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Date: 15 December, 2017

Reference: RFP 2017/C/ 025

## **Request for proposals (RFP 2017/C/ 025)**

### **Provision of consultancy services to formulate an Evidence Gap Map and undertake a Systematic Review of Transformational Change**

#### **1. Background**

- 1.1 The Green Climate Fund (the Fund) was established with the purpose of making a significant and ambitious contribution to the global efforts towards attaining the goals set by the international community to combat climate change. In the context of sustainable development, the Fund will promote a paradigm shift towards low-emission and climate-resilient development pathways by providing support to developing countries to limit or reduce their greenhouse gas emissions and to adapt to the impacts of climate change. The Fund's headquarters are located in Songdo, Incheon City, Republic of Korea.
- 1.2 The GCF was designated as an operating entity of the financial mechanism of the United Nations Framework Convention on Climate Change ("UNFCCC"). It is governed and supervised by a Board that has responsibility for funding decisions pursuant to the Governing Instrument for the Green Climate Fund. It is supported by a Secretariat, accountable to the Board, having management capabilities to execute day-to-day operations of the GCF, providing administrative, legal and financial expertise. It is also supported by the Independent Evaluation Unit (IEU) which reports directly to the GCF Board and is charged with informing the decision making of the GCF Board and providing strategic guidance. The IEU/GCF is also charged with undertaking independent evaluations of the Fund's performance with the aim of providing an objective assessment of the Fund's results and the effectiveness and efficiency of its activities.
- 1.3 The \$8.3 billion Climate Investment Funds (CIF) is providing 72 developing and middle-income countries with urgently needed resources to manage the challenges of climate change and reduce their greenhouse gas emissions. Since 2008, the CIF has been leading efforts to empower transformations in the energy, climate resilience, transport and forestry sectors. CIF concessional financing offers flexibility to test new business models and approaches, build track records in unproven markets, and boost investor confidence to unlock additional finance from other sources, particularly the private sector and the multilateral development banks that implement CIF funding. Total CIF pledges of \$8.3 billion are expected to attract an additional \$58 billion of co-financing for a portfolio of over 300 projects and counting.

#### **2. Context: Evidence gap map and systematic review of transformational change**

- 2.1 There are many definitions of what 'transformational change' can represent. Different organizations have defined this term in different organizations (see, for example, the World Bank Independent Evaluation Group, the CIF, GCF and the Global Environment Facility (GEF)). Although different agencies bring different perspectives and use different lenses to examine transformational change, what is common to most definitions of transformational change is that scale and sustained change are important attributes. In this review, we take advantage of this commonality to propose that scientific and rigorous evidence of these two aspects of transformational change is systematically identified, compiled and analyzed so that it informs strategy, policy and implementation in the GCF and CIF. Our maintained assumptions are that

scale, sustained change and change in behavior over time are three necessary (but not sufficient) attributes to define ‘transformational change’.

- 2.2 Scale can be defined in many ways. We define it here as standardized effect size since it has the advantage of taking into consideration baseline conditions, units of measurement, and variance in variables. However, for the purposes of this assignment we are open to thinking about other definitions provided they meet our criteria of high quality, credible evidence. Central amongst these criteria is that we aim to understand causal and attributable change at scale.
- 2.3 Sustained change is the other attribute of transformational change to be reviewed. A necessary condition for transformational change, particularly in the context of climate change, is that ‘sizable change’ needs to be sustained over a long period of time (often decades) rather than fleeting or transcendental. This review will also thus analyze drivers and potential inhibitors of factors that cause large changes to be short lived or otherwise.
- 2.4 An important attribute of transformational change is also that it must change practices and behaviors in the system. We use behavioral change as a (partial) indicator of systems change while recognizing that several facets of systemic change, such as organizational practices, capacity, mandates as well as changes in institutions may neither be measurable nor detectable. In this review therefore, we focus on practices and behaviors as a partial indicator of systems change.
- 2.5 Other attributes have variously been identified as important defining features of transformational change. These argue for example that transformation programmes need to be ‘catalytic’ (i.e. increase the speed with which changes occur); have research and learning components that lead to large spillover effects; bring about deep and meaningful change, rather than superficial; changes in closely related sectors; and, that programmes lead to large changes in capacity (which in turn can be defined at different levels and in different ways.) While acknowledging that these are important features of transformational change, we aim to understand what can be said about two important and widely accepted attributes of transformational change – namely, scale of change and temporal sustainability of change.

### **3. Invitation**

- 3.1 This consultancy assignment is jointly supported by the Independent Evaluation Unit of the Green Climate Fund (IEU) and the Evaluation & Learning Initiative of the Climate Investment Fund (CIF). IEU and CIF are requesting applications from teams to map and systematically meta-analyze multi-sector evidence of the contributors to and determinants of transformational change. Teams are invited to undertake an initial inception study that will sharpen the scope and methods for an evidence review and a subsequent systematic review of evidence that maps and analyzes causal evidence of transformative change and undertakes a meta-analysis of causal, contributing and mitigating factors.
- 3.2 This evaluation is required to be undertaken between February 2018 and March 2019. The terms of reference included in Appendix 1 provide details of the assignment and expected deliverables.
- 3.3 Sealed proposals must be submitted to the IEU/GCF no later than 1<sup>st</sup> of February 2018, 1700 hrs Korean time.
- 3.4 The RFP includes the following appendices:

Appendix 1	Terms of Reference
Appendix 2	Proposal Submission Forms
Appendix 3	Evaluation Criteria
Appendix 4	Company Profile Form
Appendix 5	Acknowledgement Letter
Appendix 6	Timeline
Appendix 7	Model Contract

- 3.5 The terms set forth in this RFP, including all the appendices listed above, will form part of any contract, should the IEU/GCF accept your proposal. Any such contract will require compliance with all factual statements and representations made in the proposal, subject to any modifications agreed to by the IEU/GCF in the context of any negotiations entered into it.
- 3.6 The GCF may, at its discretion, cancel the requirement in part or in whole. It also reserves the right to accept or reject any proposal and to annul the selection process and reject all proposals at any time prior to selection, without thereby incurring any liability to proposers/firms.
- 3.7 Proposers may withdraw the proposal after submission provided that written notice of withdrawal is received by the GCF prior to the deadline prescribed for submission of proposals. No proposal may be modified after the deadline for submission of proposals. No proposal may be withdrawn in the interval between the deadline for submission of proposals and the expiration of the period of proposal validity.
- 3.8 All proposals shall remain valid and open for acceptance for a period of 90 calendar days after the date specified for receipt of proposals. A proposal valid for a shorter period may be rejected. In exceptional circumstances, the GCF may solicit the proposer's consent to an extension of the period of validity. The request and the responses thereto shall be made in writing.
- 3.9 Effective with the release of this solicitation, all communications must be directed only to Procurement Specialist by email at [procurement@gcfund.org](mailto:procurement@gcfund.org). Proposers must not communicate with any other personnel of the GCF regarding this RFP.
- 3.10 This RFP is issued under the GCF Administrative Procurement Guidelines. Information regarding the guidelines can be found at:  
[http://www.greenclimate.fund/documents/20182/574763/GCF\\_policy\\_-\\_Administrative\\_Guidelines\\_on\\_Procurement.pdf/b767d68e-f8b7-46d1-a18c-b6541f3dc010](http://www.greenclimate.fund/documents/20182/574763/GCF_policy_-_Administrative_Guidelines_on_Procurement.pdf/b767d68e-f8b7-46d1-a18c-b6541f3dc010)

#### **4 Request for Clarification of RFP Documents**

- 3.1 A prospective proposer requiring any clarification of the solicitation documents may notify the GCF in writing at the GCF mailing or to the email address [procurement@gcfund.org](mailto:procurement@gcfund.org) by the specified date and time mentioned in Appendix 6. The GCF will respond in writing to any request for clarification of the solicitation documents that it receives by the due date published on Appendix 6. Written copies of the GCF response (including an explanation of the query but without identifying the source of inquiry) will be sent to all prospective proposers that have received the solicitation documents. The response will also be posted on the GCF website.

#### **5 Amendments to RFP Documents**

- 5.1 At any time prior to the deadline for submission of proposals, the GCF may, for any reason, whether at its own initiative or in response to a clarification requested by a prospective proposer, modify the RFP documents by amendment. All prospective proposers that have received the RFP documents will be notified in writing of all amendments to the RFP documents. The amendments will also be published on the GCF website
- 5.2 In order to allow prospective proposers reasonable time in which to take the amendment into account in preparing their proposals, the GCF may, at its sole discretion, extend the deadline for the submission of proposal.

#### **6 Language of Proposals**

- 6.1 The proposals prepared by the proposer and all correspondence and documents relating to the proposal exchanged by the proposer and the GCF, shall be written in English. Supporting documents and printed literature furnished by the proposer may be in another language provided they are accompanied by an

appropriate translation of all relevant passages in English. In any such case, for interpretation of the proposal, the translation shall prevail. The sole responsibility for translation and its costs and the accuracy thereof shall be the responsibility of the proposer.

## 7. Submission of Proposals

7.1 Proposers shall submit their proposal in hard and/or soft copy. Technical and financial proposals must be submitted simultaneously in separate sealed envelopes with the RFP reference and the clear description of the proposal (technical or financial) by the date and time stipulated in Appendix 6. The two envelopes must be sealed in an outer envelope with the RFP reference and title.

7.2 Proposals must be sent ONLY to the address detailed below. Proposals sent to other addresses or to individuals will put proposer's proposals at risk of being rejected. Proposals sent via fax WILL NOT BE ACCEPTED.

6.1 7.3 Submission in hard copy may be done by post, courier or hand delivered. Both inner envelopes should indicate the name and address of the proposer. The first inner envelope should contain the proposer's technical proposal with copies duly marked "original" and "copy". The second inner envelope should include the financial proposal duly identified as such. If the envelopes are not sealed and marked as instructed, the GCF assumes no responsibility for the misplacement or premature opening of the proposals submitted.

6.2 7.4 Technical proposals shall be submitted in one (1) original envelope, clearly marked as technical proposal with two (2) additional copies and one (1) soft copy in the form of a CD or USB flash drive. Technical proposals (original, copies and soft copy) must be sealed in a specially marked envelope/package labelled:

**RFP No RFP 2017/C/ 025 – Provision of consultancy services to undertake an evidence gap map and a systematic review of transformational change. – TECHNICAL PROPOSAL-** (name and address of proposer)

6.3 7.5 Financial proposals should be submitted in one (1) original envelope on the forms prescribed herein. Financial proposals should be sealed separately in a specially marked envelope labelled:

**DO NOT OPEN– RFP No RFP 2017/C/ 025 – Provision of consultancy services to undertake an evidence gap map and a systematic review of transformational change. – FINANCIAL PROPOSAL** (name and address of proposer).

6.4 7.6 Proposers are strongly recommended to use recycled paper for all printed and photocopied documents related to the submission of this proposal and fulfilment of this contract and shall, whenever practicable, use both sides of the paper.

6.5 7.7 Hard copies must be delivered to:  
Green Climate Fund  
11 Floor, G-Tower, 175, Art Center-daero  
Yeonsu-gu, Incheon, 22004,  
Republic of Korea

Attention: Procurement Specialist

Proposals can also be sent via email to the following email address:  
[procurement@gcfund.org](mailto:procurement@gcfund.org)

7.8 Where proposals are sent via email and in soft copy, two separate files (technical and financial proposals) should be sent.  
The Technical files should be named as follows:

**RFP No RFP 2017/C/ 025 – Provision of consultancy services to undertake an evidence gap map and a systematic review of transformational change. – TECHNICAL**

**PROPOSAL** (name and address of proposer).

The financial file should be named as follows:

**DO NOT OPEN– RFP No RFP 2017/C/ 025 – Provision of consultancy services to undertake an evidence gap map and a systematic review of transformational change.**  
– **FINANCIAL PROPOSAL** (name and address of proposer).

The Financial Proposal **MUST** be password protected. The authorized procurement officer will contact the bidders that pass the qualifying technical score for the password to open the Financial proposal. Financial Proposals that are submitted without password protection shall be rejected for non-compliance.

- 7.9 All prospective proposers are kindly requested to return the completed Acknowledgement Letter of RFP receipt (Appendix 5) by the date indicated in Appendix 6, duly signed by an authorized representative, via email, advising whether it intends to submit a proposal by the designated closing date/time. Please also notify the Procurement Specialist immediately if any part of this RFP is missing and/or illegible. However please note that an Acknowledgement Letter is not a mandatory requirement for submitting a proposal in response to this RFP.

## **7. Late proposals**

- 7.1 Any proposals received by the GCF after the deadline for submission of proposals prescribed in Appendix 6 of this document may be rejected.

## **8. Opening of Technical Proposals**

- 8.1 Technical Proposals will be opened on the date indicated in Appendix 6 in a room designated for this purpose at the premises of the IEU/GCF of the GCF. The purpose of this public opening is to record the names of proposers having submitted proposals by the due date and time. Only technical proposals will be opened at the public opening. The financial proposals will not be opened. Proposers submitting proposals are welcome to send one (1) representative, with proper authorization from their company, to observe the opening and recording of proposals received.

## **9. Opening of Financial Proposals**

- 9.1 After the technical evaluation is completed, the GCF shall notify those Proposers whose Proposals did not meet the minimum qualifying technical score that their Financial Proposals will be returned unopened after completing the selection process and Contract signing. GCF shall simultaneously notify in writing those Proposers that have achieved the minimum qualifying technical score and inform them of the date, time and location for the opening of the Financial Proposals.
- 9.2 At the opening, the names of the Proposers, and their overall technical scores shall be read aloud. The Financial Proposals shall be then opened, and the total prices read aloud and recorded.

## **10 Corrupt, Fraudulent, Coercive, Collusive and other Prohibited Practices.**

- 10.1 The GCF requires that all GCF staff, proposers/bidders, suppliers, service providers and any other person or entity involved in GCF-related activities observe the highest standard of ethics during the procurement and execution of all contracts. The GCF may reject any proposal put forward by proposers, or where applicable, terminate their contract, if it is determined that they have engaged in corrupt, fraudulent, coercive, collusive or other prohibited practices.

## **11 Conflict of Interest**

- 11.1 In their proposal, proposers must (i) confirm that, based on their current best knowledge, there are no real or potential conflicts of interest involved in rendering Services for the GCF, and (ii) set out their policy on dealing with conflicts of interest should these arise.

## 12 Confidentiality

- 12.1 Information relating to the evaluation of proposals and recommendations concerning selection of Firms will not be disclosed to Firms that submitted proposals.

## Appendix 1: Terms of Reference for formulating an Evidence Gap Map and undertaking a Systematic Review of Transformational Change

### I. Aim

1. The Independent Evaluation Unit of the GCF and the Climate Investment Fund (CIF) are issuing a Request for Proposal to appropriate organisations to undertake an evidence Gap Map and a Systematic Review of Transformational Change.
2. This document lays out the terms of reference for formulating an Evidence Gap Map and undertaking a Systematic Review of Transformational Change. This includes a brief background (Section II), evaluation objectives and criteria (Section III), methods and timeline (Section IV) for the independent evaluation.

### II. Background

1. The objectives of the Evidence Gap Map and Systematic Review are specified as: *to map and systematically meta-analyze multi-sector evidence of the contributors to and determinants of transformational change*
2. Specifically, through this assignment, IEU and CIF are interested in focusing on the following questions:
  - (a). In four sectors including (i) agriculture (including food security, climate-smart agriculture, and resilience more broadly), (ii) energy/power (production and use, including energy efficiency, renewable energy, and transitions from GHG-emitting energy/power sources to clean energy/power), (iii) disaster risk reduction/disaster risk management, natural resource management, REDD+ and forestry initiatives and (iv) and public health what are we learning about what is transformational<sup>1</sup>? What are drivers and inhibitors of transformational change as defined by the two attributes that we recognize as necessary, scale and sustained change? What is rigorous causal evidence telling us about what causes these, what are contextual factors, and what are mediating factors? What does a statistical meta-analysis of these results show us?
  - (b). Do scale effects differ by sector, intervention, context or other variables? How much and why? What sorts of interventions are these where scale effects are witnessed? What are drivers of transformational change as measured by effect sizes of immediate and intermediate outcomes, distal outcomes and overall/ultimate impacts? 2. What is the (statistical) ‘range’ of transformation that we are witnessing in different sectors and sub-sectors, as measured by their effect sizes, and is there an emerging pattern? Can we define a specific threshold, or a variety of thresholds, in these four sectors that helps us understand ‘large’ change? What are these thresholds and what at the cut-offs in (standardized) effect sizes that can be identified to distinguish ‘large’ change? What are the characteristics and attributes of the causes of ‘large sized’ change?
  - (c). What does it mean to witness large change over a sustained period of time (e.g. 5-30 years)? What are the drivers of sustained change? What are the attributes of sustained change and what factors lead to sustained change in these four sectors? How does sustained change differ across sectors and within sectors?
  - (d). What are the determinants of behavior change in these sectors? Do they differ by sector? How? To what extent is behavioral change a key attribute in determining transformational change?
  - (e). Other than context and baselines, what are other factors that determine the strength of

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<sup>1</sup> The scope of this may be slightly modified in discussion with the selected team.

transformational change?

### **III. Methods**

What existing evidence explains the causes transformational change and if there are some (common) attributes of drivers and ‘causers’ of transformative change? One challenge in answering this question is the absence of a single definition and the absence of evidence showing attributable causal change. Somewhat helpfully, several agencies seem to have agreed that, although there are various ways to define transformative change (e.g. sustained change and institutional and systemic change), two common definitional attributes are ‘scale of change’ and sustainability of change. Using these definitional concepts and a map of maps produced jointly by Campbell, CEDIL and 3ie that maps 55 evidence gap maps, that in turn map systematic reviews and single impact evaluation studies, we propose a way forward.<sup>2</sup>

The aim is to do an analysis with the following steps:

1. Examine systematic reviews across different disciplines that have statistical meta analyses in them in low and middle-income countries within the identified sectors;
2. Discuss and specify effect sizes (standardized) above which change would be defined as ‘large’ by sector or by intervention;
3. Discuss and specify indicators that may help to define ‘sustained’ change across sectors and interventions;
4. Do a limited review of relevant qualitative literature related to ‘transformational change’ in the climate change sector or other identified/related sectors. The scope of this may be discussed between the selected team and IEU and CIF.
5. Specify other inclusion and exclusion criteria for including studies and evidence reviews into this review;
6. Possibly update these with single studies that have ‘large’ effect sizes in the unpublished literature;
7. Examine studies that have been included in these systematic reviews, and meta-analyse results for studies that lend themselves to a systematic review to then understand what the factors are that can be seen to drive ‘large change’ and ‘sustained change’ by intervention or sub-sector for studies to be included;
8. Do an analysis of the factors that affect the size and time dimension of large change, to inform ‘transformational change’ across sectors;
9. Provide an initial approach paper, discussing the scope, definitions, steps and methods used to inform this review;

### **IV. Eligibility**

- 1 The following attributes are required in qualified teams:
  - (a). Teams should have sufficient in-team expertise and linkages with multi-sector evidence especially in the areas of health, agriculture, energy and environment.
  - (b). Teams should at a minimum be extremely familiar with systematic reviews and meta-analyses methods.

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<sup>2</sup> See [http://www.3ieimpact.org/media/filer\\_public/2017/09/13/egm10-map-of-maps.pdf](http://www.3ieimpact.org/media/filer_public/2017/09/13/egm10-map-of-maps.pdf) and <http://gapmaps.3ieimpact.org/evidence-maps/map-maps>



(c). Teams should be familiar with evidence gap maps, and inclusion and exclusion criteria, meta-analyses methods, and counterfactual and as-if counterfactual methods.

(d). Teams should have qualified database search specialists and access to relevant databases.

(e). Teams should be able to commit that they will be able to produce a highly credible, well written study report in the budget and time period requested. The study will be co-authored with the task managers from GCF and CIF who will continue to provide it with conceptual guidance.

## **V. Application process**

The following are requested from interested teams:

(a). A statement of interest that highlights how each of the eligibility criteria have been met.

(b). Any supporting documents in support of the eligibility criteria including but not restricted to:

i) CVs of key team members highlighting their experience with evidence reviews, evidence gap maps and systematic reviews.

ii) A two-page approach paper stating criteria for determining what constitutes evidence for transformative change and a PICO.

iii) Three supporting publications.

iv) A statement committing that the team will be able to undertake the review in the time period stated.

v) Availability to travel to Songdo Korea and Washington, DC (one trip each) by key team members at a time of mutual convenience.

vi) Commitment to ensuring that fortnightly skype calls are undertaken to keep the IEU/CIF team in the loop on progress made.

vii) Financial proposal and breakdown of costs.

## **VI. Budget and Timeline**

1 The scope of this review may be modified in discussion with the selected.

2 This will be paid as follows: Only one organization will be contracted with. Two contracts will be issued to the selected team/organization. One contract will be with CIF and the other with IEU/GCF.

3 For the selection and procurement of team, GCF's rules for procurement will be adhered to.

(a) 25% on signing the agreement (by GCF and CIF)

(b) 25% on producing an approach paper and results from search and screening including in the approach paper (GCF)

(c) 20% on producing a draft paper (CIF)

(d) 30% on producing the final paper (CIF)

**The timeline for this study is as follows:**

- (a) February 15<sup>th</sup>, 2018: Contract signed with team lead (contract will only be signed with one organization)
- (b) March 15<sup>th</sup>, 2018: Approach paper is submitted to joint IEU/CIF leads that includes scope, sources and methods.
- (c) March 30<sup>th</sup>, 2018: Comments are submitted from IEU/CIF and the approach paper is revised as required.
- (d) March 30-May 15<sup>th</sup>, 2018: Database search
- (e) May 15-August 15, 2018: Studies to be included are finalized through title search, abstract search and full text screening. Approach paper is updated.
- (f) August 15-October 15, 2018: Studies are analysed
- (g) Presentation of draft results to IEU/GCF and CIF teams
- (h) October 15-December 15, 2018: Draft paper finalized and sent to IEU/CIF for comments.
- (i) December 15-January 30, 2019: Comments received
- (j) February 1-March 1, 2019: Paper finalized and submitted.

**VII. Advisory Committee**

An advisory committee will be formed to inform the process and substance of this review. This will be constituted by four experts in the field of evidence and systematic review in the four identified sectors as well as a methodological expert.

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**Appendix 2**  
**PROPOSAL SUBMISSION FORMS**

**TECH FORMS**

**Form TECH-1: Technical Proposal Submission Form**

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[Location, Date]

To: [Name and address of Client]

Dear Sirs:

We, the undersigned, offer to provide the consulting services for [Insert title of assignment] in accordance with your Request for Proposal dated [Insert Date] and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal, and a Financial Proposal.

We are submitting our Proposal in association with: [Insert a list with full name and address of each associated Consultant if submitting as an association. Please also insert name of proposed sub-contracting firm.]

We hereby declare that all the information and statements made in this Proposal are true and accept that any misinterpretation contained in it may lead to our disqualification.

If negotiations are held during the period of validity of the Proposal, i.e., before the date indicated in Paragraph Reference 2.6 of the RFP, we undertake to negotiate on the basis of the proposed staff, methodology and approach. Our Proposal is binding upon us and subject to the modifications resulting from Contract negotiations.

We undertake, if our Proposal is accepted, to initiate the consulting services related to the assignment.

We understand you are not bound to accept any Proposal you receive.

We remain,

Yours sincerely,

Authorized Signature [In full and initials]: \_\_\_\_\_

Name and Title of Signatory: \_\_\_\_

Name of Firm: .

Address: \_\_\_\_\_

**Form TECH-2: Applicant's Organization and Experience**

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**A - Applicant's Organization**

*[Provide here a brief (two pages) description of the relevance, background and organization of your firm/team and each proposed associate for this assignment.]*

### B - Applicant's Experience

*[Using the format below, provide information on each assignment for which your firm/organization, and each associate for this assignment, was legally contracted either individually as a corporate entity or as one of the major companies within an association, for carrying out services similar to the ones requested under this assignment. Use not more than 20 pages.]*

Assignment name:	Approx. value of the contract (in current US\$ or Euro):
Country: Location within country:	Duration of assignment (months):
Name of Client:	Total number of staff-months of the assignment:
Address:	Approx. value of the services provided by your firm under the contract (in current US\$ or Euro):
Start date (month/year): Completion date (month/year):	Number of professional staff-months provided by associated Consultants:
Name of associated Consultants, if any:	Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader):
Narrative description of Project:	
Description of actual services provided by your staff within the assignment:	

Firm/organization's Name: \_

**Form TECH-3: Comments and Suggestions on the Terms of Reference and on Counterpart Staff and Facilities to be Provided by the Applicant**

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**On the Terms of Reference**

*[Present and justify here any modifications or improvement to the Terms of Reference you are proposing to improve performance in carrying out the assignment (such as deleting some activity you consider unnecessary, or adding another, or proposing a different phasing of the activities). Such suggestions should be concise and to the point and incorporated in your Proposal.]*

## **Form TECH-4: Description of Approach, Methodology and Work Plan for Performing the Assignment**

*[Technical approach, methodology and work plan are key components of the Technical Proposal. You are suggested to present your Technical Proposal (Not more than 20 pages, inclusive of charts and diagrams) divided into the following three chapters:*

- a) Technical Approach and Methodology,*
- b) Work Plan, and*
- c) Organization and Staffing,*

*a) Technical Approach and Methodology. In this chapter you should explain your understanding of the objectives of the assignment, approach to the services, methodology for carrying out the activities and obtaining the expected output, and the degree of detail of such output. You should highlight the problems being addressed and their importance and explain the technical approach you would adopt to address them. You should also explain the methodologies you propose to adopt and highlight the compatibility of those methodologies with the proposed approach. Please also draw upon any previous work that may have been done in this space and provide references.*

*b) Work Plan. In this chapter you should propose the main activities of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Client), and delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing understanding of the TOR and ability to translate them into a feasible working plan. A list of the final documents, including reports, drawings, and tables to be delivered as final output, should be included here. The work plan should be consistent with the Work Schedule of Form TECH-8.*

*c) Organization and Staffing. In this chapter you should propose the structure and composition of your team. You should list the main disciplines of the assignment, the key expert responsible, and proposed technical and support staff.]*

**Form TECH-5: Team Composition and Task Assignments**

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Professional Staff				
Name of Staff	Firm	Area of Expertise	Position Assigned	Task Assigned

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**Form TECH-6: Curriculum Vitae (CV) for Proposed Professional Staff**

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1. **Proposed Position** [*only one candidate shall be nominated for each position*]: \_\_\_\_\_
  
2. **Name of Firm** [*Insert name of firm proposing the staff*]: \_\_\_\_\_  
\_\_\_\_\_
  
3. **Name of Staff** [*Insert full name*]: \_\_\_\_\_
  
4. **Date of Birth:** \_\_\_\_\_ **Nationality:** \_\_\_\_\_
  
5. **Education** [*Indicate college/university and other specialized education of staff member, giving names of institutions, degrees obtained, and dates of obtainment, mention any academic publications if you have*]: \_\_\_\_\_  
\_\_\_\_\_
  
6. **Membership of Professional Associations:** \_\_\_\_\_  
\_\_\_\_\_
  
7. **Other Training** [*Indicate significant training since degrees under 5 - Education were obtained*]: \_\_\_\_\_  
\_\_\_\_\_
  
8. **Countries of Work Experience:** [*List countries where staff has worked in the last ten years,*]: \_\_\_\_\_  
\_\_\_\_\_
  
9. **Languages** [*For each language indicate proficiency: good, fair, or poor in speaking, reading, and writing*]: \_\_\_\_\_  
\_\_\_\_\_
  
10. **Employment Record** [*Starting with present position, list in reverse order every employment held by staff member since graduation, giving for each employment (see format here below): dates of employment, name of employing organization, positions held.*]:

From [Year]: \_\_\_\_\_ To [Year]: \_\_\_\_\_

Employer(Firms/Orgs): \_\_\_\_\_

Positions held: \_\_\_\_\_

11. Detailed Tasks Assigned	12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned
<p style="text-align: center;"><i>[List all tasks to be performed under this assignment]</i></p>	<p><i>[Among the assignments in which the staff has been involved, indicate the following information for those assignments that best illustrate staff capability to handle the tasks listed under point 11.]</i></p> <p>Name of assignment or project: _____</p> <p>Year: _____</p> <p>Location: _____</p> <p>Client: _____</p> <p>Main project features: _____</p> <p>Positions held: _____</p> <p>Activities performed: _____</p>

**13. Certification:**

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience. I understand that any willful misstatement described herein may lead to my disqualification or dismissal, if engaged.

\_\_\_\_\_  
*[Signature of staff member or authorized representative of the staff]* Date: \_\_\_\_\_  
*Day/Month/Year*

Full name of authorized representative: \_\_\_\_\_



**Form TECH-7: Staffing Schedule<sup>1</sup>**

	Name of Staff	Staff input (in the form of a bar chart) <sup>2</sup>													Total staff-month input			
		1	2	3	4	5	6	7	8	9	10	11	12	n	Home	Field <sup>3</sup>	Total	
<b>Foreign</b>																		
1		[Home] [Field]																
2																		
3																		
n																		
													<b>Subtotal</b>					
<b>Local</b>																		
1		[Home] [Field]																
2																		
n																		
													<b>Subtotal</b>					
													<b>Total</b>					

1 For Professional Staff the input should be indicated individually; for Support Staff it should be indicated by category (e.g.: draftsmen, clerical staff, etc.).

2 Months are counted from the start of the assignment. For each staff indicate separately staff input for home and field work.

3 Field work means work carried out at a place other than the Consultant's home office.

 Full time input  
 Part time input

**Form TECH-8 Work Schedule**

N°	Activity <sup>1</sup>	Weeks <sup>2</sup>												
		1	2	3	4	5	6	7	8	9	10	11	12	n
1														
2														
3														
4														
n														

- 1 Indicate all main activities of the assignment, including delivery of reports (e.g.: inception, interim, and final reports), and other benchmarks such as Client approvals. For phased assignments indicate activities, delivery of reports, and benchmarks separately for each phase.
- 2 Duration of activities shall be indicated in the form of a bar chart.

## **Financial Proposal**

The Proposer is required to prepare and submit the Financial Proposal in an envelope separately sealed from the Technical Proposal and included inside the outer envelope to contain both separately sealed proposals.

The Financial Proposal must provide a detailed cost breakdown and a payment schedule preferably linked to the schedule of deliverables presented in Appendix I. Provide separate figures for each functional grouping or category, including fees and cost-reimbursable expenses. The Financial Section shall provide details of unit/daily fee rate per proposed team member and total consultancy fees based on the time proposed for performance of the services. Any estimates for cost-reimbursable expenses, should be listed separately and capped.

The Financial Proposal must also have the total consultancy fee summarized in addition to the break down covering the lump sum amount for purposes of determining the financial score and contract price. Financial Proposal Standard Forms (FIN Forms) shall be used for the presentation of the Financial Proposal.

**FIN Forms**  
**Form FIN-1: Financial Proposal Submission Form**

---

[Location, Date]

To: [Name and address of Client]

Dear Sirs:

We, the undersigned, offer to provide the consulting services for [Insert title of assignment] in accordance with your Request for Proposal dated [Insert Date] and our Technical Proposal. Our attached Financial Proposal is for the sum of [Insert amount(s) in words and figures<sup>1</sup>]. This amount is exclusive of the local taxes.

Our Financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal, i.e. before the date indicated in Paragraph 2.6 of this RFP.

Commissions and gratuities paid or to be paid by us to agents relating to this Proposal and Contract execution, if we are awarded the Contract, are listed below<sup>2</sup>:

Name and Address of Agents	Amount and Currency	Purpose of Commission or Gratuity
_____	_____	_____
_____	_____	_____
_____	_____	_____

We understand you are not bound to accept any Proposal you receive.

We remain,

Yours sincerely,

Authorized Signature[In full and initials]: \_\_\_\_\_

Name and Title of Signatory: \_\_\_\_\_

Name of Firm: \_\_\_\_\_

Address: \_\_\_\_\_

- 
- 1 Amounts must coincide with the ones indicated under Total Cost of Financial proposal in Form FIN-2.  
2 If applicable, replace this paragraph with: "No commissions or gratuities have been or are to paid by us to agents relating to this Proposal and Contract execution."

**Form FIN-2: Summary of Costs**

---

<i>Item</i>	<i>Costs</i>
	<i>Indicate with Currency</i>
Total Costs of Financial Proposal <sup>1</sup>	

Break down of Fees and expenses

Description	Unit of measure (e.g. days, month, etc)	Total Period of Engagement	Unit cost / rate	Total Cost for the Period
<b>I. Remuneration Costs</b>				
Staff 1				
Staff 2				
.....				
<b>II. Travel Costs</b>				
<b>III. Other Related Costs (Please specify)</b>				

<sup>1</sup> Indicate the total costs, net of local taxes, to be paid by the Client in each currency.

**Form FIN-3: Breakdown of Remuneration<sup>1</sup> (Lump-Sum)**

---

(Information to be provided in this Form shall only be used to establish payments to the Consultant for possible additional services requested by the Client)

Name	Position <sup>3</sup>	Staff-daily Rate
<b>Foreign Staff</b>		
		[Home]
		[Field]
		-----
<b>Local Staff</b>		
		-----
		-----
		-----

- 1 Form FIN-3 shall be filled in for the same Professional and Support Staff listed in Form TECH-7.
- 2 Professional Staff should be indicated individually; Support Staff should be indicated per category (e.g.: draftsmen, clerical staff).
- 3 Positions of the Professional Staff shall coincide with the ones indicated in Form TECH-5.
- 4 Indicate separately staff-month rate and currency for home and field work.



### **Appendix 3**

#### **Evaluation Criteria**

#### **A. Evaluation and Comparison of Proposals**

1. The proposals will be evaluated in a three-stage procedure, with evaluation of the technical proposal being completed prior to any financial proposal being opened and evaluated. The financial proposal will be considered only if the submissions fulfil the minimum technical requirements.

#### **B. Acceptance of Submissions**

2. All proposers are expected to adhere to the requirements for submitting a proposal. Any proposals that fail to comply will be disqualified from further consideration as part of this evaluation. In particular:
  - Full compliance with the formal requirements for submitting a proposal;
  - Submission of all requested documentation
  - Acceptance of the GCF Model contract – Where the proposer notes issues, these must be raised as part of the technical proposal for consideration during evaluation
3. Interested firms / organizations should submit their proposals to include the following documentation, specifying the fields of key competencies that match their skills:
  - A Technical proposal highlighting the following:
    - A brief description, including ownership details, date and place of incorporation of the firm, objectives of the firm, partnerships, qualifications, certificates, etc.
    - statement of interest highlighting areas of previous similar delivered high-quality evaluations;
    - An overall statement demonstrating how the team meets the required qualifications as laid out in the eligibility section IV, Annex I , with references to any publications as needed to demonstrate the fulfilment of eligibility criteria;
    - The team composition and task assignments as prescribed in Form TECH 5
    - Personal CVs of all team members that highlight, among other things, eligibility criteria and desirable qualifications with an emphasis on previous similar evaluations and their dates and scope as prescribed in Form TECH 6.
    - The staffing schedule (Form TECH 7) and Work Schedule (FORM Tech 8)
    - Evidence of sector expertise and evaluation expertise;
    - Contact details (email and telephone number) for at least three professional references;
    - Details to demonstrate vast experience in working with relevant multilateral development funds and familiarity with their operations;
    - Demonstration of the firm's deep understanding of the GCF, mandate and business model;
    - Track record on institutional audits, designing functional systems and organizational structure of international entities.
  - Financial proposal supported by a breakdown of costs (please see FIN FORMS 1, 2 and 3)
8. The GCF may also request a phone conversation as well as request additional supporting materials as part of the technical evaluation.

**C. Evaluation of Technical Proposal**

4. A reviewing committee shall be established to evaluate each technical proposal. The technical proposal is evaluated individually on the basis of its responsiveness to the technical requirements and will be assessed and scored according to the evaluation criteria below and as per score scores in the table.

**EVALUATION CRITERIA**

	<b>Criteria</b>	<b>Sub-score</b>	<b>Score</b>
<b>1</b>	<b>Technical</b>		<b>40</b>
	Expertise of firm / organization in undertaking evidence reviews and systematic reviews	20	
	Minimum of 5 years experience with systematic reviews and evidence maps by the team leader	20	
<b>2</b>	<b>Methodology and Workplan</b>		<b>30</b>
	The task is well understood, properly addressed and corresponds to the TOR	10	
	The proposed technical proposal, methodology and work plan are well defined, relevant and corresponding to the assignment under this TOR.	10	
	Clear, efficient and realistic work plan corresponding to the needs/specifics stipulated in the ToR	10	
<b>3</b>	<b>Personnel</b>		<b>30</b>
	<b>Team Leader</b>		
	Extensive systematic review experience of at least 10 years of the team leader and familiarity with statistical meta-analysis	15	
	<b>Project Team Members</b>		
	Diverse experience in the team in methodological skills, meta analysis skills and familiarity with the sectors targeted in this review.	15	
	<b>TOTAL</b>		<b>100</b>

Technical proposals that score at least 75 points out of 100 will be considered as qualified for the review of the financial proposal. Any proposal less than that will be disqualified from proceeding to the next step and its financial proposal shall be returned unopened following the award of the contract.

**D. Evaluation of Financial Proposal**

The financial proposal of all proposers which have attained the minimum score in the technical evaluation will be evaluated subsequently.

The firm with the lowest evaluated total price among the firms that achieved the minimum technical score will be invited for contract negotiations.

**E. Award**

**F. Evaluation of Financial Proposal**

The financial proposal of all proposers which have attained the minimum score in the technical evaluation will be evaluated subsequently. The lowest evaluated Financial Proposal (Fm) is given the maximum financial score (Sf) of 100. The formula for determining the financial scores (Sf) of all other Proposals is calculated as following:

$Sf = 100 \times Fm / F$ , in which “Sf” is the financial score, “Fm” is the lowest price, and “F” is the price of the proposal under consideration.

**G. Consolidated evaluation**

The weights given to the Technical (T) and Financial (P) Proposals are:

T = 0.70, and

P = 0.30

Proposals will be ranked according to their combined technical (St) and financial (Sf) scores using the weights (T = the weight given to the Technical Proposal; P = the weight given to the Financial Proposal; T + P = 1) as following:

$S = St \times T\% + Sf \times P\%$ .

The firm achieving the highest combined technical and financial score will be invited for contract negotiations.

**H. Award**

The Award will be made to the responsive proposer who achieves the highest combined technical and financial score, following negotiation of an acceptable contract. GCF reserves the right to conduct negotiations with the Proposer regarding the contents of their offer. The award will be in effect only after acceptance by the selected proposer of the terms and conditions and the technical requirements.

## Appendix 4

### Applicant Organization / Firm Profile Form

Please respond to all questions.

#### Company details - vendor's name

<b>Name:</b>
--------------

#### General Information

Primary contact for sales/client services	
Address	
Business Registration No.	
	Postal Code:                      Country:
Telephone:	Fax:
E-mail:	Web site:
Parent company, if any	
Subsidiaries, Associates, and/or Overseas Rep(s), if any	
Year established	
Type of organization	Public enterprise                      ( ) Private company                      ( ) Organization sponsored (assisted by Government)                      ( ) Other (please specify): .....                      ( )
Type of Business	Manufacturer                      ( ) Retailer                      ( ) Authorized Agent                      ( ) Consulting Company                      ( ) Other (please specify): .....                      ( )
Summary of main business activities	
No. of employees (by location)	
Staff turnover rate	
In-house working language (s)	
Bank Name: Bank Address: Account Holder: Account Number: IBAN: SWIFT:	

#### Prior experience with international organizations

<i>List contracts with international organizations in the last three years BRIEFLY list recent contracts that used relevant tools, technologies, and techniques: Attach additional sheets if necessary.</i>
1
2
3

**Environmental Policy**

Does your company have a written statement of its environmental policy?	
YE ( ) Please attach copy	NO ( )

**Contract disputes**

List any disputes your company has been involved in over the last three years

**References**

<i>List suitable reference projects and contacts.</i>
<i>What options would there be for a site visit to a reference project and/or the vendor's site?</i>
1
2
3

**Partners**

<i>If this is a part bid, list relevant recent experience of working with partners.</i>
<i>Are there already formal or informal preferred partnership agreements in place?</i>
1
2
3

**Conflict of interest**

<i>Are there any likely circumstances or contracts in place that may introduce a conflict of interest with the parties to this contract? If so, explain how this will be mitigated</i>
1
2

**Certification**

I, the undersigned, confirm that the information provided in this appendix is correct. In the event of changes, details will be provided.

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Appendix 5**  
**Acknowledgment Letter**

Dear Sir/Madam,

We, the undersigned, acknowledge receipt of your Request for Proposal (RFP) No. 2017/C/025 dated 15<sup>th</sup> December 2017, and hereby confirm that we:

INTEND                       DO NOT INTEND

to submit a proposal to the IEU/GCF Green Climate Fund (GCF) by the deadline date of 1st of February, 2018, and that we:

INTEND                       DO NOT INTEND

to send one (1) authorized representative to observe the public opening procedure on 2 February 2018 17:30 Hrs Korean Time.

We acknowledge that this RFP is confidential and proprietary to the IEU/GCF, and contains privileged information. Upon request, we will return this RFP or any part thereof, and all copies thereof, to the IEU/GCF.

Name of Authorized Representative: \_\_\_\_\_

Signature: \_\_\_\_\_  
Title: \_\_\_\_\_ Name \_\_\_\_\_ and  
Address of proposer: \_\_\_\_\_  
\_\_\_\_\_  
Telephone: \_\_\_\_\_  
Facsimile: \_\_\_\_\_

If you do not intend to submit a proposal to the IEU/GCF, please indicate the reason:

- We do not have the capacity to submit a proposal at this time.
- We cannot meet the requirements for this RFP.
- We do not think we can make a competitive offer at this time.
- Other (please specify): \_\_\_\_\_

Kindly return this acknowledgement letter immediately via e-mail to [procurement@gcfund.org](mailto:procurement@gcfund.org)

## Appendix 6 Timeline

The Green Climate Fund will follow the timeline below for this RFP. Any changes to this timeline will be posted on the GCF website. Please note that the target dates and may be adjusted.

	<b>Event</b>	<b>Responsible Party</b>	<b>Date (and time, KST*)</b>
1	Issuance of RFP	GCF	15 <sup>th</sup> December 2017
2	Last day to send completed Acknowledgement Letter of RFP Receipt (this is not compulsory but desirable)	Tenderer	12 January, 2018
3	Last date for requests for clarification of the RFP	Tenderer	15 January, 2018
4	Last date to reply to questions received/ Last date for amendment	GCF	19 January, 2018
5	Date by which proposal must be received in Korea by GCF	Tenderer	1 February, 2018; 17:00 Hrs Korean Time
6	Date of opening of Technical Proposals	GCF	2 February 2018
7	Notice of successful proposer	GCF	12 February 2018
8	Contract signing	GCF/Tenderer	15 February 2018
9	Work start	Tenderer	As specified in the contract.

\* KST: Korean Standard Time (Seoul Time)

## **Appendix 7**

### **GCF Model Contract**

Bidders must provide in the technical proposal a statement that the Bidder has carefully reviewed the Model Contract and its Annexes and agrees with all its terms and conditions. The bidder should also provide missing details in the contract, such as the name and the contact details of a person to whom the notices should be sent and the name and position of a person who will sign a contract with the Commission on behalf of the bidder. Where the bidder has specific issues of concern, those must be raised and indicated in the Technical proposal clearly for consideration during evaluation.



Template – September 2016/V.01

Contract No. \_\_\_\_\_

**Consulting Service Contract  
for**

**[nature of services]**

by and between

**Green Climate Fund, 12<sup>th</sup> floor, G-Tower, 175 Art Center-daero, Yeonsu-gu, Incheon,  
22004 Republic of Korea**

and

**[CONTRACTOR, address]**

referred to hereafter individually as a **Party** and collectively as the **Parties**

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