

Terms of Reference: **Guarantors and capital markets – practice in developed markets and insights for emerging markets**

Introduction

FCDO seeks to appoint a supplier to deliver primary research on guarantees as part of the UK Government's flagship MOBILIST programme, in collaboration with SECO (Switzerland's State Secretariat for Economic Affairs).

The research will explore how the deployment of guarantee products developed financial markets, which has mobilised institutional investors into various types of asset, can provide actionable insights for their potential use and adoption in developing countries. The experience of guarantees in developed markets has supported the advent of new products and issuers gaining access to debt capital markets financing.

Guarantees are seen as a critical tool for mobilising private sector finance and the subject of meaningful development finance interest. But despite their anticipated potential, the deployment of guarantees in developing countries has been limited, particularly in the local currency and capital markets contexts.

The research will contribute to MOBILIST's ambition of mobilising institutional capital through listed products to support Sustainable Development Goals (SDGs), including climate resilience and inclusive growth.

The contract is expected to commence on 30 June 2025 and conclude 31 December 2025 (6 months), with a maximum value of £108,000 exclusive of applicable taxes.

1. Overview of MOBILIST programme

MOBILIST (Mobilising Institutional Capital Through Listed Product Structures) is the UK's flagship public market development finance programme. By providing equity investment and technical assistance to support the listings of developing country assets on global and local stock exchanges, MOBILIST seeks to mobilise the deep pools of capital that reside in public markets towards bridging the UN Sustainable Development Goal (SDG) and climate financing gaps in emerging and frontier economies.

MOBILIST also conducts and sponsors research to inform and influence policy makers and market actors, seeking to fill knowledge gaps and correct misperceptions to enhance the volume and efficiency of capital allocated to emerging and frontier markets.

2. MOBILIST's Research Portfolio

MOBILIST research provides thought leadership on product structures, barriers and opportunities to overcome public market mobilisation and market reform priorities. Its research pieces are intended to influence the development finance and investment community and raise awareness about capital markets tools, products, and opportunities for mobilising private sector capital at scale. As such, MOBILIST has been able to establish itself as a thought leader on public markets, delivering detailed and industry-relevant pieces such as:

- [Practical Guides: Unlocking Mexico's Securities Markets for SMEs - Mobilist | Mobilist](#)
- [Research Report: Innovative Deals in Development Finance: Originate to Demonstrate - Mobilist | Mobilist](#)

- [Research Report: Financing Sustainable Development and International Climate Commitments through Public Markets - Mobilist | Mobilist](#)
- [Development Finance through Public Markets: Originate-to-Demonstrate - Mobilist | Mobilist](#)
- [Financial Regulation and Capital Flows to EMDEs - Mobilist | Mobilist](#)
- [Drivers of Investment Flows to Emerging and Frontier Markets - Mobilist | Mobilist](#)
- [MOBILIST – The Exit Mobilisation Opportunity in Africa - Mobilist | Mobilist](#)

3. Recipients & Beneficiaries

The Authority of the services from the Supplier will be FCDO (UK Foreign, Commonwealth and Development Office). FCDO and SECO (Switzerland’s State Secretariat for Economic Affairs) will be the primary recipients of this research as co-funders of this research series, which this research forms part of. Whilst SECO and other members of the MOBILIST Research Advisory Panel will be asked to provide technical input and feedback throughout the project, final responsibility for approval of deliverables, reporting and invoices will be solely with FCDO.

4. Intended Audience

The intended audience for this research is (i) the suite of development finance actors and related parties managing and overseeing existing guarantee mandates able to act on its findings and recommendations, (ii) private sector risk capacity providers seeking to deploy additional volume in emerging and frontier markets, and (iii) regulatory and policy-setting bodies overseeing the environment in which guarantees operate.

5. Objectives

The research gap MOBILIST seeks to fill with this research is the absence of a reference work on the scale and nature of mobilisation which was historically achieved using guarantees in developed markets.

The research will include a particular but not exclusive focus on capital markets in line with MOBILIST’s core mission. A key objective in the creation of such a reference work is to enable a comparative analysis of key developed markets success cases against the current development finance guarantee offering.

Existing literature in the form of development finance studies and evaluations on guarantees has focussed mostly on more immediate concerns (immediate mobilisation volumes, impact of use of proceeds, transaction innovation, etc). Literature in the form of analytical commentary on the large global private sector financial guarantors based in the US typically focuses on the systemic risks arising from such business, and on the consequences of these entities losing their credit ratings in the global financial crisis of 2007.

A wide-ranging review of development finance guarantee instruments undertaken by the OECD in 2021¹ identified a similar gap in available reference evidence ‘to guide the use of guarantees’ and that ‘the goal of the instrument should be to mobilise as much commercial finance as possible’.

There is consensus that value for the industry would be derived from research on the types of sectors and investments that have the most potential for use of guarantees, and the key

¹ OECD, Role of Guarantees in Blended Finance (2021)

characteristics of the enabling environment that needs to be in place to ensure the effective use of the instrument.

The intended outcomes of this research and its dissemination are as follows:

- Improve access to actionable insights on policy ecosystems and market infrastructure for investors, policymakers and other market actors.
- Engage and influence investors and market actors, leading to effective use and adoption of guarantee products in developing countries.
- Contribute to increases in SDG-focused investments and private capital mobilisation in emerging and frontier economies.

6. Background on Guarantees

Guarantees are consistently cited by the OECD² as the instrument that mobilises the most private sector finance within the suite of instruments providing official finance, resulting in calls to achieve more with this type of public instrument.

Outside of development finance, guarantees have long been important for trade in emerging markets, with export credit agencies and private credit insurance cover enabling a meaningful proportion of total cross-border lending. However, these are focused almost exclusively on private cross border lending rather than capital markets or local financial market actors.

Alongside private sector and export agency guarantee capacity sits an evolving landscape of ‘development finance’ guarantee providers:

- Most bilateral development finance institutions such as BII, FMO, and KfW, have long provided guarantees. Some governments, notably the US and Sweden using sovereign agencies directly to guarantee with the full backing of their sovereign credit ratings.
- Multilateral development banks also provide guarantees: the World Bank, Asian Development Bank, Inter-American Development Bank, European Bank of Reconstruction and Development, and African Development Bank. It is cited that guarantees were originally expected to be the primary activity of the World Bank³.
- In more recent years, new development guarantee facilities have come to market: the ‘ESFD+’ programme of the European Commission, for example, provides guarantee capacity to a host of European DFI-backed or operated facilities since 2017. Global Affairs Canada has deployed new capacity. In 2024, the UK’s MOBILIST programme and UN Green Climate Fund, together with others, backed the creation of the Green Guarantee Company.
- Local currency guarantors backed by the UK government through the Private Infrastructure Development Group (‘PIDG’) have specifically sought to address local financial markets and capital markets specifically: GuarantCo (2005), InfraCredit (2017), InfraZamin (2019), and Dhamana (2024).

In developed economies, the role of the monoline insurers as credit guarantee providers has been important in attracting institutional investment into the financing of new types of assets across the US, UK, and Europe, including into infrastructure and municipal government actors. This resulted in much innovation and scale prior to the global financial crisis of 2007-8, after

² https://www.oecd.org/en/publications/private-finance-mobilised-by-official-development-finance-interventions_c5fb4a6c-en.html

³ <https://www.projectfinance.law/publications/2016/april/world-bank-guarantees-for-private-projects/>

which these guarantors had their 'AAA' credit ratings downgraded and were unable to continue offering credit rating enhancement. Of particular relevance to MOBILIST's agenda of mobilising institutional investors through listed products, the monolines were known for guaranteeing listed bonds.

The monolines are no longer the active players they were prior to 2008, but the categories of transaction they historically facilitated have today been taken up by other forms of vehicle, particularly debt funds, leaving to a legacy of lasting innovations from guarantees attracting institutional capital into new types of assets. Private sector credit guarantees from insurers and from entities such as Assured Guaranty continue to provide credit insurance as an ongoing stable line of business.

Benefits of Guarantees

Guarantees reduce the repayment risk of projects or transactions for risk-averse investors and have the benefit that they are relatively simple for investors to understand. When providing a guarantee, guarantors can protect their own risk of loss with detailed structuring and step-in rights which from which investors can indirectly benefit but the operational complexity of which they do not need to engage in. Where guarantors become well-known and undertake repeat business, they can guarantee tradable bonds, which over time can become commoditised tradable instruments. For these reasons, guarantees can serve to mobilise additional private capital in developing countries, promote capital markets, and support sustainable economic development.

Risks and limitations of guarantees

There are natural limitations to the use and uptake of guarantees. Successful transactions require investors who understand them and can benefit from them, with an appetite and mandate to invest/lend on a deal-by-deal basis. Issuers need to be prepared to undertake the disclosures and preparatory time and cost to ready themselves for capital market issuance. The regulatory process for listing a bond needs to be practical without excessive inefficiencies or frictions. Macroeconomic factors need to be conducive, with sovereign bond rates as a base rate informing an affordable cost of debt service for issues. Finally, guarantees are highly technical in nature to operate, and a skilled team is required to structure the instrument appropriately.

There are risks associated with guarantees specific to deployment using donor government capital in developing countries. Guarantees could be used to inflate and divert scarce ODA budgets; and in the sovereign context, exacerbate developing country indebtedness; promote questionable debt; and promote politically and economically costly policy reforms through conditionalities.⁴ In the non-sovereign context, when seeking to support the formation of financial markets for development, official actors providing guarantee capacity risks mispricing and distorting the market, crowding out other, deeper sources of risk-bearing private sector capital and thus failing to contribute to market formation. Rules of play and clear commercial guidelines are therefore an important features of guarantor oversight to keep in mind.

⁴ [Guaranteeing the future? The role of guarantees in development and climate finance - Eurodad](#)

7. Scope of Work

The Supplier will review the existing evidence on guarantee products in developed and developing country financial markets. The study is expected to focus on non-payment or credit guarantees because of the instrumental role the instrument has historically played in creating listed tradable bonds of a strong enough rating and credit profile to attract passively managed funds which comprise the largest pools of investment capital⁵. The Supplier will report on their findings, summarising existing literature.

The Supplier will identify case studies and data which help improve the current evidence base. Case studies could include illustrate, for example:

- (i) the ability to guarantee a wide range of issuers, and graduation for issuers of subsequent debt capital market access without a guarantee;
- (ii) the impact of guarantees on bringing vast alternative sources of liquidity to secondary markets for structured finance and infrastructure debt, and ability to structure to meet these investors' needs;
- (iii) municipal and regional infrastructure private financing, and structuring the instrument to meet idiosyncratic requirements to scale in new countries; sector specific examples of opportunities exploited.
- (iv) the impact on volume of flexibility in working with financial institutions as issuers: e.g. bank bonds, asset backed securitisations, capital relief trades, and other structures. Evolving eligible structures and sectors in order to maximise addressable market over time;
- (v) a comparison with the impact of other vehicles for institutional investors (e.g. debt funds) in minting new debt structures for institutional investors and scaling them quickly.

Case studies will be selected and prioritised in partnership with FCDO, with consideration paid to SECO's priority countries ([Economic cooperation worldwide](#)). The Supplier will be supported by the MOBILIST Research Advisory Panel, made up of experts from FCDO and the practitioner and academic communities.

The Supplier will conduct primary research, producing case studies, informed by structured interviews with a range of practitioners. Key interviews should either be minuted or undertaken in conjunction with a nominated member of MOBILIST staff. The research will use all available statistics, statistical methods, case studies, and any other methodologies deemed appropriate to investigate cases guarantees successfully achieved private sector mobilisation at scale into new types of asset. Travel for in-person meetings is expected in order to maximise the productivity of interactions with key interviewees, to be set out in the Supplier bid as referenced further below.

The Supplier will develop lessons from developed market case studies, including comparison between guarantee capacity available today and the characteristics of successful historic guarantee deployment at scale for new types of asset. The Supplier will

⁵ Other forms of guarantee such as performance bonds, political risk insurance, etc have undoubtedly played an important role in distributing risk and facilitating investment but have not specifically impacted listed markets in the same way as credit guarantees.

develop actionable insights and a framework for how guarantees can be used effectively to mobilise at scale and support sustainable economic development and the climate transition in developing countries. This will include reference to operating environment challenges in developing countries and potential risks and limitations.

8. Research Questions

In delivering the above Scope of Work, the Supplier will endeavour to address the following questions:

- How did guarantees support the advent and scaling of new asset classes in developed markets under the auspices of monoline insurers and their peers, to enable asset-backed securities, municipal bonds, project and infrastructure bonds, privatisations backed up capital markets financing capital etc. at scale?⁶ What are the main interventions and practical steps that occurred in their evolution and prime? What are the key ingredients of success that enabled this to occur?
- What have been the limitations and pitfalls in the use of guarantees in developed countries and negative impacts? What are the risks to economic development in using guarantee products in developing countries?
- To what extent are the current suite of private and public guarantee instruments delivering on mobilisation at true scale for developing countries? What learnings have they delivered in relation to scale and contribution to market development? Reflecting on the suite of guarantees currently available from both policy-based and commercial providers in developing countries, what are the constraints and untapped opportunities to achieve those ends? Assessment should reflect upon multiple factors: e.g. (i) barriers to access, (ii) sector alignment within the country context, (iii) mission, operation and governance of market participants.
- What are suggested ways of using scarce public money to drive mobilisation at greater scale in developing countries? How could we seek to apply historic lessons and current practice from mainstream financial markets in developed markets, for example which exists in the publicly rated universe and activity in prominent international insurance centres (New York, London, etc) to developing countries? Identify drivers to breaking through constraints to replicating developed country successes in developing countries.
- What are the risks and limitations of using guarantees, and do guarantors have a long-term future or are they always confined to the ‘catalytic’ phase of market creation?

9. Theory of Change

This piece of research seeks to enhance the use and effectiveness of guarantee products as a critical tool for mobilising private capital towards achieving the Sustainable Development Goals in developing countries. By addressing key information gaps, analysing barriers and opportunities and disseminating actionable insights, MOBILIST aims to strengthen policy

⁶ Monolines are cited as a focus because of the way they transformed municipal and infrastructure financing across the US and Europe, but other providers can be included to the extent that similarly impactful or transformative examples are identified.

ecosystems and market infrastructure, ultimately unlocking higher levels of SDG-focussed investment.

This is based on the premise that improving the evidence base and accessibility of research on guarantee products will empower policymakers, investors, and market actors to make better informed decisions. In turn, this will lead to effective adoption of innovative financial instruments, such as guarantees, and foster a more enabling environment for private capital mobilisation in developing markets. Ultimately, this will contribute to sustainable economic growth and development and is aligned with MOBILIST’s objectives (See Annex 4: MOBILIST Theory of Change).

Target outputs and outcomes (from MOBILIST logframe)

Monitoring and evaluation of these indicators will be conducted by the MEL workstream of the MOBILIST programme. The Supplier’s payments will not be linked to these targets.

	Statement	Indicator	Targets for this research
Output	User-centred research is delivered and disseminated	[OP3.2] Number of research products delivered [OP3.3] Number of research dissemination events, roundtables, workshops, seminars [OP3.4] Proportion of target stakeholders reporting the research as (1) tailored to their needs, (2) accessible, and (3) something they feel they can put into practice	1 (in 2025/26) 1 (in 2025/26) 2 (in 2026/27) >75%
Intermediate Outcome	Investors and other market actors are aware of and engage with MOBILIST evidence and research	[IO4.1] Tangible examples of policy makers and market actors reading, discussing, referencing, or commenting on the research MOBILIST research	>5 citations (by Sept 2030) >3 other tangible examples (by Sept 2030)
Outcome	Policymakers utilise MOBILIST research and evidence to inform and adapt policies and regulation	[OC2.1] Number of policy maker and market participant decisions influenced by MOBILIST generated evidence with the potential to improve public market mobilisation	>2 decisions influenced (by Sept 2030)

10. Timing and Budget

This contract is expected to start on 30 June 2025 and finish on 31 December 2025 (6 months). It will have an overall budget of up to £108,000 exclusive of applicable taxes. This research will be funded by SECO with payments managed and disbursed by FCDO. Maximum indicative budget has been provided by FCDO however pricing is expected to be realistic, reasonable and provide value for money. Anticipated costs and delivery dates of each deliverable are given in the table below:

Deliverables	Anticipated percentage of overall budget	Required delivery date (after contract award)
1. Inception Report	10-15%	End of 4 th week
2. Interim Research Report	20-35%	End of 16 th week
3. Final Research Report	25-40%	End of 20 th week
4. Research Presentation	3-5%	End of 21 st week
5. External Dissemination	15-25%	End of 25 th week

11. Detailed breakdown of Deliverables

Any proposed changes to these deliverables must be agreed with the FCDO.

i. Deliverable 1: Inception Report, due end of 4th week (5-7 pages)

This report will include:

- Finalised research questions
- Final methodology and workplan including intended source data, case studies and interview list
- Risks and mitigants
- Dissemination plan

The report will be subject to review and feedback by FCDO (including through the Research Advisory Panel).

ii. Deliverable 2: INTERIM Research Report, due end of 16th week (up to 40 pages)

This interim Research Report will comprise at a minimum:

- Abstract
- Research questions
- Evidence review
- Conceptual framework and key hypotheses to be tested
- Methodology
- Preliminary Results
- Preliminary Conclusions, including an outline framework for the use of guarantee products to successfully mobilise finance at scale in the context of developing markets

The report will be subject to review and feedback by FCDO (including through the Research Advisory Panel). The structure of the report can be amended, subject to agreement by FCDO, if mutually deemed more useful and conducive to disseminating research findings.

iii. Deliverable 3: FINAL Research Report, due end of 20th week (up to 50 pages)

The final Research Report will use the same overall structure as the interim research report unless otherwise agreed with FCDO:

- Abstract
- Research questions
- Evidence review
- Conceptual framework and key hypotheses to be tested
- Methodology
- Results
- Conclusions, including a framework for the use of guarantee products to successfully mobilise finance at scale in the context of developing markets

The supplier will incorporate and address feedback from FCDO, SECO and other members of the Research Advisory Panel into the final research report. The supplier will separately make clear to FCDO in writing how substantive feedback has been incorporated.

iv. Deliverable 4: Research Presentation, due end of 21st week

A summary Research Presentation in the form of a slide deck, comprising headlines from each section of the report, including:

- Abstract
- Research questions
- Evidence review
- Conceptual framework and key hypotheses to be tested
- Methodology
- Results
- Conclusions

The presentation will be subject to review and feedback by FCDO (including through the Research Advisory Panel). The Supplier will present the final version to an internal audience comprising FCDO and the Research Advisory Panel (online or in-person).

v. Deliverable 5: Research Dissemination and Uptake, due end of 24th week

Working with MOBILIST's research and communication teams, the Supplier will prepare and execute a dissemination plan and accompanying uptake monitoring plan. During inception, FCDO will work with the Supplier to agree on a key target audience and communication objectives. As the research progresses and before the research concludes, the Supplier will prepare a communication plan which will be reviewed and agreed by FCDO. At a minimum, this dissemination will include:

- An externally facing event (online or offline) to share findings with MOBILIST stakeholders, the development finance ecosystem and private sector actors
- An abstract of the research and key findings
- An 800-word blog that captures the findings and integrates into the news cycle

- A 5-10 page primer for policymakers, based on the framework for the use of guarantee products to successfully mobilise finance at scale in the context of developing markets

These products will be subject to review and feedback by FCDO. The Supplier will work closely with FCDO and the MOBILIST communications team who will sign off on all communications content. The Supplier will be asked to sign off on select content that MOBILIST produces about the research itself, including, for example, blogs and social media.

The Final Research Report will be made available online on MOBILIST's website and through targeted dissemination with the intended audience at the discretion of MOBILIST, FCDO and SECO. The Supplier will be required to contribute to and/or lead elements of this dissemination strategy. All relevant content produced should be MOBILIST branded and acknowledge FCDO and SECO funding. Co-branding or alternative branding requests will be made at the discretion of FCDO. All core research and external communications materials including media engagements must be approved by FCDO.

12. Payment and Pricing

The contract payment model will be milestone (deliverable) and KPI based. Deliverables will be made up of retained payments with 50% of the proposed costs of each deliverable paid upon evidence of completion and the remaining 50% at risk and linked to Supplier performance (see Performance Management).

FCDO will pay invoices within 30 calendar days once both the Supplier's deliverable (or evidence of completion of Presentation and Dissemination) and invoice have been received, reviewed, and approved. Expenses and travel costs must be accounted for and included by the supplier within the proposed cost of each deliverable.

The Supplier will promptly advise FCDO in advance of any unexpected potential significant changes including anticipated completion dates or costs and agreement must be obtained for these from the SRO or PRO. The Supplier will provide updates on progress in the regular meetings between FCDO and the Supplier.

13. Performance Management

Each deliverable and its supporting evidence will be subject to review and comment by FCDO (with input from the MOBILIST Research Advisory Panel). The Supplier will complete each deliverable in accordance with the following KPIs:

1. **Quality (40%):** The Supplier achieves high quality delivery with few rounds of comments and revisions required. Data used is accurate and reliable. Comprehensive and insightful analysis is conducted. The research is highly relevant and aligned to the specifications and objectives. Methodology employed is rigorous. Findings are presented clearly and disseminated widely.
2. **Timeliness (20%):** The Supplier submits all deliverables and submissions (including reports, invoices, timesheets, workplans and strategies) on time and responds promptly to FCDO requests.
3. **Resourcing (20%):** The Supplier ensures appropriate resources and expertise are always available to deliver in line with FCDO's expectations.
4. **Risk management (20%):** The Supplier proactively identifies risks and issues, mitigating these wherever possible and ensuring FCDO is kept well informed.

The PRO will award scores for each KPI from 1 – 4 using the criteria set out in Annex 1. The PRO will then calculate the Weighted KPI Score as below. This will be divided by four and will be the percentage amount to be paid to the Supplier of the at-risk portion of each deliverable.

- *Weighted KPI Score = (Quality score x 0.4) + (Timeliness score x 0.2) + (Resourcing score x 0.2) + (Risk management score x 0.2)*

Poor performance by the Supplier will be addressed through a Rectification Plan. This will be developed and proposed by the Supplier within 10 days and submitted to the PRO for agreement. If a Rectification Plan cannot be agreed to address poor performance to the satisfaction of FCDO, the Contract may be terminated.

Worked Example

- *Supplier scores: Quality = 3, Timeliness = 4, Resourcing = 3, Risk management = 3*
- *Weighted KPI Score: (3 x 0.4) + (4 x 0.2) + (3 x 0.2) + (3 x 0.2) = 3.2*
- *Percentage of portion at-risk to be paid: 3.2 / 4 = 80%*
- *Percentage of total deliverable cost to be paid: 50% + (80% / 2) = 90%*

14. Contract Break Points

Formal review points and break clauses will be included after delivery of (1) the Inception Report, (2) the Interim Research Report and (3) the Final Research Report. The continuation of the services after these periods will be based on progress by the Supplier against the specified deliverables and an overall qualitative assessment of performance by the PRO.

15. Contract Extension Options

The contract will contain extension options of up to three months in length and £8,405 in value exclusive of applicable taxes. Any such extension would be subject to mutual agreement of additional scope of work logically related to the core deliverables set out above, to be discussed. This may include additional dissemination activities for instance.

16. Project Management

The Supplier will ensure they have appropriate programme management experience and capacity so that the project achieves value for money. Key skills needed include contract management; delivery chain management and due diligence; risk management, including monitoring and reporting; financial budgeting, management, and reporting; data management.

Regular Meetings

At a minimum, FCDO and the Supplier will arrange and hold:

- **Monthly contract and programme management meetings:** to be attended by the MOBILIST SRO and/or PRO, the Supplier's Team Leader and Lead Researcher and other Supplier personnel as required. The Supplier will produce a concise and accurate summary of each meeting and share this with FCDO within 5 working days.
- **Weekly operational/ technical meetings:** to be attended by the MOBILIST Research Lead, the Supplier's Lead Researcher and other Supplier personnel as required.

Regular Reporting

The Supplier will provide monthly activity reports (maximum 5 pages) to FCDO that capture progress made, next steps, emerging risks and/or issues, incident reporting (including a nil-return if no incidents to report), delivery chain mapping, and other information the Supplier

deems appropriate to evidence performance against KPIs. Each report will be shared with the PRO on or before the 10th of the following month.

The Supplier will propose a format and layout for these reports within two weeks of the contract start date. From time to time, the PRO may request changes to the format of these reports which the Supplier will enact.

Approval Authority

Final approval for all submissions by the Supplier (e.g. deliverables, reporting, and invoices) will be given by the PRO considering input from the MOBILIST Research Advisory Panel and the recommendations of the MOBILIST Research Lead.

17. Team Structure and Expertise

The Supplier is encouraged to propose their own team structure to FCDO during bidding. Possible structures range from a single technical expert with administrative support to a lead supplier that sub-contracts the project to a research institution.

The team must include:

- **Lead Researcher:** They will be the primary point of contact for FCDO and may be an individual internal or external to the Supplier. They must have at least 5 years' experience using non-payment guarantees or other credit risk mitigation tools to deliver replication or scale-up of new types of assets in developed or developing markets, or comparable and directly relevant experience to these TOR in a related area.
- **Team Leader:** They will provide quality assurance on draft deliverables before they are submitted to FCDO and should have specialised expertise relevant to this project. They will oversee delivery and be responsible for evidencing achievement of KPIs.
- An individual with at least 5 years' experience of assessing the potential of wholesale financial market products at a macro- or whole market-level for a commercially interested audience. This can be the Lead Researcher, Team Leader, or another individual.

The Supplier must also have access to a network of credible counterparts and key actors in relation to the case studies, and the ability to access, within the all-in cost of the research, relevant data and information to analyse and illustrate the narrative responding to the research questions.

18. UK Aid Branding

The Supplier and FCDO will agree a UK Aid “visibility statement” to set out how UK Aid branding will be used by the Supplier and downstream partners. The Supplier must adhere to [UK Aid branding guidance](#): No publicity is to be given to this Contract without the prior written consent of FCDO.

19. Digital

All digital spend is subject to separate approval by FCDO, and activities must follow the [UK Government's digital standards](#) and the [Principles of Digital Development](#). Communications activities may need to go through additional approvals before they go ahead. Government digital spend requirements must be followed, which will include sign off on any digital spend with FCDO Digital before activities go ahead, and may require additional user research, and will include

digital work done by any Implementing Partners not just the Supplier and its contractors within a consortium.

20. GDPR

The Supplier will comply with UK GDPR requirements which will be set out within the Contract through the use of FCDO's Standard Terms and Conditions. Please refer to the details of the GDPR relationship status and personal data (where applicable) for this project as detailed in Annex 5 below and the standard clause 33 in section 2 (FCDO Standard Terms and Conditions) of the contract.

21. Duty of care to suppliers

The Supplier will be expected to meet the appropriate UK and overseas duty of care in relation to its employees and other personnel it retains and logistical arrangements. Bid proposals will set out duty of care systems and procedures.

All Supplier personnel (including its employees, subcontractors or agents) engaged under this Contract will come under the duty of care of the Supplier. The Supplier is responsible for ensuring that appropriate arrangements, processes and procedures are in place for its personnel, taking into account the environment they will be working in and the level of risk involved in delivery of the contract. The Supplier must ensure its personnel receive the required level of training prior to deployment (where applicable). The Supplier must comply with the general responsibilities and duties under relevant health and safety law including appropriate risk assessments, adequate information, instruction, training and supervision, and appropriate emergency procedures.

22. Safeguarding

FCDO maintains a zero-tolerance approach to sexual exploitation and abuse by the Supplier, any partner organisations or contracted TA projects. which includes their downstream partners. In this programme, this means suppliers, members of the consortium and any partner organisations. FCDO expects its partners to follow our lead and robustly consider social safeguards through their own processes. The capacity of our partners to do this and their effective performance will be a key risk assessment factor in programme design, delivery and monitoring and evaluation.

The Supplier will report any safeguarding issues to FCDO promptly and in line with FCDO policy and fully cooperate with FCDO or FCDO's appointed partners during any safeguarding investigations.

23. Delivery Chain Mapping

Delivery chain mapping is a process that identifies and captures, usually in visual form, the name of all partners involved in delivering a specific good, service or charge, ideally down to the end beneficiary. Bidders should provide details of their approach to delivery chain mapping reflecting on the responsibilities.

In line with the FCDO Supplier Code of Conduct, the Supplier shall provide and maintain an up to date and accurate record of named downstream delivery partners in receipt of FCDO funds and/or FCDO funded inventory or assets. This record must demonstrate how funds/Assets flow from the initial source to end beneficiaries. This record needs to be updated regularly by the Supplier and when there are material changes to the delivery chain. As a minimum, delivery chain data should be submitted to FCDO on a monthly basis as part of regular reporting. Delivery Chain

Mapping should be included as a standing agenda item in the regularly scheduled progress meetings with FCDO, for discussion and review.

24. Modern Slavery

The Supplier will have appropriate policies and monitoring systems in place to avoid modern slavery from occurring. This includes conducting due diligence on and monitoring downstream partners, with regular reporting through the delivery chain map.

The Supplier will report any modern slavery issues to FCDO promptly and in line with FCDO policy, and fully cooperate with FCDO or FCDO's appointed partners during any safeguarding investigations.

25. Transparency

FCDO requires all Suppliers receiving and managing funds, to release open data on how this money is spent, in a common, standard, re-usable format and to require this level of information from immediate subcontractors, sub-agencies and partners. It is a contractual requirement for the Supplier to comply with this, and to ensure they have the appropriate tools to enable routine financial reporting, publishing of accurate data and providing evidence of this FCDO – further information is available from: www.aidtransparency.net.

The Supplier will need to keep records of all work and expenditure, as per clause 15.1 of the standard T&Cs, in a form which can be transferred to FCDO and available upon request, for example for FCDO internal audit, National Audit Office (NAO), the Independent Commission for Aid Impact (ICAI), and so on.

26. Exit & Closure Requirements

During the delivery of the final deliverable (Research Dissemination) the Supplier will agree with FCDO an exit plan to cover any assets, IP, data or other matters that need to be handled upon exit.

Annex 1: Key Performance Indicators	Weight	1 - Inadequate	2 – Requires improvement	3 – Approaching target	4 – Criteria met
1. Quality	40%	<u>Inception Report</u> : Poorly designed methodology with significant flaws, ineffective dissemination plan proposed, feedback not incorporated	<u>Inception Report</u> : Methodology has some flaws, somewhat effective dissemination plan proposed, some feedback incorporated	<u>Inception Report</u> : Acceptable methodology with minor flaws, effective dissemination plan proposed, most feedback incorporated	<u>Inception Report</u> : Robust and flawless methodology, highly effective dissemination plan proposed, all feedback thoroughly incorporated
		<u>Interim & Final Research Reports</u> : Data are frequently inaccurate or unreliable; superficial analysis with limited insights, feedback not incorporated	<u>Interim & Final Research Reports</u> : Data are occasionally inaccurate or unreliable, basic analysis with some insights, some feedback incorporated	<u>Interim & Final Research Reports</u> : Data are mostly accurate and reliable, thorough analysis with valuable insights, most feedback incorporated	<u>Interim & Final Research Reports</u> : Data are accurate and reliable, comprehensive analysis with deep and actionable insights, all feedback thoroughly incorporated
		<u>Research Presentation</u> : Findings are poorly presented and unclear	<u>Research Presentation</u> : Findings are somewhat clear	<u>Research Presentation</u> : Findings are clear and adequately presented	<u>Research Presentation</u> : Findings are very clear and well presented
		<u>External Dissemination</u> : Poor quality comms materials, minimal engagement with target audience, poor execution of dissemination plan	<u>External Dissemination</u> : Moderate quality comms materials, some engagement with target audience, somewhat effective execution of dissemination plan	<u>External Dissemination</u> : Good quality comms materials, good engagement with target audience, effective execution of dissemination plan	<u>External Dissemination</u> : Excellent quality comms materials, excellent engagement with target audience, highly effective execution of dissemination plan
2. Timeliness	20%	Deliverable/ revisions submitted late without PRO approval	Deliverable/ revisions submitted more than two weeks late with PRO approval	Deliverable/ revisions submitted less than two weeks late with PRO approval	Deliverable/ revisions submitted on time or early
3. Resourcing	20%	Supplier and/or downstream partners usually not resourced to the required standard	Supplier and downstream partners sometimes not resourced to the required standard	Supplier and downstream partners generally resourced to the required standard	Supplier and downstream partners consistently resourced to the required standard
4. Risk management	20%	Few or no risks identified, mitigation plans are ineffective, slow response to emerging risks, poor communication about risks, rarely follows risk management procedures	Some risks identified, mitigation plans are somewhat effective, inconsistent response to emerging risks, inconsistent communication with stakeholders about risks, occasionally follows risk management procedures	Most relevant risks identified, mitigation plans are effective, moderate response to emerging risks, good communication with stakeholders about risks, mostly follows risk management procedures	All relevant risks comprehensively identified, mitigation plans are highly effective, immediate and proactive response to emerging risks, excellent and proactive communication with stakeholders about risks, always follows risk management procedures

Annex 2: Evaluation and Award

An award will be made to the Supplier whose proposal is determined to be responsive to this solicitation document and represents value for money to the Project. In evaluating proposals, FCDO will use the following evaluation criteria and sub-criteria. **If the Supplier's bid does not meet one or more of the minimum viable thresholds for the technical criteria (T1, T2, T3, T4, T5, T6, T7) then FCDO will not continue to evaluate that bid.**

EVALUATION CRITERIA	Description / Sub-criteria	Weighting	Maximum Score	Minimum viable threshold
<i>Technical Criteria</i>				
[T1] Project Understanding, Approach and Methodology	Explain and respond to the objectives of the Project as stated in the Terms of Reference (TOR). Demonstrate that the proposed approach and detailed activities fulfil the requirements effectively and efficiently. Demonstrate that the proposed approach and methodology is feasible within the Deliverable Schedule. Describe how methodological challenges, risks, and mitigants will be identified and addressed	8	80	50
[T2] Sector/ Market Knowledge	Demonstrate a conceptual understanding of how guarantees support development of new asset classes. Demonstrate an awareness of the quantitative and qualitative empirical evidence base relating to guarantees, and the strengths and gaps in this evidence base. Provide and outline a sample of potential case studies for this project through which this evidence base could be strengthened.	8	80	50
[T3] Research Quality	Demonstrate an understanding of, and alignment with, principles of high-quality and ethical research. Frame your response around the quality criteria for all qualitative research: credibility, transferability, dependability, and confirmability.	8	80	50
[T4] Research Dissemination	Outline a clear and effective strategy for disseminating research findings. Outline the methods and channels that will be used to ensure the research reaches the intended audience. Provide examples of past successes in deploying research to influence market participants, Multilateral Development Banks, Development Finance Institutions, policymakers, and regulators.	8	80	50
[T5] Resourcing: Supplier Team	Demonstrate strong technical skills and suitable expertise within the Supplier Team that will effectively deliver results on the Terms of Reference. Propose a management structure in terms of size, approach, composition, and governance arrangements. Describe how key personnel availability will be managed for the duration of the project. Provide CVs and any other supporting evidence you deem relevant.	10	100	60
[T6] Resourcing: Lead Researcher	Demonstrate and evidence strong technical skills and suitable expertise that will effectively deliver results on the Terms of Reference. Provide a CV, cover letter, and any other supporting evidence you deem relevant.	16	160	100

[T7] Delivery Capability	Demonstrate the corporate capabilities and administrative capacity to perform and deliver the work. Demonstrate alignment with the principles of Value for Money (economy, efficiency, effectiveness, equity, cost-effectiveness) throughout delivery.	10	100	50
TOTAL TECHNICAL SCORE		60	600	
<i>Commercial Criteria</i>				
[C1] Total Programme Cost	Mathematical calculation of proposed Total Programme cost in direct comparison to all suppliers in this competition. <i>Total program cost refers to the overall cost proposed by the supplier to deliver the program. It includes all direct and indirect costs associated with the contract excluding applicable taxes</i>	12	120	n/a
[C2] Total Profit	Mathematical calculation of proposed Total Profit in direct comparison to all suppliers in this competition. <i>Total Profit represents the suppliers profit margin on the contract, as expressed as a percentage or fixed amount of the total programme cost</i>	10	100	n/a
[C3] Total Non-Project Attributable Costs (NPAC)	NPAC cost in direct comparison to all suppliers in this competition. <i>NPAC (Non-Project Attributable Costs) refers to overhead or indirect costs not directly tied to delivering program outputs (e.g., administrative costs, governance, or support functions)</i>	8	80	n/a
TOTAL COMMERCIAL SCORE		30	300	
<i>Social Value Criteria</i>				
[SV1] Tackling economic inequality	Social-Value-Model-Quick-Reference-Table-Edn-1.1-3-Dec-20.pdf	10	100	n/a
TOTAL SOCIAL VALUE SCORE		10	100	
TOTAL SCORE		100	1000	

Annex 3: Background on MOBILIST

1. Programme objectives

MOBILIST is the only donor programme with a dedicated focus on public market investment. It aims to attract the largest global pools of capital into financing sustainable development, including the climate transition, at scale in emerging and frontier markets. The programme makes equity investments that enable securities to be listed on public stock exchanges around the world, with the aim of supporting products that address development and climate challenges in EMDEs. MOBILIST provides technical assistance, conducts research and extracts policy content with regards to opportunities and barriers to public markets mobilisation.

MOBILIST aims to:

- Support transactions in public markets through investment and TA, extracting and communicating the policy learnings, demonstration effects and impact of each product
- Bridge the gap between large scale investors and EMDE markets through research, thought leadership, market development and advocacy
- Advance UK foreign and domestic policy objectives and those of MOBILIST's bilateral partners, on capital markets and private capital mobilisation

2. Investment portfolio

Number of MOBILIST investments and commitments	Total MOBILIST investments and commitments	Total public capital in all products (ex MOBILIST)	Total private capital in all products	Number of listed investments	Number of investments that enabled a listing	Total listed investments	PCM through listed products	PCM ratio for listed investments
8	£111m	£206m	£555m	4	5	£55m	£257m	4.6

MOBILIST has developed a portfolio of eight transactions, investing £111m in equity and equity commitments. Through the five investments which directly resulted in the creation of listed instruments, MOBILIST has leveraged ODA funds of £55m to mobilise £257m of private capital, resulting in a mobilisation ratio of 1:4.6 (using OECD methodology). These products include Asia Energy Impact Trust, Helios CLEAR Fund, Citicore Renewable Energy Company, Thai Credit Bank, Bayfront Infrastructure Capital IV, Green Guarantee Company, ImpactA Global Partners and Infrastructure Credit Guarantee Company.

3. Programme structure

The programme contains multiple complementary workstreams:

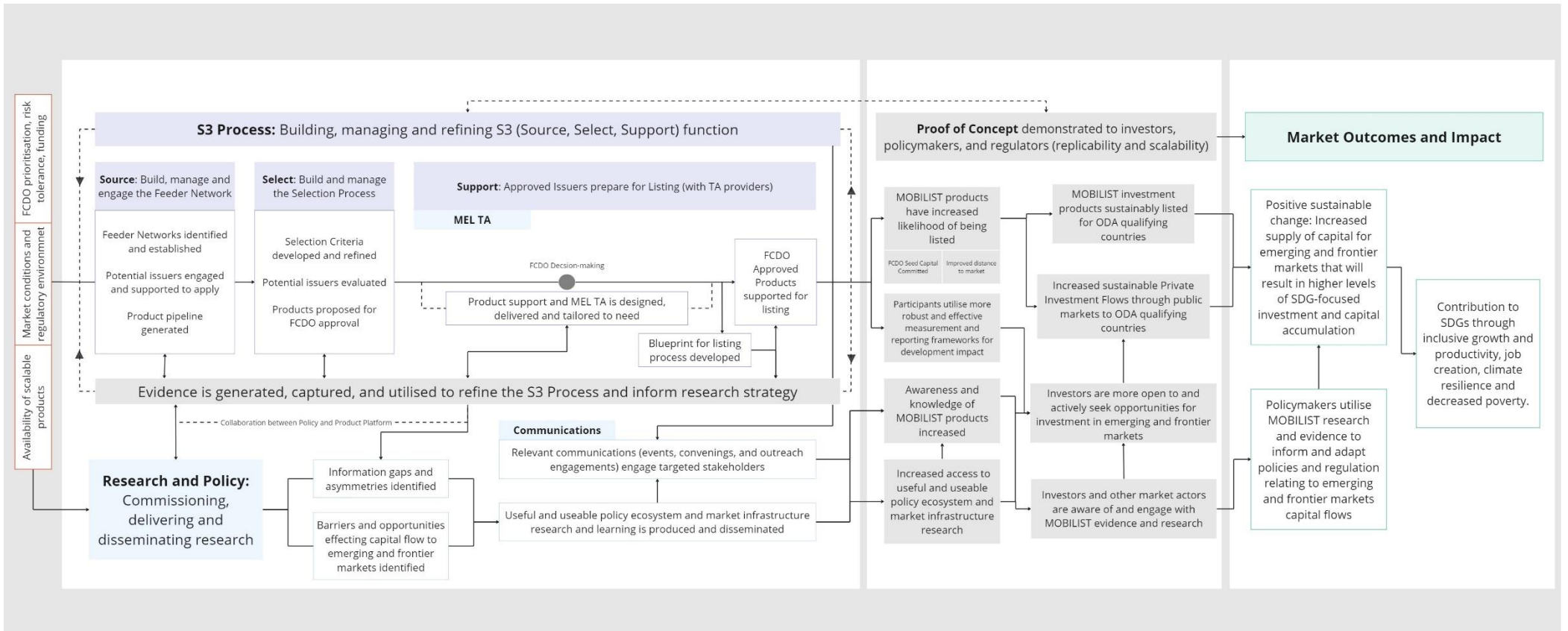
- **Products:** Equity investments, Technical Assistance, Pipeline development, Stock Exchange partnerships, Portfolio management, Due diligence
- **Research and Policy:** Commissioned research, Roundtables, Thought leadership, Policy Development
- **Comms:** Website/ social media, Event sponsorship/ hosting, Campaigns
- **Monitoring, Evaluation and Learning:** Programme MEL, ESG MEL, Portfolio/ impact MEL
- **Legal Advice:** Dentons UK and Middle East LLP
- **Brokerage/ Investment Banking:** Shore Capital Stockbrokers, UBS AG Singapore, Cardinal Stone Securities Limited

4. Governance

MOBILIST governance arrangements include senior civil servants and leaders from the private sector. Governance mechanisms include:

- **Financial Transactions Steering Board (FTSB):** Chaired by the FCDO Director General for Humanitarian and Development, FTSB is a sub-committee of the Investment and Delivery Committee, responsible for strategy, policy and strategic financial management of FCDO's portfolio of investment and guarantee financial instruments.
- **Decision-Making Committee (DMC):** the approving body for MOBILIST investments. Its purpose is to oversee, review and approve or reject recommendations put before it by the MOBILIST programme. DMC is responsible for ensuring that there is specific FCDO appetite for each investment against identified criteria and risks.
- **Steering Committee (SteerCo):** a subordinate governance body to the DMC which provides market intelligence, technical advice and challenge for the delivery of the MOBILIST programme. This informs the wider strategy and context for DMC to reflect upon in its review of individual investments. SteerCo comprises bilateral partners Norway and Switzerland; senior independent financial sector figures (BII, the Impact Investing Institute) and senior civil servants.

Annex 4: MOBILIST Theory of Change



Annex 5: GDPR Schedule of Processing, Personal Data and Data Subjects

Description

Identity of the Controller and Processor for each Category of Data Subject.

Details

The Parties acknowledge that for the purposes of the Data Protection Legislation, the following status will apply to personal data under this Contract:

1. The Parties acknowledge that Clause 33.2 Protection of Personal Data and 33.4 (Section 2 of the Contract) shall not apply for the purposes of the Data Protection Legislation as the Parties are independent Controllers in accordance with Clause 33.3 in respect of the following Personal Data:
 - a. where the parties will need to exchange personal data such as names, email addresses, phone numbers, employment history, address, data of birth, bank details, etc of project staff and consultants for recruitment purposes;
 - b. circumstances where FCDO contracts a supplier to carry out activities such as surveys, focus groups, communications and events but which the supplier designs and implements and where FCDO does not stipulate to the supplier what personal data they should gather and use in order to carry out the activities, and the supplier is responsible for determining what data it requires to carry out the activities such as:
 - where the supplier intends to gather and use personal data (including names and email addresses) for any programme workshops, training and other events) and the supplier is responsible for determining what data to collect for such purposes.
 - where the supplier intends to gather and use personal data from citizens participating in surveys, studies, focus groups or through programme activities and the supplier is responsible for determining what data to collect for which purpose, how they will use, store, and disseminate it, etc.
 - where the supplier intends to gather and use personal data from individuals engaged through communication and knowledge management activities, e.g. interviewees and the supplier is responsible for determining what data to collect and for which purpose.

For the avoidance of doubt the Supplier shall provide anonymised data sets for the purposes of reporting on this Contract and so FCDO shall not be a Processor in respect of the above as it does not constitute Personal Data.