

**UNITED NATIONS CAPITAL DEVELOPMENT FUND (UNCDF)**  
**Mentorship Platform and Grant Support and Management - Global**

**REQUEST FOR APPLICATIONS**  
**Deadline for submission: December 21<sup>th</sup> of 2018**

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## **1. INTRODUCTION TO THIS REQUEST FOR APPLICATIONS**

### ***1.1. Purpose of the RFA***

The purpose of this request for applications (RFA) is to support UNCDF in deploying mentorship model to support its work under Inclusive Innovation work.

Digital platforms present incredible potential to enable the wide range of services people need, including getting money when they need it, saving it as they can, managing it well and buying what they need. <sup>1</sup> Beyond finance, digital platforms can address very real societal problems and improve the lives of vulnerable people. The use of digital tools combined with a digital payment can help families find and access solutions to energy, health, education, and build livelihoods. In a connected world, reaching the unbanked and under-banked population is a “triple win” – financial service providers win new customers, MSMEs and NGOs can offer more services to this market and people benefit from the greater range of goods and services that they need to live better lives.

At present, digital finance providers often do not see or prioritize business cases that target the lower income market. The use of digital wallets and accounts by the lower income segments is limited, used mostly to receive a transfer or pay for air time. Encouragement, assistance and incentives are necessary to ensure the benefits of digital solutions reach not only high income and urban people but are properly designed to respond to the needs and expectations of low-income people. Furthermore, there is a growing concern that digital finance may also do harm if consumers are not educated and protected. For example, while digital credit represents an opportunity to provide cheaper and faster loans to the mass market, it also risks creating indebtedness on a large scale.

UNCDF is implementing an innovation engagement in Malaysia and China followed by other countries of Asia, Africa and The Pacific, that would focus on driving usage of digital finance and digital innovations working on various use-cases where technology plays a key part. Overall objective of these services is to empower various segments (women, youth, refugees, migrants, MSMEs, farmers) in their daily lives. This will be achieved by supporting various stakeholders in the market:

1. Working with the established providers to solve some key challenges of these segments by crowding in solutions across start-ups or individuals and
2. Working with start-ups to solve use-cases that would drive customers to actively consume financial and digital services.

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<sup>1</sup> The important function digital financial services can play in money management are: get (transfers, benefits); store (savings); spend; grow/invest; protect (safekeeping or insurance); manage.

3. In the process UNCDF will also work with government and regulators to support innovation and open frameworks that could drive creation of plug and play model between start-ups and industry players.

The final outputs and deliverables of this engagement is the operations and management through an online mentorship platform and providing small value grants included managing cost of logistics with the participating teams. Including engagement of mentors under the cohort organized by UNCDF in various countries, to support the mentees of the UNCDF programme.

### **1.2. Timing**

Should you be interested and decide to submit an application for this project, please advise accordingly by email no later than December 14, 2018.

The deadline to submit consultations is December 14, 2018 Eastern Standard Time.

**Applications should be returned to** the UNCDF MM4P Programme **by email** no later than midnight on **December 21<sup>th</sup>, 2018 Eastern Standard Time** (GMT -5). It is anticipated that negotiations and grant signing will commence within 3 to 4 weeks of application submission.

The overall duration of this engagement is expected for an initial duration of one (1) year and would be extended for subsequent years based on the experience of existing engagement. Expected date of full completion is December 31, 2019 for current agreement.

### **1.3. Contact**

Applications and any consultation about this RFA should be submitted via email at [mm4p@uncdf.org](mailto:mm4p@uncdf.org); copying in (cc) [jaspreet.singh@uncdf.org](mailto:jaspreet.singh@uncdf.org) Please include in the subject line of the email: “Global Mentorship Platform Ops and Management”

### **1.4. Responses**

All queries and submitted applications will be acknowledged. A FAQ document will be shared with applicants that expressed interest to apply via email.

## **2. ORGANIZATION CONTEXT AND BACKGROUND INFORMATION**

### **2.1. Organization Context**

UNCDF is the UN’s capital investment agency for the world’s least developed countries. It creates new opportunities for poor people and their communities by increasing access to microfinance 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 provides seed capital – grants and loans – and technical support to help microfinance institutions reach more poor households and small businesses, and local governments finance the capital investments – water systems, feeder roads, schools, irrigation schemes – that will improve poor peoples’ lives.

Starting in 2009, UNCDF began to support digital finance because we are concerned that the countries that need it the most are succeeding the least. As an early supporter, UNCDF saw its potential and challenges. UNCDF first supported digital finance through the Pacific Financial Inclusion Programme (PFIP) out of which it developed UNCDF MM4P to focus on Africa and Asia. Digital now features prominently in most of UNCDF's financial inclusion work and it is increasingly focused on digital solutions for specific uses such as clean energy and population segments, particularly women and youth. UNCDF also hosts the secretariat of the Better than Cash Alliance, a 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.

## ***2.2. Background Information about mentorship platform and Grant Management***

As part of this initiative UNCDF seeks to develop a community of mentors who would play role in supporting the UNCDF implementing partners. These mentors can be both pro-bono and paid, with large encouragement to work with pro-bono mentors. The mentor program will complement UNCDF's work on ground with the partners and would be drawn based on the specific need of the partner. The support of mentors can short term or long term according to the needs of each partners during the various phases of the innovation journey.

For the purpose of reference, we have divided the mentors to fall into two broad categories (beyond pro-bono and paid):

1. technical product development support I - professionals who have strong skills in technical areas that participants may need assistance with during the course of their idea/business development. This may include aspects like UX/UI, AI, IoT, Blockchain, etc
2. Sector/Customer Segment ecosystem expert - professionals with work experience in an area related (directly or tangentially) to the subject of the mentee's idea/business. This may include aspects like financial services, youth, health, marketing, legal, etc.

Along with the above, part of the innovation journey UNCDF would be extending small value grants up-to USD 100,000 to multiple participants. We would expect the partner to provide support in managing these grants and further track the progress of the participating teams alongside UNCDF team. We expect to undertake between at-least 7 innovation journeys over the year.

These grants can be broadly divided across two broad areas:

1. During the journey (before the pilot) – Small value grant under each innovation journey provided to approx. 20 teams and the value could range from 500 USD – 5,000 USD each team. These grants would be towards logistics, support services, infra, others
2. Pilot/Prototype Stage – These grants could be up-to USD 100,000 and in each innovation, journey could be extended to around 2-3 participating teams.

## **3. SCOPE OF WORK**

The engagement with mentors can be in different forms, ranging from one-on-one mentorship with UNCDF partners selected during a cohort. This could be both short term or long term, depending on the needs of the time. The mentors could support UNCDF in judging the applications and scoring them, they could be on-boarded to provide specific support to UNCDF during design sprint, etc. The grants making would be part of these process and would be deployed based on individual journeys.

### **3.1. Expected Outputs**

The firm is expected to support UNCDF in the operation and management of the global mentorship structure. Which includes the following:

1. Management of all the mentor profiles on an online tool that will be integrated with UNCDF website
2. Sign template agreement with mentees for the provision of mentor support. The template will be provided by UNCDF and will include the necessary reporting requested for the support provided.
3. Matchmaking of mentors and mentees for specific engagement and submitting the brief outputs outlining the topics of engagement, manhours spent etc. on a quarterly basis
4. Maintain an updated list of mentors in the programme and connect with them on regular basis to seek their engagement
5. There is a preference to have pro-bono mentors. But for certain skills if there is a payment requirement. The firm will manage the payment including the logistics for the mentors to participate
6. Work with UNCDF in streamlining the process of this entire engagement end-to-end. And keep that updated.
7. Regularly source mentors through your network to fill in the skill gap and to have a bench. The other sources for mentorship may include UNCDF enabling partners who would like to volunteer their time or UNCDF staff or UNCDF LTA partners staff.
8. Work with UNCDF team during the innovation journey in identifying the areas where sub-grants have to be initiated or cost to be covered for the participating teams
9. Enter into sub-grant agreement with the participating teams on behalf of UNCDF during the innovation journeys
10. Provide dedicated team support specially with to manage the mentorship platform, provide support with design sprints, and grant management

Over the course of next one year, we expect to run innovation journeys at-least 7 times across 6 markets that includes Malaysia, China, Uganda, Nepal, Zambia and Pacific to begin with. We estimate that the requirement for mentorship would be different for each of the approaches. A rough estimate is that across all these cycles, we would require a maximum of 7808 mentorship hours including both paid and pro-bono. We would like to ensure that the paid mentorship is not more than 35% of the total mentorship hours at any point of time.

In case there are more cycles that are undertaken during the period of the contract, UNCDF would enter into supplement agreement for additional number of manhours.

### **3.2. Expected Deliverables**

Deliverables of this engagement would include the following:

- A report in Word document outlining the process of mentorship engagement along with all templates to be used during the process
- In a power-point presentation, submit a report to UNCDF end of every two months detailing the no of manhours consumed under the programme along with topics and categories across which these engagements took place Online platform (working confirmed through the quarterly report) with total no of mentors registered, active during a period, mentees engaged
- The firm will provide to UNCDF the quarterly reporting of each mentees based on the agreement signed.
- One-hour webinar or equivalent outlining the process with UNCDF team
- Utilization report on the sub-grants to different teams across the two broad categories listed above
- Copy of sub-grant agreements with the teams with brief detail on the projects

These deliverables should incorporate feedback from UNCDF.

## **4. AGREEMENT PARAMETERS**

### **4.1. Outputs and deliverables**

The engagement under this platform would be for use of UNCDF. Thus the firm would work closely with UNCDF team in deployment of mentors, getting new mentors on-board, etc.

### **4.2. Duration**

The technical partner is expected to sign a **Performance Based Financing (Grant) Agreement** with UNCDF on the 30 December 2018 (see Annex 2 for a sample of our legal language in this regard. Applicants not familiar with UNCDF agreements are encouraged to request a sample from [mm4p@uncdf.org](mailto:mm4p@uncdf.org) prior to submission of application). Expected date of full completion is December 31, 2019.

### **4.3. Agreement size**

Please quote for the operations and management of the platform and grant management including providing full time resources that would engage with UNCDF in supporting this. Applicants should provide budgets indicating how they would allocate costs to produce high quality expected results with their technical approach.

### **4.4. 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

### 5.1. *Minimum qualification criteria*

- Any type of organization (commercial for-profit firms, educational institutions, and non-profit organizations) is eligible to compete.
- Demonstrated experience in managing either acceleration programme or consulting firm that works on the model of hiring consultants on retainer basis.
- Experience and understanding in space of digital economy and digital finance including digital payments, digital finance, government payments, electronic money, financial inclusion, blockchain, AI, etc.
- Network in the space of digital economy and digital finance that could be brought to the disposal of UNCDF.
- Experience working with large international organizations.
- Methodology, planning and team proposed.
- Language: Fluency in English.
- Have confirmed human resources to cover all planned/required activities.
- Provide written confirmation (Annex 1) that the organization has reviewed the UNCDF Grant Agreement template (available upon request), is prepared to sign it **by December 30<sup>th</sup>, 2018** without revision to standard language.
- Submit a complete application.

### 5.2. *Other requirements and qualifications*

- Experience working with high level government, private sector and international organisations preferred.
- Understanding of and stakeholder relationships in Asia, Africa and Pacific.
  - Knowledge of key payments databases internationally and in the specific country, profile of people who could play the role of mentors.
  - Commitment to provide in-country resources as needed to fill gaps .
- Experience working in developing and emergence countries, preferred.

### 5.3. *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.

### 5.4. *Submission of the Application*

- Applications and any consultation about this RFA should be submitted via email at [mm4p@uncdf.org](mailto:mm4p@uncdf.org); copying in (cc) [jaspreet.singh@uncdf.org](mailto:jaspreet.singh@uncdf.org)
- The subject line of the email should be: Global Mentorship Platform and Grant - Operations and Management
- The **deadline** to submit the applications is **December 21<sup>th</sup> 2018**



**ANNEX 1: SUBMISSION FORMAT**

[insert: Location]

[insert: Date]

To: Carlos ESCRIVA GIL, Operations Lead, UNCDF

Dear Sir/Madam:

We, the undersigned, hereby apply for *Global Mentorship Platform and Grant Operations and Management* in accordance with your Request for Application dated [insert: Date] and our Application. We are hereby submitting our Application, which includes the Technical Proposal including 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 (see Annex 2 for a sample of our 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) by December 30<sup>th</sup> 2018.

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.

We remain,

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]

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## 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 / No. of staff in each Country / Years of Operation in each Country
7. Legal Address/es in Country/ies of Registration/Operation
8. Description and value of top three grants or contracts relevant to the scope of this RFA for the past five years. Provide the following information for each of them.
  - Name of the project (website if applicable):
  - Date, location:
  - Client/Funder (if applicable):
  - Grant/Contract value in USD:
  - Types of results produced/activities undertaken:
  - References, contact details (name, position, email, phone number):
9. Applicant's Authorized Representative Information
  - Name:
  - Address:
  - Telephone/Fax numbers:
  - Email Address:
10. Are you in the UN Ineligibility List?  YES or  NO
11. Attached are copies of original documents of:
  - Financial statements for the past 2 years (in English)
  - Letter from the applicant organization's executive director, CEO, or board, expressing its commitment to the execution and participation in this process
  - Complete resumes of all the team members involved in the assignment
  - Staff time allocation spreadsheet per result
  - Electronic copies and hyperlinks where available of studies, knowledge products produced under similar assignments and list of dissemination channels

## SECTION 2: SPECIFIC EXPERIENCE FOR THE ASSIGNMENT

12. Please describe your organization's experience in producing **similar** retainership engagement. For each one, make sure you describe the following (maximum 2 pages per project):
- Name of the project (website if applicable):
  - Client/Funder (if applicable):
  - Grant/Contract value:
  - Description of the **approach/methodology**:
  - Types of **outputs/deliverables** produced and activities undertaken:
  - Tools used to manage the platform (if any)
  - 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 (name, position, phone number, email):
13. Please describe your organization's experience in managing the retainership contracts with individuals with specialized skills. (maximum 1 page)

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

### 14. Approach to the Results Required

Please provide a detailed description of the approach/methodology for how the platform would be deployed and implemented in context of cohorts

### 15. Implementation Timelines

The applicant shall submit a Gantt Chart or Project Schedule indicating the detailed sequence of phases, activities that will be undertaken and their corresponding timing, specifying timelines, responsibility, and time devoted to each result (where applicable)

### 16. 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.

### 17. Technical Quality Assurance Review Mechanisms

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

### 18. 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).

**19. 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. (if applicable)

**SECTION 4: PERSONNEL**

**20. 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, roles and responsibilities of key positions and designations.

**21. Staff Time Allocation**

Provide a spreadsheet to show the activities of each staff member and the time allocated for his/her involvement. Please describe any travel/missions/field visits planned for this assignment indicating team member participation and duration.

**22. Qualifications of Key Personnel**

Provide the CVs for key personnel (Team Leader, Managerial, Technical experts 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. In addition to the CVs, 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 Organization/Project/Activity, if applicable:</b>	<b>Job Title and Activities undertaken/Description of actual role performed:</b>	
<i>e.g. June 2015-January 2016</i>			

<i>Etc.</i>		
<i>Etc.</i>		
<b>References (minimum of 3):</b>	<b>no.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>
<b>Declaration:</b>		
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: PROPOSED BUDGET ALLOCATION

Please provide budget allocation in the following suggested format:

### 23. Summary of costs

Level of effort		# Days	Cost	Total
	Team member #1	.. days		
	Team member #2	.. days		
	.....	.. days		
			Sub-Total LOE	USD ...
Travel/mission/other budget			Cost	Total
	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 This is a project of the UNCDF, and as such, UNCDF is custodian of copyright, patents and other proprietary rights on behalf of the project. 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.