. At the end of the test, the partner will improve the product based on the women’s experience and UNCDF and partners’ feedback. A second launch will be scheduled before the product is made available across the country.  | * Report highlighting the results of the pilot test and the changes made to the product
* Plan for the scale up
 |
| **Stage 4: Launch and deployment of the product**The selected partner will ensure the product is being launched and available in the targeted underserved areas. While the selected partner will be responsible in ensuring women use the products, they will also be responsible of ensuring that 20,000 women actively use the services developed (at least savings) and loans are made available to eligible candidates. | * Reporton product deployment
* Quarterly reports on key metrics on product adoption and usage
 |
| **Stage 5: Monitoring, quality assurance of the scale up and supporting learning agenda**The selected partner will develop plans to scale up the product adoption and usage and will monitor results in line with UNCDF’s learning agenda and should include all relevant information (demographic, regions, adoption user cases) that help project partners to answer the learning questions. The selected partner will be expected to outline an exit strategy, cost structure which will enables users to continue using the services beyond the Programme. | * Quarterly reports on key metrics on solution usage segregated, by age, type of usage, geography etc.
* Knowledge sharing products (e.g. case study) on lessons learned and recommendations
* Detailed exit strategy
* Business case to maintain and scale up the product.
 |

UNCDF will provide tailored technical assistance to the selected partners to conduct customer centric research, prototyping, testing and scaling of the financial services developed for the beneficiaries of the programme. UNCDF will also support the selected FSP to integrate financial education training in their offering. The FSP will be responsible for putting all the necessary systems in place (ie. staff, devices, infrastructure, etc) to ensure to the delivery of the integrated services to the youth. The selected partners will also be responsible for working closely with UNCDF to ensure that the products developed are institutionalized within their respective institutions.

1. **AGREEMENT PARAMETERS**

Duration: 24 months. Pilot of services developed has to be within the first 6 months. Reporting will be until the end of the Agreement.

Agreement size: Up to $250,000 for each selected partner. Please make sure you identify fixed costs for development, costs you will not be incurring thanks to the fact that you are leveraging previous similar work done, and variable costs per user. Please also identify the financial contribution to the project that the institution will be making.

1. **PARTNER SELECTION PROCESS**

**A –ELIGIBILITY CRITERIA**

* Not be in a state of repair or have been the subject of bankruptcy, liquidation, legal settlement, safeguard, cessation of activity or any other similar situation resulting from '' a similar procedure
* Eligible and not in the UN’s Ineligibility list, the UN/PD list, or the 1267/1989 lists
* Have fulfilled the obligations relating to the payment of social security contributions or the obligations relating to the payment of taxes in accordance with the legal provisions in force in the country of incorporation
* At least twenty four (24) months in operations in the country of incorporation
* Applicant must have audited financial statements for at least the past two (2) years
* Show a sound financial stability (e.g. positive return on assets; strong portfolio quality; positive operational self-sufficiency ratio (OSS), greater than 100%)
* The proposal must be in English in a Word format and must not exceed 10 pages (excluding annexes)
* The proposal must be sent by email to: jsf.gambia@uncdf.org mentioning the subject of the message " **Name of your organization + *FINANCIAL PRODUCTS FOR WOMEN*** ";

**Please make sure your application meets all the criteria for selection and eligibility before submitting** and includes the following:

1. Cover letter in annex 1, providing written confirmation that the organization has reviewed UNCDFs grant agreement template (available upon request) and is ready to sign it without revision to the standard language
2. Application form duly filled in (Annex 2)
3. Table with performance ratios in annex 3 and 4
4. Supporting documents:
	1. Audited financial statements for the past two (2) years with a letter from management.
	2. Article of incorporation
	3. Updated License for operating in the country from the relevant authority, e.g. Central Bank
	4. CV of staff who will be involved in this program

**B. EVALUATION PROCESS**

**1. DESK REVIEW:**

*UNCDF will first conduct a desk review to screen the candidates and will evaluate the proposals as follows:*

|  |  |
| --- | --- |
| **Part I: Bidder's qualification, capacity and experience** | **Max Points** |
| 1 | Organization's mission and experience in The Gambia | 40 |
| 2 | Business model: explanation of value proposition of the candidate (unique value proposition in line with project objectives) | 50 |
| 3 | Vision plans regarding expanding and improving products and services through the project | 30 |
| 4 | Organization’s experience in producing similar products for the most vulnerable segments in particular women and youth living in rural areas | 50 |
| 5 | Organization’s experience in digital finance  | 50 |
| 6 | Organization’s approach to product development  | 60 |
| 7 | Organization’s approach to monitoring and collecting data of clients | 60 |
| 8 | Key figures of their past performance | 30 |
| **Total Part I** | **370** |
| **Part II: Approach and implementation** |  |
| 1 | Rationale of the Intervention | 50 |
| 2 | Approach to the Results Required | 150 |
| 3 | Activities and Timelines | 100 |
| 4 | Adequacy of the Plan to scale up the strategy proposed | 50 |
| 5 | Adequacy of projections of Key Project Indicators (KPIs) | 50 |
| 6 | Key Project Risks | 50 |
| 7 | Value of the proposal (Budget) assures the highest quality results to be achieved | 80 |
| **Total Part II** | **530** |
| **Part II: Personnel** |  |
| 1 | Team members: qualification of members of the organization to be involved in this project | 50 |
| 2 | Staff time allocation: level of effort and time allocated of the staff members mobilized | 50 |
| **Total Part III** | **100** |
| **TOTAL** | **1 000** |

**Clarification of Applications**

To assist in the examination, evaluation and comparison of applications, UNCDF may, at its discretion, ask any applicant for a clarification of its proposal.

UNCDF’s request for clarification and the response shall be in writing. Notwithstanding the written communication, 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.

Any unsolicited clarification submitted by an applicant 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.

**2 - DUE DILIGENCE OF SHORTLISTED CANDIDATES**

Candidates receiving a score equal of above 700 in the desk review will be shortlisted and invited to work with UNCDF to conduct an in-depth due diligence exercise to determine the potential candidates’ capacity to implement the project.

The due diligence exercise will be focused on the following assessment areas:

|  |  |  |
| --- | --- | --- |
| **1** | **Overview of the institution** | Scale from 1 to 6[[1]](#footnote-1) |
|  | **Ownership and governance** |  |
|  | **Strategy and market positioning** |  |
|  | **Social Performance and Client Protection** |  |
|  | **Engagement in Programme’s specific products** |  |
|  | **Partnerships** |  |
|  | **Internal controls and audits** |  |
| **2** | **Financial profile** |  |
|  | **Sustainability and Self Sufficiency**  |  |
|  | **Efficiency and Productivity** |  |
|  | **Solvency** |  |
|  | **Funding** |  |
|  | **Asset Liability Management**  |  |
|  | **Portfolio quality** |  |
| **3** | **Assessment of the conditions to launch the project** |  |
|  | **Target clients and market served** |  |
|  | **Offer of financial services** |  |
|  | **Offer of non-financial services** |  |
|  | **Delivery channels** |  |
|  | **Monitoring and Evaluation** |  |
|  | **TOT SCORE** |  |
|  | **%** |  |

**C- SELECTION OF FINAL PARTNER**

UNCDF will select the final partner based on a combined scoring as follow:

* Desk review: 30%
* Due diligence: 70%

**A tentative calendar of the selection process is as follow:**

* + - 1. April 21: Launch of the RFA
			2. April 30: deadline to submit questions to jsf.gambiat@uncdf.org mentioning the subject of the message "***FINANCIAL PRODUCTS FOR WOMEN*** ";
			3. **May 7, 2020 at 1pm GMT+0: deadline for submission of RFA application to**  jsf.gambia@uncdf.org mentioning the subject of the message **"Name of your organization + *FINANCIAL PRODUCTS FOR WOMEN”***
			4. May 7-15: Review of the RFA, ensuring that all questions and requests for documents are duly completed; shortlist of candidates.
			5. May 28: final selection of the partners
			6. June 28: signature of a Performance Based Agreement (PBA) with UNCDF

**Only complete applications will be considered. Please make sure that ALL annexes are submitted**

**APPENDIX 1: Canvas for the application**

**[Insert: location]**

**[Insert: Date]**

**To: Maria Perdomo, Youth Finance Global Specialist**

**Dear Madame:**

We the undersigned *[insert: name]* as candidates for the JFS project in accordance with your Request for Application related to the development of financial products and services targeting women [insert: date]. We present our application, which includes the technical proposal.

We hereby declare that:

a) All information and statements made in this application are true and we accept that any misrepresentation contained therein may result in our disqualification; and

b) We have no outstanding bankruptcy or ongoing litigation or any legal action that could adversely affect our business

c) The management of the organization is committed to execute this project applying the best quality standards

We confirm that we have read, understood and accept the duties and responsibilities that are requested in this Request for Expression of Interest, as well as the standard language of UNCDFs performance-based agreements (PBAs), including the public good requirements and knowledge products to be shared. Therefore, if our request is accepted, we will be ready to sign and accept the legal language, without modification, of the UNCDF Grant Agreement (PBA).

We fully understand and acknowledge that UNCDF is not obliged to accept this request, that we will bear all costs associated with its preparation and submission, and that UNCDF will not be responsible for these costs, regardless of the conduct or results evaluation.

We remain at your disposal,

Regards,

Authorized signature [In full and initials]:

Name and title of the signatory:

Company Name:

Contact Details:

[Please mark this letter with your corporate seal, if available]

**ANNEX  2 : Application Form**

|  |
| --- |
| **SECTION 1: GENERAL INFORMATION ON THE CANDIDATE** |
| Exact Name of the Organization (as it will appear on the agreement): |  |
| Type of Organization (for example, for-profit commercial enterprise, non-profit organization, etc.): |  |
| Year and Country of registration: |  |
| Ownership (name and %) |  |
| Please name your external auditors  |  |
| Brief description of litigation history (disputes, arbitration, claims, etc.), indicating current status and outcomes, if already resolved |  |
| In case of Joint Venture (JV), legal name of each party |  |
| Are you in the UN Ineligibility List? ☐ YES or ☐ NO |  |
| Attached are copies of original documents of: ☐ Financial statements for the past 2 years duly certified by a public accountant☐Letter in Annex 1 signed☐Complete CVs of all the team members involved in the assignment☐ Staff time allocation spreadsheet per activity ☐Evidence of similar products produced under similar assignments (this can be links in a website, for example). ☐ Article of incorporation☐ License for operating in the country☐ Table with performance ratios in annex 3 and 4 |  |
| Licensing model of the Applicant (if applicable):Please specify the cost structure of the licensing models to access the platform that will be created.  |  |
| Other grants: Outline in this section your organization is receiving technical assistance services from other donors, which are the areas of intervention, if there are opportunity for synergies or risk of overlapping |  |
| Regions of operations |  |
| Number of branches and point of services (agency banking) in targeted regions  |  |

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| --- |
| **SECTION 2: Experience of the Organization** |
| Organization's mission and experience in the Gambia |  |
| Business Model Please provide a brief outline of the business model (Max 20 lines] Explain your value proposition (products and services offered, customer segment, strategy) |  |
| Vision plans regarding expanding and improving products and services through this project |  |
| Organization’s experience in producing similar products for the most vulnerable segments in particular women and youth living in rural areas |  |
| Please describe your organization’s experience in digital finance  |  |
| Please describe your organization’s approach to product development |  |
| Please describe yourorganization’s approach to in monitoring and collecting data of clients  |  |
| Key figures in the past three years of operations [in case it is a start-up, provide current figures and projections]. Explain also if your institution can provide sex and age disaggregated data on platform users.  |

|  |  |  |  |
| --- | --- | --- | --- |
| **Main Performance indicators\***  | **2019** | **2018** | **2017** |
| Net Income, USD |  |  |  |
| Savers |  |  |  |
| % women |  |  |  |
| % youth (18-35) |  |  |  |
| Borrowers |  |  |  |
| % women |  |  |  |
| % youth (18-35) |  |  |  |
| Savings volume, USD |  |  |  |
| Gross outstanding portfolio, USD |  |  |  |

\*Add as you deem fit for the purpose of the project |

|  |
| --- |
| **SECTION 3: APPROACH AND IMPLEMENTATION (max 3 pages) (if the work or part of it is delegated, please specify the rational, roles and responsibilities)** |
| 3.0 Rationale of the Intervention: Describe the current situation, outline what is the problem, issue or also opportunity that your organization would like to tackle with the approach proposed in accordance to the project’s objectives. Outline what is the scope of this project, what are the long-term and short-term objectives that the partner institution wants to achieve with the current project. |
| 3.1. Approach to the Results Required: Please provide a detailed description of the methodology for how the organisation/firm will achieve project outputs, keeping in mind the appropriateness to local conditions and project environment. **Please make sure you address all the specificities listed under the paragraph “Objective of the RfA”.** |
| 3.2. Activities and Timelines: The Applicant shall submit a Gantt Chart or Project Schedule indicating the detailed sequence of activities that will be undertaken and their corresponding timing, specifying timelines, and time devoted to each activity.

|  |  |  |  |
| --- | --- | --- | --- |
| **Phase/Activity** | **Main Deliverables** | **Responsible Party** | **Planned date** |
| **Phase 1- Activity 1** |  |  |  |
| **Phase 1- Activity 2** |  |  |  |

  |
| 3.3 Adequacy of the plan to scale up the strategy proposed: please provide a tentative plan (“exit strategy”) to ensure sustainability and institutionalize the services once the grant agreement is over.  |
| 3.4 Key Project Indicators:

|  |  |  |  |
| --- | --- | --- | --- |
| **Main Performance indicators** | **2019** | **2020** | **2021** |
| # of women having access to financial products |   |   |   |
| % young clients (between 18 and 35) |  |  |  |
| % of users actually using the productUsage rate% of users able to get access to credit% of users able to get access to savings |  |  |  |
| Savings volumes of targeted clients |  |  |  |
| Gross outstanding portfolio of targeted clients |  |  |  |
|  |  |  |  |
|  |  |  |  |

\*Add any relevant indicator to make your proposal stronger |
| 3.5 Key Project Risks

|  |  |  |  |
| --- | --- | --- | --- |
| **Description of risk** | **Likelihood** | **Impact** | **Mitigation measure** |
|   | High probability | Negligible |   |
|   |   | Marginal |   |
|   |   | Critical |   |
|   | High probability | Catastrophic |   |
|   | Medium probability | Critical |   |
|   | Low Probability |   |   |

 |
| **SECTION 4: PERSONNEL (max 3 pages)** |
| 4.1 Team Members: Briefly describe the qualifications of members of your institution who will be involved in this project (for example, financial services promoter for youth, director of market research or new products, etc.)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Organization** | **Name** | **Function** | **Responsibility in the project** | **Full/part time** | **Contacts** |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

 |
| 4.2 Staff Time Allocation: Briefly provide the level of effort and time allocation of the staff members mobilized.

|  |
| --- |
| **Project team** |
| **Name** | **Function** | **Responsibility in the project** | **Full time/ Part time** | **Contact details (email/tel)** |

 |
| 4.3 Qualifications of Key Personnel. Provide CVs for key personnel (team leader, management and general staff) that will be provided to support the implementation of this project. CVs must demonstrate qualifications in areas relevant to the outputs to be produced. CVs must not exceed 5 pages and should follow the format below:

|  |  |
| --- | --- |
| **Name:** |  |
| **Position for this Contract:** |  |
| **Nationality:**  |  |
| **Contact information:** |  |
| **Countries of Work Experience:** |  |
| **Language Skills:** |  |
| **Educational and other Qualifications:** |  |
| **Summary of Experience:** *Highlight experience in the region and on similar projects.* |
| Relevant Experience (From most recent): |
| **Period: From – To** | **Name of activity/ Project/ funding organisation, if applicable:** | **Job Title and Activities undertaken/Description of actual role performed:** |
| *e.g. June 2019-January 2020* |  |  |
| *Etc.* |  |  |
| *Etc.*  |  |  |
| **Referencesno.1 (minimum of 3):** | *Name**Designation**Organization**Contact Information – Address; Phone; Email; etc.* |
| **Reference no.2** | *Name**Designation**Organization**Contact Information – Address; Phone; Email; etc.* |
| **Reference no.3** | *Name**Designation**Organization**Contact Information – Address; Phone; Email; etc.* |
| **Declaration:**I confirm my intention to serve in the stated position and present availability to serve for the term of the proposed grant agreement. I also understand that any wilful misstatement described above may lead to my disqualification, before or during my engagement.\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Signature of the Nominated Team Leader/Member Date Signed |
|  |

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**SECTION 5: BUDGET & DISBURSEMENT CONDITIONS**

[The partner institution is asked to provide a detailed budget with a breakdown by cost and/or activity/phase and components. Budgets should be also provided in excel to verify the correctness of all formulas. Please make sure you specify fixed costs for the development of the solution and the variable costs (e.g. by user) to access the platform.

**Budget per item (tentative template)**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Cost component/ Phase** | **Unit/consultant** | **Unit price (USD)** | **Quantity/day** | **Total (USD)****Requested to UNCDF** | **Total invested by the Institution** |
|   |   |   |   |   |  |
|   |   |   |   |   |  |
|  |  |  |  |  |  |
|   |   |   |   |   |  |
|  Total |   |   |   |   |  |

**Budget by deliverable (tentative template)**

| **# of tranches** | **% of total loan/grant** | **Amount US$** | **Estimated date of Execution** | **Disbursement conditions for payment execution** |
| --- | --- | --- | --- | --- |
|   |   |   |   | Stage 0: Signature of the PBA |
|   |   |   |   | Stage 1 |
|   |   |   |   | Stage 2 |
|   |   |   |   | Stage 3 |
|  |  |  |  | End of the Programme  |
| **Total Budget Requested to UNCDF** |   |   |   |

**Annex 3 : Performance Ratios for FSPs**

|  |  |  |  |
| --- | --- | --- | --- |
| **PROFITABILITY** | **2019** | **2018** | **2017** |
| **Net income, USD** |   |   |   |
| **EBITDA** |  |  |  |
| **Assets volume, USD** |  |  |  |
| **Return on Equity (ROE)** |   |   |   |
| **Return on Asset (ROA)** |   |   |   |
| **Asset concentration (Gross portfolio/Total Assets)** |   |   |   |
| **Portfolio yield (Interest and fee revenues on loan portfolio / Average gross outstanding portfolio)** |   |   |   |
| **Operational Self Sufficiency (OSS) (Financial revenues + Other operating revenues) / (Financial expenses + Provision expenses + Operating expenses)** |   |   |   |
| **Funding expense ratio (Interest and fee expenses on funding liabilities / Average gross outstanding portfolio)** |   |   |   |
| **Provisioning expense ratio (Loan loss provision expenses / Average gross outstanding portfolio)** |   |   |   |
| **Operating expense ratio (on average gross outstanding portfolio)** |   |   |   |
| **Gross outstanding portfolio, USD** |  |  |  |
| **Portfolio at Risk 30 days (PAR30) (outstanding portfolio with delays of 30 days or more/gross portfolio)** |   |   |   |
| **Risk Coverage ratio (PAR30) (Loan loss reserve / Portfolio at risk >30 days)** |   |   |   |
| **PRODUCTIVITY** |   |   |   |
| **Cost per borrower, USD** |   |   |   |
| **Cost per client, USD** |   |   |   |
| **Expense ratio (expenses/total revenues)**  |   |   |   |
| **Loan officer productivity – borrowers** |   |   |   |
| **Loan Officer productivity – amount** |   |   |   |
| **Average loan size, SUD** |   |   |   |
| **CAPITAL ADEQUACY AND ALM** |   |   |   |
| **Cost of fund ratio (Interest and fee expenses on funding liabilities / Average funding liabilities)** |   |   |   |
| **Liquidity over TA Ratio (Cash and cash equivalents / Total assets)** |   |   |   |
| **Debt to Equity Ratio** |   |   |   |
| **Capital Adequacy Ratio (CAR): Total adjusted capital / Total risk weighted assets** |   |   |   |
| **Capital Adequacy Ratio (CAR): regulatory (if applicable)** |   |   |   |
| **Equity/Total Assets** |  |  |  |
| **Net Equity** |  |  |  |

**Annex 4 : Performance Ratios for MNOs**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **#** | **Main Performance indicators** | **2017** | **2018** | **2019** |
|  | EBITDA |  |  |  |
|  | Net Equity |  |  |  |
|  | Equity/ Total Assets |  |  |  |
|  | Net Income |  |  |  |
|  | ROA |  |  |  |
|  | ROE |  |  |  |
| 0 | Services and products offered (cash in, cash out, microinsurance, digital credit, etc) |  |  |  |
| 1 | # of mobile money registered customer accounts |   |   |   |
| 1.b | # of mobile money registered customer accounts (female) |  |  |  |
| 2 | # of mobile money active customer accounts - 30 days |   |   |   |
| 2.b | # of mobile money active customer accounts - 30 days (female) |  |  |  |
| 3 | # of unregistered customers who have been transacting over the counter (OTC) during the month |   |   |   |
| 4 | Average balance held across registered customer accounts |   |   |   |
| 5 | # of registered merchants |   |   |   |
| 6 | # of active merchants |   |   |   |
| 7 | # of Registered agent outlets (not including bank branches) |   |   |   |
| 8 | # of Active agent outlets (not including bank branches) |   |   |   |
| 9 | # of Bulk disbursements including voucher transactions |   |   |   |
| 10 | Percentage of total company revenues coming from mobile money  |   |   |   |
| 11 | Market share (% clients) |   |   |   |
| 12 | Market share (% volume) |  |  |  |
|  | **Net income, USD** |  |  |  |
|  | **Assets volume, USD** |  |  |  |
|  | **Return on Equity (ROE)** |  |  |  |
|  | **Return on Asset (ROA)** |  |  |  |

1. Scoring guidelines: 1 is weak; 3 is fair; 6 is good. [↑](#footnote-ref-1)