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**Call for Proposals from NGOs/CSOs**

**for**

**The Development of Social Enterprises and Employment Generation for Urban Youth and Women in Zimbabwe**

**INSTRUCTIONS TO PROPOSERS**

 I. BACKGROUND

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

This Call for Proposals (CFP) is specifically related to **Partnership for Building Urban Resilience in Zimbabwe.**

Zimbabwe is classified as a low-income country, ranked 150 of 189 countries and territories on the 2017 Human Development Index with a GDP of USD 17.85 billion (2017) and an estimated population of about 16.3 millionMany households in urban areas are highly vulnerable and poor with very limited access to basic social services including safe drinking water and sanitation facilities.

The country has the second largest informal sector in the world (IMF 2018), accounting for more than 94% of the country’s employment. The petty trade resulting from the informal economy is one of the important sources of income 11% (2018 Zimbabwe Vulnerability Assessment Committee (ZimVAC) Urban Assessment Report).

Under-investment in infrastructure maintenance also contributes to the poor living conditions of urban residents, characterized by significant infrastructure deficits for basic services: water and sanitation (WASH), waste management, transport, health services, and electricity. Environment-related health risks, including cholera and typhoid, are very high, as is evident from regular and recent outbreaks, particularly in the larger urban areas amongst the most vulnerable and under-served.

At the same time, there is an urgent need to respond to youth unemployment issues particularly in the urban and peri-urban areas in Zimbabwe. The working age youth populations are particularly affected by the lack of formal employment opportunities, as they do not have the experience to compete for the few jobs available. Zimbabwe is a youthful country with approximately 60 percent of its total population under the age of 30. The youth aged 15-34 years constitute 56% of the economically active population. At the same time, youth make up 84 percent of the unemployed, and young people face a plethora of barriers in terms of accessing internships, vocational and technical skills, and entrepreneurship training that could make them more employable. There is a mismatch between the skills being taught by the formal education and training system and what is needed in the labour market (ILO 2017). Technical knowledge, vocational practical skills, entrepreneurial training, and computer skills were the most commonly identified skills and qualification gaps among urban youth. Overall, there is need for a more effectively designed and targeted employment programme for the youth that focuses on green technologies to help solve some of the key constraints facing urban populations. Tackling these urban problems through youth employment will contribute to the establishment of resilient urban areas.

Although labour force participation is high among women (89%-ZIMSTAT LFS), a majority of the women are working in the informal and care economies wherein the work is ‘unprotected’, ‘excluded’, ‘unregistered’ or ‘unrepresented’ and face barriers in getting formal jobs and engage in productive economic activities.

**Rationale**

Resilience Programming in Zimbabwe has been largely focused on the rural areas, with various multi-million-dollar mechanisms e.g. the Zimbabwe Resilience Building Fund (ZRBF) in collaboration with Government of Zimbabwe (GoZ). Generally, poverty is perceived as a rural phenomenon. However, recent studies have shown that poverty in the urban areas is increasing faster than in the rural areas, mainly driven by joblessness and rural to urban migration. Whilst the rural resilience programming has helped to enhance the rural communities’ resilience capacities, there is a need to also focus attention on urban resilience given the magnitude of the shocks and hazards in urban areas.

The GoZ, UNDP and UNICEF are jointly implementing a pilot programme called Partnership for Building Urban Resilience in Zimbabwe with objective to improve urban resilience to promote economic recovery, the basic social services delivery for the poor and vulnerable urban population in Zimbabwe. Specifically, the focus will be on WASH, Basic Social Services and Local Economic Development (LED) to contribute towards urban resilience in Zimbabwe.

This initiative will help to create evidence and models that will build the resilience of urban populations to withstand shocks and stressors, poverty, unemployment, recurring chronic epidemics (e.g. cholera, typhoid) and other environmental issues. By focusing on shocks and stressors faced by the urban population the Programme also aims to address the inadequacies in local governance.

With an increasing pace of urbanization, youth will contribute most to population growth in the next decades. The potential of a growing share of youth can be harnessed to benefit the economic momentum and revive the economy. However, if not properly addressed, youth population growth presents a challenge to city infrastructure which might be unable to accommodate growing urban population, as well as contributing to unemployment issues.

The programme adopts one of the approaches to address youth unemployment and well as livelihoods of the most vulnerable groups, which is linking provision of basic social services (including WASH) with generation of employment opportunities: by providing better access to WASH services, developing enterprise opportunities, while at the same time generating jobs in the sector of WASH infrastructure development.

This Programme will be initiated in 2 phases: The Inception Phase of 12-18 months in which evidence is built, assessments are completed and initial support to critical urban challenges is provided. This will be followed by Phase 2 ensuring that the broader urban and peri-urban aspects become an integral part of the national resilience building framework and may include a significant urban / community infrastructure component managed by UNDP while building local capacity.

The urban resilience programme is in line with the strategies and priorities of the GoZ, Zimbabwe United Development Assistance Framework (ZUNDAF), Transition Stabilization Programme (TSP), SDGs and the Sendai Framework.

The overall Goal of the Programme is to improve economic recovery and access to the provision of basic social services of unemployed youths, women, and vulnerable groups in urban areas of Zimbabwe. The Programme approach recognizes the synergistic relationship between a WASH, LED and Basic Social Services Sectors. The initial programme will therefore focus on four interrelated components delivered under two Outcome areas:

1: Immediate improvements in urban environment to build practical evidence- Access to basic public services, employment, livelihoods opportunities for youth in unserved and underserved urban areas improved.

2: Evidence based framework/ strategies for building urban resilience developed.

## II. OBJECTIVES AND EXPECTED OUTPUTS/ DELIVERABLES

The Contractor is expected to carry out a comprehensive analysis of existing and missing linkages between WASH, Basic Social Services provision and employment opportunities in order to facilitate the creation of employment and social enterprises development for youth and women in selected programme urban locations (Gwanda, Chipinge and Harare). Specifically, the Contractor is expected to deliver the following results:

1. Carry-out a study to identify WASH-led economic opportunities and social enterprises for unemployed youth and women in selected programme areas (an analytical report with identified intervention areas /sectors and clear strategies to facilitate /deliver the below 2,3 and 4 areas).

2. Support the setting up/ proto-typing in WASH-related for at least one per local authority high impact social enterprise projects in targeted urban areas.

3. Established Innovation Hubs in partnership with private sectors that enable to foster employment and social enterprises, at least 2 in selected programme areas

4. Facilitate the creation of at least 500 jobs/enterprises development opportunities for youth and women mainly in WASH and basic social services sector in selected programme locations.

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| --- | --- | --- |
| Scope of work | Key Deliverables | Timeframe |
| 1. ***Carry-out a rapid assessment to identify WASH-led economic opportunities and social enterprises for unemployed youth and women in selected programme areas***
 |
| 1. *Desk review, field consultations and detailed analysis of missing linkages between WASH services provision and economic benefits:* The Contractor will analyze the synergistic relationship between a WASH, LED and Basic Social Services Sectors and assess the gaps for economic opportunities.
2. *Identification of sustainable solutions* for employment generation and creation of economic benefits in WASH/Basic Social Services (BSP) sector with emphasis on youth and women: based on the conducted gaps analysis the contractor will outline a range of opportunities for creation of sustainable economic benefits and employment generation through WASH services provision/BSP. The private sector and other stakeholders that could contribute to generation of economic benefits in WASH sector should be identified.
3. *Development of an action plan*for setting-up of at least three (3) high-impact social enterprises in targeted urban areas.
4. *Designed knowledge hubs to facilitate employment generation and social enterprises in the targeted programme location*

  | * ***Inception Report*** produced,
* ***Final Report produced*** including the following
* Three (3) proposed Sustainable Solutions/ Opportunities,
* Guidelines for generation of economic benefits through WASH sector,
* ***Intervention areas are identified***
* ***Action plan produced***
 | Feb. – March 2019 |
| 1. ***Set-up and deployment of high-impact social enterprises (at least 3 ) and innovation hubs ( at least 2 )*** in 3 targeted urban areas
 | Three (3) viable economic value chains/ job market established and operational in three selected sites.  | March –June 2019 |
| 1. ***Facilitate the creation of jobs/ enterprises development opportunities for youth and women in WASH sector in targeted programme locations***
 | At least 500 (60% women) jobs created for urban youths and women in selected programme location. | March – Dec. 2019 |

*Final Beneficiaries*

Based on the preliminary analysis of the interface between hazards, poverty and food security in the geographic spread of Zimbabwe, this Call for Proposal is targeting three local authorities, namely, Chipinge, Gwanda, and partial cholera/ typhoid hotspots in underserved areas in Harare.

Target groups for the advertised activities will comprise the following:

Primary target groups - Urban and peri-urban unemployed women, youths (both men and women) and vulnerable communities, especially those living in high-density areas;

Secondary Target Groups - Local authorities, Private sector and CSOs that will be engaged in social enterprises’ and value chains

## III. ELIGIBILITY & QUALIFICATION CRITERIA

The parameters that will determine whether a NGO is eligible to be considered by UNDP will be based on the requirements indicated in the Mandatory Requirements/pre-qualification criteria herein attached as Annex I.

## IV. PROPOSAL

The Technical methodology, approach & timeline should be holistic and describe what activities and implementation approaches will be undertaken. Outputs and outcomes that describe how these activities will result in achievement of these objectives should also be identified.

Evaluation of the Technical methodology, approach & timeline section will include:

1. Understands the context and its opportunities and challenges;
2. Describes the overall approach and integration between objectives and the activities used to achieve them in relation to the project time frame;
3. Clarity and achievability of proposed results based on the ToC & logical framework;
4. Integrates the identified cross-cutting issues and guiding principles into the objectives and the activities used to achieve them;
5. Feasibility of the overall technical approach (evidence based) for the proposal assignment, particularly for ensuring gender equality;
6. Assessment of the proposed innovations, that is, a new way of collaborations or a new framework approach to build resilience;
7. Explains the model for collaborative learning and adapting within the monitoring and evaluation plan;
8. Feasibility of proposed exit strategies to ensure sustainability;

The assignment will be coordinated by Urban Resilience Programme team under the leadership of the Country Director of UNDP in close coordination with UNICEF WASH Team Leader. The Contractor will work closely with the UNICEF and UNDP urban resilience Programme team including Unit Head (Poverty, Environment and Climate). The Contractor will closely work with the Ministry of Local Government, Public and National Housing and Urban Councils Association of Zimbabwe and other related stakeholders at different levels.

### Management Arrangement, Resources and Qualifications of Key Personnel

**TEAM COMPOSITION & REQUIRED COMPETENCIES**

* Comprehensive knowledge of the urban resilience building approaches and creation of social enterprise and employment/enterprise development is a pre-requisite in this development intervention.
* At least ten years of proven relevant experience in the creation of sustainable value chains and employment generation, especially in the water, sanitation, hygiene and basic social services
* In-depth knowledge and experience in setting up local economic development initiatives;
* Proven analytical capacity to conduct practical oriented research and strategies on social enterprise development and employment generation.
* Demonstrated work experience to network capacities to mobilize and partnership with local authorities, private sector and CSOs would be a distinct advantage;
* Working experience with international organizations such as the UN and other development partners will be desirable.

**Management plan and entity (-ies) institutional capability**

Factors under this criterion include the following:

* Suitability of management structure of the organization/ entity for delivering substantial value for money in terms of the anticipated results and impact on resilience at the community level compared to the overall cost of the intervention.
* Demonstrated the structure and technical strengths of organization/ entity in executing the proposed assignment.
* Appropriateness of positions and staffing including key personnel in the overview of the proposed management of the organization/ entity, including the quality and previous experience of the applicant in implementing similar programs in developing countries, especially in Zimbabwe.

**Past Performance in Similar Work (preferably on related areas)**

This factor will be evaluated in accordance with the following criteria:

1. Evidence of ability to comply with terms and conditions of grant awards to effectively and efficiently achieve development objectives and results through innovative planning and implementation and sound business practices and relations.
2. Information indicating successful implementation of projects and activities relevant to resilience building program management, satisfied customers/partners/donors under past agreements, and compliance with relevant laws, regulations, and terms and conditions of its past awards.
3. Performance information will be used for both the responsibility determination and best value decision. UNDP may use performance information obtained from other than the sources identified by the Applicant.
4. An applicant’s performance will not be evaluated favorably or unfavorably when:
5. The applicant lacks relevant performance history, or
6. Information on performance is not available.

## V. EVALUATION CRITERIA

#### 1. Proposals will be evaluated based on the following criteria:

|  |  |  |
| --- | --- | --- |
| **Summary of Technical Proposal Evaluation Forms** | **Score Weight** | **Points Obtainable** |
|
| 1. | NGO/CSO Eligibility and Qualifications  | 25% | 250 |
| 2. | Appropriateness of Proposed Methodology, Approach and Implementation Plan* 1. Sound technical proposal that includes innovative and replicable inclusion mechanisms to maximize the value of the proposal to the beneficiaries.
	2. High impact interventions directly targeting and responding to the needs established in the ToR.
	3. Participatory monitoring and evaluation that will contribute to building a sense of ownership among the beneficiaries to promote the sustainability of the interventions.
 | 40% | 400 |
| 3. | Management Arrangement, Resources and Qualifications of Key Personnel | 35% | 350 |
|  | **Total** | **100%** | **1000** |

#### 2. Evaluation methodology: Quality based under Fixed Budget Selection (QB-FBS)

Quality-based Fixed Budget Selection (QB-FBS) methodology implies that all proposals have the same maximum overall price (which cannot exceed the given fixed budget amount), such that evaluation will be focused on the selection of the best quality proposal.

NGOs/CSOs are expected 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 evaluation criteria stated in this document, and the proposal which obtains the highest technical score shall be selected. CSOs/ NGOs exceeding the established fixed budget in their financial proposals will be immediately rejected.

#### 3. Budget size and duration

The breakdown by the scope of work is the following:

1. ***Desk review***: maximum amount is $15,000.00
2. ***Set-up and deployment of high-impact social enterprise projects in three (3) targeted urban areas through public-private partnerships*:** maximum amount is $60,000.00
3. ***Partnership with Private/ Public Sectors to develop Innovation Hubs for building urban resilience (at least two innovation Hubs supported in partnership with private /public sectors in the 3 local authorities):*** maximum amount is $20,000.00
4. ***Facilitate the creation of jobs/ enterprises development opportunities for youth and women in WASH sector:*** maximum amount is $80,000.00

Total budget allocated for this assignment is $175,000. There would be flexibility of adjustment of the budget without compromising the deliverables.

The amount requested in the Proposal should be commensurate with the organization’s operations, administrative and financial management capabilities.

Total expected duration of this assignment is 11 months (effective from 1 February 2019 to 30 December 2019). UNDP and UNICEF reserve the right to adjust the award, funding levels, and/or sources of funding. Successful applicants will be notified of any changes or updates accordingly.

The entity(-ies) will be expected to supply their own logistic requirements, including international and local travels, DSA and transport. The entity(-ies) is expected to undertake the tasks as laid out and all inputs including study materials, context analysis for survey design, data collection and analysis, and report production should be in the agreed financial proposal.

The entity(-ies) should set out how they will ensure the assignment is ethically sound and comply with relevant ethical protocols. UNDP will provide overall direction to the entity(-ies), identify key documents, and assist in facilitating a work plan and execution of the assignment. The entity(-ies) is responsible for arranging meetings and consultations as identified during this assignment. UNDP, UNICEF, GoZ and local authorities will be made available to the team for consultations and meeting throughout the assignment, as and when necessary.

## VI. SELECTION PROCESS

UNDP will review proposals through a five-step process:

1. determination of eligibility;
2. technical review of eligible proposals;
3. scoring and ranking of the eligible proposals based on the assessment criteria outlined in the previous section to identify highest ranking proposal; and
4. round of clarification (if necessary) with the highest scored proposal.

## VII. SUBMISSION PROCESS

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

Applicants must submit their proposals in one envelope to:

**UNDP**

**Registry office**

**Block 10, Arundel Office Park**

**Norfolk Road, Mt Pleasant**

**Harare, Zimbabwe**

**Attention of: Mr. Wadzanai Madombwe**

As a minimum, proponents shall complete and return the below listed documents (Annexes to this CFP) as an integral part of their proposal. Proponents may add additional documentation to their proposals as they deem appropriate.

Failure to complete and return the below listed documents as part of the proposal may result in proposal rejection.

|  |  |
| --- | --- |
| Part of proposal | **Mandatory Requirements/pre-qualification criteria (Annex I hereto)** |
| Part of proposal | **Template for proposal submission (Annex II)** |
| Part of proposal | **Resumes of proposed team members with prescribed information (Annex III)** |
| Part of proposal | **Capacity Assessment Document Checklist (Annex IV)** |

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

Proposals, with supporting documents, should be submitted by **17:00 on 18 January 2019** (Zimbabwe time). Proposals received after the deadline WILL NOT be considered.

Applicants requiring clarification in relation to the call for proposals may send their questions to UNDP in writing at **procurement.zw@undp.org** before 15:00 on 11th January 2019. To afford prospective applicants’ reasonable time in which to take the amendments into account in preparing their Proposals, UNDP in consultation with UNICEF may, at its discretion, extend the deadline for submission of Proposals.

UNDP reserves the right not to fund any proposals arising from this Call for Proposals

## VIII. SCHEDULE OF COMPLETION OF CALL FOR PROPOSAL

Below is an estimated timeline for this Call for Proposals.

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| --- | --- |
| 18 December 2018 | Launch of a Call for proposal  |
| 8 January 2018 | Deadline for request for any clarification from UNDP |
| 11 January 2019 | Last date on which clarifications are issued by UNDP  |
| 18 January 2019 | Deadline for submission of full proposals |
| 21 January 2019 | Opening of proposals |
| 28 January 2019 | Completion of evaluation |
| 14 February 2019 | Approval of the process |
| 18 February 2019 | Award of Contract |

## IX. OTHER 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:

1. Are or have been associated in the past, with a firm 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;
2. Were involved in the preparation and/or design of the programme/project related to the services requested under this Call for Proposals; or
3. 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.

**Annex I**

**Mandatory requirements/pre-qualification criteria**

Proponents are requested to complete this form and return it as part of their submission. Proponents will receive a pass/fail rating on this section. To be considered, proponents must meet all the mandatory criteria described below. All questions should be answered on this form or an exact duplicate thereof. UNDP reserves the right to verify any information contained in proponent’s response or to request additional information after the proposal is received. Incomplete or inadequate responses, lack of response or misrepresentation in responding to any questions will result in disqualification.

|  |  |
| --- | --- |
| **Mandatory requirements/pre-qualification criteria** | **Proponent’s response** |
| * 1. Confirm that the services being requested are part of the key services that the proponent has been performing as an organization. This must be supported by a list of at least two customer references for which similar service is currently or has been provided by the proponent.
 | Reference #1:Reference #2: |
| * 1. Confirm proponent is duly registered or has the legal basis/mandate as an organization
 | Yes/No |
| * 1. Confirm proponent as an organization has been in operation for at least five (5) years
 | Yes/No |
| * 1. Confirm proponent has a permanent office within the location area.
 | Yes/No |
| * 1. Proponent must agree to a site visit at a customer location in the location or area with a similar scope of work as the one described in this CFP.
 | Yes/No  |
| 1.6 Confirm that proponent has not been the subject of a finding of fraud or any other relevant misconduct following an investigation conducted by UNDP or another United Nations entity. The Proponent must indicate if it is currently under investigation for fraud or any other relevant misconduct by UNDP or another United Nations entity and provide details of any such investigation | Yes/No  |
| 1.7 Confirm that proponent has not been placed on any relevant sanctions list including as a minimum the Consolidated United Nations Security Council Sanctions List(s) | Yes/No  |

**Annex II**

**Template for proposal submission**

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| **Mandatory requirements/pre-qualification criteria**  |

Proponents are requested to complete form Annex I and return it as part of their submission. Proponents must meet all mandatory requirements/pre-qualification criteria as set out in Annex I. Proponents will receive a pass/fail rating on this section. To be considered, proponents must meet all the mandatory criteria described in Annex I. UNDP reserves the right to verify any information contained in proponent’s response or to request additional information after the proposal is received. Incomplete or inadequate responses, lack of response or misrepresentation in responding to any questions will result in disqualification.

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| **Component 1: Organizational Background and Capacity to implement activities to achieve planned results** (max 1.5 pages)  |

This section should provide an overview with relevant annexes that clearly demonstrate that the proposing organization has the capacity and commitment to implement successfully the proposed activities and produce results. Key elements to be covered in this section include:

1. Nature of the proposing organization – Is it a community-based organization, national or sub-national NGO, research or training institution, etc.?
2. Overall mission, purpose, and core programmes/services of the organization
3. Target population groups
4. Organizational approach (philosophy) - how does the organization deliver its projects,  e.g., gender-sensitive, rights-based, etc.
5. Length of existence and relevant experience
6. Overview of organizational capacity relevant to the proposed engagement with UNDP/UNICEF (e.g., technical, governance and management, and financial and administrative  management)

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| **Component 2: Expected Results and Indicators** (max 1.5 pages)  |

This section should articulate the proponent’s understanding of the UNDP/UNICEF Terms of Reference (TOR). It should contain a clear and specific statement of what the proposal will accomplish in relation to the UNDP/UNICEF TOR. This should include:

1. The **problem statement** or challenges to be addressed given the context described in the TOR.
2. The specific **results** expected (e.g., outputs) through engagement of the proponent. The expected results are the measurable changes which will have occurred by the end of the planned intervention. Propose specific and measurable indicators which will form the basis for monitoring and evaluation. These indicators will be refined, and will form an important  part of the agreement between the proposing organization and UNDP.

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| **Component 3: Description of the Technical Approach and Activities** (max 2.5 pages)  |

This section should describe the technical approach and should be able to show the soundness and adequacy of the proposed approach, what will actually be done to produce the expected results in terms of activities. There should be a clear and direct linkage between the activities and the results at least at the output level. Specific strategies should also be described to support the achievement of results, such as building partnerships, etc.

Activity descriptions should be as specific as necessary, identifying **what** will be done, **who** will do it, **when** it will be done (beginning, duration, completion), and **where** it will be done. In describing the activities, an indication should be made regarding the organizations and individuals involved in or benefiting from the activity.

This narrative is to be complemented by a tabular presentation that will serve as Implementation Plan, as described in Component 4

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| **Component 4: Implementation Plan** (max 1.5 pages)  |

This section is presented in tabular form and can be attached as an Annex. It should indicate the **sequence of all major activities and timeframe (duration).** Provide as much detail as necessary. The Implementation Plan should show a logical flow of activities. Please include in the Implementation Plan all required milestone reports and monitoring reviews.

**Implementation Plan**

|  |  |
| --- | --- |
| Project No: | Project Name: |
|  | Name of Proponent Organization:  |
|  | Brief description of Project  |
|  | Project Start and End Dates: |
|  | Brief Description of Specific Results (e.g., Outputs) with corresponding indicators, baselines and targets. Repeat for each result  |
| List the activities necessary to produce the results Indicate who is responsible for each activity  | Duration of Activity in Months (or Quarters)  |
| Activity | Responsible  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| 1.1 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.2 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.3 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.4 |  |  |  |  |  |  |  |  |  |  |  |  |  |

**Monitoring and Evaluation Plan** (max. 1 page)

This section should contain an explanation of the plan for monitoring and evaluating the activities, both during its implementation (formative) and at completion (summative). Key elements to be included are:

• How the performance of the activities will be tracked in terms of achievement of the steps and milestones set forth in the Implementation Plan

• How any mid-course correction and adjustment of the design and plans will be facilitated on the basis of feedback received

• How the participation of community members in the monitoring and evaluation processes will be achieved

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| **Component 5: Risks to Successful Implementation** (max. 1 page)  |

Identify and list any major risk factors that could result in the activities not producing the expected results. These should include both internal factors (for example, the technology involved fails to work as projected) and external factors (for example, significant currency fluctuations resulting into changes in the economics of the activity). Describe how such risks are to be mitigated.

Include in this section also the key **assumptions** on which the activity plan is based on. In this case, the assumptions are mostly related to external factors (for example, government environmental policy remaining stable) which are anticipated in planning, and on which the feasibility of the activities depend

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| **Component 6: Results-Based Budget** (max. 1.5 pages)  |

The development and management of a realistic budget is an important part of developing and implementing successful activities. Careful attention to issues of financial management and integrity will enhance the effectiveness and impact. The following important principles should be kept in mind in preparing a project budget:

* Include only costs which directly relate to efficiently carrying out the activities and producing the results which are set forth in the proposal. Other associated costs should be funded from other sources.
* The budget should be realistic. Find out what planned activities will actually cost, and do not assume that you will be able to make do for less.
* The budget should include all costs associated with managing and administering the activity. Particularly include the cost of monitoring and evaluation.
* Indirect costs, or administrative overhead costs, such as staff salaries and office rent are not funded. These therefore should not be part of the funding request.
* The budget line items are general categories intended to assist in thinking through where money will be spent. If a planned expenditure does not appear to fit in any of the standard line item categories, list the item under other costs, and state what the money is to be used for.
* The figures contained in the Budget Sheet should agree with those on the proposal header and text.

|  |
| --- |
| **Result 1**  |
| **Expenditure Category** (Examples given below) | **Year 1 [USD]**  | **Year 2 (If applicable) [USD]** | **Total, [USD]** | **% Total**  |
| 1. Personnel  |  |  |  |  |
| 2. Equipment / Materials  |  |  |  |  |
| 3. Training / Seminars / Travel Workshops  |  |  |  |  |
| 4. Contracts  |  |  |    |  |
| 5. Other costs [[1]](#footnote-1) |  |  |  |  |
| 6. Incidentals  |  |  |  |  |
| 7. Other support requested  |  |  |    |  |
| 8. Contingency (max. 5%)  |  |  |  |  |
| **Total Cost**  |  |  |  |  |

**Annex III**

**Format of resume for proposed staff**

Name of Staff: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**\_**

Title: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Years with NGO: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Nationality: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Education/Qualifications**: (Summarize college/university and other specialized education of staff member, giving names of schools, dates attended, and degrees-professional qualifications obtained).

**Employment Record/Experience**

(Starting with present position, list in reverse order, every employment held. List all positions held by staff member since graduation, giving dates, names of employing organization, title of position held and location of employment. For experience in last five years, detail the type of activities performed, degree of responsibilities, location of assignments and any other information or professional experience considered pertinent for this assignment).

**References**

Provide names and addresses for two (2) references.

**Annex IV**

**Capacity Assessment Document Checklist**

**For Potential Implementing Partners/Responsible Parties**

**Governance, Management and Technical**

|  |  |  |
| --- | --- | --- |
| **Document** | **Mandatory / Optional** | **Yes / No** |
| Legal registration | Mandatory |  |
| Rules of Governance / Statues of the organization | Mandatory |  |
| Organigram of the organization | Mandatory |  |
| List of Key management | Mandatory |  |
| CVs of Key Staff proposed for the engagement with UNDP/UNICEF | Mandatory |  |
| Anti-Fraud Policy Framework | Mandatory |  |

**Administration and Finance**

|  |  |  |
| --- | --- | --- |
| **Document** | **Mandatory / Optional** | **Yes / No** |
| Administrative and Financial Rules of the organization | Mandatory |  |
| Internal Control Framework  | Mandatory |  |
| Audited Statements of last 3 years | Mandatory |  |
| List of Banks |  |  |
| Name of External Auditors |  |  |

**Procurement**

|  |  |  |
| --- | --- | --- |
| **Document** | **Mandatory / Optional** | **Yes / No** |
| Procurement Manual | Mandatory |  |
| Procurement Code of Conduct |  |  |
| List of main suppliers / vendors |  |  |

**Client Relationship**

|  |  |  |
| --- | --- | --- |
| **Document** | **Mandatory / Optional** | **Yes / No** |
| List of main clients / donors | Mandatory |  |
| Two references | Mandatory |  |
| Past reports to clients / donors for last 3 years |  |  |

1. “Other costs” refers to any other costs that is not listed in the Results-Based Budget. Please specify in the footnote what they are:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ [↑](#footnote-ref-1)