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

**Boosting Green Employment and Enterprise Opportunities In Ghana**

**Development of Financial Services integrated with Financial Education for returnees, youth and women**

**Request for application (RfA)**

Deadline for submissions: April 3rd, 1pm GMT+0

1. **Description of project**

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.

UNCDF is bringing its expertise in promoting financial inclusion to support job creation for youth “**Boosting Green Employment and Enterprise Opportunities in Ghana (GrEEn)”** programme to be funded by the European Union Trust Fund for Africa. **This programme will contribute to addressing the root causes of irregular migration through green and climate resilient local economic development and improving future prospects of beneficiaries, by creating employment and enterprise opportunities in selected sectors and regions (Ashanti and Western).** The action aims at supporting job creation in regions of departure, transit and return of Ghana, creating local financial ecosystems that facilitate the development of Micro, Small and Medium Enterprises (MSMEs) and enabling the transition of local economies to green and climate resilient development. The programme will use the lessons learnt from UNCDF experience in (i) Performance-Based Climate Resilience Grants (PBCRGs) which support investments for green and resilient local economies across 13 countries as well as (ii) best practices to advance increase access to finance for youth and digital finance.

The PBCRG provides a country-based mechanism to increase awareness and response to climate change at the local level, integrate climate change adaptation into local governments’ planning and budgeting systems in a participatory and gender sensitive manner, and increase the amount of finance available to local governments for climate change adaptation. Since its global scale up in 2014, UNCDF’s climate resilient investments have engaged 99 local governments in 13 countries, representing over 6 million people. Between 2014 and 2017, it delivered close to USD 14.5 million, with grants and technical assistance to countries totaling USD 9.8 million. During the same period, 507 climate change adaptation interventions were finalized across 11 countries using grants, with another 68 under implementation or being planned. UNCDF has also developed great expertise in youth finance by bringing access to financial services to nearly 1,000,000 youth in 8 different countries in sub-Saharan Africa. Financial Services Providers (FSPs) participating in the programme mobilized USD 23M in savings and granted USD 66M in loans to 330,700 young entrepreneurs. UNCDF has also worked in Ghana by supporting FSPs to expand access to savings, and particularly, to link informal savings groups to banks and other formal financial institutions. Simultaneously, UNCDF has expanded its support across countries to develop digital financial services for smallholder farmers, women, families with children, pensioners, and micro, small and medium enterprises. Thanks to our initiatives in digital finance, UNCDF has connected 18 million people to financial services in Africa, Asia and the Pacific.

The action will be implemented in conjunction with SNV using their model for youth entrepreneurs ‘Opportunities for Youth Employment (OYE) programme’, SNV’s most advanced multi-country programme thus far, which targeted 27,000 rural out of school youth in Tanzania, Rwanda and Mozambique. The programme has been implemented in the agriculture and renewable energy sectors. Currently, OYE has become a global SNV product and new OYE projects have started in other countries, such as Mali and Niger, both funded by EUTF. SNV will support Results 2 “Employability of youth, women and returnees are improved through orientation support and assistance, to transition to skills development, for the benefit of green and climate resilient local economies” and Results 4 “SMEs, offering decent and sustainable jobs to youth, women and returnees, are incubated and/or accelerated and contribute to green and climate resilient local economies” whilst working closely with the two other result areas.

The main results under the UNCDF-EUTF agreement are the following:

* **Result 1 (R1):** Local economies are stimulated through green and climate resilient investments executed through cash for work modalities and/or procurement to local SMEs and therefore creating short-term job opportunities for youth, women and returnees . The first set of activities under Results 1 will aim at informing and participatory planning to help MMDAs and communities to identify and select local resilient investments to be financed by the PBCRGs and by the diaspora through a crowdfunding platform to be developed under Results 3. MMDAs will benefit from assistance to undertake or utilise risk assessment and establish local information systems for risk informed planning, in partnership with universities and research institutes. Awareness and sensitization activities will be undertaken. Needs and capacity gaps will be assessed and addressed through targeted capacity building activities.
* **Result 2 (R2):** Employability of youth, women and returnees are improved through orientation support and assistance, so that they can benefit from the cash for work opportunities created in Result 1. Coordination and synergies will be ensured with the activities undertaken by UNCDF joint Programme partner SNV for broader activities under Result 2 and Result 4 “SMEs, offering decent and sustainable jobs to youth, women and returnees, are incubated and/or accelerated and contribute to green and climate resilient local economies”.
* **Result 3 (R3):** Increased access and usage of financial services, leveraging remittances and digital solutions, adapted to the needs of (i) youth, women and returnees benefiting from cash for work schemes and (ii) local communities and MSMEs. The third set of activities under Results 3 will facilitate access and usage of targeted beneficiaries (youth, women, returnees, MSMEs) to financial services. The action will focus on the Diaspora and will leverage it to advance financial inclusion of Ghana’s most vulnerable groups. In particular, the activities under R3 will aim to build financial capabilities of clients; support the supply-side to provide financial services adapted to the target’s needs as well as test and pilot innovative financial solutions (e.g. crowdfunding) to better channels investments at the local level.

Under Result 3 (access to finance), UNCDF wants to support FSPs to provide financial services (including match savings accounts) adapted to the needs of the youth, women and returnees and some of them will be beneficiaries of cash for work activities in 9 MMDAs to be selected under Result 1. In particular, the financial services expected are the following:

* **Payments of cash for work stipends**: the selected partner will need to develop (or adapt) affordable and adapted services to make sure that beneficiaries of cash for work schemes receive their stipends in a timely and efficient manner.
* **Accumulation of savings**: the selected partner will need to develop (or adapt) affordable, accessible and responsible services to ensure beneficiaries are incentivized to accumulate savings in the formal account.
* **Financial Education**: the selected partner will work with UNCDF App developer partner to build an innovative mobile platform to provide Financial Education to tandem with the financial services being developed. Partners are in charge of content creation and training delivery in close collaboration with partners under R2.
* **Leverage of asset accumulation to access other financial services:** : the selected partner will also be expected to develop client-centric financial services for these clients so that they can leverage and to seize additional economic opportunities. The selected partner will have to at least develop a credit product and a product linked to remittances.
1. **Objective of Request for Applications**

The purpose of this RfA is to select **innovative financial service providers (banks, financial institutions, Mobile Network Operators (MNOs), FinTechs) committed, ready and able to provide integrated financial services and financial education for up to 10,000 youth, women and returnees – out of which 4,000 will be benefiting from the green and climate compatible investments and cash for work schemes.** The services are intendedto open up a wider range of economic opportunities of these vulnerable groups. Particular attention and preference will be given to organizations willing to:

* Explore linkages models to incentivize savings mobilization
* Use digital innovation (e.g. mobile money or agency banking models) for payments (Consortium between MNOs and financial providers are highly encouraged) to ensure proximity of services
* Leverage remittances received by the beneficiaries
* Partner with MMDAs interested in bulk payments schemes
* Institutionalize the financial services developed beyond the Programme

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

|  |  |
| --- | --- |
| **Learning Questions** | **KPIs** |
| What are the financial and non-financial services that best suit the needs of the target clients? | Uptake and usage of services developed |
| How do target clients leverage the savings accumulated and the skills built during the programme? (i.e. start up their business, continue training, cope with emergencies etc) | Uptake and usage of services developed |
| How does the use of digital impact youth and women to uptake financial and non-financial services? | Uptake and usage of services developed |

1. **PROJECT IMPLEMENTATION AND DELIVERABLES**

Partners are expected to be engaged in the following activities and expected deliverables:

|  |  |
| --- | --- |
| **Main activities** | **Deliverables** |
| **Stage 1: Market study following human centric design approaches**The partner is expected to conduct a market study to understand the financial needs (financial services and financial education) of target beneficiaries. | * Customer centric report
 |
| **Stage 2: Prototype development** The selected partner will be expected to develop or adapt their existing offer of financial services and financial education (e.g. affordable, accessible and youth and women-friendly products) to the needs of beneficiaries.  | * Prototype of payment services, saving accounts, financial education and additional financial services (e.g. loans and remittances)
 |
| **Stage 3: Pilot** During this stage, the selected partner will first test the product developed with the first C4W beneficiaries. At the end of the pilot, the partner will improve the services based on the youths’ experience, UNCDF and partners’ feedback and will draft a scale up plan to go up to 10,000 direct clients. | * Report highlighting the results of the pilot test and the changes made to the services
* Final services developed
* Scale up plan
 |
| **Stage 5: Scale up**The selected partner will ensure the services are available in the MMDAs partners for all the 10,000 beneficiaries and beyond. The partners will also start offering loan products for eligible microentrepreneurs. | * Scale up report
 |
| **Stage 6: Monitoring, quality assurance and supporting learning agenda**The selected partner will monitor results in line with UNCDF’s learning agenda and should include all relevant information (financial flows, uptake of financial service) that help project partners to answer the learning questions. The selected partner will be expected to outline a scale up strategy to institutionalize the services developed under the UNCDF programme. | * Quarterly reports on key metrics
* Knowledge sharing products (e.g. case study)
* Detailed scale up strategy
 |

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 via a digital solution. The FSP will be responsible for putting all the necessary systems in place (ie. staff, devices, infrastructure, etc) to encure 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. **Partner selection process**

**A - DESK REVIEW[[1]](#footnote-1)**

***UNCDF will screen the candidates using the criteria below:***

* Have legal authorization to operate in Ghana to carry out activities related to the granting of credit, the collection of deposits or the issuance of electronic money and comply with all Bank of Ghana requirements or relevant authority
* At least 3 years of operations
* Have more than 20,000 customers
* Show a sound financial stability (e.g. positive return on assets; strong portfolio quality; positive operational self-sufficiency ratio (OSS), greater than 100%)
* Be present in the Project target regions (Ashanti and Western) or declare an interest in expanding their network
* Have adequate financial, human and computer resources to carry out all planned activities.

***Evaluation criteria***

Firms will be evaluated based on the following methodology:

|  |  |
| --- | --- |
| **Bidder's qualification, capacity and experience** | **Max Points** |
| **400** |
| 1 | Type of organization and alignment with Programme's objectives | 30 |
| 2 | Vision plans which are likely to affect implementation | 30 |
| 3 | Previous experience relevant for this RfA | 100 |
| 4 | Appropriateness of existing financial offering  | 40 |
| 5 | Current target clientele in line with Project's beneficiaries | 40 |
| 6 | Distribution methods and channels in line with Project's needs | 40 |
| 7 | Previous experience in Financial Education for the most vulnerable | 40 |
| 8 | Process in place for product development | 40 |
| 9 | Financial performance | 40 |
| **Approach & Implementation** | **400** |
| 1 | Rational of the intervention and how the project will help the organization to achieve its short and long term objectives | 50 |
| 2 | Approach and methodology | 120 |
| 3 | Activities and timelines | 100 |
| 5 | Plan to scale up the strategy proposed | 50 |
| 6 | Key Project Risks are well identified | 30 |
| 7 | Key performance indicators and alignment with project objectives | 50 |
| **Team (Key personnel)** | **100** |
| 1 | Composition and structure of the key team proposed | 50 |
| 3 | Language skills | 50 |
| **Budget** | **100** |
| 1 | The budget proposed is in line with project objectives (clarity, appropriateness) | 50 |
|  | **GRAND TOTAL**  | **1000** |

**B - 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[[2]](#footnote-2) |
|  | **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 PARTER**

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

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

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

1. Feb 28: Launch of the RfA
2. Mar 16: Informational session (in Accra or online webinar). Interested candidates must contact youthstart@uncdf.org and confirm their participation.
3. Apr 03: **deadline for submission of RfA application**
4. Apr 17: shortlist of candidates based on a desk review of the proposal submitted (only shortlisted candidates will be contacted).
5. Apr 21: Due diligence exercise of shortlisted candidates (on-site visit).
6. May 8: final selection of the partners
7. Jun 1: signature of a Performance Based Agreement (PBA) with UNCDF

**E - Submission procedure:**

* The documents must be sent by email to youthstart@uncdf.org, mentioning the subject of the message "Ghana C4W component-Application";
* All applications must be sent in English and in Word format. The budget should be sent in Excel format;
* Applications must not exceed limit of pages indicated in the application form (excluding annexes).
* Please make sure you include:
	+ 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
	+ Application form duly filled in (Annex 2)
	+ Table with performance ratios in annex 3 and 4
	+ Audited financial statements for the past three (3) years with a letter from management.
	+ Article of incorporation
	+ Updated License for operating in the country from the relevant authority, e.g. Central Bank (if applicable)
	+ CV of staff who will be involved in this program
	+ Evaluation report or external evaluation, if available

**F - Agreement Parameters**

* Duration: 36 months. Launch of the pilot has to be within the first 6 months.
* Agreement size: up to US$ 300,000.

**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 C4W Component of the “Boosting Green Employment and Enterprise Opportunities In Ghana” Programme in accordance with your Request for Application dated [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

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 (max 1 page)** |
| Name of the Organization: |  |
| Type of Organization (for example, for-profit commercial enterprise, non-profit organization, etc.): |  |
| Country of registration: |  |
| Year of registration: |  |
| Legal address (es) in the country (s) of registration / operation: |  |
| Ownership  |  |
| Please name your external auditors |  |
| Brief description of any litigation history with relevant counterparts (disputes, arbitration, claims, etc.), indicating the current status and results, if already resolved |  |
| Regions of operations |  |
| Number of branches and point of services (agency banking) in targeted regions  |  |
| Number of total clients, last three years |  |
| *% female*, last three years |  |
| *% youth (15-35)*, last three years |  |
| *% MSMEs*, last three years |  |
| Number of total savers, last three years |  |
| *% female*, last three years |  |
| *% youth (15-35)*, last three years |  |
| *% MSMEs*, last three years |  |
| Voluntary savings volume (USD), last three years |  |
| Number of total borrowers, last three years |  |
| *% female*, last three years |  |
| *% youth (15-35)* , last three years |  |
| *% MSMEs*, last three years |  |
| Gross outstanding portfolio (USD), last three years |  |

|  |
| --- |
| **SECTION 2: SPECIFIC EXPERIENCE IN THE DOMAIN (IF EXISTING) (max 2 pages)** |
| 1 Please describe the mission and business model of your organization and how this is focused on providing financial and non-financial services for vulnerable segments – Please include a SWOT Matrix and your competitive advantage compared to competitors |
| 2 Vision plans regarding expanding and improving products and services through this project and your digital agenda |
| 3 Please briefly explain top 3 similar projects you had with international and national donors in the past 5 years, with emphasis on C4W schemes (if any) |
| 4 Please describe the scope of your existing financial services (including digital solutions currently in place) that are relevant to this project |
| 5 Please describe your target clientele with particular focus on returnees, youth and women |
| 6 Please describe the distribution methods and channels you use (i.e door-to-door mechanisms, digital, groupings etc.) |
| 8 Please describe your experience in financial education |
| 9 Please describe the process in place for the development of new products or services and your marketing activities |
| **SECTION 3 : APPROACH AND IMPLEMENTATION (max 3 pages)** |
| 1 Rationale of the Intervention: Describe your understanding of the project’s objectives and how you would like to tackle the approach proposed. 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. |
| 2 Approach to the Results Required: Please provide a detailed description of the methodology for how the organizations will achieve project outputs, keeping in mind the appropriateness to local conditions and project environment. Please make sure you address all the specifies listed in this RfA. |
| 3 Describe the activities (including human resources and a tentative general working plan) that your program plans to carry out with UNCDF funds. Make sure you refer to the information listed under the paragraph “project implementation”. |
| 4 Plan to scale up the strategy proposed: please provide a tentative plan to ensure sustainability and extend the platform once the grant agreement is over.  |
| 5 Please identify key project risks and mitigating measures that you can put in place to ensure delivery of results:

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

 |
| 6 Key Project Indicators (KPIs): please add any other relevant indicator for this project

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Main Performance indicators** | **2019** | **2020** | **2021** | **2022** |
| ROE |   |   |   |  |
| Active clients |  |  |  |  |
| Savers |  |  |  |  |
| % women |  |  |  |  |
| % youth (18-35) |  |  |  |  |
| Borrowers |  |  |  |  |
| % women |  |  |  |  |
| % youth (18-35) |  |  |  |  |
| Savings volume, USD |  |  |  |  |
| Gross outstanding portfolio, USD |  |  |  |  |

 |
| **SECTION 4: PERSONNEL (max 2 pages)** |
| 1 Team Members: Briefly describe the qualifications of at least 2 members of your institution who will be involved in this project and staff allocation for this project. |
| 2 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. Please follow this template:

|  |  |
| --- | --- |
| **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 |
|  |

 |

**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)** |
|   |   |   |   |   |
|   |   |   |   |   |
|  |  |  |  |  |
|   |   |   |   |   |
|  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** |   |   |   |

**Annex 3 : Performance Ratios for FSPs**

|  |  |  |  |
| --- | --- | --- | --- |
| **PROFITABILITY** | **2017** | **2018** | **2019** |
| **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. 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. [↑](#footnote-ref-1)
2. Scoring guidelines: 1 is weak; 3 is fair; 6 is good. [↑](#footnote-ref-2)