

Terms of reference

External Assessment of the project “Making the SDGs a roadmap for impact!” (SDG Lab - LabODD)



Faire des ODD une feuille de route pour l'impact !

Mesurer la contribution des institutions de microfinance, des entreprises sociales et des investisseurs à impact aux ODD.

Juillet 2020 - Juin 2023

*Projet cofinancé par le dispositif
Initiatives OSC de l'AFD*



General: Call for tenders for the external assessment of a project to structure the associative sector (SMA), led by a French non-profit organization and co-financed by the "CSO Initiative" of the French Development Agency (AFD).

Applicant: Cerise

Subject: External assessment of the project: “Make the SDGs a roadmap for impact! Measuring the contribution of microfinance institutions, social businesses, and impact investors to the UN Sustainable Development Goals.”

Evaluation period: July 2020 – June 2023 (36 months)

Deadline for submission of tenders: July 1st, 2023

Estimated start date: July 10th, 2023

Evaluation closing date: September 15th, 2023

Assessment Location: Distance and face-to-face in Bordeaux and/or Paris, France

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I. Foreword

Cerise, a French non-profit created in 1998, pioneered the implementation of social performance management, working with committed microfinance institutions to launch the Social Performance Indicators initiative in 2001. As a social innovator, Cerise works with actors in inclusive finance, social business and impact investing to co-create social standards and social assessment tools that are free to all. Cerise also offers fee-based consultancy services to all types of impact-driven organizations, equipping them with the skills and tools they need to define and achieve their impact goals.

For many years, Cerise has been closely collaborating with the Social Performance Task Force (SPTF). Founded in 2005, the SPTF developed, and regularly updates, the Universal Standards for Social and Environmental Performance Management (the Universal Standards). First issued in 2012, the Universal Standards, like all SPTF's efforts, guide impact-driven financial service providers in making finance safer and more beneficial for low-income customers. A membership organization, SPTF has more than 4,900 participating individuals from every region of the world.

In 2021, Cerise and SPTF formalized their cooperation through a Memorandum of Understanding. Cerise and the SPTF are now working under a joint strategic plan, under the Cerise+SPTF banner ([learn more](#)). This rapprochement aims to continue together the common missions, with more efficiency, while maintaining the stability of the tools, keeping them free-to-access, and bringing their potential to more organizations.

II. Short Description of the Project

The LabODD (SDG Lab) is a working group led by CERISE to lead the project “Make the SDGs a roadmap for impact!” co-financed by AFD's CSO Initiatives Mechanism. With the participation of CERISE's strategic partners, in particular SPTF and e-MFP, and new partners committed to achieving the Sustainable Development Goals.

The LabODD is a concrete and operational proposal to current trends that call for a structured response to better measure results with beneficiaries, in relation to the SDGs. Today, we must address social and environmental emergencies and growing inequalities to ensure sustainable development. There is a real demand for outcomes measurement, linked to the internal issue of data-driven management and the need for external accountability of organizations that claim to be “impactful”. For the past twenty years, Social and Environmental Performance Management (SEPM) approaches have demonstrated the maturity and practice of impact-driven organizations that implement a customer-centric (and employee-centric) management system at all levels of their internal processes. Today, we can go even further, building on the advances of digitalization and the unifying framework of the SDGs.

Cerise and the LabODD work to structure the capacities of organizations to 1) make understanding the SDG framework and operationalize the measurement of results, 2) guide data collection and analysis for decision-making, 3) facilitate the use of data through visualization to monitor the contribution to the SDGs. The project aims to ensure that impact-driven organizations are better equipped to ensure a better impact on their beneficiaries.

The main lines of the project are presented in the following table:

Duration	36 months (June 2020 – June 2023)
Total contractual budget	€756,000
Places	Multi country
Goals	<p><u>Main goal: Making the SDGs a roadmap for impact</u></p> <p>The overall objective of the LabODD is to equip and support impact organizations (microfinance institutions, social enterprises, and investors) so that they adopt and apply results-based management and reporting, centered on beneficiaries, and linked to ODD.</p> <p><u>Specific objectives:</u></p> <ol style="list-style-type: none"> 1. Impact-driven organizations understand the issues of measuring results, appropriate the SDG framework, and incorporate these elements into the definition of their strategy and the implementation of their operations. 2. Impact-driven organizations collect and analyze outcome data at the level of their beneficiaries. These data are reliable, useful for decision-making, in line with their desired contribution to the SDGs. 3. Impact-driven organizations base their reporting and analysis of the contribution to the SDGs on visual, synthetic, constructive, and calibrated results data.
Direct beneficiaries	<ul style="list-style-type: none"> - 20 LabODD member organizations, including 10 French NGOs - 20 partner organizations on the ground - 10-12 local consultants
Indirect beneficiaries	<ul style="list-style-type: none"> - The populations of southern countries (around 4 million customers) - Impact organizations that are not partners of the project (around 1000 people and around 100 impact organizations)
Expected results	<p><u>R1:</u> Impact-driven organizations integrate the measurement of results into their strategies and operations (data management). They know the SDGs, understand them and integrate them into their “theory of change” and their reporting tools.</p> <p><u>R2:</u> Impact-driven collect and analyze useful and pragmatic results data from their beneficiaries to guide strategic decision-making. These organizations reach around 4 million households in Africa and Asia.</p> <p>Organizations have access to local and international expertise, and operational guides for data collection and analysis.</p> <p><u>R3:</u> Impact-driven organizations benefit from an online tool for collecting data on SDG results. They can build benchmarks on standard outcome data for key SDGs. Visual</p>

	<p>and synthetic dashboards leverage the data for analysis of the contribution to the SDGs.</p>
<p>Main activities</p>	<p><u>Activities R1:</u></p> <p>Initial training sessions and dissemination of information so that impact-driven organizations can navigate the SDGs and adopt the framework for measuring results:</p> <ul style="list-style-type: none"> • Formalize the LabODD; • State of practices (baseline) with the partners; • Identification of SDG-related resources to help understanding of the goals and show good examples of implementation; • Draft a Guidance Note that will help organizations address the challenges of measuring results and navigating the SDGs to define expected results and indicators to be monitored (with the support of MetODD-SDG); • Training sessions (virtual and in-person), and development of an online training module (e-learning) on the SDG framework (and choice of indicators guided by MetODD-SDG). <p><u>Activities R2:</u></p> <p>1- Capacity building to collect beneficiary data:</p> <ul style="list-style-type: none"> • Define the necessary data and their frequency, according to the SDGs' Targets sought, in connection with MetODD-SDG; • Draft data collection protocols; • Support data survey, simple and operational, with processes adapted to the available resources of the organizations. <p>2- Capitalization of French and international expertise on outcomes measurement, in connection with the SDGs:</p> <ul style="list-style-type: none"> • Sharing experiences and approaches: within the LabODD Cerise (3 to 4 times a year), the Social Investor Working Group (SPTF) and e-MFP Investors Action Group; presentation of results at international conferences; LabODD capitalization workshop at the beginning of year 3; • Production of guidance notes on the use of existing data and on survey methodology to collect data at the beneficiary level. <p><u>Activities R3:</u></p> <p>Digitization of SDG reporting by creating an online data entry tool for MetODD-SDG indicators;</p>

	<ul style="list-style-type: none"> • Development of data visualization: propose report framework to guide decision-making and communication (SDG-specific dashboards, benchmarking reports, etc.); • Dissemination and valorization of the MetODD-SDG online tool and visualization approaches, through a training module and Cerise's communication channels (website, social networks).
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An exhaustive description of the project as well as the technical assessments and reports formalized in 2021 and 2022 will be made available to the auditor.

III. Objectives and Uses of the Assessment

The project implemented by Cerise will come to the end of a first cycle (first phase) at the end of June 2023. Cerise wishes to be able to follow up on the project, on a second phase, to continue the activities, broaden and deepen the results. The second phase would start in 2024, thanks to a potential new co-financing from AFD.

This assessment will therefore cover the first phase of the project, with the main objective of **supporting Cerise in preparing a second phase**. This evaluation should shed light on questions relating to the project (see below), assess its implementation and results, and **draw lessons** to prepare for the next phase.

The mission will be based, at least, on:

- the six criteria: relevance, coherence, effectiveness, efficiency, impact and sustainability; by **prioritizing the criteria of relevance and coherence**, and in a lower priority way the effects/impacts.
- the principles proposed by the OECD DEVELOPMENT ASSISTANCE COMMITTEE (OECD/DAC) for the evaluation of development projects: impartiality and independence, credibility, usefulness, participation, and coordination.

This assessment, in parallel of Cerise's capitalization, can be widely disseminated for the benefit of the local and international NGO community. The assessment report and/or its synthesis could be shared with the project stakeholders (publication on the Cerise website). As part of AFD's transparency policy, and subject to Cerise's agreement, the assessment report and/or its summary may also be published on AFD's website¹.

IV. Assessment General Organization

IV1. Methodology and Approach

Cerise and the auditor or consulting team will jointly determine the appropriate methodology to carry out the evaluation of the project.

Cerise recommends at least the formalization of:

- The general methodology of the assessment;

¹ The dissemination of the evaluations carried out has greatly improved and is becoming a real support for exchange, learning, improvement of practices and shared capitalization.

- The assessment schedule, with a final deadline at **September 15th, 2023**;
- The way of contact and exchange with the project team and partners (in-person/virtual);
- Modalities of coordination with the project team (role, regular meetings);
- Exhaustive list of the necessary documents and information to conduct the assessment;
- Format of the deliverables (language, type of document).

At the end of a first meeting with Cerise, the auditor or consulting team will propose a scoping note that will record their main recommendations for the implementation of the assessment.

IV2. Locations

The assessment will take place mainly remotely and, when necessary, at the Cerise offices in France.

- Office in Paris located at 5 Place de la Bataille de Stalingrad, 75010 Paris (Morning Coworking).
- Office in Bordeaux located at 71 cours Anatole France, 33000 Bordeaux

All project supporting documents can be made available to the auditor or consultancy team in France or remotely.

V. Scope and Conduct of the Assessment

The mission will take place in two stages:

V1. Scoping meeting with the auditor or consulting team

A first meeting between Cerise and the consultant(s) will be organized within one month after signing the contract. The main objective of this meeting is a good common understanding of the scope, expectations and modalities of the assessment. This meeting can also allow the consultant to make recommendations to Cerise at the beginning of the project.

V2. Conduct and final steps

The mission can start from **July 10th, 2023** and must be closed by **September 15th, 2023**.

The evaluation will focus on answering the following evaluation questions:

Comprehensive approach

- Is the approach coherent with the current challenges regarding the targeted topics (outcomes measurement, contribution to the SDGs)?
- What is the relevance of the methods used in the construction of the project and the dissemination of the project results?
- What added value / complementarity of the results compared to existing offers?

Partnership and working methods

- What is the relevance of the partnerships established within the framework of the project? How, in the future, can we better target, or reach new audiences more widely?
- How effective are the proposed working methods? Which actions have attracted the most support among the partners? What are the forms of participation, degree of

involvement, capacity of the project to mobilize? What efficiency, added value of Cerise's participatory process/partnership approach? How can effectiveness and efficiency be improved in the future?

Results

- What usefulness, what effects of the tools, approaches, documents, results proposed by the project? What added value for the sector of inclusive finance, agriculture, access to energy?
- What are the long-term prospects for their use, usefulness, dissemination to impact organizations?
- Are gender issues well considered and appropriate in the project? In particular regarding the data collected and used to measure the outcomes. What challenges and perspectives, not treated, to be explored in the future?
- Is the level of implementation of the actions in line with the forecast?

VI. Deliverables

At the end of the first meeting, the auditor or consultancy team will independently draft a background note that will record their main recommendations for the implementation of the assessment mission. The note must be provided to Cerise **no later than 7 days after the first meeting**.

The assessment report, annexes and executive summary must be provided by **September 15th, 2023**.

VII. Reference Documents

- The financing agreement for the project between Cerise and AFD
- The Methodological Guide of AFD's CSO Support Mechanism (version of November 2022)
- Meetings between Cerise and each project partner
- The CSO Initiative Note – NIONG of the project
- The project budget table
- The project timeline
- The logical framework of the project
- Implementation reports and internal reviews of the project
- Formalized publications for dissemination to partners and capitalization of the first phase of the project

VIII. Technical and Financial Proposal

The auditor or consultancy team must provide Cerise with the following documents:

A technical proposal that should indicate:

- The proposed methodology for conducting the assessment;
- The references and experiences of the auditor or consulting team (3 pages maximum);
- The CV of the auditor(s) and how responsibilities will be attributed;
- The provisional schedule (timetable) of the mission, as well as an estimate of the loads in days.

A financial proposal that must indicate:

- The total costs of the assessment in EUROS including VAT;
- Terms of payment (schedule).

The profile of the auditor or consulting team:

- Associated staff should have experience in project evaluations funded by French public donors.

IX. Application Process

The auditor or consultancy team will be selected based on quality and cost of their intervention:

- Technical offer: understanding of the ToR, methodology, experience of the consultant(s)
- Financial offer: daily rates, number of days offered, other costs, global offer corresponding to the available budget

The applicants' technical and financial proposals will be evaluated as the following grid:

Criteria	
TECHNICAL OFFER	60%
Understanding of the ToR/Presentation of the methodology	20%
References and experiences of the consultant(s)	20%
<i>Experiences in evaluating international projects</i>	10%
<i>Experience in the assessment of projects co-financed by public donors</i>	10%
CV of the auditor(s)/sharing of responsibilities	10%
Provisional timetable/estimated day/man-day loads	10%
FINANCIAL OFFER	40%
TOTAL	100%

Once the offers have been received and analyzed, Cerise reserves the right to negotiate the proposals with the shortlisted candidates.

Cerise also reserves the right not to select any candidate if no offer is deemed satisfactory.

Any information about the project “Making the SDGs a Roadmap for Impact!” and included in the tender documents or provided separately shall be treated as strictly confidential by the auditor. Applicants agree not to disclose or publish any information relating to this call for tenders.

In the same way, any document provided by the service provider will be considered confidential.

X. Sending offers

Offers must be sent, by e-mail, **in French or English**, with the subject line: “External assessment - Making the SDGs a roadmap for impact!”, to the following addresses: c.fernandez@cerise-spm.org and c.lapenu@cerise-spm.org with acknowledgment of receipt.

Deadline for applications: July 1st, 2023.

XI. Annexes

XI1. Element of capitalization (extract)

[Review of the LabSDGs in 2020-2021 \(18 months\)](#)

[SDG-related Key Resources](#) - Concrete and operational resources and tools for investors and social enterprises who want to measure their contribution to achieving the SDGs

[English] [Guidance Note Outcomes Management for Financial Service Providers: A proposed standard framework aligned with the Sustainable Development Goals](#) - A collaborative project with the e-MFP Investor Action Group and the SPTF Results Working Group. This Guidance Note explores innovative approaches for investors on measuring and reporting results, using the Sustainable Development Goals framework. March 2022.

[Lessons learned from the LabSDG Energy Group](#) - Between May and July 2021, the Energy Group conducted four workshops around a key question: is it possible to align with a common framework for measuring results in a sector as diverse as energy access? This article presents the main conclusions of these workshops.

[Measuring the results of an energy access project – The experience of Enda Tamweel, in Tunisia](#) - Enda Tamweel, a pioneering institution of inclusive finance in Tunisia, has been engaged for several years in promoting ecological practices and activities. In 2019, with the support of ADA and MicroEnergy International, the organization is developing a new financial product, in the pilot phase: Eco-chams loans, to finance solar pumping and irrigation systems for small producers. Before deploying this innovative product to other agencies, Enda Tamweel decided to carry out a study to measure the results of the pilot phase. In this article, Khereddine Kahia, Head of Agricultural and Environmental Strategy at Enda Tamweel, shares his experience of conducting this study.

[Environmental Performance Management in Practice](#) Blog Series - In February 2022, Cerise+SPTF published an updated version of the Universal Standards. These now include a new Dimension 7 dedicated to Environmental Performance Management² : an essential dimension in the face of current climate and environmental challenges, but still little known to inclusive finance players. So, in practice, managing your environmental performance, what does it consist of? We invited pioneering institutions to share their experience.

² Dimension 7 was developed by CERISE+SPTF in coordination with the GICSF Action Group of e-MFP. Dimension 7 is fully aligned with the Green Index 3.0, which is the environmental performance assessment tool developed and managed by the GICSF Action Group.

XI2. Project Budget

N° projet : Tranche 1 : 18 mois Tranche 2 : 18 mois	Total dépenses prévisionnelles (convention) (en €)	Dépenses prévisionnelles (convention) Tranche 1 (en €)*	(automatique) Dépenses prévisionnelles (convention) Tranche 2 (en €)
Types de dépenses (en €) (à détailler et sigles à expliciter)			
Sous total 1 - Immobilier, équipements techniques et mobilier	0	0	0
2- Achats et services extérieurs			
<i>- Dont intrants, matières premières, marchandises et autres approvisionnements</i>			
Non applicable			0
			0
<i>- Dont fournitures et consommables</i>			
Ordinateur, imprimante, video-projecteur	7 500	6 614	886
Impressions	3 000	1 500	1 500
Fournitures de bureaux	1 000	500	500
			0
<i>- Dont locations hors leasing (salles, véhicules, bureau...)</i>			
Location de salle de réunions	3 000	1 000	2 000
Bureaux	8 000	4 000	4 000
			0
<i>- Dont frais de documentation, de publication et de diffusion</i>			
Publications	10 000		10 000
			0
<i>- Dont autres achats et services extérieurs (téléphone, internet...)</i>			
Webex ou autre plateforme d'échange	1 650	825	825
Actualisation du site web (mise en ligne des doc.)	6 000	3 000	3 000
Affranchissement, abonnement internet/téléphonique, hébergement site internet et base de données, assurances, frais d'adhésion, frais de partage fichiers (OneDrive/Box/SharePoint, etc.)	3 000	1 500	1 500
			0
Sous total 2 - Achats et services extérieurs	43 150	18 939	24 211
3- Frais de services, d'études et de prestations externes			
<i>- Dont frais de services spécifiques au projet (gardiennage, entretien, maintenance, assurances...)</i>			
Non applicable			0
			0
<i>- Dont prestations externes spécifiques au projet (experts honorariés, sous-traitance, études techniques...)</i>			
Experts du LabODD (honoraires et frais facturés par les autres OSC - MCRIL, Ankuram, SPTF, EDM, etc.)	90 000	50 000	40 000
Prestation en sous-traitance par les consultants locaux (auditeurs SPI4 ou autres sur collecte données clients)	60 000	40 000	20 000
Assistance au développement de tableaux de bord d'impact et visualisation de données	25 000	10 000	15 000
Développement numérique de l'outil MetODD-SDG (Athome)	50 000		50 000
			0
Sous total 3 - Frais de services, d'études et de prestations externes	260 000	100 000	160 000
4- Frais de voyages et déplacement et de mission			
<i>- Dont frais de voyages et déplacements</i>			
Déplacements internationaux (billets d'avion, visas, etc.)	30 000	15 000	15 000
Déplacements locaux (taxi, train, avion, etc.)	4 200	2 100	2 100
			0
<i>- Dont frais de mission (y compris per diem)</i>			
Frais de mission (repas, hébergement, per diem) en lien avec le projet	32 400	16 200	16 200
			0
Sous total 4 - Frais de voyages et déplacements et de mission	66 600	33 300	33 300
5-Ressources Humaines			
<i>- Dont personnel expatrié</i>			
Non applicable			0
			0
<i>- Dont personnel local</i>			
Non applicable			0
			0
<i>- Dont personnel en appui ponctuel</i>			
Personnel technique IT CERISE	28 000		28 000
			0
<i>- Dont personnel siège dédié au projet (si directement impliqués dans les activités du projet et si option 10% ligne D)</i>			
Coordination et animation du LabODD par CERISE	28 800	14 400	14 400
Expertise technique CERISE	186 000	93 000	93 000
Fonction support animation/suivi partenaires par CERISE	42 000	21 000	21 000
			0
Sous total 5 - Ressources Humaines	284 800	128 400	156 400
Sous total 6- Fonds	0	0	0
A-Sous-total coûts directs (1+2+3+4+5+6)	654 550	280 639	373 911
B - Divers et imprévus (5% maximum de la ligne A)	32 728		32 728
C-Total coûts directs (A+B)	687 278	280 639	406 639
D-Coûts indirects	68 722	34 361	34 361
- soit 10% maximum de la ligne C	68 722	34 361	34 361
- soit 12% maximum de la ligne C			0
TOTAL GENERAL (C+D)	756 000	315 000	441 000