

## Terms of Reference: FSDMoç Monitoring and Results Measurement (MRM) Capacity Building Support

### I. ABOUT FINANCIAL SECTOR DEEPENING MOÇAMBIQUE

Financial Sector Deepening Moçambique (FSDMoç)<sup>1</sup>, established in April 2014 by United Kingdom (UK) and currently designed by UK Foreign, Commonwealth and Development Office (FCDO), to increase financial inclusion and the access to formal financial services in Mozambique by investing with the private sector in market innovations, providing resources and intellect to address the policy/regulatory impediments to growth of the financial sector and by generating better information of market functions. In 2021 FSDMoç transitioned into a national entity aiming to promote synergies and innovation to achieve financial inclusion with the vision to be a leading institution that drives financial inclusion so to meet communities needs through innovation and technology. Currently FSDMoç is funded by the Embassy of Sweden (EoS).

FSDMoç appreciates the need to add value in the development of inclusive finance in Mozambique and hence plans to monitor and evaluate its efforts at various levels to ensure the cost-effective use of the resources. FSDMoç funder and partners are also placing more emphasis on performance and linking the release of funds to performance-based measures. Decision-making is critically dependent on the timely availability of sound data/information. Therefore, FSDMoç seeks to engage external technical support for capacity development of the Monitoring and Results Measurement (MRM) unit. More specifically, FSDMoç would like to increase the capacity of its MEL team and to strengthen its MRM system, including updating the MRM manual, processes and templates to enable FSDMoç team members to understand the MRM functions, processes and implementation. At the end of the day FSDMoç wishes to strengthen the MRM function to conform with the Donor Committee for Enterprise Development (DCED) standard for results measurement as well as the IOM framework.

### II. OVERALL OBJECTIVE OF THE ASSIGNMENT

This Terms of Reference requires an individual consultant with considerable expertise in the development and implementation of monitoring and results measurement systems to support FSDMoç to:

- Update the MRM frameworks including the preparation of the MRM manual and processes;
- Enhance MRM tools and measurement plans to include the Theory of Change, results chains, VfM and adaptive management;
- Enhance reporting (internal and external) and results measurement including reporting against the logframe;

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<sup>1</sup> <http://FSDMoç.org.mz/>

- Develop the capacity of FSDMoç staff (MRM and Programme teams) on good practice for effective MRM and adaptive management.

**a. Specific objectives**

1. Help to clarify the current MRM cycle;
2. Ensure that all MRM functions (MRM are user friendly) and enhance participatory approach when implementing interventions;
3. Review the existing frameworks and link with intervention design.

**III. METHODOLOGY OF THE ASSIGNMENT**

The consultant is also expected to determine how existing information can best be captured into the system once it is developed and present recommendations to FSDMoç Team. To ensure an adequate preparation for the task some of the activities can start remotely but the training workshops need to in presence. team. Under this assignment the consultant can propose a better approach but FSDMoç would like to ensure that the following tasks shall not be left behind:

**a. MRM Documentation**

- Review existing MRM documentation;
- Engage different FSDMoç team members (MRM, and programme staff) relevant to the process to identify challenges, opportunities, and areas of improvement required in FSDMoç MRM processes;
- Guide the preparation of an MRM manual (that already started) including any required templates such as those used to develop results chains and indicators at each level of the results chains, measurement plans, jobs framework, gender mainstreaming and impact assessments plus others.

**b. Logframe and Reporting**

- Review the current Theory of Change (under EoS support) and logframe (with a view of quality assuring indicators and the “smartness” and degree of “stretch” of the targets.
- Support FSDMoç to finalise the Measurement Framework (named performance matrix under EoS support);
- Review the FSDMoç generic Theory of Change (ToC) in consistent with FSD 2.0 and the FSDMoç Strategy, including indicators at each level of the logframe, underlying assumptions, and accompanying methodology notes (to ensure that the ToC does respond to any donor interest to fund FSDMoç).
- Enhance frameworks, tracking tools and methodologies for measurement, wider systemic change tracking and attribution strategies;
- Work with EoS - LTTA to align expectations, approaches and measurement frameworks used by other FSD’s and under the FSD 2.0 Strategy;

- Reporting with the new results framework (support alignment of reporting tools with new logframe so that we are starting to tell a market system development story in our regular reporting tools e.g., the quarterly and annual reports);
- Develop useful and timely reporting processes and templates for reporting results to the Donor and FSDMoç Executive structure (and then later to the board of the foundation) on a quarterly and annual basis including:
  - Review templates and reporting timelines;
  - Enhance MRM report generation and reporting (internal and external) bearing in mind, reporting processes, deadlines, accessibility, cost effectiveness, technology, etc.
  - Recommend a structure that allows for the timely generation of inputs from the programme team, partners, and management.
  - Whenever possible ensure reporting tools are compatible with the FSD network (also talk to undergoing MRM management system);
- Review the current VfM framework report;
- Work in alignment with the consultant that is also reviewing the functional requirements of the MRM Management Information System (MIS).

**c. Capacity building of the FSDMoç team**

- Spend time with MRM and programme staff to determine the capacity to implement an effective MRM process and adaptive management;
- Based on current capacity, develop a training programme to increase the capacity of FSDMoç staff to enable a good understanding of fundamental MRM concepts and capacity to develop and use results chains including indicators and other MRM tools and how to monitor and implement adaptive management to ensure interventions result in sustainable systemic change;
- Deliver the training programme for FSDMoç MRM and programme team in-country;

**d. Workflow**

- Take stock on the operationalization of new systems and processes including: the new PHC management system, MRM and reporting, new project management tool and advise how the workflow should be adapted to better integrate processes so that they reinforce each other.

**IV. EXPECTED OUTPUTS OF THE ASSIGNMENT**

NO	Task	Deliverables	Estimated Level of Effort (LOE)
1	Review and update existing MRM documentations (Enhance tracking tools and methodologies for measurement, wider systemic change tracking and contribution versus attribution strategies).	Guide the team on the development of the MRM manual including any required templates such as those used to develop results chains and indicators at each level of the results chains, measurement plans, and impact assessments plus others.	4 days

NO	Task	Deliverables	Estimated Level of Effort (LOE)
3	Support FSDMoç to review the existing Theory of Change and logframe consistent with FSD 2.0 and aligned with FSDMoç strategy, including indicators at each level of the logframe, underlying assumptions, and accompanying methodology notes whenever is relevant	Final FSDMoç ToC & Logframe	3 days
2	Review and quality assure the current Theory of Change used under the EoS support and link with logframe	FSDMoç ToC refined and logframe completed under EoS	2 days
4	Work with CEO and FSDMoç Team to align reporting with the new results framework	Updated reporting templates	2 days
5	Work with new MRM STTA in to review existing MEL frameworks and tools and recommend improvements	Reviewed templates....	2 days
6	Review Value for Money (VfM) report and propose high level strategic VFM indicators to be included in MRM framework.	Final FSDMoç - VfM report and VfM Guide	2 days
7	Review MIS Functional Requirements	Enhanced MIS Functional Requirements	2 days
8	Capacity building of the FSDMoç team	<ul style="list-style-type: none"> <li>- Training Needs Assessment Report</li> <li>- MRM Program Staff Training and Coaching</li> <li>- Quality assures the 2022 Q3 and 2022 end of Project Reports to EoS</li> <li>- Capacity Building Report and Recommendations</li> </ul>	12 days
<b>Total</b>			<b>30 days</b>

## V. LEVEL OF EFFORT AND TIMELINE

The assignment's total Level of Effort is estimated at **30 working days** and is planned to start **late August until October 2022**.

## VI. REPORTING AND LANGUAGE

- The consultants will work closely with the FSDMoç MRM team
- All reports/documents shall be presented in English.

## VII. REQUIRED QUALIFICATIONS, EXPERIENCE AND COMPETENCE

The following qualifications and competence are required:

### *Qualifications and Experience:*

- At least a Master’s Degree in Development Finance, Economics and any other related disciplines;
- Proven track record in supporting Financial Sector Deepening organisations on MRM capacity building initiatives;
- In-depth knowledge and practical experience in the development and implementation of monitoring and results measurement systems.

### *Core Competence:*

- Ability to create an environment of creativity and innovation
- Promoting effective teams
- Creating and promoting enabling environment for open communication
- Sharing and building a culture of knowledge sharing and learning;
- Working with multicultural backgrounds.

## VIII. EVALUATION CRITERIA AND SELECTION

Criteria	Weight	Total Weight
<b><i>Qualifications and Experience of the Consultant</i></b>		<b>25%</b>
<ul style="list-style-type: none"> <li>• At least a Master’s Degree in Development Finance, Economics or any other related disciplines</li> </ul>	10%	
<ul style="list-style-type: none"> <li>• 5 years’ experience in enhancing MRM capacity of Donor Funded Programs</li> </ul>	15%	
<b><i>In-depth understanding of</i></b>		<b>20%</b>
<ul style="list-style-type: none"> <li>• How the financial sector operates in general with its transmission mechanisms to catalyse inclusive economic growth and improved livelihoods.</li> </ul>	10%	
<ul style="list-style-type: none"> <li>• Emerging dynamics in financial sector development (such as technology, digital revolution, demand-supply issues, data, enabling environment, etc.) in developing countries</li> </ul>	10%	
<b><i>Proven and recent specific experience and professional competence of the Consultant in:</i></b>		<b>35%</b>
<ul style="list-style-type: none"> <li>• Supporting programmes adopting the Making Markets Work for the Poor Approach (M4P) in the development finance domain</li> </ul>	10%	
<ul style="list-style-type: none"> <li>• Expertise and experience in capacity enhancement of programs around MRM</li> </ul>	10%	
<ul style="list-style-type: none"> <li>• Providing constructive comments/suggestions on the Terms of Reference.</li> </ul>	5%	
<ul style="list-style-type: none"> <li>• Quality of the proposal, Methodology and work plan proposed</li> </ul>	10%	
<b>Financial Proposal (Value for Money)</b>		<b>20%</b>
<b>Total</b>		<b>100%</b>

The table below describes the criteria and weights to be used to score, assess and select the best candidate to undertake this assignment. The evaluation committee will review all the submitted proposals (technical and financial) and score them based on the criteria below.

## IX. SUBMISSION OF PROPOSALS

Proposals must be emailed to [fsdmoc@fsdmoc.org.mz](mailto:fsdmoc@fsdmoc.org.mz) with the subject line “**FSDMoç Development of the MRM Capacity Building**”. The email must be received by 5:00 PM (Maputo time), on Monday, 3<sup>rd</sup> October 2022. Questions or comments should be sent to the same email address no later than Monday, 26<sup>th</sup> September 2022.

### a. Format of proposals

The **technical proposal** should include the following, but it should not exceed 10 pages (excluding annexes):

- Names and CVs of the consultant including their qualifications and relevant experience in providing the kind of services required
- A description of the understanding of your role as outlined in these terms of reference and detailed methodology for the assignment.
- A description of how you intend to fulfil the services within the suggested timeline.

The **Financial proposal** should include the information below:

- Clearly state full daily rate for professional fees in Euros (EUR).
- The daily rate must be inclusive of all taxes (such as withholding and value added taxes).
- Other expenses to be incurred while undertaking this assignment including travel, accommodation and transfers among others.
- Daily rates for hotels and subsistence are fixed by FSDMoç based on internal policies.
- Financial proposals should be denominated in EUR.

## X. OWNERSHIP/CONTROL OF WORK PRODUCT/PUBLICATION

All materials produced or acquired during the appointment - written, graphic, film, digital audio/video or otherwise - shall remain the property of FSDMoç unless and to the extent such rights are explicitly relinquished (in whole or in part) by FSDMoç in writing. FSDMoç furthermore retains the exclusive right to publish or disseminate in all languages, reports arising from such materials. In the event of early termination of the appointment or non-renewal upon its expiration, the consultant shall, if requested by FSDMoç, deliver copies of all materials and data developed with FSDMoç funds. Material developed by the consultant under the TORs may not be used without prior written approval of FSDMoç Intervention Lead.

## **XI. AUTHORSHIP AND ACKNOWLEDGEMENT**

FSDMoç staff will generally be listed as the authors of any publication or other communication that is produced as a result of the research conducted during the appointment. The consultant's contribution in conducting any research will be acknowledged in any such publication. If in the reasonable view of the Intervention Lead, the consultant contributes significantly to the conceptualization and drafting of any documents, the consultant's staff will be listed as co-author, along with the relevant FSDMoç staff. All knowledge and information not already within the public domain which the consultant may acquire from FSDMoç, its employees or by the assignment shall for all time and for all purposes be regarded by the consultant as strictly confidential and held in confidence and shall not be directly or indirectly disclosed by the consultant to any person whatsoever except with FSDMoç written consent. All outputs of the work, materials produced during the work, and all by-products shall remain confidential unless FSDMoç authorizes public release.

## **XII. COORDINATION AND SUPERVISION**

The consultants will coordinate closely with the FSDMoç Team, including the MRM team as well as the Chief Executive Officer (COO), and the Grants manager for administrative and finance issues. The consultant may also participate in coordination meeting with relevant market players whenever is necessary.

The Project's Chief Executive Officer (CEO) or her designee will be responsible for technical supervision and acceptance of deliverables.