**Business** **Finance for the Poor in Bangladesh (BFP-B) Project**

**Request for Proposals**

**Of**

**Consultancy services for Conducting Technical Assistance (TA) needs assessment for Challenge Fund Grantees**

**Last date of proposal submission, 15 January, 2019**

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# Section 1. Letter of Invitation

Dated: 27.09.2018

Attention: Mr./Ms.:

**Letter of Invitation**

1. Business Finance for the Poor in Bangladesh (BFP-B) is a five-year programme funded by UKaid from the UK government. Bangladesh Bank is the implementing agency, and the Bank and Financial Institutions Division of the Ministry of Finance, the executing agency. Nathan Associates London Ltd. has been appointed as the management agency for the programme.

2. BFP-B Project now invites proposals for ***‘*Consultancy services for Conducting Technical Assistance (TA) needs assessment for Challenge Fund Grantees from different rounds for on time delivery of project and impact optimisation’** Details on the services are provided in Section 5 ‘Terms of Reference” of the Request for Proposal attached herewith.

3. It is expected that up to three firms will be shortlisted and one will be selected under the QCBS Selection Method and Procedures described in this RFP, in accordance with the UKaid/DFID procurement policy.

5. The RFP includes the following documents:

Section 1 - Letter of Invitation

Section 2 - Instructions to Consultants

Section 3 - Technical Proposal - Sample Forms

Section 4 - Financial Proposal - Sample Forms

Section 5 - Terms of Reference

6. Please inform us through email (attached scanned letterhead of your organisation with signature), within three working days of receipt:

###### (a) that you received the Letter of Invitation; and

###### (b) whether you will submit a proposal alone or in association,

to the following email addresses:

**Malick Mahbub Al- Hasnat**

**Finance and Admin Coordinator**

**Email: MHasnat@nathaninc.com**

**Website:** [**www.bfp-b.org**](http://www.bfp-b.org)**.**

**Katherine Hughes**

**Programme Manager (BFP-B)**

**Nathan Associates London Ltd.**

**Email:** **khughes@nathaninc.com**

Yours sincerely,

On behalf of Nathan Associates London Ltd.

**Feisal Hussain**

**Team Leader**

**BFP-B Project**

# Section 2. Instructions to Consulting/Research Firms

|  |  |
| --- | --- |
| **RFP Submission Deadline** | Applicants will be given a total of 7 working days from the date of RFP notice for submission of a detailed Proposal. The Proposal may be submitted in hard copy or soft copy (via email) **on 9th October, 2018 by 5:00 pm Bangladeshi Time.** For hard copy submission, the address is:  BFP-B Project  3rd Floor, House 71, Road 27,  Gulshan-2, Dhaka-1212  Soft copies must be emailed to: **MHasnat@nathaninc.com** |
| **Methods for Procurement of Consultancy Services** | The Consultant (Consulting Firm) shall be selected in accordance with the **Quality and Cost-Based Selection (QCBS)** method by following the procurement guidelines of UKaid/DFID. The QCBS processes will follow (i) the quality of the Proposal; and (ii) the cost of the Services. 70% weight will be given for the Technical Proposal and 30% weight will be given for the Financial Proposal. Technical proposals achieving 70% of the total technical score will be put through for assessment of financial |
| **Technical Proposal** | The Technical Proposal to be prepared according to the format and Terms of Reference (ToR) provided in this RFP document. |
| **Financial Proposal** | Applicants should submit their financial proposal according to the format. The financial proposal should include fees of the experts, field data collection costs, if required; transportation, food and local accommodation costs of the experts, logistics and administrative expenses, and other expenses.  It should also demonstrate how the financial proposal offers best value for the BFP-B programme. This should also set out the governance, management methodology or process for managing risks & issues to provide confidence that the business processes are sufficiently robust to ensure effective delivery on time and within budget. |
| **Currency** | The financial proposal is to be submitted in Pound Sterling (GBP). BFP-B Project/ Nathan Associates London Ltd will not be responsible for exchange rate risks. Any exchange rate risks will be borne by the Consultant (Consulting Firm). |
| **RFP Submission** | For QCBS process, the applicants should submit proposals in two parts – Technical and Financial. For soft copy, please attach two separate files. For hard copy submission, in a sealed envelope marked as ‘Submission of RFP’, inside which should be two inner envelopes, one envelope containing the Applicant’s Technical Proposal without any reference to price and the second envelope containing the Applicant’s Financial Proposal, both clearly marked. |
| **Presentation of the Technical Proposal** | If the Proposal Evaluation Committee deems the requirement for a presentation of the Technical Proposal, then the Consultant (Consulting Firm) shall be invited for a presentation. |
| **Proposal Evaluation** | An Evaluation Committee will evaluate the Proposals. The decision of the proposal Evaluation Committee will be considered as final. BFP-B Project reserves the right to accept or reject any or all Proposals. All applicants will be informed about the result via email. |
| **Contract Negotiation** | BFP-B Project/Nathan Associates London Ltd. will negotiate a contract with the successful Consultant only on the following components of the Proposal submitted by the Consultant:  (a) Methodology;  (b) Work plan and activity schedule;  (c) Organisation and staffing;  (d) Deliverables;  (e) Reimbursable expenses, if there are any. However, it is recommended that the Consultant shall include all expenses in the financial proposal.  If negotiations with the successful Consultant fail, then BFP-B Project/Nathan Associates London Ltd. shall have the right to reject the successful Consultant, and either seek fresh proposals, negotiate further with one or more of the bidders, defer the award of a contract or cancel the competition and make no contract award, if appropriate. |
| **Contract Award** | On behalf of the BFP-B Project, Nathan Associates London Ltd. will award a contract to the successful Consultant. The standard contract format of Nathan Associates London will be followed. On behalf of Nathan Associates London Ltd., the Director will sign the Contract. On behalf of the Consultant, the Head of the Consulting Firm or Consultant himself/herself (for Individual Consultancy agreement) will sign the Contract.  The consultant or Consulting Firm will also be subject to a due diligence assessment prior to contracting. |
| **Professional Liability of the Consultant/Consulting Firm** | The Consultant/Consulting firm is expected to carry out assignments with due diligence and in accordance with prevailing professional standards. The Consultant’s liability to the Procuring Agency (BFP-B Project/Nathan Associates London Ltd.) will be governed by the applicable law of United Kingdom. The Consultant/Consulting firm shall be held liable for all losses or damages suffered by the Procuring Agency on account of any misconduct and unsatisfactory performance by the Consultant/Consulting firm in performing the consulting services. The Consultant/Consulting firm shall not share the information or data collected and the report prepared for the assignment to any third party without prior written approval of the Procuring Agency. |
| **Payment** | On behalf of the BFP-B Project, Nathan Associates London Ltd. will pay the Consultant in Great Britain Pound (GBP) based on delivery of the agreed outputs according to an agreed timetable. The payment will be made in instalments based on satisfactory delivery and approval of deliverables. |
| **VAT and Taxes** | The Consultant (Consulting Firm) will be responsible to pay VAT and Taxes according to Bangladesh Government policy. |
| **Company Information and due Diligence** | Please note that Nathan will be unable to engage your firm to work under any sub-contractor agreement on a consultancy basis without company information being provided in the form TECH 11 below.  In order to ensure Nathan’s continuing legal compliance, Nathan requires its prospective partners to complete a due diligence questionnaire. Please provide answers to the questions in the form TECH 11 (as applicable) and documents where requested. Please do not hesitate to contact us if you require any assistance in completing this questionnaire. If there are any relevant changes in responses/circumstances, you must report them to Nathan immediately. |

# Section 3 Technical Proposal - Sample Forms

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[Form TECH-2: Conflict of Interest Declaration Form 7](#_Toc498502871)

[Form TECH-3: Non-Disclosure Agreement 8](#_Toc498502872)

[Form TECH-4: Consultant’s Organisation 9](#_Toc498502873)

[Form TECH-5: Comments and Suggestions on the Terms of Reference 10](#_Toc498502874)

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Form TECH-1: Technical Proposal Submission Form

[*18.12.2018*]

To: Ms.Katherine Hughes

Programme Manager (BFP-B)

Nathan Associates London Ltd.

And

Malick Mahbub Al- Hasnat

Finance and Admin Coordinator

MHasnat@nathaninc.com

BFP-B Project

Email: MHasnat@nathaninc.com

Dear Concern:

I/We, the undersigned, offer to provide the consulting services for ***‘*Consultancy services for Conducting Technical Assistance (TA) needs assessment for Challenge Fund Grantees from different rounds for on time delivery of project and impact optimisation*.*’**in accordance with your Request for Proposal dated [*Insert Date*] and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and a Financial Proposal sealed under separate sealed envelopes.

We are submitting our Proposal as a [Consortium/Joint Venture/in association with (please delete as appropriate)]: [*insert a list with full name and address of each Consortium/Joint Venture partner or sub-Consultant*]. Attached is the following documentation: [Consortium/Joint Venture Agreement and Consortium/Joint Venture power of attorney for lead or managing Partner (please delete as appropriate)].

We hereby declare that all the information and statements made in this Proposal are true and accept that any misinterpretation contained in it may lead to our disqualification. Our Proposal is binding upon us and subject to the modifications resulting from Contract negotiations.

We undertake that, if our Proposal is accepted, we will start the assignment within 1 day after signing the contract.

We understand you are not bound to accept any Proposal you receive.

Yours sincerely,

Authorised Signature [*In full and initials*]:

Name and Title of Signatory:

Name of Firm:

Address:

Form TECH-2: Conflict of Interest Declaration Form

I am declaring that (please give tick-mark)-

a) I or our Firm do not have any connection with the BFP-B Project

b) I or our Firm have a connection with the BFP-B Project.

If the Consulting Firm and/or any of the Team Members have a connection with the BFP-B Project, then the Firm or respective Team Member has to complete following conflict of interest form:

Name of the Team Member:

Type of involvement with the BFP-B Project:

I hereby declare that being involved with the BFP-B Project, I will not influence in the decision making during the RFP evaluation process and any other procurement process of BFP-B Project. BFP-B Project will have the right to reject our Proposal, if I try to influence in the procurement process and/or RFP evaluation process.

Authorised Signature [In full and initials]:

Name and Title of Signatory:

Date:

Name of Firm:

Address:

Form TECH-3: Non-Disclosure Agreement

The Consulting Firm will receive and generate Confidential Information in the pursuit of its stated goals. All individuals associated with this project from the Consulting Firm will hold all such Confidential Information in the strictest confidence and not disclose or use it, unless prior agreement to do so has been given by the BFP-B Team Leader in conjunction with the DFID Project Officer.

All individuals must take reasonable precautions to ensure that all Confidential Information received is stored in a secure and proper manner. Any documents received during the BFP-B review process should be considered absolutely confidential. This means that no photocopies should be made of the documents and the documents should remain under control of the participant/reviewer at all times. At the conclusion of the review the documents should be returned intact to the BFP-B Challenge Fund Manager. Neither the contents of the documents nor the review process should be discussed with anyone outside the BFP-B project team.

In Agreement whereof, I undertake to acknowledge the need for ensuring confidentiality in the BFP-B process, in a manner which safeguards the confidentiality of all conversations, papers, conversations, review processes and procedures at all times. I also undertake not to disclose or to place the documents in a position where their contents might be subject to review by a person who is not part of the BFP-B process.

Yours sincerely,

Authorised Signature [*In full and initials*]:

Name and Title of Signatory:

Name of Firm:

Address:

Form TECH-4: Consultant’s Organisation (1-page limit)

[*Provide here a brief description of the background and organisation of the Consultants and, if applicable, each Consortium/Joint Venture partner for this assignment. Please indicate the number of relevant projects and at least 5 years’ experience in the field of communications. Experience working with mass-media and social media, knowledge of inclusive finance, experience in project management, and production and oversight of document and report development and print and electronic publishing is also required. Experience in branding, media relations, graphic design and video production is desirable].*

Form TECH-5: Comments and Suggestions on the Terms of Reference (1-page limit)

[*Present and justify here any modifications or improvement to the Terms of Reference you are proposing to improve performance in carrying out the assignment (such as suggesting alternative approaches, activities or sequencing). Such suggestions should be concise and to the point, and incorporated in your Proposal.*]

Form TECH-6: Description of Approach, Methodology and Work Plan for Performing the Assignment (7 pages limit)

[*Technical approach, methodology and work plan are key components of the Technical Proposal. It is suggested that you present your Technical Proposal (maximum 7pages, excluding Annex) divided into the following three chapters:*

1. *Technical Approach and Methodology,*
2. *Work Plan, and*
3. *Organisation and Personnel,*

*a) Technical Approach and Methodology. In this chapter you should explain your understanding of the objectives of the assignment, approach to the services, methodology for carrying out the activities and obtaining the expected output, and the degree of detail of such output. You should include any dependencies your suggested methodologies rely on, e.g. provision of certain information and contacts. You should highlight the problems being addressed and their importance, and explain the technical approach you would adopt to address them. You should also explain the methodologies you propose to adopt and highlight the compatibility of those methodologies with the proposed approach.*

*b) Work Plan. In this chapter you should propose the main activities of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Client), and delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing understanding of the ToR and ability to translate them into a feasible working plan. A list of the final documents, including reports, figures and tables to be delivered as final output, should be included here. The work plan should be consistent with the Work Schedule of Form TECH-10.*

*c) Organisation and Personnel. In this chapter you should propose the structure and composition of your team. You should list the main disciplines of the assignment, the key experts responsible, and proposed technical and support personnel. You shall also specify if you will be the lead firm in a Consortium/Joint Venture or in an association with Sub-Consultants. For Consortium/Joint Ventures, you must attach a copy of the Consortium/Joint Venture agreement.*]

Form TECH-7: Team Composition, Task Assignments and Summary of CV Information (to be included as ANNEX-A in the Technical Proposal)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Full Name | Area of  Expertise | Position  Assigned | Task  Assigned | Employment Status with Firm (full-time, or other) | Education (Degree and Institution) | No. of years of relevant experience |
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Form TECH-8: Curriculum Vitae (CV) for Proposed Experts (to be included as ANNEX-B in the Technical Proposal)

**1. Proposed Position**:

**2. Name of Firm** [*insert name of firm proposing the expert*]:

**3. Name of Expert** [*insert full name*]:

**4. Date of Birth**: **Nationality**:

**5. Education** [*indicate college/university and other specialised education of expert, giving names of institutions, degrees obtained, and dates of obtainment*]:

**6. Membership in Professional Associations**:

**7. Other Training** [*indicate significant training since degrees under 5 - Education were obtained*]:

**8. Countries of Work Experience**: [*list countries where expert has worked in the last ten years*]:

**9. Languages** [*For each language indicate proficiency: good, fair, or poor in speaking, reading, and writing*]:

**10. Employment Record** [*Starting with present position, list in reverse order every employment held by expert since graduation, giving for each employment (see format here below): dates of employment, name of employing organisation, positions held.*]:

From [*Year*]: To [*Year*]:

Employer:

Positions held:

|  |  |
| --- | --- |
| **11. Detailed Tasks Assigned**  [*List all tasks to be performed under this assignment*] | **12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned**  Name of assignment or project:  Year:  Location:  Client:  Main project features:  Position held:  Activities performed: |

**13. Certification:**

I, the undersigned, certify to the best of my knowledge and belief that

(i) This CV correctly describes my qualifications and my experience;

(ii) In the absence of medical incapacity, I will undertake this assignment for the duration and in terms of the inputs specified for me in the Personnel Schedule in Form TECH-7 provided team mobilisation takes place within the validity of this proposal or any agreed extension thereof;

(iii) I am committed to undertake the assignment within the validity of Proposal;

(iv) I am not part of the team that wrote the terms of reference for this consulting services assignment;

(v) I am not sanctioned/debarred (ineligible for engagement) by DFID.

I understand that any wilful misstatement described herein may lead to my disqualification or dismissal, if engaged.

Date:

[*Signature of expert or authorized representative of the firm*]1 *Day/Month/Year*

Full name of authorized representative:

1 This CV can be signed by an authorized representative of the Consultant provided that if the Consultant’s proposal is ranked first, a copy of the CV signed by the expert and/or specialist must be submitted to the Client prior to the commencement of contract negotiations.

Form TECH-9: Personnel Schedule 1

(to be included as ANNEX-C in the Technical Proposal)

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **N°** | **Name of Expert /Position** |  | **Professional Expert input (in the form of a bar chart)**2 | | | | | | | | | | | | | **Total input (Days)** | | |
| **Weeks** | **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** | **10** | **11** | **12** | **n** | **Home** | **Field**3 | **Total** |
| 1 |  | | [*Home*] |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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1. Weeks are counted from the start of the assignment. For each expert, indicate separately the input for home and field work.

2. Field work means work carried out at a place other than the expert’s home office; i.e. normal place of business.

Full time input

Part time input

Form TECH-10: Work Schedule (Weekly)

(to be included as ANNEX-D in the Technical Proposal)

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| **N°** | **Activity**1 | **Weeks**2 | | | | | | | | | | | | |
| **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** | **10** | **11** | **12** | **n** |
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1 Indicate all main activities of the assignment, including delivery of reports (e.g.: inception, interim, and final reports)

2 Duration of activities shall be indicated in the form of a bar chart.

Section 4. Financial Proposal - Sample Forms

[Form FIN-1: Financial Proposal Submission Form](#_Toc224704600)

[Form FIN-2: Summary of Costs and Financial Methodology](#_Toc224704601)

Form FIN-1: Financial Proposal Submission Form

[27.09.2018]

To: Ms.Katherine Hughes

Programme Manager (BFP-B)

Nathan Associates London Ltd.

And

Malick Mahbub Al- Hasnat

Finance and Admin Coordinator

MHasnat@nathaninc.com

BFP-B Project

3rd Floor, House 71, Road 27,

Gulshan-1, Dhaka-1212.

Email: MHasnat@nathaninc.com

Website: [www.bfp-b.org](http://www.bfp-b.org).

Dear Concern:

I/We, the undersigned, offer to provide the consulting services for ***‘*Consultancy services for Conducting Technical Assistance (TA) needs assessment for Challenge Fund Grantees from different rounds for on time delivery of project and impact optimisation’**in accordance with your Request for Proposal dated [*insert Date*] and our Technical Proposal. Our attached Financial Proposal is for the sum of [*insert amount(s) in words and figures*1].

We understand you are not bound to accept any Proposal you receive.

Yours sincerely,

Authorized Signature [*In full and initials*]:

Name and Title of Signatory:

Name of Firm:

Address:

Form FIN-2: Summary of Costs and Financial Methodology

|  |  |  |  |
| --- | --- | --- | --- |
| **Cost items** | **Units** | **Unit cost** | **Total (in GBP)** |
| **Inputs of the Experts (Fees/ Days)** |  |  |  |
| **Travel (if required)** |  |  |  |
| **Accommodation (if required)** |  |  |  |
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| **Total Estimated Cost (in GBP)** | | |  |

**Notes:**

The consulting firm can prepare a budget or cost estimate according to the above format. or provide a separate detail budget.

In addition to the financial tables the Tenderer should ***provide up to a maximum of 4 pages*** that aim to provide convincing information in the following areas of their Financial Methodology:

* *Benchmarking of Fee Rates:* We expect bidders to clearly set out their own process of benchmarking Fee Rates to demonstrate competitiveness. This approach is increasingly important as DFID moves to a position where suppliers are expected to be transparent in their pricing structure in order to demonstrate that their Commercial Tender is competitive and represents Value for Money. Tenderers should therefore provide details of how their Fee Rates are constructed, detailing the overhead, salary and profit margin making up each Fee Rate.
* *Financial Risk/Contingency Costs:* It is a matter for Tenderers to determine if they wish to include contingency elements in their Tender. If for example, you have identified risks to successful delivery, which would require additional resource or cost to mitigate, then we would expect these to be shown separately in the Tender
* *Economies of Scale:* The Tender should highlight any particular Economies of Scale that can be realised through sharing of resources with other operations the Tenderer is currently involved in. The Tender should explain how these benefits can be realised and clearly demonstrate that they are realistic.

Section 5 Terms of Reference

# Request for Proposal

***‘Conducting Technical Assistance (TA) needs assessment for Challenge Fund Grantees from different rounds for on time delivery of project and impact optimisation’***

**1. Project Background**

Business Finance for the Poor in Bangladesh (BFP-B) is a five-year programme funded by UK aid from the UK government, started in October 2013. The Bangladesh Bank (BB), the central bank of Bangladesh, is the implementing agency, and the Financial Institutions Division (FID) of the Ministry of Finance (MoF), Government of Bangladesh (GoB), is the executing agency. Nathan Associates London Ltd, is appointed as the management agency for the programme.

The programme aims to promote **innovative finance and financial services for micro and small enterprises (MSEs).** It is designed to couple social and economic welfare objectives through a making markets work better for the poor (M4P) approach to increase access to finance for MSEs, especially those that are currently underserved by the formal financial sector. BFP-B has two components: a Challenge Fund and Policy research and advocacy. One additional component – a Microfinance Credit information bureau is being finalised.

**2. Background of Challenge Fund Component**

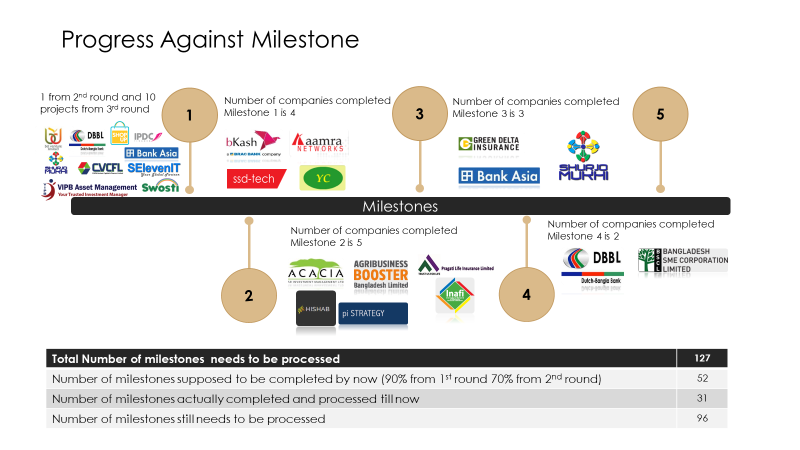
The Challenge Fund component of the BFP-B programme offers a “challenge” to the private sector to come up with innovative propositions to increase access to finance for MSEs in Bangladesh, entailing both financial and non-financial products and services and a defined pro-poor impact. The challenge fund is a risk-sharing, cost-sharing mechanism, aimed at inspiring private sector partners to implement innovative business propositions, in which they would not engage on their own and which might initially be very risky with uncertain commercial returns.

The challenge fund over the three rounds has sourced more than 300 concept notes and contracted with 25 private sector led initiatives. Majority of the initiatives have been with large companies because of the eligibility criteria’s which were setup. In the latest round of the challenge fund, it was seen that the private sector was coming up with weak/repetitive innovative ideas despite a longer and more intensive period of engagement. The innovation system is at a nascent stage of development, which has means the ability to capture new Bangladeshi driven solutions for financial deepening and innovation will likely appear from smaller firms bringing and adapting ideas from around the globe into the Bangladeshi context. This in turn has meant that the challenge fund component has not been able to engage with these companies.

**3. Background of the assignment:**

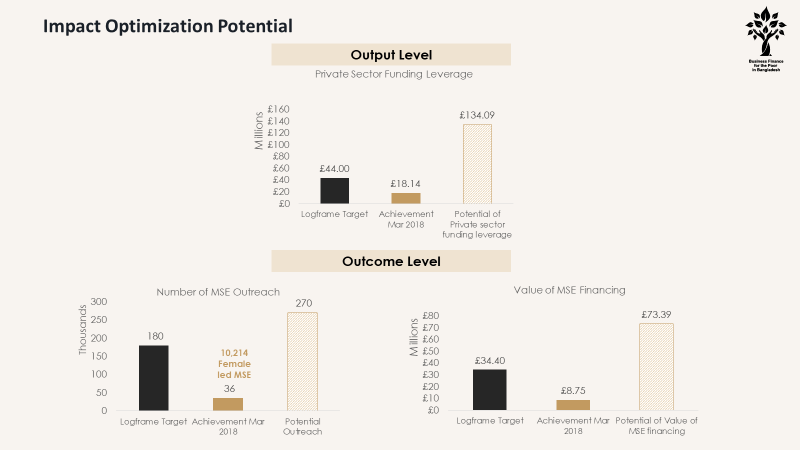
The CF component applies a portfolio approach to deliver impact and fund disbursement targets, and performance milestones are used as levers to manage performance and trigger disbursement in individual business models that are being tested.

The latest portfolio review conducted during Q2 of 2018 identified 40% of projects from Rounds 1 and 2 behind schedule, in terms of reaching their milestone targets. This is not unusual for challenge funds but given the remaining duration of BFP-B, there needs to be proactive effort to ensure that CF projects get back on-track. The diagram below depicts the current scenario of the component as far as project delivery is concerned.



**Impact optimisation:**

The recent portfolio review of Q2 2018, have also dived into the assessment of optimising the impact potential of all the projects under CF portfolio (including round 3). The diagram below depicts the current log frame targets, current achievement as of end of Q1 2018 and the potential for achievement if the project can optimise the impact potential of the current portfolio.

****

**Lessons**

Based on recommendation from MTR, a deep dive during the portfolio review was undertaken to identify the constraints for such delays in project implementation, particularly focusing on the relatively lower impact delivery against what was planned and lower burn rate (i.e. the ability of the grantees to achieve milestones according to agreed timelines). The CF portfolio review team have identified varied reasons for this under performance of the projects.

1. **Regulators have been reluctant to approve pilots:** regulator risk averseness, particularly with innovations they have little knowledge of has been a major pain point in the regulatory approval process. Dedicated external assistance to regulators drawing on international experience and lessons, particularly amongst regulatory peers in other countries, could have facilitated the introduction of approaches such as sandboxes to test pilots. Such an approach could also have created opportunities to support policy change based on bottom up learning by doing through the pilot, to complement the more top done approach to policy change also attempted by BFP-B. These lessons also emerged in the MTR.
2. **Early-stage private sector partners have struggled to translate highly innovative ideas into go-to-market strategies**: Most of the investments in early stage companies of Challenge Fund have faced moderate or high level difficulties in finalising their go-to market strategies. This have resulted in significant delay in terms of project delivery for the portfolio. Dedicated external assistance to early stage companies drawing on international experience and lessons, particularly on developing the all-important “go to market” strategy for similar companies/solutions in other countries, could have significantly reduced the time lag and delivery gap. Projects like HISHAB, i-SME could have been at a more advanced stage of implementation if such issues were addressed timely through additional engagement with the grantees, without distorting ownership of the project.
3. **Early stage private sector companies faced challenges with reaching scale:** The project implementation schedule for most of the early stage companies were compromised heavily due to challenges with relevant partner identification, partner on boarding and gaining the momentum for project implementation. A notable gap was identified in managing outreach related work of the early stage companies. Most of the early stage companies have expressed their keen interest in getting assistance for outreach/channel/distribution related streams of work.
4. **Matured private sector companies encountered challenges with developmental impact:** The Q2 2018 portfolio review also revealed that relatively large scale private sector partners were moderately on track in terms of project implementation and delivery. The implementation schedule also demonstrated high potential for commercial viability and long term sustainability of the projects. However, some of these large scale partners faced challenges on meeting the development impact particularly at the target segment of the MSE population which is critical for BFP-B success. DBBL project is a case in hand that struggled with reaching out to sufficient numbers and types of MSEs that provide the greatest potential for financial inclusion.
5. **Tech knowledge for technical oversight:** The Challenge Fund team faced some challenges with lack of capacity for oversight and supervision of some technology based projects (particularly those that are trying innovations that are either new to the region or globally). This unavailability of required skills to guide and perhaps signpost grantees to other partners or collaborators within the innovation eco-system and help identify the root causes of some issues has also caused delay in implementation schedule. HISHAB is a case in point where the internal team did not have the voice engineering skills set for understanding the data cleaning and subsequently training processes for the machine to learn. Going forward, with new investments in technology related projects, there is a need to complement the work of the CF team, to provide very short and quick assessments using a drawdown TA provosion to identify issues and potentially signpost grantees to ways forward to ensure that there is greater timeliness in terms of the implementation of the grantee projects.

**4. Purpose of the assignment**

Under the direction and supervision of the Challenge Fund Manager the Consultant/consulting firm will engage with all on going CF project and assess their needs for technical assistance (TA) for on time achievement of all milestones and delivery of the projected impact. The assignment will also look at the possibilities for further optimizing the impact potential of the on going projects and subsequently the TA requirement for harvesting the optimized impact potential within the project lifecycle.

**5. Task under the assignment**

The consultant/consulting firm be expected to:

1. **Conduct a TA needs assessment of all the grantees**
   1. Engage with all on going CF projects and gain proper understand of the projects
   2. Identification of capacity gaps for achievement of agreed milestones
   3. Assess the potentials for further optimising the projected impact of the project.
   4. Identification of capacity gaps/enhancement requirement for optimizing the impact potential of the project
2. **Secure consent and develop an operational plan for TA rollout:**
   1. Discuss and agree with the grantees on TA needs.
   2. Indicative timeline/workplan for operationalisation of TAs for all Grantees
3. **Prepare an investment pitch for fund mobilisation for BFP-B client:**
   1. Consolidation of resource requirement for operationalisation of the TA scheme
   2. Returns/impact generation from the investment in the TA scheme.

**6. Scope of the assignment:**

**6.1 Conduct a TA needs assessment of all the grantees:**

Possible high level broad activities that the consultant/consulting firm/consortium partners will be required to undertake under this assignment is outlined below:

**6.1.1 Engage with all on going CF projects and gain proper understand of the projects: -** The consultant/consulting firm with assistance from the investment leads of BFP-B CF team will be required to gain thorough understanding of the ongoing projects. The consultant may be required to visit grantee organisations or the project sites for this specific task.

**6.1.2 Review and assess their capacity for achieving remaining all milestones:-** The consultant/consulting firm will also be required to assess the organizational capacity in terms of skills and competencies required for achievement of the remaining milestones of the projects.

**6.1.3 Identification of capacity gaps for achievement of agreed milestones:-** The consultant/consulting firm is also expected to identify capacity gaps for achievement of the respective milestones.

**6.1.4 Assess the potentials for further optimising the projected impact of the project:-** The consultant/consulting firm is also expected to take an objective analysis of the project’s impact created so far and potential for further optimising the impact of the project.

**6.1.5 Identification of capacity gaps/enhancement requirement for optimizing the impact potential of the project:-** The consultant/consulting firm is also expected to identify the capacity gaps/capacity enhancement requirement for harnessing the additional impact potential of the project within the BFP-B project’s life cycle.

**6.2 Secure consent and develop an operational plan for TA rollout:**

Possible high level broad activities that the consultant/consulting firm/consortium partners will be required to undertake under this assignment is outlined below:

**6.2.1 Discuss and agree with the grantees and BFP-B prioritized TA needs:** With assistance from the investment lead from BFP-B project CF team¸ The consultant/consulting firm is expected to consult and secure consent from the Grantees on the TA needs.

**6.2.2 Development of Indicative timeline/workplan and budget for operationalisation of TAs for all Grantees for achievement of milestones and for optimizing impact further:** Based on requirement and consent from the grantees, the consultant will be expected to develop scope of work for each individualised TA, overall workplan along with the time line and budgets for against each prioritised TA for all (as identified in the assessment) the CF grantee projects. This is to be presented separately for achievement of milestones and for optimizing impact further beyond the milestones.

**6.3 Prepare an investment pitch for fund mobilisation for BFP-B client:**

Possible high level broad activities that the consultant/consulting firm/consortium partners will be required to undertake under this assignment is outlined below:

**6.3.1: Consolidation of resource requirement for operationalisation of the TA scheme:** Based on the task outlined under section **6.1** and **6.2**, the consultant/consulting firm/consortium is expected to consolidate the resource requirement for operationalisation of the TA scheme from BFP-B CF team. It is necessary to mention that the cost sharing understanding is to be applied for finalisation of the resource requirement.

**6.3.2: Returns/impact generation from the investment in the TA scheme.**

Based on the task outlined under section **6.1** and **6.2**, the consultant/consulting firm/consortium is expected to prepare a projection for impact potential of the TA scheme.

**7.** **Schedule of the assignment**

The tentative timeframe for this assignment will be between November 2018 – December 2018. Specific deliverables and time frame will be determined in consultation with the CF Manager.

**8. Reporting**

The CF Manager will be the primary contact and will provide the consultant/consulting firm with overall technical guidance and strategic guidance from the BFP-B Team Leader.

**9. Experience:**

Interested bidders are encouraged to form consortium for submission of proposal for all 3 major tasks under this assignment.

* A minimum of ten (10) years’ experience in conducting research work for International development projects;
* Experience in working with the private sector and in financial sector organisations;
* A minimum of five (5) years’ experience in conducting TA needs assessment for international development programs;
* A minimum of five (5) years’ experience in writing and developing proposals for donors/public/private sector investors.
* Knowledge on access to finance, private sector development, alternative distribution channel, alternative investment, insurance, MSE financing, product development, process optimization is desirable

Form TECH-11: Company Information and Due Diligence

**SUB-CONTRACTOR FIRM**

**INFORMATION FORM**

Please note that Nathan will be unable to engage your firm to work under any sub-contractor agreement on a consultancy basis without this information being provided.

|  |  |  |
| --- | --- | --- |
| COMPANY DETAILS | | |
| Company name: |  | |
| Registered address: |  | |
| Country of registration: |  | |
| Company registration number: |  | |
| Date of registration: |  | |
| VAT registration number: |  | |
| Trading status: | (e.g. public limited company / limited company / limited liability partnership / other partnership / sole trader / cooperative / company limited by guarantee) | |
| Board of directors | * List name(s) of directors | |
| Number of permanent staff |  | |
| Name contact person: |  | |
| Contact email address: |  | |
| Contact telephone numbers: | Direct Dial: |  |
| Switchboard: |  |
| Other: |  |
| *Please supply a copy of your company registration certificate.* | | |

**BANKING DETAILS FORM**

Please note that Nathan will be unable to engage your firm to work under any sub-contractor agreement on a consultancy basis without this information being accurately provided.

**For non-UK account holders**

|  |  |
| --- | --- |
| BANKING DETAILS – Non-UK accounts | |
| Beneficiary account number: |  |
| Beneficiary name: |  |
| Beneficiary address: |  |
| Beneficiary bank SWIFT: |  |
| Beneficiary bank name: |  |
| Beneficiary bank address: |  |
| Currency of account: |  |

|  |  |
| --- | --- |
| **INTERMEDIARY DETAILS** | |
| Intermediary bank name: |  |
| Intermediary branch address: |  |
| Account no: |  |
| Additional Information: |  |

**For UK account holders**

|  |  |
| --- | --- |
| BANKING DETAILS – UK accounts | |
| Beneficiary bank name: |  |
| Beneficiary branch name: |  |
| Beneficiary name: |  |
| Beneficiary account number: |  |
| Beneficiary sort code number: |  |
| Currency of account: |  |

**DUE DILLIGENCE FORM**

In order to ensure Nathan’s continuing legal compliance, Nathan requires its prospective partners to complete a due diligence questionnaire. Please provide answers to the questions below (as applicable) and documents where requested. Please do not hesitate to contact us if you require any assistance in completing this questionnaire. If there are any relevant changes in responses/circumstances, you must report them to Nathan immediately.

In signing this declaration, I signify that I understand and agree to abide by the conditions set out in this document. I understand that if I fail to abide by these conditions, the contract may be terminated.

|  |  |
| --- | --- |
| **Name of company** |  |
| **Name of signatory** |  |
| **Title** |  |
| **EMAIL address** |  |
| **Signature** |  |
| **Date** |  |

1. **Conflict of interest**

|  |
| --- |
| Disclose details of any financial, personal, business or professional activities or connections which might have the potential to give rise to a conflict of interest with your organisation in connection with the project, the client, the recipient of services, and Nathan. If there is a potential conflict of interest, please state how this conflict of interest could be avoided. |
| *[Insert response]* |

1. **Legal compliance**

|  |  |  |  |
| --- | --- | --- | --- |
| Civil liabilities | | YES | NO |
| In the last five years have you/your organisation/any other person who has powers of representation, decision or control in the organisation, in the United Kingdom, or elsewhere, been the subject of any civil action relating to your professional or business activities which has resulted in a finding against you by a court, or a settlement (other than a settlement consisting only of the dismissal by consent of a claim against it and the payment of its costs) being agreed? *If so, give particulars.* | |  |  |
| Good reputation and character | | YES | NO |
| *Note: There is no need to mention offences which are spent for the purposes of the Rehabilitation of Offenders Act 1974, offences committed before the age of 17 (unless committed within the last ten years) or any road traffic offence that did not lead to a prison sentence.* | | | |
| 1. | Have you/your organisation/any other person who has powers of representation, decision or control in the organisation at any time pleaded guilty to or been found guilty of any offence? *If so, give details of the court which convicted you, the offence, the penalty imposed and date of conviction.* |  |  |
| 2. | Have you/your organisation/any other person who has powers of representation, decision or control in the organisation ever been disqualified by a court from being a director, or from acting in the management or conduct of the affairs of any company?  *If so, give particulars.* |  |  |
| 3. | In the last ten years have you/your organisation/any other person who has powers of representation, decision or control in the organisation, in the United Kingdom, or elsewhere, ever been refused the right or been restricted in the right to carry on any trade, business or profession for which a specific licence, registration or other authority is required?  *If so, give particulars.* |  |  |
| 4. | In the last ten years have you/your organisation/any other person who has powers of representation, decision or control in the organisation, in the United Kingdom, or elsewhere, ever been investigated about allegations of misconduct or malpractice in connection with your professional activities which resulted in a formal complaint being proved but no disciplinary order being made?  *If so, give particulars.* |  |  |
| 5. | In the last ten years have you/your organisation/any other person who has powers of representation, decision or control in the organisation, in the United Kingdom, or elsewhere, ever been the subject of disciplinary procedures by a professional body or employer resulting in a finding against you?  *If so, give particulars.* |  |  |
| 6. | In the last ten years have you/your organisation/any other person who has powers of representation, decision or control in the organisation, in the United Kingdom, or elsewhere, ever been reprimanded, excluded, disciplined or publicly criticised by any professional body which you belong to or have belonged to?  *If so, give particulars.* |  |  |
| 7. | In the last ten years have you/your organisation/any other person who has powers of representation, decision or control in the organisation, in the United Kingdom, or elsewhere, ever been refused entry to or excluded from membership of any profession or vocation? *If so, give details.* |  |  |
| 8. | In the last ten years have you/your organisation/any other person who has powers of representation, decision or control in the organisation, in the United Kingdom, or elsewhere, ever been dismissed from any office (other than as auditor) or employment or requested to resign from any office, employment or firm?  *If so, give particulars.* |  |  |
| 9. | In the last ten years have you/your organisation/any other person who has powers of representation, decision or control in the organisation, in the United Kingdom, or elsewhere, ever been reprimanded, warned about future conduct, disciplined, or publicly criticised by any regulatory body, or any officially appointed enquiry concerned with the regulation of a financial, professional or other business activity?  *If so, give particulars.* |  |  |
| 10. | In the last ten years have you/your organisation/any other person who has powers of representation, decision or control in the organisation, in the United Kingdom, or elsewhere, ever been the subject of a court order at the instigation of any regulatory body or any officially appointed enquiry concerned with the regulation of a financial, professional or other business activity? *If so, give particulars.* |  |  |
| 11. | Are you/your organisation/any other person who has powers of representation, decision or control in the organisation currently undergoing any investigation or disciplinary procedure as described in 3-8 above?  *If so, give particulars.* |  |  |

1. **Financial compliance**

|  |  |  |  |
| --- | --- | --- | --- |
| Financial integrity and reliability | | YES | NO |
| 1. | In the last ten years have you/your organisation/any other person who has powers of representation, decision or control in the organisation made any compromise arrangement with your creditors or otherwise failed to satisfy creditors in full?  *If so, give particulars.* |  |  |
| 2. | Have you/your organisation/any other person who has powers of representation, decision or control in the organisation ever been declared bankrupt or been the subject of a bankruptcy court order in the United Kingdom, or elsewhere, or has a bankruptcy petition ever been served on you?  *If so, give particulars.* |  |  |
| 3. | Have you/your organisation/any other person who has powers of representation, decision or control in the organisation ever signed a trust deed for a creditor, made an assignment for the benefit of creditors or made any arrangements for the payment of a composition to creditors? *If so, give particulars.* |  |  |
| *Please provide as a separate attachment (for companies only):*  * *A copy of your accounts for the most recent two years. If required, audited version.* | | | |

1. **Details of insurance policies**

Subcontractor firms are required to have sufficient insurance policies in place. It is important to note that appropriate levels of insurance may differ between regions and/or type of project.

|  |  |  |  |
| --- | --- | --- | --- |
| **Type of policy** | **Insurer** | **Limit of liability (per occurrence and aggregate and excess)** | **Expiry date** |
| Employers liability |  |  |  |
| Public liability |  |  |  |
| Professional indemnity |  |  |  |
| Travel insurance, incl. medical cover |  |  |  |
| *Please provide details of all insurance policies that you have in place, and provide copies of insurance certificates as attachments.* | | | |

1. **Details of company policies**

Subcontractor firms are required to apply the policies detailed below. If you do not have your own policy, we will then expect you to commit and sign to Nathan’s internal policy and procedures. Please note that we might request to see the relevant policy document at any time.

|  |  |  |
| --- | --- | --- |
| **Type of policy** | **YES** | **NO** |
| Corruption and anti-bribery policy |  |  |
| Duty of care and security policy |  |  |
| Environmental policy |  |  |
| Equality and diversity policy |  |  |
| Health and safety policy |  |  |
| Trafficking policy |  |  |
| IT and data protection policy |  |  |