



Unlocking Public and Private
Finance for the Poor

A large, abstract graphic on the left side of the page consists of multiple concentric, curved lines and arcs. Some of these lines have small circles at their ends, resembling a stylized globe or a network diagram. The lines are white and set against a dark blue background.

REQUEST FOR APPLICATIONS

Capacity-Building
Coursework on Future of
Migrant Remittances and
Financial Services

ABOUT

The UN Capital Development Fund makes public and private finance work for the poor in the world's 47 least developed countries (LDCs).

UNCDF offers "last mile" finance models that unlock public and private resources, especially at the domestic level, to reduce poverty and support local economic development.

UNCDF pursues innovative financing solutions through: (1) financial inclusion, which expands the opportunities for individuals, households, and small and medium-sized enterprises to participate in the local economy, while also providing differentiated products for women and men so they can climb out of poverty and manage their financial lives; (2) local development finance, which shows how fiscal decentralization, innovative municipal finance, and structured project finance can drive public and private funding that underpins local economic expansion, women's economic empowerment, climate adaptation, and sustainable development; and (3) a least developed countries investment platform that deploys a tailored set of financial instruments to a growing pipeline of impactful projects in the "missing middle".

TABLE OF CONTENTS

4 SUMMARY

| | |
|---------------------------|---|
| International remittances | 4 |
|---------------------------|---|

6 INTRODUCTION

8 SCOPE OF WORK

| | |
|--------------------------------|----|
| 2.1 Participants | 8 |
| 2.2 Area of Focus | 9 |
| 2.3 Preferred course structure | 11 |
| 2.4 Teaching method | 11 |
| 2.5 Languages | 11 |
| 2.6 Expected results | 11 |

12 ELIGIBILITY FOR APPLICATION AND EVALUATION CRITERIA

| | |
|--------------------------|----|
| 3.1 Eligibility Criteria | 12 |
| 3.2 Evaluation criteria | 13 |

14 AGREEMENT PARAMETERS

| | |
|----------------------|----|
| 4.1 Applicants | 14 |
| 4.2 Project duration | 15 |
| 4.3 Language | 15 |
| 4.4 Budget | 15 |

16 APPLICATION REQUIREMENTS AND PROCESS

| | |
|-------------------------------------|----|
| 5.1 Structure of the application | 16 |
| 5.2 Application deadline | 16 |
| 5.3 Submission of the application | 16 |
| 5.4 Selection process | 16 |
| 5.5 Timeline | 17 |
| 5.6 Real-time assistance from UNCDF | 17 |

SUMMARY

The United Nations Capital Development Fund (UNCDF) makes public and private finance work for the poor in the world's 47 least developed countries. With its capital mandate and instruments, UNCDF offers "last mile" finance models that unlock public and private resources, especially at the domestic level, to reduce poverty and support local economic development. Please refer to www.uncdf.org for more information.

International remittances

UNCDF aims to improve the functioning of the remittance market in order to improve the financial health of migrant families while strengthen economic development efforts of the origin and host countries. In doing so, UNCDF engages with public and private sector stakeholders to strengthen the capacity of the regulators to monitor and analyze the remittance transaction data towards evidence-based policy making, enable a conducive policy and regulatory environment, and deliver financial and technical assistance to a wide range of financial institutions (e.g. banks, cooperatives, microfinance institutions, money transfer operators, and mobile networks operators) to improve the digital remittance ecosystem and design migrant-centric financial products and services (e.g. savings, credit, insurance, payment services, remittances, pension, and investment).

As new technologies have emerged in recent decades, a disconnect has grown between the remittance services on the market, the policies that govern them, and the needs and behaviours of migrant populations, which has resulted in limited adoption of digital remittance channels. The opportunity to transition migrants from cash to digital methods for sending money home that are safer, more affordable, and more easily tracked, remains largely unrealized. To bridge this gap, UNCDF is committed to working with stakeholders to promote discussion and learning around building enabling ecosystems, designing migrant-centric products, and making evidence-based decisions.

UNCDF is seeking an organization to deliver courses (mixed online, offline, offsite) on inclusive digital remittances and financial services for migrants and their families.

Participants: Two distinct groups of stakeholders in relevant organizations and sectors, such as (1) policymakers and regulators from central banks, financial regulatory authorities, telecommunications regulatory bodies and development partners; and (2) leaders from remittance providers, banks, mobile money providers, mobile network operators, financial intermediaries, and microfinance institutions (maximum 100 people trained).

Scope: Global

Location: Institution/Home-based.

Budget: Up to 250,000 USD for one applicant/organization.

Eligible candidates: Any type of educational organization (commercial for-profit firms, educational institutions, non-profit organizations, universities) is eligible to apply. Applicants may apply independently or in a consortium, provided that the consortium has a pre-established partnership prior to when this request for applications was issued.

The selected institutions will be signing a UNCDF Grant Agreement.

Inquiries to this request for applications may be submitted by email to uncdf.rfa@uncdf.org

All applications must be submitted via email at uncdf.rfa@uncdf.org no later than 21st August 2020 23:59 EAT. The subject line of the email should be RFA - Capacity Building Course on Future of Migrant Remittances.

A document answering frequently asked questions will be at <https://uncdf.live/RFACapacityBuilding>

1. INTRODUCTION

The United Nations General Assembly adopted the 2030 Agenda for Sustainable Development in September 2015. The 2030 Agenda recognizes migration as a core-development consideration, marking the first time that migration is explicitly integrated into the global development agenda. It also recognizes a major relevance of international migration as a multidimensional reality of and for the development of countries of origin, as well as transit and destination, which requires coherent and comprehensive responses.

Migration is also considered key to achieving the SDGs. The adoption of the SDGs and explicit references to migration in 76 of its 17 goals, mainstreamed migration into global development policy. Migration can reduce poverty (SDG 1), improve health and education outcomes (SDGs 3 and 4), gender equality outcomes (SDG 5), foster growth and innovation (SDGs 8 and 9) and reduce inequality (SDG 10).

Remittances can also contribute to reaching the SDGs in a variety of ways:

- **Household level** – By recognizing the positive socioeconomic impact of remittances on families and communities.
- **Community level** – Benefits associated at sub-national or municipal levels, including reduced rural poverty; lower income inequality; increased micro, small and medium enterprises activity; and strengthened resilience to adverse effects of climate change or disaster risks.
- **Government level** – Benefits for public sector institutions, including greater transparency, better communication with citizens, and increased private sector development and entrepreneurship as a result of access to capital and domestic credit.
- **Macro level** – At macro-economic level, remittances can foster much needed foreign currency exchange, stabilize balance of payments, reduce dependency on government aid, and re-allocate capital resources into more productive investments and other financial services – moving money from international to domestic, consumption to investment and from urban to rural.

Guided by the Addis Ababa Action Agenda, the 2030 Agenda, and informed by the Declaration of the High-level Dialogue on International Migration and Development adopted in October 2013, the Heads of State, Heads of Government and High Representatives adopted the Global Compact for Safe, Orderly and Regular Migration in 2018, which expresses a collective commitment to improving cooperation on international migration, leading to these focused objectives on remittances:

- Empowering migrants to catalyze their development contribution and harness the benefits of migration as a source of sustainable development.

- Promoting faster, safer and cheaper transfer of remittances by enabling competition, regulation and innovation in the remittance market.
- Developing initiatives to implement these objectives, which will also lead to developing a financial safety net and wealth stock for migrants and their families in their home countries as well as potentially facilitate dignified and sustainable return of the migrants.

UNCDF aims to improve the functioning of the remittance market to improve the financial health of migrant families while strengthening economic development efforts of the origin and host countries. In doing so, UNCDF engages with public and private sector stakeholders to strengthen the capacity of the regulators to monitor and analyze the remittance transaction data towards evidence-based policy making, enables a conducive policy and regulatory environment, and delivers financial and technical assistance to a wide range of financial institutions (e.g. banks, cooperatives, microfinance institutions, money transfer operators, and mobile networks operators) to improve the digital remittance ecosystem and design migrant-centric financial products and services (e.g. savings, credit, insurance, payment services, remittances, pension and investment).

Globally, an estimated 258 million people – roughly 3.4 percent of the total population – live and work outside their home countries. This number represents an increase of 50 percent since 2000. Remittances – the money sent back home to loved ones by migrant breadwinners living abroad – are a significant share of the total income flowing into many developing countries and a vital income stream for many households.

In 2019, the official global remittance flows reached a record USD 706 billion, exceeding global foreign direct investment. Low- and middle-income countries received USD 550 billion, yet the potential of remittances for positive impact on sustainable development has not been fully realized. For many remittance channels, the costs for sending money remain high, and migrants often opt to send money through informal channels that are more difficult for governments to track and regulate. Lack of reliable or complete data makes it difficult for governments to understand the impact of remittances and legislate accordingly.

The size and scale of global remittances creates the possibility for harnessing these flows for productive investment, thus contributing to the long-term development of countries around the world. Robust digital remittance ecosystems can unlock access for more migrants to better remittance products at lower costs. Ensuring that migrants and their families have access to affordable and inclusive remittance channels will help to accelerate the economic advancement of low- and middle- income countries.

As part of the work in the area of remittances, UNCDF engages in capacity building activities with stakeholders who are crucial to the creation of digital economies that include migrants. Financial institutions and other remittance service providers can apply human-centric design methods and behavioural science insights to structure their services to address the migrants' constraints and needs. Furthermore, as fintech firms are

demonstrating, remittances can be linked to other financial products and services that can help migrants pursue, at the level of their own households, many of the priorities in the SDGs. Policies and regulatory frameworks can help digital businesses to flourish while ensuring that they serve and safeguard the needs of their consumers.

2. SCOPE OF WORK

As new technologies have emerged in recent decades, a disconnect has grown between the remittance services on the market, the policies that govern them, and the needs and behaviours of migrant populations, which has resulted in limited adoption of digital remittance channels. The opportunity to transition migrants from cash to digital methods for sending money home that are safer, more affordable and more easily tracked, remains largely unrealized. To bridge this gap, UNCDF is committed to working with stakeholders to promote discussion and learning around building enabling ecosystems, designing migrant-centric products and making evidence-based decisions.

UNCDF is seeking an organization to deliver mixed online, offline, and offsite courses on digital remittances and financial services for migrants and their families.

2.1 Participants

- Two distinct groups of stakeholders in relevant organizations and sectors, such as (1) policymakers and regulators from central banks, financial regulatory authorities, telecommunications regulatory bodies and development partners; and (2) leaders from remittance providers, banks, mobile money providers, mobile network operators, financial intermediaries, and microfinance institutions.
- Maximum 100 people will be trained in total (approximately 40–50 people in each course cohort).

2.2 Area of Focus

| Areas of Focus | Problem Statement and Outcomes | Objectives for solutions to migrant workers' challenges |
|---|---|--|
| <p>1</p> <p>Policymakers and Regulators</p> | <p>Objective: Enabling Policy and Regulatory Ecosystem for digital remittances</p> <p>Remittance services should be supported by a sound, predictable, non-discriminatory and proportionate legal and regulatory framework in relevant jurisdictions. An effective policy and regulatory framework that balances innovation and risk will be critical to the transition to digital remittances. Review of policies and regulations that impact the formal flow of remittances to the country will include currency controls, licensing of commercial banks, telecom services, national payment systems, prevention of money laundering and consumer protection measures, among other topics.</p> <p>Moreover, cross-border remittances are a challenge to measure because the market is fragmented between many diverse provider types. Often central bank estimates do not capture all remittances, especially those through informal channels. Consequently, a deficit of information on the remittance market limits the implementation of policies and regulations aimed at reducing the cost of money transfers. Reliable data is needed to have a proper understanding of the market structure for remittances and the behaviour of all involved agents. This module will also examine best practices for collecting, analyzing and understanding data and how to incorporate and test insights through smart policy design and implementation.</p> | <p>Upon successful completion of the curriculum, policymakers and regulators would be able to:</p> <ul style="list-style-type: none"> • Evaluate the impact of the COVID-19 pandemic on the financial services ecosystem, with a focus on migrant remittances. • Analyze their local macro-economic, migration and digital infrastructure context to identify relevant policy challenges. • Propose policy and regulatory solutions to address these challenges to improve remittance flows and facilitate adoption and usage of digital remittances. • Decide which tools central banks and line ministries can leverage for efficient data sharing (within and between government and other players) to facilitate effective policy response. This could also include how to sort through and incorporate the best evidence sources in a time of rapidly changing and often conflicting information. |

2.2 Area of Focus (continued)

| Areas of Focus | Problem Statement and Outcomes | Objectives for solutions to migrant workers' challenges |
|--|--|--|
| <p>2</p> <p>Remittance Service Providers</p> | <p>Objective: Migrant-focused product development</p> <p>Financial products and services, such as payments, deposit savings, insurance, credit, pension – adapted to the needs of migrants – increase the capacity of migrant families to accumulate assets and invest in livelihood opportunities.</p> <p>This module will dive deeper into how can digital technologies leverage remittances' potential to strengthen the financial resilience of migrants and families by offering more than just a way to move money? How can behavioural interventions be applied to nudge migrants to move from cash to digital?</p> | <p>Leaders from financial services industry would be able to:</p> <ul style="list-style-type: none"> • Fully appreciate how can digital technologies leverage remittances' potential to be more than just a way to move money (increased disposal income, potential link to other financial services, macro-economic impact, etc.) • Demonstrate a strong understanding of migrant-centric financial products and services (e.g. how remittances link to existing financial services and their importance to migrants). • Decide how to diversify the existing revenue streams and articulate a clear value proposition to their customers on the commercial offerings. • Decide how financial institutions may best structure their organization to solve for migrants' financial needs and deliver products that will mitigate migrants' income volatility, uncertainty and insecurity, increase their capacity to accumulate assets and invest in livelihood opportunities. • Human centred design techniques to scale remittance linked financial products. |

Once completed and approved by UNCDF, the content and deliverables/learnings from the work will be considered a public good and placed in the public domain with the intent that these should be freely and widely used by other parties. UNCDF will thus be the owner of the intellectual property.

2.3 Preferred course structure

- One common module for all stakeholders and two specific modules, one for each of the two distinct groups of stakeholders described above.
- Online component – Faculty-led lectures/modules should be held online with asynchronous online discussions and groupwork.
- Offline component – After completing the online content, few participants will be selected to convene for an intensive in-person session of maximum two weeks during which participants, across the two groups – policymakers/regulators and private sector, to deepen their knowledge and engagement.
- Online coursework and delivery to be available in English and French. Translation services to be provided for the online and offline component as required.

2.4 Teaching method

- Mixed online, offline, and offsite courses.
- Lectures with supplementary teaching materials such as readings, online discussions, group work and tutors.
- Low tech options where possible to support slow internet speeds.

2.5 Languages

- Correspondence with UNCDF: English
- Content delivery: English and French.

2.6 Expected results

| Indicators | Disaggregation |
|---|------------------------------------|
| Number of participants/stakeholders trained | Total: Maximum of 100 Women: 30 |

Note: Certification for candidates completing the course will be an incentive

3. ELIGIBILITY FOR APPLICATION AND EVALUATION CRITERIA

3.1 Eligibility Criteria

Only applications that meet the eligibility requirements and minimum criteria for the submission will be scored.

- The applicant/ lead applicant must be a registered entity
- The applicant or lead applicant must be an educational organization (commercial for-profit firms, educational institutions, non-profit organizations, universities).
- Applicants may apply only once under this RFA, whether independently or in a consortium.
- Applicants may apply independently or in a consortium, provided that the consortium has a pre-established partnership prior to when this request for applications was issued.
- The lead applicant must be a registered entity with at least one year of operations, and must have statutory accounts and audited financial statements for at least one operating year.
- Applicants shall not have been the subject of bankruptcy, liquidation, judicial settlement, safeguarding, cessation of activity or any other similar situation resulting from a similar procedure.
- Applicants and any of their staff or member of their board of directors shall not be included in the the United Nations financial sanctions lists, particularly in the fight against the financing of terrorism and against attacks on international peace and security¹; and
- Applicants must not be involved in any of the following activities²
 - Manufacture, sale or distribution of controversial weapons or their components, including cluster bombs, anti-personnel mines, biological or chemical weapons or nuclear weapons
 - Manufacture, sale or distribution of armaments and/or weapons or their components, including military supplies and equipment
 - Replica weapons marketed to children
 - Manufacture, sale or distribution of tobacco or tobacco products
 - Involvement in the manufacture, sale and distribution of pornography
 - Manufacture, sale or distribution of substances subject to international bans or phase-outs, and wildlife or products regulated under the CITES
 - Gambling including casinos, betting etc. (excluding lotteries with charitable objectives)
 - Violation of human rights or complicity in human rights violations
 - Use or toleration of forced or compulsory labor

¹ See: <https://www.un.org/securitycouncil/sanctions/information>

² See UNDP Policy on Due Diligence and Partnerships with the Private Sector (2013): https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/BERA_Partnerships_UNDP%20private%20sector%20due%20diligence%20policy%202013_FINAL.pdf&action=default

- Use or toleration of child labor
- Applicants shall have fulfilled all the obligations relating to the payment of social security contributions or obligations relating to the payment of taxes in accordance with legal provisions in force in the country of incorporation

UNCDF will conduct due diligence on selected applicants. Applicants must have documents ready for confirmation that they meet the eligibility criteria including certificate of compliance with the tax authorities and any other documentary evidence that might be requested by UNCDF besides the application form.

3.2 Evaluation criteria

The Evaluation Committee will score the applications according to the below evaluation criteria.

The evaluation will follow the combined scoring method:

| |
|---|
| <p>Rating the Technical Proposal (TP):</p> <p>TP rating = (total score obtained by the offer / max. obtainable score for TP) × 100.</p> <p>Rating the Financial Proposal (FP):</p> <p>FP rating = (lowest priced offer / price of the offer being reviewed) × 100.</p> <p>Total combined score:</p> <p>Final rating = (TP rating) × (weight of TP, e.g. 70%) + (FP rating) × (weight of FP, e.g. 30%).</p> |
|---|

Technical proposal: 100 points.

| Criteria | Points obtainable |
|--|-------------------|
| Relevant experience in the industry of the lead applicant and partner consortium in delivering training and capacity building on monetary policy, digital payments and financial services, financial inclusion, gender, migration, policy design, and behavioral science. | 20 |
| Quality of current/proposed course materials, technology platform, infrastructure and technology currently in use, brand recognition and geographical footprint. A samples of course materials shall be provided in the submission form. | 15 |

| | |
|--|-----|
| Demonstrated capacity in holding trainings and workshops for high-level representatives within the public sector and private sector, with a specific focus on the central bank, regulators, development partners and financial institutions namely leaders and executive representatives within the financial and FinTech industry. | 10 |
| Methodology proposed including mix of online and offline learning solutions, supporting collaborative learning; engagement activities and establishing a sense of belonging to a community. A description of teaching support provided for participants such as tutors or engagement activities such as discussion forums and assessment tasks. Provide the space and setting to hold an in-person cohorts and training to create further engagement on applicants Timeliness of workplan. | 25 |
| Qualifications and experience of the proposed team/faculty that will remain committed to delivering on this agenda and that incorporates a good mix of profile from different backgrounds: macro-economics; international development, migration, behavioural sciences, international finance. | 30 |
| Total | 100 |

Financial proposal: 100 points.

To be computed as a ratio of the proposal's offer to the lowest price among the proposals received.

Total proposal: 100 point.

4. AGREEMENT PARAMETERS

Potential applicants shall give evidence that their solutions are aligned to the following parameters.

4.1 Applicants

Eligible candidates can apply alone or as lead applicant in a consortium of firms, as long as they comply with the eligibility requirements set forth in section 3.1 in case of a consortium of entities applying to the RfA, the lead applicant shall comply with the eligibility requirements. The lead applicant will be responsible of:

- i. submitting the application form on behalf of the consortium;
- ii. ensuring that each partner is fully aware of the composition of the partnership and of the contents of the Application Form;

- iii. signing the Performance-based Agreement with UNCDF;
- iv. fulfilling all obligations set out in the Performance-based Agreement;
- v. ensuring the allocation and the fulfilment of the funds amongst the partner in the consortium in compliance with the Performance-based Agreement;
- vi. ensuring the allocation and the fulfilment of the tasks amongst the partner in the consortium in compliance with the Performance-based Agreement

4.2 Project duration

The project is expected to have a 28-month duration. Activities are expected to be terminated no later than 30th December 2022.

4.3 Language

- Correspondence with UNCDF must be in English
- Content delivery shall be in English and French.

4.4 Budget

UNCDF will provide a grant to one unique selected applicant which is technically compliant in accordance to the Evaluation Criteria as set forth in section 3.2 UNCDF contributions may range up to 250,000 USD.

The grant will be allocated accordingly:

| Dates | Deliverables | Payment |
|-----------------------|---|---------|
| Month 1 | Upon signature of the Performance Based Agreement Validation Inception meeting by UNCDF Validated Workplan by UNCDF | 20% |
| Month 2 | Agreed methodology and curricula | 10% |
| Month 2 – Month 4 | Course co-designed, tested and made live | 20% |
| Month 5 – Month 28 | Online Cohort 1 conducted with at least 50 certified learners | 20% |
| | Online Cohort 2 conducted with at least 50 certified learners Digital platform access Final Assessment Report | 30% |

5. APPLICATION REQUIREMENTS AND PROCESS

5.1 Structure of the application

- The applicant must submit a complete application form according to Annex 1 (Submission Letter), Annex 2 (Submission form) and Annex 3 (Budget of the Action).
- In addition to the 'Submission Format' the applicant may supplement the submission with:
 1. Audited financial statements for the past three years if available
 2. Certificate of incorporation of the applicant;
 3. Link to modules, templates and training provided by the lead applicant and/or the other member of the consortium
 4. CVs of the team involved

All submissions must be completed in English.

Only applications that follow the Submission Format and include all the necessary documentation will be considered.

5.2 Application deadline

All applications must be submitted by 23:59 pm EST (the New York time zone) of 21st August 2020.

5.3 Submission of the application

Applications and any questions about this RFA should be submitted via email to uncdf.rfa@uncdf.org

The subject line of the email should be: RFA - Capacity Building Course on Future of Migrant Remittances.

The submission shall include the following documents duly completed:

- Annex 1
- Annex 2 and
- Annex 3 and the attachment required as outlined in section 5.1 .

5.4 Selection process

- Step 1: Eligibility screening – eligibility will be assessed by the Remittance Programme's review team members according to the eligibility requirements as set forth in section 3.1.
- Step 2: Evaluation of eligible applications by the Evaluation Committee – the

Remittance Programme’s Evaluation Committee will evaluate the applications based on the evaluation criteria set out in section 3.2.

- Step 3: Due diligence – due diligence on the applications and their applicants will be conducted by the Remittance Programme’s review team members on applications that receive the minimum qualifying score (70/100).
- Step 4: Notification of applications – all applicants will be notified of the status of their applications.
- Step 5: Pre-Grant negotiation and Performance-based Agreement – the selected applicants will finalise the scope of the grant and finalise budgets, indicators and targets, workplan and disbursements of the Grant that will be released on achievement of each milestone.
- Step 6: Approval of the selected applications by the Investment Committee – applications selected by the Remittance Programme’s Evaluation Committee will be reviewed, discussed and approved by the Investment Committee. Any further due diligence requirements, risk analysis or milestone recommendations from the Investment Committee will be followed in later steps.
- Step 7: Notification of applications - all applicants will be notified of the status of their applications after final approval from UNCDF Board / Investment Committee .

5.5 Timeline

| | |
|--------------|-----------------------------------|
| 20 July 2020 | Application window opens |
| 7 Aug 2020 | Deadline for questions in writing |
| 12 Aug 2020 | FAQ document published |
| 21 Aug 2020 | Deadline for submission |

5.6 Real-time assistance from UNCDF

For requests and queries, send an email to uncdf.rfa@uncdf.org.

A document answering frequently asked questions will be available at <https://uncdf.live/RFACapacityBuilding>



**Unlocking Public and Private
Finance for the Poor**

WWW.UNCDF.ORG

FIND US

