CGAP

**Call for Partners:
Financial Services for
Platform Workers**

www.cgap.org/livelihoods

Photo by Lorena Velasco

Frequently Asked Questions

Note: we are basing our initial FAQs from questions received in similar processes in the past. We will continue to update this list as we receive questions that could be relevant for other applicants.

▪ **What kind of support is CGAP going to provide?**
CGAP will provide its own expertise as well as hire and pay for additional technical support required to design, test, and deliver financial services to platform workers. CGAP aims to be as responsive as possible to the specific needs of partners; however, there are certain types of support that we do not envision providing, such as capital or infrastructure related. Similarly, CGAP does not envisage funding extensive demand side research as part of this project, as applicants should have an existing understanding of challenges and/or opportunities workers currently face, that financial services could reasonably address. That said, CGAP has conducted its own demand-side research in Indonesia, India, Kenya, South Africa, and Nigeria, which partners will be welcome to consult. Partners will also benefit from greater industry visibility.

The level of financial support provided will be reviewed on a case-by-case basis considering the costs associated with the project.

▪ **What type of projects has CGAP supported in the past?**
Past CGAP engagements of this type have included support to partner organizations to achieve a range of strategic goals such as developing APIs to facilitate interconnection with partners, designing credit algorithms, designing products to reach new segments, launching or piloting new products, measuring impact of services, and designing gender-smart products, among others. This support has taken the form of technical assistance, strategic advice, expert support, or project management support, any of which has come from CGAP staff or from external specialists procured directly by CGAP and selected jointly with the partner organization(s).

▪ **Can multiple parties submit a joint Expression of Interest (for example, a platform with its Fintech and / or FSP partners)?**
Yes, please provide information on the implementing partners (if any) and their roles in the project execution. Keep in mind that CGAP believes certain platforms have some inherent advantages in providing, or facilitating the provision of, financial services to their workers. Applications that are not directly from platforms must therefore demonstrate their commitment to the partnership; willingness to share data, iterate and invest their own resources; and highlight why the success of the specific product/partnership is a priority for the platform. The product will likely require iteration to be successful, so the commitment of a platform to walk this journey is critical.

- **What countries/contexts are best suited for this work/project/etc.?**
  CGAP has already conducted demand side research in India, Indonesia, Kenya, Nigeria, and South Africa which can be used by our partners. However, we are open to working in suitable emerging markets and developing economies (EMDE) that: 1) have the required infrastructure to viably deliver financial services to platform workers and 2) where useful lessons can be drawn to benefit the industry globally.

- **Will existing projects be considered?**
  CGAP wants to work with applicants who are close to beginning a process of launching new products and services OR significantly enhancing existing products/services. Our interest is in partnering on the entire process, so we would like to begin a project at a stage where the applicants have an established interest to offer new services; have already built a foundation of understanding of workers' financial needs and the resulting provider opportunity; and identified and finalized the necessary partnerships.

- **Is there a cap on the costs of support to be financed by CGAP?**
  Yes. This will be determined on a case-by-case basis and we will take into account the number of partners selected, their needs, the potential of the project, and availability of resources from the CGAP team. The level of CGAP support is not intended to be standard across projects but will rather be finalized as the needs of each partner become clearer during discussions with short-listed applicants.

- **How many projects does CGAP plan on supporting?**
  CGAP plans on selecting 3-5 projects from this call for expressions of interest.

- **What happens after CGAP receives an application?**
  An expert panel will shortlist applicant submissions based on the criteria outlined in the RFP as seen below. CGAP will discuss the proposed partnership and type of support with shortlisted candidates and may request additional information to finalize the selection process.   Final partner selection is expected to be made by **November 2021.**

  Following selection, CGAP will work with the selected applicants to decide what activities would benefit from support and develop a general project definition, goals, model for collaboration and terms of reference. CGAP will then procure the external support needed to implement the project as agreed. Partners will be involved in the procurement/selection of external providers of technical services. External support may be provided by individual experts or firms.

- **What are CGAP's selection criteria?**
  As outlined in the EOI, the key factors CGAP will consider are:

  - **Commitment**: The partner must demonstrate commitment to the partnership at the highest level and must articulate how this product fits into its strategic priorities.
  - **Potential to advance worker livelihoods**: The platform, Fintech and / or FSP must have identified an opportunity or challenge facing workers that could be addressed using financial services. This support must have the potential to enhance the livelihood of platform workers. There must also be a business reason for the platform to offer or facilitate the financial service. Further, the financial service must target the underserved workers or sellers, not end users of the platform.

- **Established platforms:** The platform must be established, generating revenue, and have achieved product-market fit.[1]
- **Partner resources**: The partners must be willing to co-invest in the success of the pilot / product launch. Further, the partner must appoint a project champion able to lead and execute the project and be accountable for the success of the project. S/he must be empowered to draw on other internal resources as required. The project champion must be named (with title and existing responsibilities outlined) and must dedicate at least 50% of his or her time to this product.
- **Readiness**: The partner/s must be ready to start the project within one to two months of being selected, with launch planned within a maximum of six to nine months thereafter. Applicants should include their preferred project kickoff date in the EOI, and the proposed timeline from project kickoff to product launch. Applicants should also identify risks to the timely launch of the new/enhanced product offering.
- **Location**: CGAP has done demand side research in India, Indonesia, Kenya, Nigeria and South Africa which can be used by our partners. However, we are open to working in any suitable low- or middle-income country with the required infrastructure to viably deliver financial services to low-income platform workers.
- **Globally relevant lessons**: CGAP will take into account the relevance of the project (platform, partners, product, approach), and resulting lessons and insights, for other platforms and the broader financial inclusion community.
- **Sharing data and lessons:** The partner/s must be willing to facilitate the sharing of lessons learned from the project through transparency on data with CGAP and allowing the publication of non-sensitive information during and after the project implementation, including related to take-up, impact, challenges, key success factors and lessons learned during the project. CGAP will not disclose information without the consent of the partners and would not publish or disclose sensitive competitive information.

- **What is the expected duration of the CGAP project support?**
  CGAP expects the timeline from project selection to launch of the new/enhanced product/service to be up to approximately 12 months, including any internal prep time required by partner organizations, the discovery/planning phase, and implementation. However, each applicant/case/partner will be different, and the timeline will reflect the specific needs of each one.

- **What type of resources will partners be expected to contribute to the project?**
  Selected applicants are not required to contribute financially to the technical services sourced externally for the project, although a significant contribution would be expected in the form of organizational staff time and resources required for the successful design, testing and launch of the financial service. They will also be expected to take responsibility for the success of the product in the market, learning, and enhancing the product post-launch. This will include establishing a PMO and dedicating at least 50% of the lead's time to the execution of the project, with sufficient senior staff support/buy-in to ensure that the applicant organization is the main driver of the project.

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[1] This criterion is necessary for platforms applying directly, and for platforms that Fintechs/FSPs are partnering with.

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Deadline for submission is October 15, 2021.

-The website www.cgap.org/livelihoods contains the complete set of documents for this project.
-Please submit any questions and/or your completed expression of interest to Rani Deshpande at gdeshpande@worldbank.org.