United Nations Development Programme

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CALL FOR PROPOSALS

Call for Proposals for the Implementation of Sustainable Alternative Livelihood Projects for Marine Protected Areas, by NGOs in the Republic of Mauritius

CFP No.: UNDP/MUS/CFP/2018/001

Project: Mainstreaming biodiversity into the management of coastal zone in the Republic of Mauritius

Project ID: 00096201

Country: Mauritius

Issued on: 24 October 2018

Section 1. **Letter of Invitation**

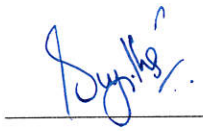
The United Nations Development Programme (UNDP) hereby invites you to submit a Proposal to this Call for Proposals (CFP) for the above-referenced subject.
This CFP includes the following documents and the Standard Terms and Conditions of Contract:

Section 1: This Letter of Invitation
Section 2: Instruction
Section 3: Terms of Reference
Section 4: Scope of Technical and Financial and Format
Section 5: Capacity Assessment Checklist (CACHE) for NGO
Section 6: CSO Responsible Party Agreement

If you are interested in submitting a Proposal in response to this CFP, please prepare your Proposal in accordance with the requirements and procedure as set out in this CFP and submit it by the Deadline for Submission of Proposals.

UNDP looks forward to receiving your Proposal and thank you in advance for your interest in UNDP procurement opportunities.

Approved by:



Name: Sujitha Sekharan
Title: International Operation Manager
Date: **October 24, 2018**

Section 2

Call for Proposals for the Implementation of Sustainable Alternative Livelihood Projects for Marine Protected Areas, by NGOs in the Republic of Mauritius

UNDP/MUS/CFP/2018/001

UNDP GEF GOM "Mainstreaming Biodiversity into the Management of Coastal Zone in the Republic of Mauritius"

INSTRUCTIONS

I. BACKGROUND

UNDP partners with people at all levels of society to help build nations that can withstand crisis, and drive and sustain the kind of growth that improves the quality of life for everyone. On the ground in 177 countries and territories, UNDP offer global perspective and local insight to help empower lives and build resilient nations

This Call for Proposals (CFP) is specifically related to the UNDP supported GEF funded, Mainstreaming Biodiversity into the Management of Coastal Zone in the Republic of Mauritius project, implemented by the Ministry of Ocean Economy, Marine Resources, Fisheries and Shipping. On behalf of the Government of Mauritius, UNDP Mauritius intends to contract the services of NGOs to implement activities earmarked under Output 2.1 in order to promote sustainable livelihoods in and around Marine Protected Areas in Mauritius and Rodrigues.

Background

The overall objective of the project is to mainstream the conservation and sustainable use of biodiversity and ecosystem services into coastal zone management and into the operations and policies of the tourism and physical development sectors in the Republic of Mauritius through a 'land- and seascape wide' integrated management approach based on the Environmental Sensitive Areas' (ESAs) inventory and assessment. More specifically, the project will achieve this through a three-pronged approach:

(1) support the incorporation of ESA recommendations into policies and enforceable regulations pertaining to integrated coastal zone management (ICZM), thereby mitigating threats to biodiversity and ecosystem functions and resilience with a special focus on tourism and physical development in the coastal zone;
(2) support the effective management of marine protected areas (MPAs) across the RM, given that they contain an important proportion of critically sensitive ESAs; and
(3) demonstrate mechanisms to arrest land degradation in sensitive locations, focusing on reducing coastal erosion and sedimentation and helping to restore ecosystem functions in key wetland areas.

II. OBJECTIVES AND EXPECTED OUTPUTS/ DELIVERABLES

The objective of this Call for Proposals is to implement the sustainable alternative livelihood opportunities for local communities to reduce the pressure on lagoon resources so as to demonstrate the benefits of MPA's in the Republic of Mauritius. This project aims to present a renewed commitment to working with local community leaders, women and unemployed men potentially affected by the operationalisation of MPA's, unemployed women in coastal VCA's in collaboration with Women's Centres, National Women's Council and National Women's Entrepreneur Council, Social Welfare Centre and Community Welfare Centres, to enhance social service delivery, provide sustainable economic opportunities for young men and women and subsequently provide alternative livelihood to them.

This call for originates from Output 2.1 i.e planning at various levels applied to MPA management more specifically to activity 2.1.3 which is to develop livelihood opportunities for local communities to reduce pressure on lagoon resources and demonstrate the benefits of MPAs

The detailed scope of work and related outputs and deliverables are provided in the Terms of Reference at **Annex 1**

Final Beneficiaries

Eligible proposals will be those focused on **achieving the specified results in the project document** and targeting the following:

- Projects on Rodrigues will be run by (a) women and young unemployed men potentially affected by the operationalisation of the four no-take Northern Marine Reserves and also by the presence of SEMPA. Activities identified must improve livelihoods and thus increase compliance with regulations.

- Projects on Mauritius, with the support the Women's Centres, National Women's Council and National Women's Entrepreneur Council, Social Welfare Centre and Community Welfare Centres must be run by (a) unemployed women in coastal VCAs and (b) young unemployed men potentially affected by the operationalisation of Marine Parks and Fishing Reserves.

In order to achieve the above objective of ensuring that the relevant beneficiaries participate in the projects, the NGO shall demonstrate in its proposal how the relevant stakeholders will be involved.

III. PROPOSAL

Proposed Methodology, Approach, quality assurance plan and Implementation Plan – this section should demonstrate the NGO's response to the Terms of Reference by identifying the specific components proposed, how the outputs/ delivery shall be addressed, as specified; providing a detailed description of the essential performance characteristics proposed; identifying the works/portions of the work that will be subcontracted.

Moreover, the proposal should demonstrate how the proposed methodology meets or exceeds the TOR, while ensuring appropriateness of the approach to the local conditions and the rest of the project operating environment. This methodology must be laid out in an implementation timetable and a quality assurance.

Management Structure and Resource (Key Personnel) – This section should include the comprehensive description of the management structure and information regarding required resources including curriculum vitae (CVs) of key personnel that will be assigned to support the implementation of the proposed methodology, clearly defining the roles and responsibilities vis-à-vis the proposed

methodology. CVs should establish competence and demonstrate qualifications in areas relevant to the TOR.
The following proposed format can be used – **See Annex 2**

IV. EVALUATION CRITERIA & METHODOLOGY

a) Proposals will be evaluated based on the following criteria:

1) Sound technical proposal that includes innovative and replicable inclusion mechanisms to maximize the value transfer to the beneficiaries.
2) High impact interventions directly targeting and responding to the needs established in the Terms of Reference (ToR).
3) Size of budget requested commensurate with the organization's proven administrative and financial management capacity.
4) Participatory monitoring and evaluation that will contribute to building a sense of ownership among the beneficiaries to promote the sustainability of the interventions.

Summary of Technical Proposal Evaluation Forms		**Score Weight**	**Points Obtainable**
1.	Expertise of the NGO	30%	300
2.	Design, Methodology, Approach, Quality Assurance Plan, M&E and Implementation Plan	40%	400
3.	Resources and Qualifications of Key Personnel	30%	300
	Total	**100%**	**1000**

Technical Proposal Evaluation Form 1		Points obtainable
	Expertise of the NGO	
1.1	-Reputation of Organization and Staff	15
	-Credibility	15
	-Reliability	10
	-Industry Standing	10
1.2	General Organizational Capability which is likely to affect implementation	
	- Financial stability	15
	- loose consortium, holding company or one NGO	15

	- age/size of the NGO - strength of project management support - project financing capacity - project management controls	15 15 15 15
1.3	Extent to which any work would be subcontracted (subcontracting carries additional risks which may affect project implementation, but properly done it offers a chance to access specialised skills.)	15
1.4	Quality assurance procedures, warranty	25
1.5	Relevance of: - Specialised Knowledge - Experience on Similar Programme / Projects - Experience on Projects in the Region - Work for UNDP/ major multilateral/ or bilateral programmes	 30 30 30 30
		300

Technical Proposal Evaluation Form 2		Points Obtainable
Proposed Methodology, Approach and Implementation Plan		
2.1	To what degree does the Proposer understand the task?	30
2.2	Have the important aspects of the task been addressed in sufficient detail?	25
2.3	Are the different components of the project adequately weighted relative to one another?	20
2.4	Is the proposal based on a survey of the project environment and was this data input properly used in the preparation of the proposal?	55
2.5	Is the conceptual framework adopted appropriate for the task?	65
2.6	Is the scope of task well defined and does it correspond to the TOR?	120

2.7	Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?	85
		400

Technical Proposal Evaluation Form 3				Points Obtainable
Management Structure and Key Personnel				
3.1	Task Manager			140
			Sub-Score	
	General Qualification		120	
	Suitability for the Project			
	- International Experience	25		
	- Training Experience	20		
	- Professional Experience in the area of specialisation	45		
	- Knowledge of the region	30		
	- Language Qualifications		20	
			140	
3.2	Senior Expert			120
			Sub-Score	
	General Qualification		100	
	Suitability for the Project			
	- International Experience	15		
	- Training Experience	15		
	- Professional Experience in the area of specialisation	45		

	- Knowledge of the region	25		
	- Language Qualifications		20	
			120	
3.3	Junior Expert			40
			Sub-Score	
	General Qualification		30	
	Suitability for the Project			
	- International Experience	5		
	- Training Experience	5		
	- Professional Experience in the area of specialisation	10		
	- Knowledge of the region	10		
	- Language Qualification		10	
			40	
	Total Part 3			300

b) Evaluation methodology: Quality based under Fixed Budget Selection (QB-FBS)

QB-FBS methodology implies that all proposals have the same maximum overall price (which cannot exceed a known fixed budget amount), focusing the selection on the quality of the proposal and the NGO proposed approach and methodology. NGO have to provide their best technical proposal and financial breakdown (within the budget) in one single envelope (clearly stating proposed overheads). Evaluation of all technical proposals shall be carried out, in accordance with above outlined evaluation criteria, and the institution which obtains the highest technical score shall be selected. NGOs exceeding the established fixed budget in their financial proposals will be rejected

Proposals have to translate community needs into implementable activities by the NGOs. Under QB-FBS, assessment focuses on maximizing transfer of value to the beneficiary user within a given budget.

c) Budget size and duration

It is intended to award up to four projects to NGOs, i.e. two in Mauritius and two in Rodrigues Island, proposals' amounts should be to a maximum of **USD 50,000** for direct interventions in each single community as stated in the ToR. The potential NGO who wants to apply for the two projects for both locations, should be aware of the criteria of selection. In addition, they should know that based on the criteria, applicants will be evaluated separately for each location.

However, the NGO should demonstrate the ability to mobilise at least 30% of the amount to be disbursed by UNDP towards the submitted alternative livelihood project either in kind or in cash. The contribution in kind or in cash should be reflected in the financial proposal.

The amount requested in the proposal should be commensurate with the organization's administrative and financial management capabilities. The project duration will not exceed **24 months.** As regards the budget of the proposal, UNDP retains the right to negotiate with the selected NGO, prior to signing agreement, to ensure value of money.

V. SELECTION PROCESS:

UNDP will review proposals through a five-step process:

(i) determination of eligibility;
(ii) technical review of eligible proposals;
(iii) scoring and ranking of the eligible proposals based on the assessment criteria outlined in the previous section to identify highest ranking proposals;
(iv) round of clarification (if necessary) and verification (office presence, license to operate in target state/districts) with the highest scored proposals; and
(v) Responsible Party Agreement (RPA) signature.

VI. SUBMISSION PROCESS

Applicants shall bear all costs related to proposal preparation and submission.

Applicants must submit their proposals in one envelope to:

For hard copy submission:

UNDP Mauritius and Seychelles Country Office
6th Floor, Anglo Mauritius House
Intendance Street
P.O Box 253, Port-Louis
Attn: The Head of Procurement Unit

OUTER ENVELOPE must include name of Offeror and the following reference:
Outer envelope should have the following information:

- Name of bidder
- REF. No.: UNDP/MUS/CFP/2018/001
- Closing date of the CFP: format (23/11/2018 AT 15:00hrs MAURITIUS TIME)

Number of copies:
Original: One (1) Hard Copy
Copies: 1 USB or 1 CD

The following documents must be submitted in order for the submission to be considered:

a) Detailed Proposal
b) CVs of key personnel proposed
c) Information and details of facility proposed for this beneficiary focused project including photos of classes, training equipment and the location. All in PDF format
d) Audited financial statements for past two years, including management report.
e) Copy of the registration certificate at national level.
f) Any recommendation and endorsement letters from UN partners and INGOs.
g) Duly filled CACHE form as at **Annex 3**.

Only one submission per organization for each location is allowed. Once the application is complete and submitted, revised versions of proposal documents will not be accepted.

Submission Deadline
Proposals, with supporting documents, should be submitted by **23th November 2018** at **15.00 hrs Mauritius time**.
Potential applicants should refer to the "Frequent Asked Questions" posted in UNDP's website.
http://www.undp.org/content/undp/en/home/operations/about_us/frequently_askedquestions.html

For additional questions about the Call for Proposals Guidelines or application forms, please e-mail nishi.sewsurn@undp.org, **cc: parmananda.ragen@undp.org**
Note; UNDP reserves the right not to fund any proposals arising from this Call for Proposals

Estimate Competition Timeline
Below is an *estimated* timeline for this Call for Proposals.

24.10.2018: Call for Proposal opens and relevant documents are circulated.
23.11.2018: Deadline for organizations to submit proposals under this Call.
30.11.2018: Assessment and selection processes will take place.
07.12.2018: Selected applicants will be notified.

IMPORTANT ADDITIONAL INFORMATION

UNDP implements a policy of zero tolerance on proscribed practices, including fraud, corruption, collusion, unethical practices, and obstruction. UNDP is committed to preventing, identifying and addressing all acts of fraud and corrupt practices against UNDP as well as third parties involved in UNDP activities. (See
http://www.undp.org/content/dam/undp/library/corporate/Transparency/UNDP_Anti_Fraud_Policy_English_FINAL_june_2011.pdf and
http://www.undp.org/content/undp/en/home/operations/procurement/protestandsanctions/ for full description of the policies)

In responding to this Call for Proposals, UNDP requires all Proposers to conduct themselves in a professional, objective and impartial manner, and they must at all times hold UNDP's interests paramount. Proposers must strictly avoid conflicts with other assignments or their own interests, and act without consideration for future work. All Proposers found to have a conflict of interest shall be disqualified. Without limitation on the generality of the above, Proposers, and any of their affiliates, shall be considered to have a conflict of interest with one or more parties in this solicitation process, if they:

* Are or have been associated in the past, with a NGO or any of its affiliates which have been engaged UNDP to provide services for the preparation of the design, Terms of Reference, cost analysis/estimation, and other documents to be used in this competitive selection process;

* Were involved in the preparation and/or design of the programme/project related to the services requested under this Call for Proposals; or

* Are found to be in conflict for any other reason, as may be established by, or at the discretion of, UNDP.

In the event of any uncertainty in the interpretation of what is potentially a conflict of interest, proposers must disclose the condition to UNDP and seek UNDP's confirmation on whether or not such conflict exists.

Section 3

Annex 1 - Terms of Reference

Mainstreaming Biodiversity into the Management of Coastal Zone in the Republic of Mauritius Project

1. Project Description

The objective of the project is to mainstream the conservation and sustainable use of biodiversity and ecosystem services into coastal zone management and into the operations and policies of the tourism and physical development sectors in the Republic of Mauritius through a 'land- and seascape wide' integrated management approach based on the Environmental Sensitive Areas' (ESAs) inventory and assessment. More specifically, the project will achieve this through a three-pronged approach: (1) support the incorporation of ESA recommendations into policies and enforceable regulations pertaining to integrated coastal zone management (ICZM), thereby mitigating threats to biodiversity and ecosystem functions and resilience with a special focus on tourism and physical development in the coastal zone; (2) support the effective management of marine protected areas (MPAs) across the RM, given that they contain an important proportion of critically sensitive ESAs; and (3) demonstrate mechanisms to arrest land degradation in sensitive locations, focusing on reducing coastal erosion and sedimentation and helping to restore ecosystem functions in key wetland areas.

Target Locations and Beneficiaries

The selection of project locations/target areas is based on a range of criteria including priority communities identified in the Alternative Livelihood Plan prepared during the previous UNDP/GEF funded MPA project in the Republic of Mauritius. In general, priority is given to region nearby MPA's proclaimed in Mauritius and Rodrigues that are strongly affected by the no-take zone policy prevailing in these MPA's.

The target beneficiaries for this initiative are women and young unemployed men potentially affected by the operationalisation of the four no-take Northern Marine Reserves and also by the presence of SEMPA in Rodrigues and unemployed women in coastal VCA's and young unemployed men potentially affected by the operationalisation of Marine Parks and Fishing Reserves in Mauritius.

Specific to the selection of beneficiaries UNDP project team, with the support of selected local partner, will engage with the communities and local authorities to ensure that there is a thorough understanding of the project objectives and targeted groups in order to facilitate outreach and identification, as well as be better able to manage those expectations of the community at large.

The regions neighbouring any MPA's in Mauritius and Rodrigues have been identified for implementation of the activities. However, these may or can change depending on the prevailing situation and availability of suitable partners in the locations at the time of implementation.

2. Strategy and Activities

UNDP will be engaging with NGO's that will be selected through this competitive process to implement, contribute and support the achievement of the following outcomes and delivery of the project activities. The project approach is to ensure that targeted beneficiaries acquire the social and civic skills required to become engaged and active community members, the economic integration components will significantly increase their prospects of obtaining sustainable alternative employment, thus contributing to poverty reduction and increased community resilience.

UNDP project team will also conduct extensive orientation to selected NGO staff to familiarize them with the overall scope and structure of the project as well as specific project interventions. Every effort will be made to disseminate 'lessons learned' from previous projects.

2.1. Alternative livelihood project

The alternative livelihood component will mainly focus on the following key activities: -

Sensitization, Outreach and Identification

Selected communities in Mauritius and Rodrigues will be engaged by UNDP and the selected NGO to ensure that there is a thorough understanding of the project objectives and targeted beneficiary groups in order to facilitate outreach and identification and manage community expectations. During this outreach phase, the identification and selection of the beneficiaries will be carried out. Once a pool of potential beneficiaries is established, other beneficiaries will be approached and given the opportunity to voluntarily enrol into the project.

Mentoring

Recognized and respected individuals from the selected communities will be chosen to act as 'role models' and provide personalized monitoring and coaching for individual beneficiaries throughout the process. They will be chosen from prominent elders, leaders or young people who have successfully concluded other recognized social, development and civic programmes. Mentors will be required to undergo a standardized training before the project begins and meet individual beneficiaries weekly. One mentor will be assigned for every five adult beneficiaries for the period of three months during the mentoring exercise.

2.2. Economic activities

Successful completion of the mentoring activities above will be a pre-requisite for entry into the economic integration support activities. The beneficiaries from the first project component will be given the options of participating in work initiatives, market-based vocational education and training and basic business skills training. In addition, and wherever feasible, beneficiaries undertaking vocational training courses will be linked to potential employees to secure job placements and apprenticeships. The types of skills training will be driven from findings of quick labour market survey and that is if there is no existing labour market surveys undertaken in the last one and half year by a qualified organizations/institutions.

Economic activities are to be selected based on participatory local needs assessment conducted by UNDP together with authorities and selected NGO in Mauritius and Rodrigues. These assessments will be undertaken concurrently with the *Sensitization, Outreach and Identification* and will cover *inter alia* growth potential sectors in the local economy, productive assets, basic labour market indicators including existing and potential skills gaps, and local financial sources. Socio-economic assessment findings will be gender disaggregated.

Market-based vocational training and education

Vocational training and education will be provided based on existing and potential skills gaps identified through the participatory local needs assessments and tailored to sectors and value chains that have the potential to create sustainable long-term employment for beneficiaries. Wherever feasible and appropriate, training will be provided through existing technical schools and educational institutions in the selected areas and will include a significant element of 'training for trainers.' This

will help to build the capacity of local training provider and ensure the sustainability of project interventions. The skills training classes will be implemented over a **twelve-month period** and should be accredited by a relevant recognised body.

Basic business skills training

Beneficiaries with the desire and aptitude to start their own business will be provided with basic business skills training. The training will encourage beneficiaries to develop concrete and feasible business ideas and provide them with a basic understanding of business planning, finance, management and marketing. Downstream group counselling will be provided approximately one month after the successful completion of the training and beneficiaries will be provided with micro-grants for the purchase of basic equipment and materials.

Job placements and apprenticeships

A job placement scheme will be established, allowing beneficiaries to benefit from on-the-job training and / or apprenticeships. These activities will start immediately after the market-based vocational training ends. An incentive will be paid to the employer to retain the beneficiaries and a mentor will be assigned to ensure that the required support is provided to an adequate standard. The apprenticeship/on-the-job training will continue at least one full month.

3. Scope of Services, Expected Outputs and Target Completion

The potential NGO needs to come up and submit a proposal with a clear approach, methodology, implementation plan, budget and other relevant strategies and section to undertake the cover the following scope of work and deliver the expected outputs of the project outlined in the previous section. In order to undertake the scope of work under this Terms of Reference (TOR) the NGO is required to either 'have' or 'make available' a resource centre that can host at least 25 beneficiaries and has the necessary facilities undertaking the activities described in this TOR. Therefore, the NGO needs to provide proof of existing resource centre to be able to host the project.

Sensitise, outreach and beneficiary's identification in each of the target location

Under this activity, the following sub-activities need to be undertaken:

1. Developed and deliver outreach materials and activities including launching event.
2. Orientate necessary partners around the outreach process identified and mobilized;
3. Engage community members and authorities and other members explaining objectives and targeted beneficiary groups in order to facilitate outreach and identification and manage community expectations.
4. Sensitization and awareness-raising within the community on the objectives of the project conducted.
5. Systems (for Registration) and Service (Case Management) for beneficiaries developed, established, tested and implemented
    a) Registration of 25 beneficiaries between the age of 18 and 59 (minimum 40% women) beneficiaries is completed along with the initial mind-set assessment and the gender equitable scale.
    b) During this phase, approach community members, to assist in screening processes for the identification and selection of the beneficiaries.
    c) Through this process establish a pool of potential beneficiaries and approach the other beneficiaries and give them the opportunity to voluntarily enrol into the project.

Provide alternative livelihood to registered and enrolled beneficiaries.

1. Start this phase with the preparation of partner project staff training.
2. Recruit and select qualified trainers to the different classes and social skills.
3. Develop and update systems and tools for alternative livelihood, which are tested to use for project implementation.
4. Establish a learning timetable together with beneficiaries, community members, trainers and other relevant stakeholders.
5. Start the alternative livelihood process and with structured training in social skills, governance and rule of law, beneficiary empowerment and leadership, gender and the environment.

Provide mentoring and other activities to registered and enrolled beneficiaries

1. Identify and select recognized and respected individuals from the communities to act as role models'.
2. Provide personalized monitoring and coaching for individual beneficiaries throughout the social rehabilitation process.
3. Choose mentors from prominent elders, young people who have successfully concluded other recognized social and civic project.
4. Provide standardized training to mentors before the project begins to let them do their job professionally.
5. One mentor will be assigned for at least every (5) five adult beneficiaries.
6. Ensure that Community Volunteer Mentor meets once a week with each beneficiary under their responsibility and conduct weekly visit to each beneficiary's residence and meet their families.
7. Support the training of Mentors in mediation, social integration organized by the recognized partner.
8. Carry out community volunteer activities and sports activities for the beneficiaries.
9. Provide beneficiaries transport and other incentives.

Beneficiaries (including a minimum of 40% women and girls) who completed above programme

Delivery of social programme on a monthly/ weekly basis through qualified instructors (maximum of 3 instructors per group of 25; 1 for literacy/numeracy (if needed), and 2 for social skills/rule of law/ leadership/environment/Gender classes)

a) Beneficiary attendance and profile is updated on a daily basis by the centre manager.
b) Beneficiaries are supported to attend the social training and are provided with provisions for transport, lunch and/or refreshment
c) Provision for the graduation ceremony with proper certification of graduates.
d) Provision for visibility (i.e. signpost, photos, video clips, success stories and quotes from beneficiaries)

Provide economic alternative options to beneficiaries

Present the following options to beneficiaries:

1) opportunity to participate market-based vocational education and training,
2) opportunity to participate cash for work initiatives and
3) opportunity to participate basic business skills training.

Provide market-based vocational education and training

1. Select existing and potential skills gaps identified by market surveys and through the participatory local needs assessments.
2. Benefit from existing labour market surveys to select skill sets to train on beneficiary that are tailored to sectors and value chains that have the potential to create sustainable long- term employment for beneficiary.
3. Wherever feasible and appropriate, the partner should use existing technical schools and educational institutions and provide 'training for trainers.'
4. After skill sets are identified, recruit trainers.
5. Furnish and equip training classes and centre properly.
6. Procure training equipment, tools and materials for skills training if needed.
7. Develop training materials and customize existing curriculums for adoption and use.
8. Start training the beneficiary and monitor their progress closely.

Provide business skills training

1. Select beneficiaries with the desire and aptitude to start their own business.
2. Identify existing business skills gaps through the participatory local needs assessments.
3. Encourage beneficiaries to develop concrete and feasible business ideas, and provide them with a basic understanding of business planning, finance, management and marketing.
4. Where possible benefit from existing labour market surveys to select business, skill sets to train on beneficiaries that are tailored to sectors and value chains that have the potential to create sustainable long- term employment for beneficiary.
5. Wherever feasible and appropriate, the partner should use existing educational institutions and provide 'training for trainers.'
6. After business skill sets are identified, recruit trainers.
7. Furnish and equip training classes and centre properly.
8. Procure training equipment, tools and materials for business skills training if needed.
9. Develop business training materials and customize existing curriculums for adoption and use.
10. Start business training the beneficiaries and monitor their progress daily.
11. Start group after one month after the successful completion of the business training.
12. Provide micro-grants for the purchase of basic equipment and materials.

Establish job placements schemes and apprenticeships

1. Map and identify potential employers in the area.
2. Meet with potential employers and start engaging them at the beginning phase of the project activities.
3. Ensure that potential employers are closely consulted and they understand the objectives of the project.
4. Invite them to meet and interact with beneficiaries during the training.
5. Take their ideas and inputs into consideration to align their skill needs to the project.
6. Establish MOUs with formal potential employers that are willing to participate the job placement scheme and apprenticeship.
7. Agree an incentive payable to employers to retain the beneficiaries under job placement and apprenticeships.
8. Assign a mentor to ensure that the required support to both the beneficiary and employer are provided to an adequate standard.

Management Arrangements

In collaboration with the Chief Technical Adviser and National Project Director, and as guided by the

Mainstreaming Biodiversity into the Management of the Coastal Zone in the Republic of Mauritius, the Project Manager will be responsible for the overall coordination, and ensure that the NGOs are on target in terms of project implementation.

He will also ensure that activities implemented through NGOs are in line with the objectives of the project, have higher standard of quality and implementation is in accordance with the plan and the resources are expended properly in accordance with the approved budget.

General Monitoring requirements
In accordance with the programming policies and procedures outlined in the UNDP User Guide, and at the requirement by the donor, the project will be monitored and reported through the following:

Within the Project cycle

- On a monthly basis, a joint monitoring will be undertaken by UNDP and the Ministry of Ocean Economy, Marine resources and Shipping Officials
- The selected NGO would be doing their own monitoring and will share the monitoring reports and findings with UNDP

Reporting and Visibility:
As part of the technical proposal, applicant organization is required to propose comprehensive reporting and visibility plan of action with details of methods, channels, approach, capacities like communications person in order to provide sufficient reporting and visibility for UNDP and its donors. UNDP requires the following minimum report and visibility: -

- Monthly progress narrative reports with financial status:
- Ad-hoc reports: Upon the request of UNDP
- Final financial report, final narrative report (reflecting challenges, issues, risks, impact, roles of various stakeholders..., reporting template will be provided by UNDP project team),
- Pictures, videos, press releases,
- Success stories and case studies
- Bi- monthly newsletter including progress of project activities, success stories and case studies
- Project signboards, banners, t-shirts, posters and wall stickers

Duration of the Work
The activities and outputs produced by the recipient institution will be reviewed monthly. The work is expected to be performed from December 2018 to December 2020. The target is to complete the project activities in 24 months.

Qualifications of the Successful Partner organization at Various Levels
The recipient organization should be non-profit, a non-affiliated, non-governmental organization registered in the Republic of Mauritius.

The recipient NGO should have excellent track record and adequate experience in implementing similar projects with the UN agencies or International NGOs in Mauritius. The recipient organization should process adequate financial, human resource and management capacity to undertake the project.

The recipient organization its board members and its key staff members should be clean from any past corruption or misuse of funds or misuse of power of any kind. If there is a staff member of UNDP, who has any relationship with the organization, as an owner or relative of the owner or member of BOD or part of their management team, etc., should be officially reported prior to starting any process, if not reported prior to the selection process and then selected this will affect the organization.

Section 4

Annex 2 - Scope of Technical and Financial and Format

1. Scope of Technical Proposal and FORMAT

Introduction (15%)

In this section, the NGO has to provide a brief background information on the organization's experience and activities, with specific reference to relevant prior experience in target areas (Mauritius and/or Rodrigues). Anything related to your organization's suitability as its partner in implementing this should be elaborated in this section for the attention of UNDP including the details of the management and leadership of the organization and its center of control/base in Somalia.

Operations: Project Management, Implementation and Support

Briefly explain your organization's ability to manage the project, operate and provide logistics support in the target town(s). Provide some evidence that you will be able to operate in project target location and any issues specific to your organization that might hamper your ability to operate there.

Some analysis of your localized understanding of the main risks to effective implementation of the project along with suggested approaches to mitigate risks would be very helpful. In this section, please also provide risk analysis matrix in a tabular format, distinguishing between different categories of risk. Also, provide details of systems in place to provide seamless logistics and other operational support.

Provide details of any existing relationships that your organization or team has with local stakeholders (including potential beneficiaries, skills training centers, education institutions, government officials, community groups, private businesses, etc.) that you believe may be valuable in enhancing the design and implementation of the project.

Finance: Fund Management Capacity in Mauritius

In this section, provide details of your organization's capacity to manage donor funds effectively in Somalia and describe your approach and experience in financial management. Focus on financial monitoring, distribution management systems and how you would identify and mitigate financial risk and monitor project delivery.

Moreover, include a table of with the details of projects your organizations that you have implemented or are implementing in Somalia that you believe provide a fair reflection of your effectiveness in implementing large interventions.

Please provide a budget for your proposed initiative using the budget format in the Financial Proposal Section. Please note that the total cost must not exceed US$ 50,000.

Design, Methodology, Approach, Quality Assurance Plan and Implementation Plan

This section should demonstrate the NGO's response to the TOR, how the outputs/ delivery shall be addressed, as specified; providing a detailed description of the essential performance characteristics proposed; identifying the works/portions of the work that will be sub-contracted.

The project activities are many, interlinked and some need to be implemented simultaneously, some need sequential and there is risk of delays to any one activity will have impact on other activities. Partners applying are encouraged to think very carefully about these issues and present innovative

ideas that could be factored into the project implementation process that can increase project effectives, ovoid delays without compromising quality of delivery.
Moreover, the proposal should demonstrate how the proposed methodology meets or exceeds the TOR, while ensuring appropriateness of the approach to the local conditions and the rest of the project operating environment. This methodology must be laid out in an implementation timetable and a quality assurance.

Management Arrangement, Resources and Qualifications of Key Personnel

Please also provide details of any institutional arrangements that currently exist within your organization, the resources including offices, transport, training facilities, conference facility and staffing that could leverage and complement this project.
This section should include the comprehensive description of the management structure and information regarding required resources including curriculum vitae (CVs) of key personnel that will be assigned to support the implementation of the proposed methodology, clearly defining the roles and responsibilities vis-à-vis the proposed methodology.
CVs should establish competence and demonstrate qualifications in areas relevant to the TOR.

M & E, Impact Assessment and Project Cost Effectiveness

UNDP reporting and visibility requirement for the project is clearly described in the proposal scope of services section. In this section, focus on how project will be monitored and evaluation, how effective project resources are used keeping value of money at all times and what impact assessment methodology you will use? Please go into further detail on the use of resources, quality of inputs and timeliness of the proposed initiative.

Please illustrate the direct and indirect impact your project will have on the beneficiary and local community service delivery during and after its implementation. Who will benefit and how will they benefit?
How are the overall project objectives linked to the outputs and activities? In other words, what is the theory of change for the proposed project?

NB: NGOs can bid for one or more locations.

Attachments: Please submit the following documents: -

1. Copies of audited annual report & accounts of your organization
2. Copy of the registration certificate both at national level.
3. Any recommendation and endorsement letters from the local administration
4. Information and details of facility proposed for this alternative livelihood project including photos of classes, training equipment and the GPS of the location. All in PDF format
5. CVs of key personnel proposed for this project (minimum of three CVs)
6. Duly filled CACHE form as at **Annex 3**

Summary of project evaluation

No	*Section Description*	*Evaluation Score* *Weighting*
1	Expertise of the NGO	30%
2	Design, Methodology, Approach, Quality Assurance Plan, M&E and Implementation Plan	40%
2	Resources and Qualifications of Key Personnel	30%

	Total	**100%**

2. Financial Proposal Form[1]

The Proposer is required to prepare the Financial Proposal. The Financial Proposal must provide a detailed cost breakdown. Provide separate figures for each functional grouping or category. Any estimates for cost-reimbursable items, such as travel and out-of-pocket expenses, should be listed separately.

In case of an equipment component to the service provider, the Price Schedule should include figures for both purchase and lease/rent options. UNDP reserves the option to either lease/rent or purchase outright the equipment through the Contractor.

The format shown on the following pages is suggested for use as a guide in preparing the Financial Proposal. The format includes specific expenditures, which may or may not be required or applicable but are indicated to serve as examples.

A. **Cost Breakdown per Deliverables***

SN	Deliverables	Tentative Delivery date *(will be discussed at contract agreement with selected NGO)*	Percentage of Total Price and Triggers for Payment Tranches	Price (Lump Sum, All Inclusive)
1	**Deliverable 1** Signature of contract and submission of agreed work plan	December 2018	20%	
2	**Deliverable 2** Report on community sensitization, outreach and beneficiary's identification and selection	January 2019	20%	
3	**Deliverable 3** Report on provision of mentoring and other activities to registered and enrolled beneficiaries	April 2019	20%	
4	**Deliverable 4** Report on the provision of market based vocational education and training	April 2020	10%	
5	**Deliverable 5** Report on provision of business skill training	July 2020	10%	

[1] *No deletion or modification may be made in this form. Any such deletion or modification may lead to the rejection of the Proposal.*

6	**Deliverable 6** Report on establishing job placements and apprenticeships	September 2020	10%	
7	**Deliverable 7** Final report on the alternative livelihood project	December 2020	10%	
	Total		**100%**	

Cost Breakdown by Cost Component:

The applicant organizations are required to provide the cost breakdown for the above services for each deliverable based on the following format given below. UNDP shall use the cost breakdown in order to determine the value for money against each unit cost as well as the calculation of price in the event that both parties have agreed to add new deliverables to the scope of Services.

Below is a table showing the cost breakdown needed, applicant organization can add new items and remove some the items in the below breakdown. The below is meant to guide the applicant and NOT to restrict the applicant. Where possible please also submit an excel budget separately.

Description of Activity	**Remuneration per Unit of Time (e.g., day, month, etc.)**	**Total Period of Engagement**	**No. of Personnel**	**Total Rate for the Period**
I. Personnel & Management Services				
1. Center/facility Personnel				
a) Resource Centre manager and supervisor				
b) Instructor (if any)				
c) Instructors – full time (x for literacy and numeracy, and x for social skills, Leadership and rule of law)				
d) Trainers – full time (x for skill a, x for skill set b and x for skill set c)				
e) Mentors				
f) Facilitators (x part-time facilitators for extracurricular activities, Beneficiary empowerment/Leadership, Gender and Environment)				
g) Others (list others as necessary)				
2. Management and Admin				
a) Project manager (1 person) (should be based in same city with the centre)				
b) Admin/Finance Officer (1 person)				
c) Internship (1 women intern) Should be based at the centre				
d) ToTs (x persons)				

e) Others (list others as necessary)				
3. Material Cost (breakdown required)				
4. Tools Cost (breakdown required)				
5. Training Material Cost (breakdown required)				
6. Training Facilitation Cost (breakdown required)				
7. **Trainees Incentives Cost (breakdown required)**				
a) Lunch and transport for beneficiaries				
b) Others (list others as necessary)				
8. **Business skills training Cost**				
9. **Job placements schemes and apprenticeships**				
a) Incentives for participating employer for the apprenticeship of the beneficiaries as interns (x days/months*x beneficiary* $xx/intern for businesses)				
b) Beneficiaries travel incentive/cost support (x days/months* x beneficiary*$xx/trainee)				
10. Out of Pocket Expenses				
a) Travel Costs				
b) Communications				
c) Stationery and Printing				
d) Visibility Materials and costs				
e) Others (list others as necessary)				
11. Other Related Costs				
c) Launching and workshops (sensitization and orientation)				
d) Premises costs				
e) Others (list others as necessary)				
12. Miscellaneous				
a) Advertisement and Announcement				
b) Graduation Ceremony				
c) Others (list others as necessary)				
			Grand Total	

Section 5

Annex 3 - Capacity Assessment Checklist (CACHE) For NGO

Topic	Areas of Inquiry Please Attach Supporting Documentation for Each Question	Response
1. Funding Sources	1. Who are the NGO's key donors? 2. How much percentage share was contributed by each donor during the last 2 years? 3. How many projects has each donor funded since the NGO's inception? 4. How much cumulative financial contribution was provided for each project by each donor? 5. How is the NGO's management cost funded?	
2. Audit	1. Did the NGO have an audit within the last two years? 2. Are the audits conducted by an officially accredited independent entity? If yes, provide name.	
3. Leadership and Governance Capacities	1. What is the structure of the NGO's governing body? Please provide Organigramme. 2. Does the NGO have a formal oversight mechanism in place? 3. Does the NGO have formally established internal procedures in the area of: • Project Planning and Budgeting • Financial Management and Internal Control Framework • Procurement • Human Resources • Reporting • Monitoring and Evaluation • Asset and Inventory Management • Other 4. What is the NGO's mechanism for handling legal affairs? 5. Ability to work (prepare proposals) and report in English	
4. Personnel Capacities	1. What are the positions in the NGO that are empowered to make key corporate decisions? Please provide CVs of these staff. 2. Which positions in the NGO lead the areas of project management, finance, procurement, and human resources? Please provide CVs of these staff.	
5. Infrastructure and Equipment Capacities	1. Where does the NGO have an official presence? Please provide details on duration and type of presence (e.g. field offices, laboratories, equipment, software, technical data bases, etc.) 2. What resources and mechanisms are available by the NGO for transporting people and materials?	
6. Quality Assurance	Please provide references who may be contacted for feedback on the NGO's performance regarding: • Delivery compared to original planning • Expenditure compared to budget • Timeliness of implementation • Timeliness and quality of reports • Quality of Results	