



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 VI

RFP Release Date: 29 September 2023

Proposal Submission Deadline: 30 November 2023

Estimated Contract Period: March to July 2024

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

Project Title: Mid-Term Review of the MEFMI Phase VI (2022-2026)

RFP Number : MEFMI RFP/MTR/002/23

MEFMI invites eligible and qualified firms to submit their Technical and Financial proposals for consultancy services to conduct a Mid-Term Review of the MEFMI Phase VI. 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 Financial Proposal submitted electronically **must be secured by password**. 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 **Thursday, 30 November 2023 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.

7. Queries/Request for Clarifications

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

SECTION II: TERMS OF REFERENCE FOR THE MID-TERM REVIEW OF THE MEFMI PHASE VI STRATEGY (2022-2026)

1. Introduction

These Terms of Reference (TORs) provide a guide and terms for conducting the mid-term review of the Phase VI Strategy (2022-2026) implementation by the Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI). They constitute a critical instrument for communicating the purpose and details of the review to potential consultants, including the scope, timelines, key requirements, and deliverables. The primary objective of the mid-term review is to assess the appropriateness, effectiveness, efficiency, impact, and sustainability of MEFMI's human and institutional capacity building programmes halfway through the implementation of the Phase VI Strategy. While considering that the impact may take time to materialize fully, the focus will be on evaluating the extent to which the intervention is expected to generate significant positive or negative effects. The outcome of the mid-term review will allow MEFMI to learn from both its successes and shortcomings in delivering capacity building activities. This includes identifying what has worked well and what has not, as well as determining any necessary adjustments that need to be made for the remaining duration of Phase VI.

2. Contextual Background

MEFMI is a member country-owned regional organisation, currently consisting of 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. Since its establishment in 1994 as Eastern and Southern Africa Initiative in Debt and Reserves Management (ESAIDARM), MEFMI has undergone significant transformation. One notable change is the expansion its mandate beyond sovereign debt and reserves management to encompass a broader focus on macroeconomic and financial 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. The approach has been in place since the launch of Phase I in 1997 and continues to be utilised to date as MEFMI implements its Phase VI Strategic Plan (2022-2026).

As depicted in the diagram provided in Figure 1, in executing its Phase VI capacity building activities, within its sphere of control, MEFMI aims to influence change among client institution officials and client institutions as its primary and secondary targets respectively. This is anchored on the theory of change outlined in Figure 2 below.

Figure 1. An Illustration of MEFMI Spheres of Control, Influence and Interest

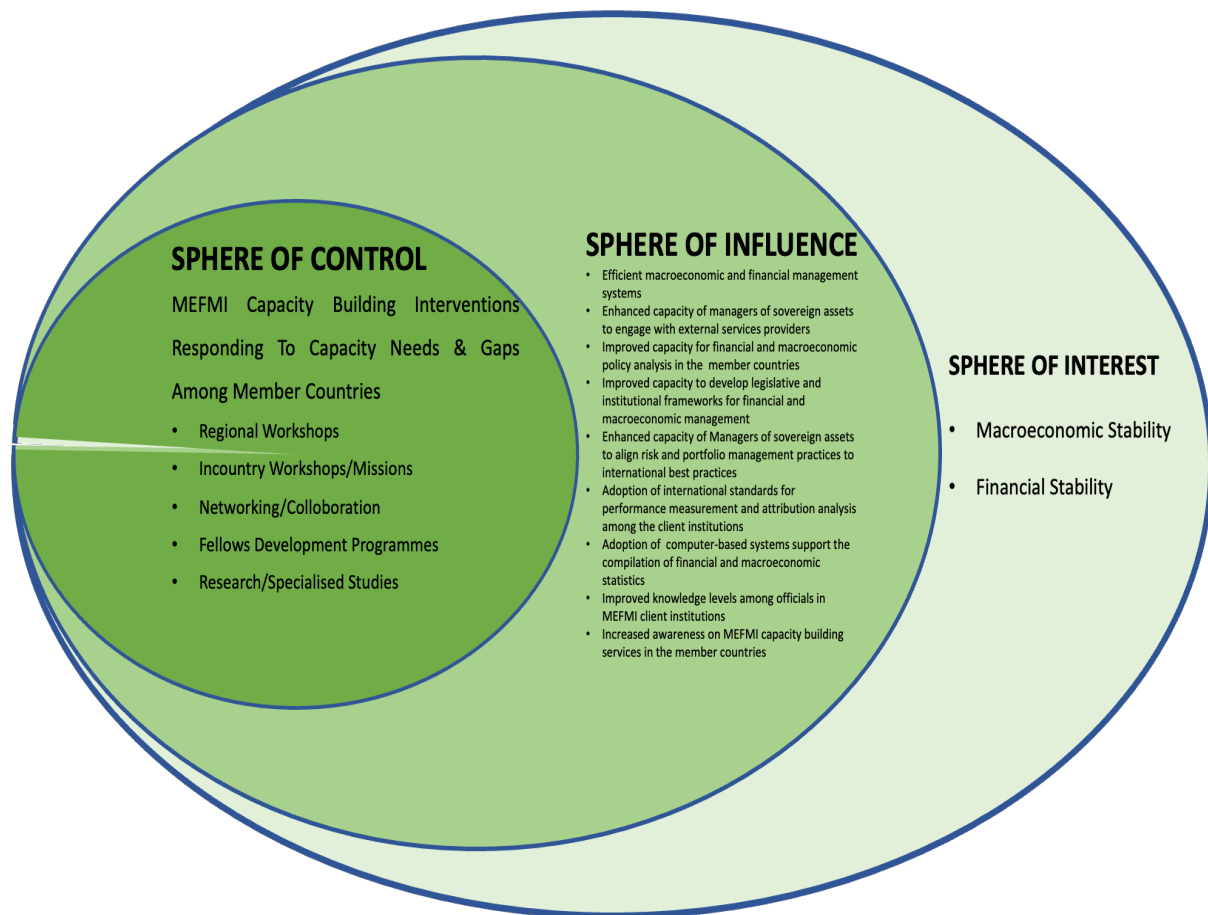
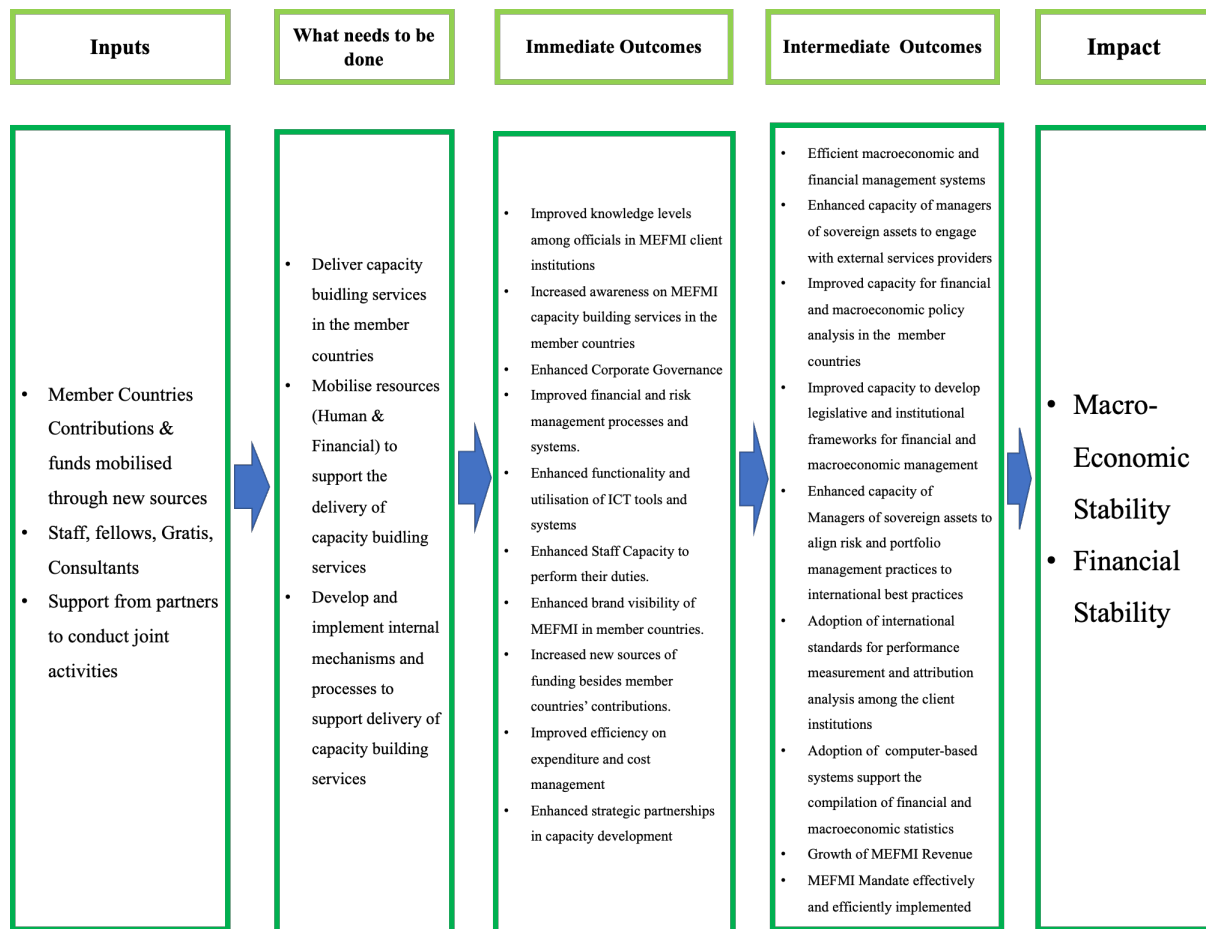


Figure 2: Theory of Change Pathway



3. The Purpose and Objectives of the Mid-Term Review

The purpose of this mid-term review is to aid MEFMI to assess the extent it has made progress towards achieving the objectives, desired results and the set targets Phase VI. In doing so, this review, aims to assess and document the results (at the output, outcome, and impact level) of Phase V against the baseline and the predetermined targets. Additionally, the review will assess the value for money realised in the programme delivery.

The specific objective of the review is to evaluate the progress and outcomes achieved thus far in the implementation of the MEFMI Phase VI Strategy. The evaluation of the progress and achievement of outcomes will be guided by the following evaluation criteria:

- a) **Relevance** - The extent to which the MEFMI Phase VI capacity development initiatives conform 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 VI capacity building activities can be justified by its results, taking into account reasonable alternatives. In other words, the extent to which the capacity development activities being implemented are yielding results in an economic way.
- c) **Effectiveness** - The extent to which the implementation of Phase VI capacity development activities are achieving the strategic objectives, which includes the immediate and intermediate outcomes, taking into account MEFMI's mission and vision. This will include determining the extent to which MEFMI has attained the desired/planned outcome indicator targets (in particular the 2023 targets) as outlined in the Results Measurement Framework. Consequently, updating the Results Measurement Framework will be an integral part of the report.
- d) **Impact** - Recognising that the full impact of MEFMI's capacity development activities may take longer to materialise, this review will primarily focus on assessing the extent to which the capacity development activities are expected to generate significant positive or negative, intended or unintended, higher-level effects (impact) as outlined 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 VI Strategy has contributed to thus far.
- e) **Sustainability** - This criterion involves assessing the likelihood of the benefits resulting from the implementation of MEFMI Phase VI capacity development activities continuing beyond the conclusion of the phase.
- f) **Co-ordination and coherence** – Any efforts made towards coordination and coherence, or lack thereof, 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 efforts.

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

- g) **Timeliness** – This refers to how promptly MEFMI responded to the needs of the client institutions in the member countries. It includes the timely implementation of MEFMI

capacity building activities according to the annual work timelines, as well as the timely availability and disbursement of funds to support these 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 are involved is of interest in this review. 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 mid-term review will focus on the entire Phase VI and make a determination of the progress made in implementing Phase VI capacity development activities and achieving desired results at mid-point. The study will cover officials and client institutions targeted for capacity building support from MEFMI during Phase VI.

5. Review 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 thus far through the implementation of the MEFMI capacity building activities in Phase VI? b) what factors are affecting or 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 VI?

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 are MEFMI capacity development activities in the Phase VI meeting the needs of the member countries and client institutions in particular?
	2) Are the MEFMI capacity development activities in macroeconomic and financial management appropriate to the needs and priorities of the member countries and client institutions?
	3) Is design and curriculum of MEFMI capacity development programmes in macroeconomic and financial management appropriate to the needs of the member countries and client institutions?
	4) How well are MEFMI capacity development interventions meeting or have met the needs and expectations of targeted client institutions in the member countries?
	5) To what extent is MEFMI capacity building interventions adapting to changing operating environment and conditions?
b) Effectiveness	1) To what extent is the implementation of the MEFMI Phase VI strategy through the delivery of capacity building activities resulting 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 are unintended positive/negative direct effects occurring as a result of the implementation of capacity development interventions?
	2) Are 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 be influencing the achievement (or not) of the intended outcomes of the MEFMI capacity development activities?
c) Efficiency	1) Are the MEFMI capacity development activities being delivered or implemented in the most efficient way?
	2) To what extent is MEFMI using 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) What is the likelihood that outputs and outcomes of MEFMI capacity development activities will continue to be sustainable in the longer term? Will the changes caused by the MEFMI capacity development activities in the client institutions and officials thereof, continue beyond Phase VI? In other words, to what extent are the benefits of the MEFMI capacity development activities likely to continue beyond the cessation of the Phase VI?
	2) Any evidence of adequate deliberate strategies or efforts to ensure sustainability of the outcomes of the capacity development activities in the member countries?

Evaluation Criteria	Evaluation Questions
	3) What are the key factors that drive sustainability of MEFMI capacity development activities in the member countries?
f) Coordination and Coherence	1) To what extent is MEFMI coordinating with like-minded organisations to avoid duplication of efforts?
	2) Is there evidence of complementarity, harmonisation, and coordination of capacity development activities with similar organisations in the region?
g) Timeliness	1) Is MEFMI timeously responding to the needs of the client institutions in the member countries?
	2) Are MEFMI capacity development activities timeously implemented in comparison to the annual work timelines?
	3) In the delivery of the capacity development activities, are adequate funds available and being dispensed in time?
	4) Are the desired outcomes and targets being achieved within the stated timeframe?
h) Needs	1) To what extent are MEFMI capacity development activities addressing 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 is not responded to or has not responded to through its capacity development activities?
	3) Are there areas of focus that are no longer of need in the MEFMI region? If there are, 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 purpose of this review is to evaluate MEFMI Phase VI (2022-2026) by examining its objectives and desired results, including set targets contained in the strategic plan and the results measurement framework. The review aims to compare the actual outcomes of capacity development activities with planned goals, objectives, targets, outputs and outcomes. The review will primarily utilise a theory-based approach, as indicated in the Theory of Change (TOC) outlined in Figure 2, which outlines how the interventions are expected to generate anticipated results. This approach will allow evaluators to examine the causal relationship between capacity development interventions, outputs and the observed outcomes. Additionally, the review will employ 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 findings, the review 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.

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	August – September 2023
	3) Publish Request for Proposals		29 September – 30 November 2023
	4) Evaluation of Bids 5) Hiring of Consultants		February 2024
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 2024

7. Evaluation Management

The review 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.