



TERMS OF REFERENCE

**CONSULTANCY SERVICES FOR THE FACILITATION OF THE STRATEGY
FORMULATION PROCESS FOR THE FSDT STRATEGY 2026 - 2030**

DECEMBER 2024

About FSDT

The Financial Sector Deepening Tanzania (FSDT) is a donor-funded financial sector market facilitator that aims to achieve poverty reduction through a transformative financial sector that offers inclusive and sustainable financial solutions to improve the livelihood, wellbeing, and empowerment of underserved Tanzanians. FSDT's work is guided by the Market Systems Development (MSD) approach, which aims to develop market systems that benefit the poor, offering them capacities and opportunities to improve their lives.

Currently, FSDT's main target markets are women and youth, who have been identified as the most financially excluded market segments in the country. FSDT is dedicated to supporting the financial sector in delivering inclusive, quality financial solutions that meet the financial needs of women and youth.

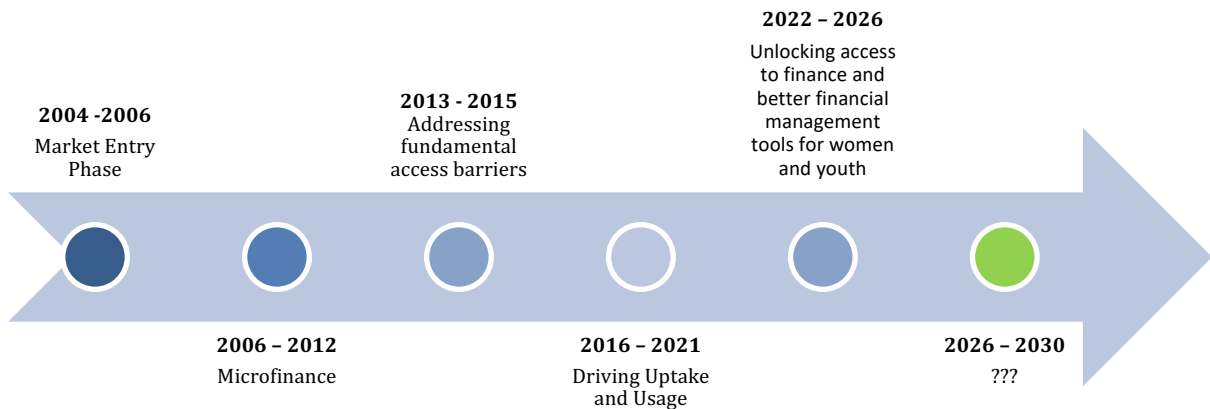
Through its catalytic function FSDT, hopes to achieve the following changes in the market:

- Improved policies, legal and regulatory frameworks that promote gender equality, as well as economic and financial opportunities for women and youth.
- Improved availability of relevant financial sector infrastructures that will equip the financial sector players and other stakeholders with the ability to meet the needs and aspirations of women and youth.
- Financial service providers developing and scaling innovative and responsive financial solutions/tools for women and youth to promote equality, empowerment, and wellbeing.
- Improved confidence and capability of women and youth to demand and use financial solutions.

Background

FSDT was registered in 2004 with the objective of supporting the development of the financial sector in Tanzania. It aimed to contribute to poverty eradication measures in the country. To date, FSDT has undergone five strategic phases that have provided valuable contributions to the financial sector in Tanzania.

FSDT's Strategic Evolution



Following the market entry phase (2004-2006), FSDT focused on microfinance (2006-2012). From 2013-2015, projects and initiatives were introduced that focused on overcoming fundamental access barriers to financial service provision. The phase afterwards shifted the attention towards driving uptake and usage of financial services (2016-2021). This shift was in alignment with the direction of the National Financial Inclusion Framework (NFIF) II. Currently, FSDT is implementing its fifth strategy focusing on women and youth (16 to 35 years old) with the aim of unlocking access to finance and better financial management tools for them. Ultimately, FSDT anticipates that its target markets will improve their livelihood (health, education, water, and decent housing) and economic empowerment (growth in economic activities and agency) as a result of increased income brought about by increased productivity, resilience to shocks, wealth creation, and better financial management (lumpy incomes, expenditure, and investments in agriculture). FSDT is cognisant of the fact that access to finance will not, by itself, lead to increased income levels for women and youth. As a result, FSDT aims to partner with other development partners and relevant stakeholders to resolve other systemic constraints.

Purpose and objectives of the assignment

As FSDT is nearing the end of its current strategy (2022-2026), we are seeking a consultant to facilitate the development of the new FSDT strategy for the period of July 2026 to June 2030. This consultant is not expected to write the actual strategy paper, but rather provide a strategy formulation framework, facilitate and document the process, provide specific research inputs towards the delivery of the actual strategy document and serve as a reviewer of the final strategy developed.

Scope of Work

Broadly, the consultant is requested to perform the following tasks:

A. Stakeholder Mapping and Landscape Analysis

This will include but is not limited to:

- Donor mapping, including a review of their strategies and priorities (including previous and current donors, other philanthropic organizations, as well as traditional and nontraditional or emerging donors and in particular those with a focus on climate action).
- Review of stakeholder strategies, CSR and ESG plans (in reference to the private sector/financial sector as well as their respective foundations).
- Review of key country and regional documents (i.e. TDV 2050, LTDP, FYDP, FSDMP, NFIF, AU Agenda 2063, EAC Strategy, Tanzania NDCs and other climate action commitments etc.).
- Review of MSD programs (across the continent, both in the financial sector and in the real sector) to distil best practices and approaches that can maximize program impact.
- Reflection on previous FSDT evaluations, to filter key lessons in terms of what worked and what did not work and establish FSDT fore-runners list for scaling and systemic impact.

B. Strategy Formulation Process

- Applying the MSD approach to facilitate the strategy development process
- Facilitate interactive scenario building and strategy formulation sessions, leveraging on evidence and bringing an action driven, human-centered, systems thinking approach to life.

C. Document Deliberations

- Summarize and document all deliberations and initial landscaping done including documents reviewed.
- From the review of various ways that the MSD approach has been used, propose delivery mechanism options, with a focus on lessons from real sectors.
- All deliberations documented will feed into the strategy write-up which will be done by the FSDT team.

Deliverables:

- (i) Inception Report – detailing the approach, workplan and tools to be leveraged
- (ii) Landscaping Study and Stakeholder Mapping Report which should recommend strategic priority/key focus areas, general strategic direction, key themes, risks, recommendations for potential funding and sustainability models.

- (iii) Detailed Technical Assistance and Facilitation
- (iv) Documentation of outcomes of the Facilitation

Timeline

The consultancy is anticipated to be carried out from January to June 2025. Overall, the level of effort should be at most 90 days spread across the entire period.

Evaluation and Selection

Any firm or consortium interested in participating in this bid should submit a separate technical and financial proposal to FSDT. The following format should be observed:

Maximum 5-page technical proposal including the following:

- o Comments on the TOR
- o Proposed implementation approach
- o Team/Consultant Profile
- o Relevant previous work (include three references with email and phone number)
- o Annex with CV of key personnel (excluded from the 5-page count)
- Overall, the preferred bidder will be selected based on presenting the most economically advantageous tender. This means that bidders will be evaluated on technical and financial criteria. In this case, the ratio between technical and financial scores will be 80/20.
- The technical component of each proposal will be scored first using a grid that assesses several key attributes. This is set out below.

Technical Proposal Scoring Grid

The table below describes the criteria and weights 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.

Evaluation Criteria	Marks
Required experience (Individual/Consulting firm)	
The consulting firm/consortium must demonstrate experience in MSD, design thinking, scenario building and interactive workshop facilitation - <i>Provide at least 3 reference letters on previous assignments of related work in the last 3-5 years.</i>	20
Experience in similar assignment in Tanzania or East Africa. - <i>is an advantage</i>	5
Sub Total – Experience	25
Team Composition	
Team Leader or Lead consultant	
The Team Leader must meet the following qualification to be considered eligible to undertake the tasks laid out under the Scope of Services.	
<i>A Masters’ Degree in Banking, Economics, Development Finance, Accounting, Commerce, or Social Science or related field.</i>	5
<i>A minimum of 7 years in MSD and/or workshop planning/human centered design in Tanzania, East Africa, or any other similar markets.</i>	15
<i>Demonstrated experience working with a multitude of stakeholders from various disciplines, background and cultures including Government, civil societies and communities, private sector, development partners and donors.</i>	10
<i>Demonstrated analytical, reporting and communication skills.</i>	2.5
<i>Must be fluent in verbal and written English. Ability to understand and/or speak Kiswahili is an advantage.</i>	2.5
Other Key Experts consultant(s)	
Key Experts must meet the following qualification to be considered eligible to undertake the tasks laid out under the Scope of Services.	
<i>A bachelor’s degree in Banking, Development Finance, Accounting, Commerce, Economics or Social Science</i>	5
<i>A minimum of 5 years in working experience in banking, finance, and microfinance with 10 years in developing and implementing Technical Assistance Programs and/or Capacity Building Programs for financial service providers in Tanzania, East Africa or any other similar markets.</i>	10
<i>Demonstrated analytical, strong coordination and communication skills.</i>	2.5
<i>Must be fluent in both verbal and written English. Ability to understand and or speak Kiswahili is an advantage.</i>	2.5
Subtotal - Team Composition	55
Adequacy of Methodology and Comments	
<i>Technical approach and methodology (demonstration of clear understanding of TORs, detailed methodology)</i>	15
<i>Adequacy of the comments on the TOR</i>	5
Sub-Total – Methodology	20
Total	100

- For the technical proposal to be considered further, a minimum total technical score of 70 out of 100 is required. Only financial proposals from bidders scoring at least that level will be evaluated.
- The total financial cost in US\$ will be weighted according to the formula:
 - $(\text{Lowest total financial cost} / \text{Bidder's total financial cost}) \times 0.2$
 - Total technical marks weighted by a factor of 0.8.
- The weighted technical and financial scores for each proposal that passes the minimum technical threshold will then be added to produce a total score. The preferred bidder will be the one producing the highest total combined score.
- The winning bidder will be notified of their selection, and other bidders will be informed of the outcome.

Financial Proposal

- This will be a reimbursable fee contract up to a maximum financial limit. Financial proposals should be quoted in US dollars. FSDT requires a detailed and transparent budget breakdown in which all line items are clearly specified.
- Financial proposals should be in US dollars and must be submitted electronically **separately** from the technical proposal.
- Provide a daily rate for work within Dar es Salaam for the main consultant and potential co-facilitators.
- It is assumed that in case of any transport expenses or remote facilitation FSDT will directly facilitate the same. If the consultant is based outside Tanzania FSDT will not cover travel costs in and out of Tanzania.

Financial proposals should be in this format:

<i>Detail/Item</i>	Rate (US\$)	Total (US\$)

This consultancy will be subject to local taxes. It is the sole responsibility of the Consultant to meet all the tax liabilities arising out of this assignment. Financial proposals will be evaluated on a basis net of any local taxes.

Kindly note that the budget for this assignment (including any taxation) is capped at 65,000 USD.

Submission of Bids

The deadline for submission of the proposal documents is 5pm, Wednesday 8th, January 2025.

Any queries relating to these ToRs should be submitted in writing to FSDT under the following address; all questions and answers will be shared with all short-listed bidders. The deadline for any queries is two days before the tender submission deadline.

Procurement Manager,
The Financial Sector Deepening Trust,
2nd Floor De Ocean Plaza,
Plot 400 Toure Drive,
P.O. Box 1559 Oyster Bay, Dar es Salaam, Tanzania
+255 222 602 873/5/6
procurement@fsdt.or.tz

Other Matters

Confidentiality

All information contained in the terms of reference and attachments is provided on a strictly confidential basis solely for the use of Tenderers in connection with a competition for the supply of services for the above contract. It is a condition of this competition that Tenderers (and any sub-contractors) shall:

- take all reasonable measures to protect this confidentiality and avoid the unauthorized use, disclosure, publication, or dissemination of confidential information.
- not use this information other than for preparation of a tender, and shall disclose it only to officers, directors, or employees on a specific need to know basis; and
- Not disclose, publish, or otherwise reveal any of the information contained herein except with the specific prior written authorization of FSDT.

Conflict of Interest

Tenderers (and any sub-contractors) must disclose in their tender details of any circumstances, including personal, financial and business activities that will, or might, give rise to a conflict of interest if they were awarded this contract. Where Tenderers identify any potential conflicts, they should state how they intend to avoid such disputes. FSDT reserves the right to reject any tender which, in its opinion, gives rise to, or could potentially give rise to, a conflict of interest.

Taxation

The winning bidder will be responsible for paying withholding tax and all other tax liabilities as per Tanzanian Tax laws. Any such tax amounts shall be the responsibility of the consultant.