

## **Request for Proposals (RFP)**

Consultancy services to conduct a Mid-Term Review of the Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI) Phase V Programme.

**RFP Release Date:** 25 January 2019

**Proposal Submission Deadline:** 15 February 2019

**Contract Period:** Mid-March to Mid-June 2019

**Name of Client:** Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI)

**Project Title:** Mid-Term Review of the MEFMI Phase V (2017-2021) Programme

**RFP Number :** MEFMI RFP/001/18/MDA

## Table of Contents

SECTION I. INSTRUCTIONS AND GENERAL GUIDANCE.....	3
<b>1. Background</b> .....	3
<b>2. Objective of the Assignment</b> .....	4
<b>3. Proposal Requirements</b> .....	4
<b>4. Qualifications of the Firm</b> .....	5
<b>5. Qualifications of the Team</b> .....	6
<b>6. Evaluation of the Proposals</b> .....	6
<b>7. Submission</b> .....	7
<b>8. Queries/Request for Clarifications</b> .....	7
SECTION II. TERMS OF REFERENCE .....	8
<b>1. Evaluation Purpose and Objective</b> .....	8
<b>2. Scope of Work</b> .....	9
<b>3. Time Schedule and Deliverables</b> .....	9

## SECTION I. INSTRUCTIONS AND GENERAL GUIDANCE

### 1. Background

The Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI) is a regionally owned capacity building institute currently with 14 Member Countries namely: Angola, Burundi, Botswana, Eswatini, Kenya, Lesotho, Malawi, Mozambique, Namibia, Rwanda, Tanzania, Uganda, Zambia and Zimbabwe.

MEFMI was established in 1994 when senior officials of Central Banks and Ministries of Finance and Economic Planning launched the Eastern and Southern Africa Initiative in Debt and Reserves Management (ESAIDARM) to address the entrenched capacity problems faced by countries in the areas of debt and reserves management. After the pilot phase ended in 1996, the mandate of ESAIDARM was expanded to include macroeconomic and financial sector management and the Institute was renamed MEFMI in 1997. The mandate of MEFMI is to build sustainable human and institutional capacity and foster best practices for prudent macroeconomic and financial management in central banks, ministries of finance and of planning and other relevant institutions with the objective of supporting economic growth and poverty reduction.

MEFMI's activities are organised over rolling five-year cycles, known as phases. MEFMI is currently implementing the fifth phase of its strategic Programme (covering 2017-2021) focusing on capacity development in the areas of:

- i. Macroeconomic management, which deals with economic analysis, planning and forecasting;
- ii. Financial sector management, which covers financial market development, foreign exchange reserves management, regulation and supervision of financial institutions, payment systems, and monetary policy implementation;
- iii. Sovereign debt management, which encompasses debt database development and management, institutional and legal aspects, public debt policies and strategies; and
- iv. Fellows' programme, aiming to produce regional experts in the above core areas of intervention.

The Phase V Programme is being implemented with financial support from annual Member Countries' contributions, the African Capacity Building Foundation (ACBF) and the World Bank. MEFMI also has technical cooperating partners that provide gratis resource persons and other in-kind support. These include World Bank (WB) and World Bank Institute (WBI); International Monetary Fund (IMF); International Monetary Fund Institute of Capacity Development (IMF-ICD); Bank for International Settlement (BIS); African Development Bank (AfDB); African Export-Import Bank, Commonwealth Secretariat (COMSEC); United Nations Conference on Trade and Development (UNCTAD); United Nations Institute for Training and Research (UNITAR); and Federal Reserve Bank of New York and Afreximbank.

MEFMI also receives financial support from some private sector institutions such as Crown Agents Investment Management, Ernest and Young (EY) and Investec Asset Management.

Against this background, MEFMI is seeking services of a firm to conduct a Mid-Term Review of the Institute's Phase V Programme (2017-2021).

## 2. Objective of the Assignment

The goal of the Mid-Term Review is to assess and determine the extent to which MEFMI capacity building activities have contributed to achievement of the Institute's strategic objectives spelt out in Phase V Plan and the value for money realized in the programme delivery. The specific objectives of the Mid-Term Review are to:

- i. Assess the **design** of the Phase V Plan in terms of its relevance to the priorities of Member Countries and objectives of the Institute.
- ii. Assess the **efficiency** of the Phase V Programme in terms of the use and adequacy (quantity and quality) of the inputs relative to the targets.
- iii. Determine the **effectiveness** of the MEFMI Phase V Programme in terms of achieving its intended outputs, outcomes and impact in the region.
- iv. Document the capacity building experiences with a view to drawing out the **key enablers, constraints and lessons learnt** (itemised individual lessons, failed cases as well best-practices) from implementing the MEFMI Phase V plan.
- v. Determine the **impact** of MEFMI capacity building activities, particularly focusing on **outputs and outcomes**.
- vi. Determine and document Member Countries' capacity building **needs**, going forward;
- vii. Determine the **impact** of the Phase V Programme in building and strengthening capacity in Macroeconomic, Financial Sector and Debt Management in Member Countries, and where appropriate provide specific examples.
- viii. Assess the **sustainability** of the Phase V objectives against the background of the financial resources used and activities implemented in the period under review.
- ix. Explore country context and determine availability of other institutions delivering similar programmes to MEFMI and recommend how best to **cooperate, form synergies and collaborate**.
- x. Provide **recommendations** on the design, implementation, and monitoring and evaluation of the Phase V objectives for the remaining period; and
- xi. Formulate recommendations to improve performance and strengthen results-based management.

## 3. Proposal Requirements

MEFMI invites eligible and qualified firms to submit their Technical and Financial proposals in two separate sealed envelopes clearly marked "*Technical Proposal*" and "*Financial Proposal*".

## **a. Technical Proposal**

The technical proposal shall comprise the following parts:

### *Part 1: Technical Approach, Methodology and Detailed Work Plan*

The Technical Proposal should describe in detail, how the firm intends to carry out the requirements described in Section II (Terms of Reference). It should demonstrate a clear understanding of the work to be undertaken and the responsibilities of all parties involved. The firm should include details on personnel, any equipment, and contractors who will be used to carry out the required services.

### *Part 2: Management, Key Personnel and Staffing Plan*

This section should include curriculum vitae (CVs) for key personnel that will be assigned to the implementation of the proposed methodology, clearly defining their roles and responsibilities.

### *Part 3: Corporate Capabilities, Experience, Past Performance*

This section should include a profile of previous work done, which is related to this assignment. In addition, firms must include three (3) references for similar work previously performed including: name of point of contact who can speak to the firm's performance, name and address of the company for which the work was performed, and email and phone number of the point of contact. MEFMI reserves the right to check additional references not provided by a firm.

## **b. Financial Proposal**

The proposal should provide a detailed cost of conducting this assignment, calculated in terms of man-days. The price of the contract to be awarded will be all-inclusive. No profit, fees, taxes or additional costs can be added after the award. Firms must split the cost proposal between the consultant daily/hourly fee and reimbursable expenses, including the travel costs. MEFMI reserves the right to request additional information if need arises.

## **4. Qualifications of the Firm**

- i. Should have at least five (5) years of solid and diversified experience in evaluation of capacity building programmes at regional and/or international levels.
- ii. Should possess extensive knowledge about economic development in general, as well as macroeconomic and financial sector management among developing countries, in particular the Eastern and Southern Africa region.

## 5. Qualifications of the Team

The team should together have the following minimum qualifications and experience:

- i. Post-graduate degree in Monitoring and Evaluation (M&E);
- ii. Post-graduate degree in Economics;
- iii. Track record of evaluation of capacity building activities;
- iv. Relevant expertise in capacity building programmes within an African context;
- v. Conversant with participatory, qualitative and quantitative evaluation methods;
- vi. Conversant with terminology used in macroeconomic, financial and debt management;
- vii. Professional proficiency in English language; and
- viii. Working knowledge of Portuguese language will be an added advantage.

Finally, it is a requirement that all individuals involved in this assignment are completely independent of the evaluated activities, including, but not limited to, programme design and management, and that they have no stake whatsoever in the outcome of the evaluation.

## 6. Evaluation of the Proposals

The purpose of the evaluation is to determine the technically compliant and competent proposal. The evaluation shall be carried out in two (2) stages as follows:

First Stage - **Technical Evaluation**, and

Second Stage - **Financial Evaluation**.

An internal Evaluation Committee shall be formed solely for the purpose of this exercise. The Committee shall not open the financial proposals until the technical evaluation, including any reviews, are concluded.

- i. **Technical proposals** will be evaluated based on the following criteria and respective weights.

<b>Criteria</b>	<b>Weights</b>
Specific experience of the firm relevant to the Assignment	10 points
Adequacy and quality of the proposed methodology	25 points
Detailed, clear, realistic work plan, including ease of implementation	15 points
Responsiveness of firm to scope of work	10 points
Team composition ( <i>overall team composition is balanced and has an appropriate skills mix and right input of experts</i> )	10 points
Key experts' qualifications, competence and relevant experience for the Assignment:	30 points
<b>Total:</b>	<b>100 points</b>

The minimum qualifying mark on the Technical Proposal shall be 70% to proceed to the next stage of Financial Proposal evaluation.

- ii. The firms that meet the qualifying mark on the technical proposal will have their financial proposal opened and those that do not meet the minimum criteria will be sent back unopened at the end of the evaluation process.

The successful Firm will be selected in accordance with the Selection Criteria Based on the **Quality and Cost Based Selection method (QCBS)**.

## **7. Submission**

Technical and Financial Proposals should be submitted in two (2) separately marked and sealed envelopes or by email, including a cover letter to the address below. The Financial Proposals should be expressed in United States Dollars (USD). In case of email submissions, the Financial Proposals should be **secured by a password**, which will be requested for by a designated official at MEFMI at the time of financial proposal opening. The firm shall submit the following additional documents:

- i. Copies of certificate of registration/incorporation;
- ii. Names and contact details of Directors;
- iii. Company profile;
- iv. Curriculum Vitae (CVs) of key personnel. CVs of the key personnel must be accurate, complete, and signed by an authorised official of the firm;
- v. Tax registration certificates (Income Tax and VAT);
- vi. Full contact details (physical address, telephone and fax numbers and e-mail addresses);
- vii. Contact person and contact details of the Lead Consultant and support staff;
- viii. Certificates of completion of previous work, where available; and
- ix. Payment and Billing Terms, including the cancellation clauses.

The proposals should be submitted to the address below on or before **Friday 15 February 2019 at 16.30 hours, Local Harare time:**

**The Executive Director  
The Macroeconomic and Financial Management Institute (MEFMI)  
9 Earls Road, Alexandra Park  
P. O. Box A1419 Avondale  
Harare  
ZIMBABWE**

**OR** by email to: [capacity@mefmi.org](mailto:capacity@mefmi.org)

No amendments to the submitted documents shall be accepted after the deadline.

## **8. Queries/Request for Clarifications**

Queries, if any should be directed in writing to: [capacity@mefmi.org](mailto:capacity@mefmi.org)

## SECTION II. TERMS OF REFERENCE

### 1. Evaluation Purpose and Objective

The purpose of this Evaluation is to assist the MEFMI Secretariat and MEFMI Member States, in their assessment of the ongoing Phase V Programme. This Evaluation therefore aims to describe and assess the results (at the output, outcome, and impact level) of Phase V as compared to its objectives and value for money realised in the programme delivery. The Evaluation shall also describe the processes, as well as the extent to which the stakeholders were involved in the design and implementation of MEFMI Phase V. Based on the developments so far, the evaluation shall make recommendations regarding future capacity interventions that the Institute should take.

The specific objective of the evaluation is to assess the implementation of the MEFMI Phase V Programme with respect to the following evaluation criteria:

- a) Relevance - The extent to which the MEFMI Phase V Programme conforms to the needs and priorities of the target groups (MEFMI clients) in MEFMI Member States, as well as to the strategic objectives of financial partners (as described in their strategic documents).
- b) Efficiency - The performance or functioning of the programme in a cost-effective manner. Specifically, this would refer to the extent to which the costs of the Phase V programme can be justified by its results, taking reasonable alternatives into account.
- c) Effectiveness - The extent to which the Phase V programme has achieved its strategic objectives, taking into account MEFMI's mission and vision.
- d) Impact - Consideration of any impact of MEFMI's work from previous phases (i.e. Phase I-IV) that the evaluators come across. It shall also assess the totality of the effects of the fifth phase of the project, including both positive and negative, intended and unintended effects.
- e) Needs - Identification of any emerging and pressing needs for MEFMI capacity building needs in macroeconomic, financial sector and debt management; unique needs for MEFMI interventions; and areas of focus that are no longer of needs in the MEFMI region.
- f) Sustainability - Assessment of the likely continuation or longevity of the benefits from the MEFMI Phase V Programme after its cessation.
- g) Co-ordination and coherence - Any efforts at coordination and coherence, or otherwise, with other similar support, if applicable, should be described.
- h) Stakeholder involvement - Furthermore, the extent to which various stakeholders have been involved is of interest in this Evaluation. This includes relation with stakeholders other than the 'conventional' MEFMI clients including, but not limited to, Regional Economic Communities (RECs).
- i) Explore country context and determine availability of other institutions delivering similar programmes to MEFMI and recommend how best to cooperate, form synergies and collaborate.



The evaluation shall focus on the six criteria a) - f), which means: relevance, efficiency, effectiveness, impact, needs and sustainability. The other criteria are considered of secondary importance.

The stakeholders (MEFMI Secretariat, MEFMI Member States and cooperating partners) will use the evaluation to draw lessons from the Programme successes and challenges to be used in considering how to design future interventions. If the consultants identify a particular dimension in and surrounding this Programme, where future support to MEFMI seem particularly relevant, they are requested to draw the reader's attention to this in the report.

## 2. Scope of Work

The object of the evaluation is the MEFMI Phase V Programme (2017-2021), against its implementation so far, of capacity building activities in macroeconomic, financial sector and debt management from **1 January 2017 until 31 March 2019**. The only exception to the period to be evaluated is if the consultants identify any impact of the first four (4) phases not mentioned in the evaluation of these previous phases. If so, that information should be included in their report. The evaluation is intended to weigh actual versus planned goals, objectives, targets, outputs and outcomes of the programme.

The successful firm will be required to collect information through questionnaires and virtual meetings with key officials in the client institutions. In addition, the evaluation will include field visits to the MEFMI Secretariat and selected Member States. The selection of the Member States shall be agreed upon during an inception meeting that will be organised after the signing of contract between the firm and MEFMI Secretariat.

## 3. Time Schedule and Deliverables

Field visits to the MEFMI Secretariat and selected Member States shall be scheduled at a time which is convenient for the MEFMI Secretariat and the selected Member States, and if possible, coincide with one or several project activities. MEFMI will also support the consultants in securing appointments with client institutions. The table 1 below shows the expected deliverables and estimated time schedule.

**Table 1: Time Schedule and Deliverables**

Reports to be Submitted	Quantity	Period for submission (weeks)
1. Inception Report	1	2 <sup>nd</sup> week of assignment
2. Stakeholders Consultations		3 <sup>rd</sup> - 5 <sup>th</sup> week of the assignment
3. Draft Report	1	8 <sup>th</sup> week of the assignment
4. Final Report	1	12 <sup>th</sup> week of the assignment

The consultant shall suggest a specified work plan in the tender and finalise it in the Inception Report.