



UNITED NATIONS CAPITAL DEVELOPMENT FUND (UNCDF)  
Better Than Cash Alliance

The opportunities of digitizing payments for companies

REQUEST FOR APPLICATIONS (RFA)

Deadline for submission: August 18<sup>th</sup>, 2017

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1. INTRODUCTION TO THIS REQUEST FOR APPLICATIONS

**a) Purpose of the RFA**

The purpose of this request for applications (RFA) is for a public study entitled “*The opportunities of digitizing payments for companies*”<sup>1</sup> that will identify and present examples of the various benefits and challenges companies have experienced by digitizing payments in their value chains across different payment streams<sup>2</sup>, especially in their relations with small suppliers and retailers, smallholder farmers, low-income employees and customers in emerging markets<sup>3</sup>. The goal of this document is to support the Better Than Cash Alliance (BTCA) in engaging private sector companies, beyond financial services and payment providers, to digitize payments across their value chains and recognize the important role they play in building inclusive digital payment ecosystems<sup>4</sup>.

This research aims to provide a visual framework for business executives in large and medium-size companies to help understand **why** digital payments can create more efficient, transparent and inclusive value chains in different business sectors for the benefits of the companies and their business partners (such as employees, suppliers, retailers or customers) in emerging markets. The study will also include an analysis of the economic benefits and the business case for companies in shifting to electronic channels over the short and long term applied to one business sector. The study is intended to constitute a “call to action” for companies to digitize payments in their value chains and evidence

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<sup>1</sup> The objectives of this publication would be similar to the document published by the Better Than Cash Alliance, Bill & Melinda Gates Foundation and the World Bank, in 2014, entitled “THE OPPORTUNITIES OF DIGITIZING PAYMENTS”, which was targeting key stakeholders at the Government level but not private sector companies.

[https://docs.gatesfoundation.org/documents/g20%20report\\_final.pdf](https://docs.gatesfoundation.org/documents/g20%20report_final.pdf)

<sup>2</sup> Referring mainly to: payments to suppliers and distributors (Business-To-Business Payments B2B), payments to employees (Business-to-Person Payments B2P) and collections from customers (Person-to-Business P2B). Please refer to the corporate payment grid below.

<sup>3</sup> Background research, analysis, and examples should be conducted in majority in the member countries of the Better Than Cash Alliance: Afghanistan, Bangladesh, Benin, Colombia, Dominican Republic, Ethiopia, Fiji, Ghana, India, Indonesia, Jordan, Kenya, Liberia, Malawi, Mexico, Moldova, Nepal, Pakistan, Papua New Guinea, Peru, Rwanda, Senegal, Sierra Leone, Solomon Islands, the Philippines, Uruguay and Vietnam.

<sup>4</sup> The transition from cash to digital payments will not happen by the efforts of one single actor, but requires an “ecosystem approach”. An Inclusive digital payment ecosystem brings together key private and public sector actors to identify barriers and pathways to transition from cash to digital payments and recognizes the interconnected nature of the digital payments system.

the contribution of companies to inclusive digital payment ecosystems in key countries in Asia, Africa and Latin America.

The final outputs of the study will be considered a public good for a wide usage and will be placed in the public domain after appropriate consultations.

**b) Contact**

Applications and any consultation about this RFA should be submitted via email to [marjolaine.chaintreau@uncdf.org](mailto:marjolaine.chaintreau@uncdf.org); copying in (cc) [camilo.tellez@uncdf.org](mailto:camilo.tellez@uncdf.org) and [amela.cosovic-medic@uncdf.org](mailto:amela.cosovic-medic@uncdf.org).

Please include in the subject line of the email: *The opportunities of digitizing payments for companies.*

**c) Responses and Clarifications**

All queries and submitted applications will be acknowledged. We will compile any questions and provide a FAQ to all applicants interested in this RFA. The deadline to submit any questions or consultations on the application requirement is midnight on **July 21<sup>st</sup>, 2017** Eastern Standard Time (GMT -5).

**d) Timing**

Applications should be returned to the Better Than Cash Alliance Secretariat **by email** no later than midnight on **August 18<sup>th</sup>, 2017** Eastern Standard Time (GMT -5). It is anticipated that negotiations and grant signing will commence within 4 weeks of application submission.

Expected date of full completion of deliverables is **January 31<sup>st</sup>, 2018**. Presentation to key stakeholders of the Better Than Cash Alliance will take place prior to this date with engagement in active dialogue throughout the process.

Summary of key dates for RFA process	Tentative Timeline
Last date for submission of question or requests for clarification on the RFA	July 21 <sup>st</sup> , 2017
Deadline for submission of applications	August 18 <sup>th</sup> , 2017
Evaluation of proposals and grant signing	September 2017
Full completion of deliverables	January 31 <sup>st</sup> , 2018

## 2. ORGANIZATION CONTEXT AND BACKGROUND INFORMATION

### *a) Organization Context*

UNCDF is the UN's capital investment agency for the world's least developed countries (LDCs). It creates new opportunities for poor people and their communities by increasing access to inclusive finance and investment capital. UNCDF focuses on Africa and the poorest countries of Asia and the Pacific, with a special commitment to countries emerging from conflict or crisis. It can provide seed capital both as grants and loans as well as technical support that will improve poor peoples' lives.

UNCDF works to enlarge peoples' choices: it believes that poor people and communities should take decisions about their own development. UNCDF works in challenging environments – remote rural areas, countries emerging from conflict – and paves the way for others to follow. Its programmes are designed to catalyze larger investment flows from the private sector, development partners and national governments, for significant impact on the SDGs. Established by the General Assembly in 1966 and with headquarters in New York, UNCDF is an autonomous UN organization affiliated with the United Nations Development Program (UNDP). Established by the General Assembly in 1966 and with headquarters in New York, UNCDF is an autonomous UN organization affiliated with UNDP.

Hosted by UNCDF, the **Better Than Cash Alliance** is a global partnership of governments, companies and international organizations that accelerates the transition from cash to digital payments in order to reduce poverty and drive inclusive growth.

Billions of dollars in cash payments and transfers are made daily in emerging and developing economies, including payment of salaries, social welfare, payments to suppliers, remittances, etc. The problems with these cash payments include, a lack of transparency, accountability and security, as well as inefficiency. Furthermore, the individuals who receive the cash payments are often part of the 2 billion excluded from the formal financial sector. This means they are excluded from access to a range of appropriate and affordable financial services to help them save safely, take advantage of economic opportunities and reduce their vulnerability to risk.

Shifting these payments from cash to digital has the potential to improve the lives of low-income people, particularly women, while giving governments, the development community and the private sector a more transparent, time and cost efficient, and often safer means of disbursing payments.

The Better Than Cash Alliance partners with governments, companies, and international organizations that are the key drivers behind the transition to make digital payments widely available by:

- Advocating for the transition from cash to digital payments in a way that advances financial inclusion and promotes responsible digital finance;
- Conducting research and sharing the experiences of our members to inform strategies for

- making the transition;
- Catalyzing the development of inclusive digital payments ecosystems in member countries to reduce costs, increase transparency, advance financial inclusion-- particularly for women-- and to drive inclusive growth.

As part of catalyzing the global movement from cash to digital, the Better Than Cash Alliance is committed to support digitization of companies' payment flows across the corporate payments grid (B2B, B2P, B2G and P2B).

***b) Background Information on the proposed deliverables***

Payments completed in the value chain of businesses and companies represent by far the largest payment flows of national economies. Across 2013 and 2014, in a key selection of Better Than Cash Alliance countries, payments to suppliers and distributors (B2B), payments to employees (B2P) and collections from customers (P2B) represented 91% of the total volume of payments and 79% of total value. However, the same data shows that only 3% and 21% of those payments respectively were digitized<sup>5</sup>.

Cash payments are most of the time unsecure, difficult to trace, expensive and complicated to handle for companies and employers, especially when managing high volume payments (from one payer to many recipients or from many payers to one recipient). In emerging and developing economies where digital payment ecosystems are in the early stages of development and where most business stakeholders, such as small and medium suppliers/distributors, smallholder farmers, workers or employees, have limited access to payment facilities, completing payments in cash can become a barrier to operations and growth.

As part of catalyzing the global movement from cash to digital, the Better Than Cash Alliance is committed to supporting the digitization of companies' payment flows across the corporate payment grid (mostly B2B, B2P and P2B). One of the key objectives of the Alliance is to engage with multinational and local companies to emphasize the importance of shifting from cash to digital payments for long-term financial sustainability, as well as to highlight the vital role those companies play in building inclusive digital payment ecosystems.

Digitizing payments in a companies' value chain, such as paying employees, distributors and suppliers or receiving payments from their customers digitally, represent important opportunities for companies in terms of:

- Efficiency, cost saving and growth: additional revenues through increased sales; employees' loyalty; new business opportunities and/ or secured procurement

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<sup>5</sup> Based on aggregated data from several Better Than Cash Alliance country diagnostics

- Transparency: anti-corruption; increased security and data collection; and simplified compliance and monitoring
- Sustainability & Inclusion: improving working conditions and business opportunities for stakeholders; financial inclusion; women’s economic participation
- Contribution to the Sustainable Development Goals (SDGs)<sup>6</sup> : in digitizing payments in the value chain, companies can contribute to the delivery of the Sustainable Development Goals (SDGs). Digital payments are key to supporting gender equality and economic participation of women and girls (SDG 5) by promoting access to formal payment accounts and financial services. Digital wage payments and access to working capital for micro and small enterprises or smallholder farmers are also important solutions to promote inclusive and sustainable economic growth and providing decent work for all (SDG 8).

### The Corporate Payment Grid

	To Business	To People	To Government
From Business	<p><b>B2B - Supply</b> Pay small suppliers &amp; producers</p> <p><b>B2B - Distribution</b> Collect from small retailers &amp; distributors</p>	<p><b>B2P - Salary Payments</b> Pay employees &amp; workers</p>	<p><b>B2G - Taxes and fees</b> Pay taxes and fees to authorities</p>
From People	<p><b>P2B - Customers</b> Collect from consumers directly or through merchants</p>	N/A	N/A

Below are some of the preliminary examples identified by the Better Than Cash Alliance as opportunities for digitizing payments for companies. However, this list is not exhaustive.

- **Digital Wage Payment in the garment sector (Business-to-Person Payment, B2P):** 60 million workers across the developing world rely on the garment industry for their livelihoods, 80% of which are women, often with limited access to financial services. Most of these workers receive their entire wage salary payment in cash, waiting long lines in factories every month

<sup>6</sup> <http://www.un.org/sustainabledevelopment/sustainable-development-goals/>

to get paid and losing the opportunity to be formally integrated into the financial system. Factories bear the costs of security and logistics in handling large amount of cash for payroll processes. Some manage up to US\$1 million of cash on payday, and ensuring that all employees are being paid requires complex logistics and security systems. Sometimes the money can be stolen which can delay payments to employees and can lead to discontentment or strikes. But factories also suffer important productivity loss and disruption when workers are off the production line to receive their wages. In a recent study<sup>7</sup>, published by the Better Than Cash Alliance of a sample of garment factories in Bangladesh, for example, it took up to 18 minutes per worker per month to receive their wages, which equates to 750 hours of lost revenue per month, for a factory of 2,500 employees. Finally, lack of transparency and limited access to consistent payroll data also makes audit and compliance with national law and international core labour standards difficult to track for all actors in the Ready Made Garment (RMG) value chain. With digital financial services, payments can become efficient, secure, transparent, and provide a pathway to financial inclusion for workers.

- **Digitizing retailer-to-supplier payment flows (Business-to-Business Payment, B2B Distribution):** For some Fast Moving Consumer Good (FMCG) companies, traditional small retailers/ “mom & pop” shops” continue to remain an important channel to distribute their products in emerging markets. Most of these small retailers have limited access to bank accounts and electronic payments means. Payments are completed in cash when merchandise is delivered to the shops once or twice a week. It is then the responsibility of the distributors and companies to manage this large amount of cash passing through their delivery trucks, cars or other vehicles.
  - For example, at Backus, the leading brewery in Peru which is part of the large beverage multinational AB InBev, small retailers are an important part of the product distribution channel. Over 96,000 small retailers play a role in Backus’ distribution chain, accounting for approximately 40% of product sales. The challenges small retailers face [when conducting commercial transactions in cash] often result in inefficiencies in Backus’ distribution chain, such as high cash handling costs and a lack of sales growth. Backus partnered with banks, microfinance institutions and government, including the Peru National Bank and Ministry of Social Inclusion, to increase its small retailers’ access to financial services. As a result, cash collection levels have reduced from 60% to 30% of total transactions, saving Backus almost

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<sup>7</sup> <https://www.betterthancash.org/tools-research/case-studies/digitizing-wage-payments-in-bangladeshs-garment-production-sector>

\$2.3m in cash handling expenses and helping to reduce losses from theft. The creation of an integrated retailer value proposition has helped drive increased sales.<sup>8</sup>

- **Digitizing payments to small suppliers, for example smallholder farmers (Business-to-Business Payment, B2B Supply):** In 2007, the Federación Nacional de Cafeteros de Colombia (Colombian Coffee Growers Federation) that represents Colombia's coffee growers began using payment cards to pay coffee growers throughout the country instead of cash. The Federation saved approximately \$15.5 million by shifting their payments to coffee growers from cash to payment cards. That is a saving of approximately 80 percent of the cost of making those payments in cash. The program also resulted in an opportunity to expand financial inclusion in rural areas which is often particularly challenging.<sup>9</sup> In Uganda, UNCDF is piloting the payment of farmers in various value chains through the usage of mobile money, especially in food and agribusiness products such as coffee (Kyagalanyi), seeds oil (Mukwano), tea, maize and dairy, reaching more than 150,000 farmers.
- **Digitizing collections from low income customers to allow new business models (People To Business Payments P2B):** In Kenya, the convergence of pay-as-you-go mobile payments capability and low-cost solar technology has been vital to the success of M-KOPA and other pay as-you-go systems working to unlock access to clean energy in Africa. This new market is worth an estimated \$300 million annually and sales have tripled in the past three years, providing affordable, clean lighting for 35 million rural Africans<sup>10</sup>. Small retailers and businesses acceptance of digital payments is also an important driver of consumers' use. It is estimated that more than 180 million micro and small merchants operate across the developing world. Each merchant serves 25 customers every day, on average, producing up to 4.5 billion daily, representing over \$6.5 trillion value per year. However it is estimated that only 10% of small merchants in the developing world currently accept digital payments. The regularity and frequency of consumer purchases with small retailers can help expand consumers' use of electronic payments, increase sales and drive financial inclusion<sup>11</sup>. In Benin, UNCDF will be piloting several scenarios with taxi drivers to expand digital merchant payments. UNCDF is also piloting merchant payments in various agriculture value chain (coffee, seeds oil, tea) in Uganda.

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<sup>8</sup> [http://value-chains.org/dyn/bds/docs/939/Growing-together\\_CARE-SABM-BFP-HKS\\_09-2016.pdf](http://value-chains.org/dyn/bds/docs/939/Growing-together_CARE-SABM-BFP-HKS_09-2016.pdf)

<sup>9</sup> <https://www.betterthancash.org/news/blogs-stories/increasing-financial-inclusion-for-colombia-coffee-farmers-and-saving-15-5-million-by-replacing-cash-with-cards>

<sup>10</sup> [https://ssir.org/articles/entry/banking\\_on\\_the\\_poor](https://ssir.org/articles/entry/banking_on_the_poor)

<sup>11</sup> <http://www.dalberg.com/wp-content/uploads/2016/11/Small-merchants-big-opportunity.pdf>

**c) *The Better Than Cash Alliance's efforts in digitizing payments with companies***

As a global partnership between governments, companies and international organisations, the Better Than Cash Alliance works with companies:

- to emphasize the important role companies play in building inclusive digital payment ecosystems
- share approaches and lessons learnt in moving away from cash, and
- provide a platform for industry collaboration across the public and private sector for the deployment of digital payment solutions in companies' operations across the value chain (with employees, small suppliers, distributors or retailers).

This public study is expected to be used extensively by the Better than Cash Alliance to frame the discussions with all stakeholders of the digital payment ecosystem, and share solutions that have been implemented in different markets and across different business sectors.

### **3. SCOPE OF EXPECTED OUTPUTS AND DELIVERABLES**

The Better than Cash Alliance is seeking applications from qualified technical partners (e.g. commercial for-profit firms, academic institutions, or non-profit organizations) to work on a series of deliverables which will include:

1. A framing paper identifying the benefits and challenges of digitizing payments in companies' value chains in emerging markets, with specific detailed case studies analysis across 3 different business sectors: Fashion / Garment manufacturing, Fast Moving Consumer Goods, Agribusiness smallholder farmers in global agriculture value chains.
2. A cost / benefit analysis based on data and information from selected companies (quantitative and qualitative) presenting both the short and long term business drivers when switching from cash to digital payments.

These deliverables should take into account existing Better than Cash Alliance's resources<sup>12</sup> as well as external literature in the field of digital payments, corporate value chains, digitization business models of companies and existing experiences from existing initiatives in digitizing agriculture value chains.

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<sup>12</sup> It should reference existing Better Than Cash Alliance resources such as: the Better Than Cash Alliance's Business Toolkit ("*How to plan a shift to electronic payments for businesses*"), [The Opportunities of Digitizing Payments](#) and [Accelerators to an Inclusive Digital Payments Ecosystem](#), in addition to the Better Than Cash Alliance's Country Diagnostics and case studies.

**a) Expected outputs and deliverables:**

**1. Framing paper: the opportunities of digitizing payments for companies**

This piece will provide a conceptual and visual framework to articulate the opportunities of digitizing payments for companies across payment streams in 3 business sectors. The format of the framing paper will include a written document (around 20 pages) and a supporting visual power point deck to complement dissemination. The overall presentation of the framework and key messages should be as visual, user friendly and interactive as possible.

The framing paper will include:

- A mapping of the different business payment streams (see corporate payment grid presented above) that can be digitized and the benefits that companies will gain from digitization.
- A visual representation of companies' value chains, including the different value chain stages, actors and stakeholders engaged in promoting digitization of payments, such as suppliers, distributors, aggregators, financial service providers, and other intermediaries.
- The framework should place the benefits of digital payments in the context of the United Nations Sustainable Development Goals (SDG) framework and reflect on how digital payments can help companies contribute to the Sustainable Development Goals.
- Overview of the key data points publicly available in terms of the burden of cash for companies, issues around financial inclusion and lack of access to finance for key stakeholders: employees, small & medium enterprise suppliers or retailers, smallholder farmers, etc. Quantitative data can come from Findex for example and other sources. Qualitative information coming from human-centred design research would be welcome.
- A selection of 3 business sectors to provide a clear presentation of the opportunities digital payments can bring to companies and the challenges they face to scale. The analysis will focus on one payment use case per business sector. Suggested business sectors and payment use case are included below but can be reviewed in discussion and agreement with the Better than Cash Alliance team depending on availability of data.
  - 1) Fashion & Garment manufacturing: digital wage payments of workers (B2P Business-to-People payment)
  - 2) Fast Moving Consumer Good companies: digital retailer-to-supplier payment flows with small retailers and distributors (B2B Business-to-Business payment Distribution)
  - 3) Agribusiness: digital payments to smallholder farmers engaged in global agriculture value chains (B2B Business-to-Business payment Supply)
- The objective of this deliverable is to provide a conceptual framework and methodology that can be applied at a later stage to analyze the benefits and challenges faced by companies when digitizing payments for other business sectors, such as retailers, utilities (energy & water), education, transportation, e-commerce & social media for example.
- Analysis of case studies of companies (at least two per business sector), illustrating key success

factors, tactics and incentives which have been most effective in digitizing payments as well as the difficulties and barriers to scale. These case studies should also try to present a human-interest angle. When looking at case studies and examples, priority markets should be: Mexico, Peru, Colombia, India, Bangladesh, Indonesia, Kenya, Ghana, Senegal, Uganda.

- It will also be important for the analysis to refer to the non-financial benefits digital solutions can bring to companies beyond digitization of payments. For example, developing processes to digitally list and track employees and/or farmers working in a factory or digitizing purchase order, invoices and tracking of sales to distributors.
- Reflections around the contextual key success factors or challenges coming from infrastructure development, the financial sector, tax and/or regulatory environment that may impact the success of payment digitization in companies' value chains for inclusive growth.
- A “call to action” : providing a list of actionable recommendations companies can take to integrate and/or develop digital payments solutions in their business sector.
- The overall presentation of the framework and key messages should be as visual, user friendly and interactive as possible, easy to understand, and using vocabulary targeting a business executive audience. The material should transform complex value chain and digitization processes into a simple and visual format that enables better analysis and understanding of the digitization process.

## **2. *Cost/ benefit analysis: Driving the business case of digital payments***

The objective of this analysis is to help companies understand the implications of using cash in their value chain and the drivers contributing to the business case of moving to electronic channels. The analysis will present the costs and benefits companies experience over the short term (e.g. cost saving linked to increase speed of payments or reduction of security costs) and longer term (e.g., increased sales thanks to distributors getting greater access to finance, working with more resilient business partners, etc).

In discussion and agreement with the Better Than Cash Alliance, the analysis will be performed on a payment stream within one of the three business sectors described in the framing paper, based on data gathered from one or more companies. The technical partner is expected to provide and/or gather the necessary data from companies to ensure the cost/benefit analysis is based on relevant and quality information. The design of the analysis is open to proposal. The end output of the deliverable will be a written document (around 10 pages). A visual PowerPoint deck will also be required as well to complement dissemination.

### ***b) Quality assurance on messages, communication and dissemination:***

The firm is expected to work with the Better than Cash Alliance's research, advocacy and communication teams, as well as other stakeholders who will be engaged in a thorough review process of the key findings, messages, structure and dissemination tools for the deliverables until final completion is agreed upon by both parties.

**c) Target audience**

The objective of this framing paper is to sensitize new audiences to the opportunities of digital payments and accelerate progress in digitization in emerging and developing economies. Primary target audience is:

- Decision-makers and business executives of non-financial companies – primary CEO, CFO, Treasury, Procurement, Sales, Innovation and digital teams at global or large local companies in the sectors previously highlighted
- Business organisations and standard setting bodies for the industry
- Decision-makers and experts from governments, central banks and international organizations, who are involved or interested in moving away from cash to digital payments.
- Financial service providers and FinTech companies
- Business / financial media

**d) Report format**

- **Deliverable 1 : Framing Paper** - key findings and conceptual framework will be submitted as a final 20-page document, including at least one visual representation of companies' value chain and infographics per sector. The written document will also need to include a visual summary, such as an infographic, of the overall opportunities of digital payments. The provider will also prepare a PowerPoint presentation with visual representation and infographics to be used with a business audience. This presentation should include at least one slide presenting the overall opportunities of digital payments for companies and one slide per business sector summarizing visually the opportunities of digital payments per business sector.<sup>13</sup>
- **Deliverable 2 : Cost/Benefit Analysis** - The cost/ benefit analysis for moving to electronic channels should be presented in a written document (max. 10 pages) and a supporting visual PowerPoint deck to complement dissemination.

**e) Process**

- Provide a summary of the companies, persons and resources that will be consulted for the stakeholder assessment within companies, financial service providers, business organisations and other stakeholders in the relevant business sectors.

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<sup>13</sup> The Alliance wants to review the opportunity to present the findings of the deliverables through an interactive online microsite, such as examples provided below. The technical partner is not expected to complete the microsite but to work with the Alliance to provide the key findings, executive summary, visual framework and infographics to be incorporated in the microsite if needed.  
[https://www.globalinnovationexchange.org/beyond-cash#bringing\\_merchants\\_onboard](https://www.globalinnovationexchange.org/beyond-cash#bringing_merchants_onboard)  
<https://www.theguardian.com/personal-investments/ng-interactive/2017/mar/14/jessica-matthews-socket-ball-energy-electricity-play>  
<https://www.theguardian.com/sustainable-business/ng-interactive/2014/nov/10/palm-oil-rainforest-cupboard-interactive>

- Provide a mapping of existing partnerships, pilots and case studies developed by companies and business organisations in the relevant business sectors by reviewing existing information and speaking with local experts in priority markets such as Mexico, Peru, Colombia, India, Bangladesh, Indonesia, Kenya, Ghana, Senegal, Uganda.
- Conducting stakeholder assessment (phone or in-person interviews) of key actors within companies, financial service providers, business organizations and other stakeholders in relevant business sectors.
- Provide a draft presentation with overview of the case studies and examples presented in each business sector.
- Provide an outline of the framing paper, showing how the payment streams and benefits of digital payments will be presented across the three business sectors (including the visual representations of value chains and infographic) for the Alliance's team to review.
- Write initial draft, leveraging a professional writer / copy editor as needed, which the firm will provide (i.e. included within applicant's budget proposal and timeline).
- Work with the Better than Cash Alliance team and partners to incorporate feedback, refine key messages and visualisation of the content into a final draft. This review process will include presentation to the Alliances' editorial and publication committee.
- Review final draft of deliverables and ensure all visual and infographic tools are available to disseminate with the audience, potentially through an online interactive portal such as a microsite which will be developed by the Alliance.

**f) Dissemination tools & channels**

- One draft comment piece for media placement in a relevant market, approximately 600-800 words, with new data and key examples.
- One visual representation / infographic based on the executive summary and key findings representing the opportunities for companies across the value chain, integrating the different business payment streams.
- A visual representation/ infographic per business sector, as stated in table of content, summarising the opportunities and call to action to companies presented in the report to be promoted on social media and on an online interactive portal (microsite).

## 4. AGREEMENT PARAMETERS

**a) Outputs and deliverables**

The outputs and deliverables of the study are considered a public good. Thus, all the outputs and deliverables will be placed in the public domain with the intent that they can and should be freely and widely used by other parties.

**b) Duration**

The technical partner is expected to sign a **Performance Based Financing (Grant) Agreement** with UNCDF during **September 2017** (see Annex 2 for a sample of our legal language in this regard). Expected date of full completion is **January 31<sup>st</sup>, 2018**.

**c) Agreement size**

**Up to US\$ 250,000** for the two deliverables, the framing paper on the opportunities of digitizing payments for companies and the deep dive analysis focusing on the economic benefits and the business case for companies in moving to electronic channels. Applicants should provide budgets indicating how they would allocate costs to produce high quality expected results with their technical approach. **Applications containing budgets over US\$250,000 will not be considered.**

**d) Language**

The deliverables, as well as any and all related correspondence exchanged by the organization and UNCDF, shall be written in English.

## 5. APPLICATION REQUIREMENTS

**a) Minimum qualification criteria**

- Any type of organization whether commercial for-profit firms, academic institutions, or non-profit organizations- is eligible to apply
- Demonstrated experience in successfully conducting similar assignments which may involve country, regional and/or business sector level analysis in areas such as digitization of payments, merchant payments, digitization and analysis of value chains and inclusive business, with evidence of excellent results
- Demonstrated research, analytical capacity and positive reputation with companies and business community, especially developing conceptual frameworks and inclusive business strategy for companies' value chain in emerging markets
- Demonstrated commercial implementation experience with companies in several of the following: digital payments, business strategy, value chain analysis, implementation of inclusive business strategies, financial and social inclusion and management consulting. Additional experience in retail & distribution - highly desirable
- Demonstrated deep network and access to data and information from private sector companies, in business sectors such as FMCGs, garments and agribusiness, that will be used to develop the framework and cases.
- Direct experience in financial sector development, financial inclusion and inclusive business models - highly desirable

- Evidence of high quality documentation, packaging, and disseminating technical knowledge to business audiences, including in a visual, interactive and concise manner
- Demonstrated Excellence in technical writing and fluency in English and/ or Spanish, with evidence
- Evidence of confirmed human resources available to cover all planned/required activities
- Written confirmation (Annex 1) that the organization has reviewed the UNCDF Grant Agreement template and is prepared to sign without revision to standard language
- Submit a complete application

***b) Structure of the Application***

- The application should follow the template provided in Annex 1: *Submission Format*
- Only applications that follow the **Submission Format** and include all the necessary documentation will be accepted

***c) Submission of the Application***

- Applications and any question about this RFA should be submitted via email at [marjolaine.chaintreau@uncdf.org](mailto:marjolaine.chaintreau@uncdf.org) copying in (cc) [camilo.tellez@uncdf.org](mailto:camilo.tellez@uncdf.org) and [amela.cosovic-medic@uncdf.org](mailto:amela.cosovic-medic@uncdf.org).
- The subject line of the email should be: The opportunities of digitizing payments for companies. The **deadline** to submit the applications is **midnight EST, August 18th, 2017**.



## ANNEX 1: SUBMISSION FORMAT

[insert: Location]

[insert: Date]

To: Ruth Goodwin-Groen, Managing Director, the Better Than Cash Alliance

Dear Sir/Madam:

We, the undersigned, hereby apply for The opportunities of digitizing payments for companies in accordance with your Request for Application dated 7/7/2017 and our Application, which includes the Technical Proposal and proposed budget allocation.

We hereby declare that:

- a) All the information and statements made in this Application are true and we accept that any misrepresentation contained in it may lead to our disqualification; and
- b) We have no outstanding bankruptcy or pending litigation or any legal action that could impair our operation as a going concern.

We confirm that we have read, understood and hereby accept the duties and responsibilities required of us in this RFA, and the standard language of UNCDF's Performance Based Agreements (PBA), including the requirements regarding the public good nature of the outputs to be produced (as per RFA Annex 2 sample of UNCDF's legal language in this regard). Therefore, if our application is accepted, we will be ready to sign and accept the legal language, without modification, of the UNCDF grant agreement (performance based).

We fully understand and recognize that UNCDF is not bound to accept this application, that we shall bear all costs associated with its preparation and submission, and that UNCDF will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the evaluation.

Yours sincerely,

Authorized Signature [*In full and initials*]: \_\_\_\_\_

Name and Title of Signatory: \_\_\_\_\_

Name of Firm: \_\_\_\_\_

Contact Details: \_\_\_\_\_

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

Page \_\_\_\_\_ of \_\_\_\_\_ pages

**SECTION 1: GENERAL APPLICANT'S INFORMATION**

1. Applicant's Legal Name:		
2. Type of Organization (e.g. commercial for profit firm, educational, non-profit, etc.):		
3. In case of Joint Venture (JV), legal name of each party:		
4. Actual or intended Country/ies of Registration/Operation:		
5. Year of Registration:		
6. Countries of Operation	7. No. of staff in each Country	8. Years of Operation in each Country
9. Legal Address/es in Country/ies of Registration/Operation:		

10. Value and Description of Top three (3) Grants or Contracts for the past five (5) years:

Name of the project:  
 Client/Funder (if applicable):  
 Grant/Contract value:  
 Types of Results Produced/activities undertaken:  
 References, contact details:

Name of the project:  
 Client/Funder (if applicable):  
 Grant/Contract value:  
 Types of Results Produced/activities undertaken:  
 References, contact details:

Name of the project:  
 Client/Funder (if applicable):  
 Grant/Contract value:  
 Types of Results Produced/activities undertaken:  
 References, contact details:

11. Applicant's Authorized Representative Information

Name:  
 Address:  
 Telephone/Fax numbers:  
 Email Address:

12. Are you in the UN Ineligibility List?  YES or  NO

13. Checklist of documents to provide:

- Financial statements for the past year
- Signed Letter of Annex 1
- Complete CVs of all the team members involved in the assignment
- Staff time allocation spreadsheet per result, as requested in Section 4. Point 27.
- Electronic copies and hyperlinks where available of studies, knowledge products produced under similar assignments and list of dissemination channels
- Proposed Budget Allocation as requested in Section 5. Point 29.

## SECTION 2: SPECIFIC EXPERIENCE FOR THE ASSIGNMENT

14. Please describe your organization’s experience in producing similar projects/studies. For each one, make sure you describe the following (maximum 2 pages per project). It can be referred to the same Grants or Contracts presented In Section 1. Point 10.:

- Name of the project:
- Client/Funder (if applicable):
- Grant/Contract value:
- Description of the **approach/methodology**:
- Types of **outputs/deliverables** produced/activities undertaken:
- Tools you used to conduct the study (e.g., digital payments ecosystem mapping, stakeholders analysis, research on pathways to digitization, metrics/indicators collected, etc.):
- Tools you used to identify opportunities and constraints at the policy, regulatory, and/or implementation level:
- Time it took you to complete the assignment:
- Number of people and names of the staff that participated in the assignment:
- Knowledge product production and dissemination strategy of the assignment:
- References, contact details:

15. Please describe your organization’s experience in working with companies to understand and incorporate digital solutions such as digital payments in companies’ operations and value chains, as part of building a digital ecosystem, described in the scope of this RFA (maximum 3 pages)

16. Please evidence how your organization has access to provide and/or can gather data from companies to complete case studies as well as the costs and benefits analysis evidencing the benefits for companies of moving from cash to electronic payments. Please provide examples of companies or organisations you will approach in each business sector. (maximum 1 page)

17. Please describe how your organization has performed analysis and implementation work related to companies’ value chains, as well as any implementation of inclusive business models or business strategy for sustainability and social impact (maximum 1 page)?

18. Please describe the research, knowledge product production, quality assurance, packaging and dissemination process of your organization (maximum 1 page)

**SECTION 3: APPROACH AND IMPLEMENTATION PLAN (15 pages maximum)**

**19. Approach to the Results Required**

Please provide a **detailed** description of the **approach/methodology** for how the organisation/firm **will achieve project outputs and deliverables**, keeping in mind the appropriateness to local conditions and project environment.

**20. Technical Quality Assurance Review Mechanisms**

The methodology shall also include details of the applicant's internal technical and quality assurance review mechanisms.

**21. Implementation 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 result.

**22. Sub-grantees**

Explain whether any work would be delegated, to whom, how much percentage of the work, the rationale for such, and the roles of the proposed sub-grantees. Special attention should be given to providing a clear picture of the role of each entity and how everyone will function as a team.

**23. Risks / Mitigation Measures**

Please describe the potential risks for the implementation of this project that may impact achievement and timely completion of expected results as well as their quality. Describe measures that will be put in place to mitigate these risks.

**24. Reporting and Monitoring**

Please provide a brief description of the mechanisms proposed for this project for reporting to UNCDF and partners, including a reporting schedule (also reflected in Gantt chart).

**25. Other**

Any other comments or information regarding the project approach and methodology that will be adopted.

## SECTION 4: PERSONNEL

### 26. Management Structure

Describe the overall management approach toward planning and implementing this result. Include an organization chart for the management of the project describing the relationship of key positions and designations.

### 27. Staff Time Allocation

Provide a spreadsheet to show the activities of each staff member and the time allocated for his/her involvement.

*(Note: This spreadsheet is crucial and no substitution of personnel will be tolerated once the grant has been awarded except in extreme circumstances and with the written approval of UNCDF. If substitution is unavoidable it will be with a person who, in the opinion of the UNCDF's Better Than Cash Alliance Team, is at least as experienced as the person being replaced, and subject to the approval of UNCDF. No increase in grant will be considered as a result of any substitution.)*

**28. Qualifications of Key Personnel**

Provide the CVs for key personnel (Team Leader, Managerial, Technical and general staff) that will be provided to support the implementation of this project. CVs should demonstrate qualifications in areas relevant to the results to be produced. If preferred, please submit a summary for each person in the following format:

Name:		
Position for this Contract:		
Nationality:		
Contact information:		
Countries of Work Experience:		
Language Skills:		
Educational and other Qualifications:		
Summary of Experience: <i>Highlight experience in the region and on similar projects.</i>		
<b>Relevant Experience (From most recent):</b>		
<b>Period: From – To</b>	<b>Name of activity/ Project/ funding organisation, if applicable:</b>	<b>Job Title and Activities undertaken/Description of actual role performed:</b>
<i>e.g. June 2014-January 2015</i>		
<i>Etc.</i>		
<i>Etc.</i>		
<b>References no.1 (minimum of 1):</b>	<i>Name Designation Organization Contact Information – Address; Phone; Email; etc.</i>	
<b>Reference no.2</b>	<i>Name Designation Organization Contact Information – Address; Phone; Email; etc.</i>	
<b>Reference no.3</b>	<i>Name Designation Organization Contact Information – Address; Phone; Email; etc.</i>	
<hr/> Signature of the Nominated Team Leader/Member		
<hr/> Date Signed		

## SECTION 5: Proposed Budget Allocation

The budget should be presented in the following format:

### 29. Budget Allocation per deliverables

SN	Deliverables <i>[List them as referred to in the RFA, the following list is an example and not restrictive]</i>	Percentage of Total Budget (Weight for payment)	Budget (Lump Sum, All Inclusive)
1	Clear study outline and plan		
2	Initial landscaping and mapping of existing data, information, case study on payment digitisation in business sectors.		
3	Initial analysis and prioritization of companies and countries to highlight as examples		
4	Interviews with some companies and documentation of findings		
5	Framework for opportunities and benefits across payment streams		
6	Opportunities of digital payments per business sectors		
7	Landscaping and mapping for preparation of the business case methodology		
8	Draft of business case methodology analysis		
9	Presentation of findings to key stakeholders		
10	Final research report		
11	Infographics preparation for the framework and business sectors		
	<b>Total</b>		<b>USD .....</b>

<b>30. Summary of costs</b>				
<b>Level of effort</b>		<b># Days</b>	<b>Cost</b>	<b>Total</b>
	Team member #1	.. days		
	Team member #2	.. days		
	.....	.. days		
			Sub-Total LOE	<b>USD ...</b>
<b>Travel/mission/other budget</b>			<b>Cost</b>	<b>Total</b>
	Travel/mission #1			
	Travel/mission #2			
	Other (describe)			
			Sub-Total Travel	
			<b>Total</b>	<b>USD ...</b>

## ANNEX 2: SAMPLE OF UNCDF LANGUAGE REGARDING PROPRIETARY RIGHTS OF KNOWLEDGE PRODUCTS PRODUCED UNDER THIS ASSIGNMENT

### 6.0 COPYRIGHT, PATENTS AND OTHER PROPRIETARY RIGHTS:

6.1 The Better Than Cash Alliance, Member Services is a project of the UNCDF, and as such, UNCDF is custodian of copyright, patents and other proprietary rights on behalf of the Better Than Cash Alliance, Member Services. Except as is otherwise expressly provided in writing in the Agreement, the UNCDF shall be entitled to all intellectual property and other proprietary rights including, but not limited to, patents, copyrights, and trademarks, with regard to products, processes, inventions, ideas, know-how, or documents and other materials which the Recipient Institution has developed for the UNCDF under the Agreement and which bear a direct relation to or are produced or prepared or collected in consequence of, or during the course of, the performance of the Agreement, and the Recipient Institution acknowledges and agrees that such products, documents and other materials constitute works made for the UNCDF. In line with the public good nature of the grant, UNCDF will place all the deliverables specified in the public domain with the intent that they can and should be freely and widely used by other parties and the RECIPIENT INSTITUTION shall not be excluded from the ability to use such deliverables on the same basis as other external parties.

6.2 To the extent that any such intellectual property or other proprietary rights consist of any intellectual property or other proprietary rights of the Recipient Institution: (i) that pre-existed the performance by the Recipient Institution of its obligations under the Agreement, or (ii) that the Recipient Institution may develop or acquire, or may have developed or acquired, independently of the performance of its obligations under the Agreement, the UNCDF does not and shall not claim any ownership interest thereto, and the Recipient Institution grants to the UNCDF a perpetual license to use such intellectual property or other proprietary right solely for the purposes of and in accordance with the requirements of the Agreement.

6.3 At the request of the UNCDF; the Recipient Institution shall take all necessary steps, execute all necessary documents and generally assist in securing such proprietary rights and transferring or licensing them to the UNCDF in compliance with the requirements of the applicable law and of the Agreement.

6.4 Subject to the foregoing provisions, all maps, drawings, photographs, mosaics, plans, reports, estimates, recommendations, documents, and all other data compiled by or received by the Recipient Institution under the Agreement shall be the property of the UNCDF, shall be made available for use or inspection by the UNCDF at reasonable times and in reasonable places, shall be treated as confidential, and shall be delivered only to UNCDF authorized officials on completion of work under the Agreement.