



Request for Proposals (RFP)

Consultancy services to conduct an End of Phase Evaluation of the Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI) Phase V Programme.

RFP Release Date: 22 November 2021

Proposal Submission Deadline: 21 December 2021

Estimated Contract Period: March to June 2022

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

Project Title: End of the MEFMI Phase V (2017-2021) Evaluation.
Programme

RFP Number : MEFMI RFP/001/21

MEFMI invites eligible and qualified firms to submit their Technical and Financial proposals for consultancy services to conduct an End of Phase Evaluation of the MEFMI Phase V Programme. The submissions ought to be made in two (2) separate sealed envelopes (in case of electronic submissions, two (2) separate documents) clearly marked “Technical Proposal” and “Financial Proposal”. The Request for Proposals (RFP) is divided into two (2) parts: Section I Instructions and Guidance to Bidders, and Section II Terms of Reference.

SECTION I: INSTRUCTIONS AND GUIDANCE TO BIDDERS

1. Technical Proposal

The technical proposal shall comprise the following parts:

Part 1: Technical Approach, Methodology and Detailed Work Plan

The Technical Proposal should, among others, describe in detail, the firm’s understanding of the terms of reference, and how it 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 of personnel and any equipment that will be used to carry out the required services.

Part 2: Management, Key Personnel and Staffing Plan

This section should include curriculum vitae (CVs) of key personnel that will be assigned to this assignment, 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 relevant to this assignment. In addition, firms must include three (3) references for similar work previously performed including: name of contact person 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.

2. Financial Proposal

The financial 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 fee and reimbursable expenses, including the travel costs were applicable. MEFMI reserves the right to request additional information if need arises.

3. Required Qualifications

All bidders ought to meet the required qualifications stipulated in the terms of reference in Section II.

4. Evaluation of the Proposals

The purpose of evaluating the bids is to determine technical compliance and competence. The evaluation of the bids shall be carried out in two (2) stages as follows:

- i. First Stage - **Technical Evaluation**, and
- ii. 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.

5. Bids Evaluation Criteria

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

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

The minimum qualifying mark on the Technical Proposal shall be 70% to proceed to the next stage of Financial Proposal evaluation. 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 **Quality and Cost Based Selection method (QCBS)**.

Weights

- i. Technical Proposal: **80 Points**
- ii. Financial Proposal: **20 Points**

6. 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 Proposal should be **secured by a password**, which will be requested for by a designated official at MEFMI at the time of financial proposal opening. ***Submission of financial proposals that are secured by a password will result in outright disqualification.*** All bidding-firms 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 **Tuesday, 21 December 2021 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

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OR by email to: capacity@mefmi.org

Kindly note that

- a) All submissions made after the above stated date and time shall be rejected.
- b) No amendments to the submitted documents shall be accepted after the deadline.
- c) MEFMI reserves the right to undertake a due diligence exercise, also called post qualification, aimed at determining to its satisfaction, the validity of the information provided by the Bidder.

5. Queries/Request for Clarifications

Queries, if any should be directed in writing to: capacity@mefmi.org

SECTION II: TERMS OF REFERENCE FOR THE END OF PHASE V STRATEGY (2017-2021) EVALUATION

1. Introduction

These Terms of Reference (TORs) provide a guide and terms for the evaluation of the end of the implementation Phase V Strategy (2017-2021) of the Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI). They constitute a critical instrument for communicating to the prospective consultants the nature and objective of the assignment, among others, including the scope, timelines, key requirements and deliverables. The evaluation is focused on assessing the appropriateness/relevance, effectiveness, efficiency impact (taking into account that impact takes may longer time to materialise, the focus will be on assessing the extent to which the intervention is expected to generate significant positive or negative) and sustainability of the human and institutional capacity building programmes that MEFMI has delivered to its target client institutions during the past five (5) years. The outcome of the evaluation will help MEFMI draw lessons from both its successes and shortcomings arising from the delivery of the capacity building activities, taking into account what has worked well and what has not, and what needs adjusting or complete overhauling.

2. Contextual Background

MEFMI is a member country-owned regional organisation, currently with fourteen (14) member countries: Angola, Botswana, Burundi, Eswatini, Kenya, Lesotho, Malawi, Mozambique, Namibia, Rwanda, Tanzania, Uganda, Zambia and Zimbabwe. The Institute is mandated to build human and institutional capacity in macroeconomic and financial management. From its inception as Eastern and Southern Africa Initiative in Debt and Reserves Management (ESAIARM) in 1994, MEFMI has undergone significant transformation. Chief among them is the broadening of its mandate from the initial focus on supporting member countries' capacity needs in sovereign debt and reserves management to the current macroeconomic and financial management, which is more inclusive as it also encompasses debt and reserves management. This change also came along with a modification of the manner in which MEFMI executes its mandate by introducing the phased approach to strategic planning, with each phase comprising five (5) years. This has been the modus operandi since the launch of Phase I in 1997 to the present day when the Institute is concluding implementing its Phase V Strategic Plan (2017-2021) and preparing to commence implementation of the Phase VI Strategy (2022-2026) in 2022.

The Phase V Strategic plan which is the main focus of this assignment draws significantly from the last four phases. The overall objective of phase five (5) was to support the attainment of macroeconomic and financial stability in the member countries. This aspiration was supported by the following strategic objectives:

- a) To improve the quality of financial and macroeconomic statistics in line with the latest international statistics standards;
- b) To strengthen capacity for financial and macroeconomic policy analysis;
- c) To develop regional expertise in priority areas of sovereign debt, macroeconomic and financial sector management;
- d) To strengthen legislative and institutional frameworks for financial and macroeconomic management;
- e) To foster the adoption of sound practices, tools, standards and principles;
- f) To strengthen research that supports effective policy analysis;
- g) To increase MEFMI's visibility;
- h) To mainstream regional integration in MEFMI's capacity building activities;
- i) Strengthen gender mainstreaming in MEFMI's operations, practices and capacity building activities;
- j) To attract new sources of funding;
- k) To strengthen the Monitoring and Evaluation of MEFMI Programmes;
- l) To leverage innovation and technology in programme delivery;
- m) To improve process workflows through fully automated systems;
- n) To strengthen compliance to organisational culture based on core values;
- o) To strengthen the risk management and the alignment of Budgeting to Results; and
- p) Strengthen the Institute's cost-saving initiatives.

The above objectives and the Phase V Strategic Plan, in general, were operationalised through the MEFMI's three (3) technical programmes. The three (3) main technical programmes are:

- Macroeconomic Management Programme (MMP) is charged with the responsibility to strengthen capacity for macroeconomic analysis, modelling and forecasting, improve the reliability of macroeconomic statistics and support better macroeconomic, fiscal and monetary policy formulation amongst member countries.

- Debt Management Programme (DMP) is charged with the responsibility to support member countries to develop the capacity to analyse the sustainability of their debt, develop appropriate debt management strategies, improve the reliability of their debt statistics and reports, and strengthen their ability to negotiate, contract and manage their debt portfolio.
- Financial sector management programme (FSMP) is responsible for promoting financial stability within the financial sector amongst member countries. This programme covers financial market development, foreign exchange reserves management, regulation and supervision of financial institutions, payment systems and the implementation of monetary policy.

To ensure that the above technical programmes are able to discharge their duties, the Finance and Administration Department (FAD) provides the requisite operational support and services to the rest of the organisation. This includes the provision of financial management, procurement, human resource management, public relations, information communication and technology services, required by MEFMI to deliver on its mandate.

As per the standard practice of a results-oriented organization, midway through the implementation of the Phase V Strategy, a mid-term review was conducted in 2019. Therefore, the evaluation of the end of Phase V should not be an isolated undertaking but one that significantly draws from and builds on the outcomes of the mid-term review.

3. Evaluation Purpose and Objectives

The purpose of this evaluation is to aid MEFMI to assess the extent of achievement of Phase V objectives, desired results and the set targets. In doing so, this Evaluation, therefore, aims to assess and document the results (at the output, outcome, and impact level) of Phase V against the baseline and the set targets as well as value for money realised in the programme delivery.

The specific objective of the evaluation is to assess the achievement of results following 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 conformed to the needs and priorities of the target groups (MEFMI clients) in the MEFMI Member

Countries, 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. In other words, the extent to which MEFMI capacity building activities delivered or yielded results in an economic way.
- c) Effectiveness - The extent to which the Phase V programme has achieved its strategic objectives, which includes the immediate and intermediate outcomes, taking into account MEFMI's mission and vision.
- d) Impact - Considering that impact, the higher-order effects and broader changes to which the MEFMI capacity building activities may be contributing may take much longer time after Phase V has ended, this evaluation will focus on assessing the extent to which the intervention is expected to generate significant positive or negative, intended or unintended, higher-level effects (impact) set out in the results measurement framework. However, this does not restrain evaluators to engage the beneficiary client institutions and document any impact they think the implementation Phase V Strategy has contributed to.
- e) Sustainability - Assessment of the likely continuation of the benefits resulting from the implementation of the MEFMI Phase V Programme beyond its cessation.
- f) Co-ordination and coherence - Any efforts at coordination and coherence, or otherwise, with other similar support, if applicable, should be documented. This includes complementarity, harmonisation and coordination with other like-minded organisations and the extent to which the interventions added value while avoiding duplication of effort.

In addition to the above primary DAC criteria, the evaluation should also address the following:

- g) Timeliness - The extent to which MEFMI timely responded to the needs of the client institutions in the member countries; MEFMI capacity building activities, in general, were timely implemented in comparison to the annual work timelines; including the timely availability and disbursement of funds to support the implementation of the capacity-building efforts.

- h) Needs - Identification of any emerging and pressing needs for MEFMI capacity building in the macroeconomic, financial sector and debt management; unique needs for MEFMI interventions; and areas of focus that are no longer of need in the MEFMI region.
- i) Stakeholder involvement - Furthermore, the extent to which various stakeholders have been involved, is of interest in this Evaluation. This includes relations or collaboration with stakeholders other than the ‘conventional’ MEFMI clients including, but not limited to, Regional Economic Communities (RECs).

4. Scope of the Evaluation

The end of Phase V evaluation will cover all MEFMI capacity building activities in the member countries for the period January 2017 to December 2021. Only officials and client institutions that received capacity building support from MEFMI during Phase V will be covered by the study.

5. Evaluation Approach and Methodology

5.1 Evaluation Criteria and Questions

Based on the evaluation criteria stated in section 3, the overarching questions that this evaluation intends to answer are: a) what have been the results achieved through the implementation of the MEFMI capacity building activities in Phase V? b) what factors have affected the achievement of planned results and what key lessons can be drawn from the implementation of the MEFMI capacity building activities in Phase V?

In answering these questions, the evaluation will address a number of sub-questions under each evaluation criteria as shown in table 1. The evaluation team is expected to further develop these during the inception phase.

Table 1: Evaluation Criteria and Questions

Evaluation Criteria	Evaluation Questions
a) Relevance/Appropriateness	1) To what extent has MEFMI capacity building activities in the Phase V met the needs of the member countries and client institutions in particular?
	2) Were the MEFMI capacity building activities in macroeconomic and financial management appropriate to the needs and priorities of member countries and client institutions?

Evaluation Criteria	Evaluation Questions
	3) Is MEFMI capacity building programme design and curriculum in macroeconomic and financial management appropriate to the needs of the member countries and client institutions?
	4) How well has MEFMI capacity building interventions met the needs and expectations of targeted client institutions in the member countries?
	5) To what extent did MEFMI capacity building interventions adapt to changing operating environment and conditions?
b) Effectiveness	1) To what extent did the implementation of the MEFMI Phase V strategy through the delivery of capacity building activities resulted in the achievement of the planned outputs and outcomes, including the set targets thereof, as outlined in the results measurement framework? In other words, to what extent have unintended positive/negative direct effects occurred as a result of the implementation of capacity building interventions?
	2) Where there any unintended effects (positive or negative) on targeted beneficiary client institutions and their officials?
	3) What are the internal and external factors that may have influenced the achievement (or not) of the intended outcomes of the MEFMI capacity building activities?
c) Efficiency	1) Were the MEFMI capacity building activities delivered or implemented in the most efficient way?
	2) To what extent has MEFMI used information to learn and adapt to the changing the operating environment?
d) Impact	1) To what extent are MEFMI capacity building activities expected to generate or contribute to significant positive or negative, intended or unintended, higher-level effects (impact)?
e) Sustainability	1) To what extent are outputs and outcomes of MEFMI capacity development activities continue to be sustainable in the longer term? Will the changes caused by the MEFMI capacity building activities in the client institutions and officials thereof, continue beyond Phase V? In other the extent to which the benefits of the MEFMI capacity building activities are likely to continue beyond the cessation of the Phase V?
	2) Any evidence of adequate deliberate strategies or efforts to ensure sustainability of the outcomes of the capacity building activities in the member countries?
	3) What are the key factors that drive sustainability of MEFMI capacity building activities in the member countries?
f) Coordination and Coherence	1) To what extent has MEFMI coordinated with like-minded organisations to avoid duplication of efforts?
	2) Is there evidence of complementarity, harmonisation, and coordination of capacity building activities with similar organisations in the region?
g) Timeliness	1) Has MEFMI been timely responding to the needs of the client institutions in the member countries?

Evaluation Criteria	Evaluation Questions
	2) Were MEFMI capacity building activities timely implemented in comparison to the annual work timelines?
	3) In the delivery of the capacity building activities, were funds available and dispensed in time?
	4) Were the outcomes and targets achieved within the stated timeframe?
h) Needs	1) To what extent have MEFMI capacity building activities addressed emerging and pressing needs in macroeconomic, financial sector and debt management in the member countries?
	2) What country specific needs do client institutions feel MEFMI has not responded to through its capacity building activities?
	3) Are there areas of focus that are no longer of need in the MEFMI region? If there, what are they?
i) Stakeholder involvement	1) To what extent have stakeholders been involved in the design and implementation of capacity building programmes, including strategy development?

5.2 Evaluation Methodology

The object of the evaluation is the MEFMI Phase V Programme (2017-2021) based on the objectives and desired results, including set targets contained in the strategic plan and the results measurement framework. The evaluation is intended to assess actual versus planned goals, objectives, targets, outputs and outcomes of the capacity building activities. Based on the Theory Of Change (TOC) which underpins the design and delivery of MEFMI capacity building activities which explains how the interventions are expected to produce anticipated results, this evaluation will largely be anchored on a theory-based approach. This will allow evaluators to examine the causal link between capacity building interventions, outputs and the observed outcomes. Further, the evaluation will adopt the pre- and post-intervention analysis to determine the extent of the achievement of results and set targets thereof against the baseline.

To ensure credibility and validity of evaluation findings, the evaluation will use both quantitative, and qualitative methods to collect data on all evaluation questions set out in Table 1 using existing secondary data, surveys, observations and key informant interviews with client institutions and stakeholders in the member countries.

Based on the above guide, the successful firm will be required to devise a comprehensive and rigorous evaluation methodology and data collection instruments during the inception phase. The data collection methods and techniques should take into account restrictions and limitations presented by the COVID-19 pandemic.

6. Time Schedule and Key Deliverables

The evaluation will adopt a phased approach comprising five (5) phases, each phase with specific deliverables and deadlines as follows: Preparation Phase, Inception Phase, Data Collection and Data Analysis Phase, Report Preparation Phase; and Dissemination Phase. The consultant shall suggest a specified work plan in the tender and finalise it in the Inception Report. MEFMI Secretariat will also support the consultants in securing appointments with client institutions.

Table 2: Time Schedule and Key Deliverables

Phase	Key Deliverable	Responsible	Timeline
Preparation	1) Terms of Reference 2) Request for Proposals	MEFMI Secretariat	September – November 2021
	3) Publish Request for Proposals		22 November-21 December 2021
	4) Evaluation of Bids 5) Hiring of Consultants		February 2022
Inception	1) Inception Report 2) Detailed Evaluation Methodology and Approach 3) Data collections tools	Consultants	2 nd Week of Assignment
Data Collection and Data Analysis	1) Preliminary findings and emerging recommendations	Consultants	3 rd - 7 th Week of Assignment
Report Preparation	1) Draft Evaluation Report. 2) Final Report	Consultants	8 th - 12 th Week of Assignment
Dissemination	The Final Evaluation report shared with the MEFMI Client Institutions and relevant stakeholders.	MEFMI Secretariat	July-August 2022

7. Evaluation Management

The evaluation will be managed by the MEFMI Programme Manager responsible for Planning, Monitoring and Evaluation (M&E), and under the overall guidance of the MEFMI Management Team led by the Executive Director. The Evaluation Team will report directly to the Evaluation Manager stipulated above.

8. Qualification and Competencies of the Evaluation Team

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

- a) Post-graduate degree in Monitoring and Evaluation (M&E);
- b) Post-graduate degree in Economics;
- c) A track record of evaluation of capacity building activities or programmes of regional or international scale;
- d) Relevant expertise in capacity building programmes within an African context;
- e) Conversant with participatory, qualitative and quantitative evaluation methods;
- f) Conversant with the terminologies used in macroeconomic, financial and debt management;
- g) Conversant with the Development Assistance Committee (DAC) evaluation criteria set out in these terms of reference;
- h) Professional proficiency in the English language; and
- i) Working knowledge of the Portuguese language will be an added advantage.

In addition to the above qualifications, the **Team leader** ought to have technical expertise in one of MEFMI's three (3) technical areas: 1) Macroeconomic Management; 2) Financial Sector Management; and 3) Debt Management, as well as expertise in managing teams, designing methodology and data collection tools and demonstrated experience in leading similar evaluations. She/he will also have leadership, analytical and communication skills, including a track record of excellent English writing and presentation skills. 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.

9. Ethical Considerations

The evaluation team is expected to conduct high-quality work guided by professional standards and ethical and moral principles. This is important because the integrity of evaluation and the credibility of the outcome thereof, are dependent on the ethical conduct of key actors in the evaluation process. Therefore, the evaluators shall respect and protect the confidentiality, and rights of all the respondents. In the interest of ensuring that all participants are fully informed about the nature and purpose of the evaluation and their involvement, only participants who have given informed written or verbal consent should be included in the evaluation.