

**Call for Proposal**  
**to select Implementing Partners to contribute to implementation of UN**  
**Women Bosnia and Herzegovina Strategic Note (2019-2022) output 3.3.2.**  
**“Women, girls, men and boys at community and individual level are mobilized**  
**in favour of respectful relationships and gender equality”**

**CFP/UNW/BIH/01/2019**

**Section 1 – CFP letter**

UNWOMEN plans to engage an Implementing Partner as defined in accordance with these documents. UNWOMEN now invites sealed proposals from qualified proponents for providing the requirements as defined in the UNWOMEN Terms of Reference. Proposals must be received by UNWOMEN at the address specified not later than **23:59 on Wednesday 17<sup>th</sup> July 2019, CET.**

This UNWOMEN Call for Proposals consists of six sections and a series of annexes that will be completed by proponents and returned with their proposal:

- CFP section 1: CFP letter (this document)
- CFP section 2: Proposal data sheet
- CFP section 3: Instructions to proponents
- CFP section 4: Terms of Reference

CFP forms to be returned (mandatory):

- Annex 1 Mandatory requirements/pre-qualification criteria
- Annex 2 Project proposal submission form
- Annex 3 CVs of proposed team members

Interested proponents may obtain further information by contacting this email address:  
[unwomen.bih@unwomen.org](mailto:unwomen.bih@unwomen.org)

## Section 2: Proposal data sheet

Program: *UN Women Bosnia and Herzegovina Strategic Note (2019-2022)*

Project: *Output 3.3.2. "Women, girls, men and boys at community and individual level are mobilized in favor of respectful relationships and gender equality"*

Submissions to be sent to e-mail: [unwomen.bih@unwomen.org](mailto:unwomen.bih@unwomen.org)

Issue date: 3<sup>rd</sup> July 2019

Requests for clarifications due: 23:59 10<sup>th</sup> July 2019 CET via e-mail [unwomen.bih@unwomen.org](mailto:unwomen.bih@unwomen.org)

Proposal submission due: 23:59 17<sup>th</sup> July 2019 CET

Planned contract start date: 1<sup>st</sup> September 2019 until 15<sup>th</sup> Dec 2020

## Section 3: Instructions to proponents

### 1. Introduction

- 1.1. UNWOMEN invites qualified parties to submit Technical and Financial Proposals to provide services associated with the UNWOMEN requirement for Implementing Partner.
- 1.2. A description of the services required is described in CFP Section 4 -Terms of Reference.
- 1.3. UNWOMEN may, at its discretion, cancel the services in part or in whole.
- 1.4. Proponents may withdraw the proposal after submission, provided that written notice of withdrawal is received by UNWOMEN prior to the deadline prescribed for submission of proposals. No proposal may be modified subsequent to the deadline for submission of proposal. No proposal may be withdrawn in the interval between the deadline for submission of proposals and the expiration of the period of proposal validity.
- 1.5. All proposals shall remain valid and open for acceptance for a period of 90 calendar days after the date specified for receipt of proposals. A proposal valid for a shorter period may be rejected. In exceptional circumstances, UNWOMEN may solicit the proponent's consent to an extension of the period of validity. The request and the responses thereto shall be made in writing.
- 1.6. Effective with the release of this CFP, all communications must be directed only to UNWOMEN Bosnia and Herzegovina Country Office by email at [unwomen.bih@unwomen.org](mailto:unwomen.bih@unwomen.org) Proponents must not communicate with any other personnel of UNWOMEN regarding this CFP.

### 2. Cost of proposal

The cost of preparing a proposal, attendance at any pre-proposal conference, meetings or oral presentations shall be borne by the proponents, regardless of the conduct or outcome of the CFP process. Proposals must offer the services for the total requirement; proposals offering only part of the services will be rejected.

### 3. Eligibility

Proponents must meet all mandatory requirements/pre-qualification criteria as set out in Annex B. See section 10 below for further explanation. Proponents will receive a pass/fail rating on this section. To be considered, proponents must meet all the mandatory criteria described in Annex B. UN WOMEN 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.

#### **4. Clarification of CFP documents**

A prospective proponent requiring any clarification of the CFP documents may notify UNWOMEN in writing at UNWOMEN email address indicated in the CFP by the specified date and time. UNWOMEN will respond in writing to any request for clarification of the CFP documents that it receives by the due date outlined on page 1. Written copies of UNWOMEN response (including an explanation of the query but without identifying the source of inquiry) will be posted using the same method as the original posting of this (CFP) document.

If the CFP has been advertised publicly, the results of any clarification exercise (including an explanation of the query but without identifying the source of inquiry) will be posted on the advertised source.

#### **5. Amendments to CFP documents**

At any time prior to the deadline for submission of proposals, UNWOMEN may, for any reason, whether at its own initiative or in response to a clarification requested by a prospective proponent, modify the CFP documents by amendment. All prospective proponents that have received the CFP documents will be notified in writing of all amendments to the CFP documents. For open competitions, all amendments will also be posted on the advertised source.

In order to afford prospective proponents reasonable time in which to take the amendment into account in preparing their proposals, UNWOMEN may, at its discretion, extend the deadline for the submission of proposal.

#### **6. Language of proposal**

The proposal prepared by the proponent and all correspondence and documents relating to the proposal exchanged between the proponent and UNWOMEN, shall be written in English.

Supporting documents and printed literature furnished by the proponent may be in another language provided they are accompanied by an appropriate translation of all relevant passages in English. In any such case, for interpretation of the proposal, the translation shall prevail. The sole responsibility for translation and the accuracy thereof shall rest with the proponent.

#### **7. Submission of proposal**

7.1. Technical and financial proposals should be submitted simultaneously but in separate emails or separate email attachments with the CFP reference and the clear description of the proposal (technical or financial) by the date and time stipulated in this document. If the emails and email attachments are not marked as instructed, UNWOMEN will assume no responsibility for the misplacement or premature opening of the proposals submitted.

Both email text bodies should indicate the name and address of the proponent and the description of the proposal (technical or financial). The technical email should not contain any pricing information; nor should the financial email contain any components of the technical proposal.

Single proposal containing information about the technical approach, capacity, and budget (financial) should be submitted as one (1) document via email accompanied by the forms prescribed in this CFP, clearly marked as Project proposal - the email subject line and corresponding attachment should read:

*CFP/UNW/BIH/01/2019 – (name of proponent)*

All proposals should be sent by email to the following secure email address:  
[unwomen.bih@unwomen.org](mailto:unwomen.bih@unwomen.org)

7.2. Proposals should be received by the date, time and means of submission stipulated in this CFP. Proponents are responsible for ensuring that UNWOMEN receives their proposal by the due date and time. Proposals received by UNWOMEN after the due date and time may be rejected.

When receiving proposals by email (as is required for the CFP), the receipt time stamp shall be the date and time when the submission has been received in the dedicated UNWOMEN inbox. UNWOMEN shall not be responsible for any delays caused by network problems, etc. It is the sole responsibility of proponents to ensure that their proposal is received by UNWOMEN in the dedicated inbox on or before the prescribed CFP deadline.

7.3. The “Certificate of Proponent’s Eligibility and Authority to Sign Proposal” contained in this CFP must be executed by a representative of the proponent who is duly authorized to execute contracts and bind the proponent. Signature on the certificate represents that the proponent has read this CFP, understands it and agrees to be bound by its terms and conditions. The proponent’s proposal with any subsequent modifications and counter-proposals, if applicable, shall become an integral part of any resulting contract.

7.4. Late proposals: Any proposals received by UNWOMEN after the deadline for submission of proposals prescribed in this document, may be rejected.

## **8. Clarification of proposals**

To assist in the examination, evaluation and comparison of proposals, UNWOMEN may, at its discretion, ask the proponent for a clarification of its proposal. The request for clarification and the response shall be in writing and no change in the price or substance of the proposal shall be sought, offered or permitted. UNWOMEN will review minor informalities, errors, clerical mistakes, apparent errors in price and missing documents in accordance with the UNWOMEN Policy and Procedures.

## **9. Proposal currencies**

All prices shall be quoted in (currency) **BAM**

UNWOMEN reserves the right to reject any proposals submitted in another currency than the mandatory currency for the proposal stated above. UNWOMEN may accept proposals submitted in another currency than stated above if the proponent confirms during clarification of proposals, see item (8) above in writing, that it will accept a contract issued in the mandatory proposal currency and that for conversion the official United Nations operational rate of exchange of the day of CFP deadline as stated in the CFP letter shall apply.

Regardless of the currency of proposals received, the contract will always be issued and subsequent payments will be made in the mandatory currency for the proposal above.

## **10. Mandatory/pre-qualification criteria**

10.1 The mandatory requirements/pre-qualification criteria (Annex 1) have been designed to assure that, to the degree possible in the initial phase of the CFP procurement process, only those proponents with sufficient experience, the financial strength and stability, the demonstrable technical knowledge, the evident capacity to satisfy UNWOMEN requirements and superior customer references for supplying the services envisioned in this CFP will qualify for further consideration. UNWOMEN 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 affect your evaluation.

10.2 Proponents will receive a pass/fail rating in the mandatory requirements/pre-qualification criteria section. In order to be considered for Phase I, proponents must meet all the mandatory requirements/pre-qualification criteria described in this CFP.

## **11. Evaluation of Project proposals**

11.1. Only proponents fully meeting the mandatory criteria will advance to the technical evaluation in which a maximum possible 70 points may be determined. Technical evaluators who are members of a Committee for Partners' Assessment (CPA) appointed by UNWOMEN will review it as one document applying the evaluation criteria and point ratings as listed below. The maximum rating will be as follow: 70 points for technical approach and capacity and 30 points for budget.

The proponent with the lowest evaluated cost will be awarded 30 points. Other financial proposals will receive pro-rated points based on the relationship of the proponents' prices to that of the lowest evaluated cost

Formula for computing points:

Points = (A/B) Financial Points

Example: Proponent A's price is the lowest at \$10.00. Proponent A receives 30 points.  
Proponent B's price is \$20.00. Proponent B receives  $(\$10.00/\$20.00) \times 30$  points = 15 points

	Technical description and appropriateness/adequacy of approach / service	40 points
	Relevance and technical capacity: (See Capacity Assessment Checklist) <ul style="list-style-type: none"> <li>• proposed staffing (number and expertise) for the services to be delivered;</li> <li>• organizational experience and proven track record/credibility on gender and development, RBM and its application to key processes (e.g., planning, programming, monitoring, reporting and evaluation), and other areas of expertise relevant to the services required</li> <li>• relevant experience in partnerships with UN Women, other UN agencies, governments, NGOs, and other development actors</li> </ul>	15 points
	Governance and management capacity: (See Capacity Assessment Checklist) <ul style="list-style-type: none"> <li>• Management arrangement for the required services, including for monitoring and reporting, and if needed, evaluation</li> <li>• Overall governance/management structure of the proponent organization</li> </ul>	8 points
	Financial and administrative management capacity: (See Capacity Assessment Checklist)	7 points
	<b>TOTAL</b>	<b>70 points</b>

The proponent that scores highest is selected.

## 12. Preparation of proposal

12.1. You are expected to examine all terms and instructions included in the CFP documents. Failure to provide all requested information will be at proponent's own risk and may result in rejection of proponent's proposal.

12.2 Proponent's proposal must be organized to follow the format of this CFP. Each proponent must respond to every stated request or requirement and indicate that proponent understands and confirms acceptance of UNWOMEN stated requirements. The proponent should identify any substantive assumption made in preparing its proposal. The deferral of a response to a question or issue to the contract negotiation stage is not acceptable. Any item not specifically addressed in the proponent's proposal will be deemed as accepted by the proponent. The terms "proponent" and "contractor" refer to those organizations that submit a proposal pursuant to this CFP.

12.3 Where the proponent is presented with a requirement or asked to use a specific approach, the proponent must not only state its acceptance, but also describe, where appropriate, how it intends to comply. Failure to provide an answer to an item will be considered an acceptance of the item. Where a descriptive response is requested, failure to provide the same will be viewed as non-responsive.

12.4 The terms of reference in this document provides a general overview of the current operation. If the proponent wishes to propose alternatives or equivalents, the proponent must demonstrate that any such proposed change is equivalent or superior to UNWOMEN established requirements. Acceptance of such changes is at the sole discretion of UNWOMEN.

12.5 Proposals must offer services for the total requirement, unless otherwise permitted in the CFP document. Proposals offering only part of the services/goods may be rejected unless permitted otherwise in the CFP document.

12.6 Proponent's proposal shall include all of the following labelled annexes:

Annex 1	Mandatory requirements/pre-qualification criteria
Annex 2	Project proposal submission form
Annex 3	CVs of proposed team members

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 above listed documents as part of the proposal may result in proposal rejection.

If, after assessing this opportunity you have made the determination not to submit your proposal, we would appreciate it if you could return this form indicating your reasons for non-participation.

### **13. Format and signing of proposal**

The proposal shall be typed or written in indelible ink and shall be signed by the proponent or a person or persons duly authorized to bind the proponent to the contract. The latter authorization shall be indicated by written power-of-attorney accompanying the proposal.

A proposal shall contain no interlineations, erasures, or overwriting except as necessary to correct errors made by the proponent, in which case such corrections shall be initialed by the person or persons signing the proposal.



## **14. Award**

14.1 Award will be made to the responsible and responsive proponent with the highest evaluated proposal following negotiation of an acceptable contract. UNWOMEN reserves the right to conduct negotiations with the proponent regarding the contents of their proposal. The award will be in effect only after acceptance by the selected proponent of the terms and conditions and the terms of reference. The agreement will reflect the name of the proponent whose financials were provided in response to this CFP. Upon execution of agreement UNWOMEN will promptly notify the unsuccessful proponents.

14.2 The selected proponent is expected to commence providing services as of the date and time stipulated in this CFP.

14.3 The award will be for an agreement with an original term of 15 ½ months with the option to renew under the same terms and conditions for an additional period or periods as indicated by UNWOMEN.

## Section 4: UN Women Terms of Reference

### 1. Background

Violence against women and girls is a widespread social problem in Bosnia and Herzegovina (BiH), and a serious violation of fundamental human rights. This type of violence is tolerated and considered socially acceptable behavior and is justified by traditional and patriarchal conceptions of the role and status of women in BiH society.

The entry into force of the Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence (Istanbul Convention) in August 2014 has marked an important milestone in BiH efforts to introduce, implement and monitor the implementation of highest standards in prevention and response to violence against women.

UN Women is committed to supporting governmental and non-governmental led processes in the implementation of the Istanbul Convention and strengthening institutional and social response mechanisms to end violence against women and domestic violence. These efforts were intensified since 2016/2017 through implementation of the project “Standards and Engagement for Ending Violence against Women and Domestic Violence in Bosnia and Herzegovina” (2016 – 2019) supported by Swedish Development Cooperation Agency – Sida (hereinafter the Project) and the regional program on ending violence against women “Implementing Norms, Changing Minds” funded by the European Union. As a result of these projects **survivors of VAW and DV have increased their access to better quality multisectoral services**. Namely, thanks to Sida-supported work, **27 local multisectoral teams** with 292 representatives of first responders’ institutions are established and functional; **32 local policies for combating DV** have been developed and adopted; and **988 professionals enhanced their capacities for multi-sectoral response**. Furthermore, men, women and young people in selected communities are engaged in fostering favorable social attitudes and behaviors towards ending VAW. **6105 high school students (52% young men)** have increased their knowledge and capacities to prevent VAW and DV and **25% of the young men and boys trained, don’t perceive domestic violence as a private matter**. **51 representatives of religious communities** raised their capacities to prevent DV. **270 media professionals** have increased their capacities for ethical and gender responsive reporting.

In 2018 UN Women worked on the development of two documents with the purpose to consolidate achieved results and receive information for future programming - Strategic overview of the work on ending violence against women and domestic violence in Bosnia and Herzegovina and Final evaluation of the project Standards and Engagement for Ending Violence against Women and Domestic Violence in BiH. All relevant stakeholders have greatly contributed to the development of both documents.

Based on the conclusions and recommendations obtained from these processes, UN Women reviewed its programming priorities in the area of ERAW in BiH until 2020. Revised priorities are reflected in principal guiding document of UN Women in BiH – UN Women Strategic note. As noted in the Strategic note, in the area of ERAW, UN Women seeks to strengthen social and institutional response mechanisms to end violence against women and domestic violence in line with Istanbul convention by: a) improving capacities of service providers for service delivery for survivors of VAW and b) mobilizing women, girls, men and boys at community and individual level in favor of respectful relationships and gender equality.

Implementation of UN Women Strategic Note is financially supported by Sida for the period May 2019 - December 2020.

## 2. Goals and expected results

UN Women Country Office in BiH is seeking to engage one implementing partner that will contribute to achieving UN Women Strategic note Output 3.3.2. *Women, girls, men and boys at community and individual level are mobilized in favor of respectful relationships and gender equality*. Namely, UN Women seeks to build on results achieved in ERAW in the period between 2016 and 2019 and continue engaging men, women and young people in selected communities to foster favorable social attitudes and behaviors towards ending VAW, and actively involve community actors to build public awareness of the negative consequence of VAW and importance of engaging community members as agents of change.

Each intervention should show how it includes and is beneficial to groups of population facing intersecting inequalities and other forms of marginalization.

Submitted proposals **should include the following** elements:

- Analysis of entry points in social lives of men and boys and women and girls, to determine strategic points and innovative ways to engage them in prevention of violence against women at local level. The analysis should provide answers by looking into all points of a life cycle of men and boys and women and girls;
- Engagement of men and boys and women and girls as agents of change in addressing gender stereotypes and preventing violence against women in their communities. In designing ways of engagement, proposed projects need to contain elements of innovation and be based on the finding of the Analysis;
- Each project proposal needs to have in place an evaluation framework in order to be able to measure the change achieved during the implementing period;
- Interventions should primarily target local level in the following geographical locations: Federation of Bosnia and Herzegovina: Central Bosnia Canton, Canton 10 and West Herzegovina Canton and in Republika Srpska: Bijeljina and East Sarajevo Region<sup>1</sup>, and municipalities of Prnjavor, Derventa, Brod, Laktasi, Srbac and Gradiska.

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<sup>1</sup> Bijeljina and East Sarajevo Region are defined as geographical locations that are under the jurisdiction of Public Security Center (centar javne bezbjednosti) Bijeljina and East Sarajevo respectfully.

### **3. Guiding principles in designing the project**

Submitted proposals **should include following** guiding principles:

- Evidence-based programming, building on lessons learned and recommended practices, to ensure optimal results and use of resources.
- Transformation of traditional gender norms and power disparities between women and men and empowerment of women and girls to thrive as equals.
- Coordination and multi-sectorial partnerships, including among government, nongovernmental, women's and other civil society groups.
- Participatory approach in designing strategies and activities, making sure to "leave no one behind"
- Commitment to sharing knowledge, by documenting, evaluating and disseminating results, and working with UN Women staff in the process.
- Priority placed on sustainability of results.

### **4. Funding levels and duration of the project:**

The project implementation period will last 15 ½ months, starting on 1<sup>st</sup> September 2019 and finishing by 15<sup>th</sup> December 2020.

The total value of a project under this component should not exceed 200.000 BAM.

### **5. Application process:**

#### **Who can apply?**

The Call for Implementing Partners is open to registered civil society organizations working in BIH. Applications are encouraged particularly from women's, youth and human rights organizations.

Priority will be given to organizations:

- that apply in consortium (under the coordination of one organization);
- that include and are beneficial to groups facing intersecting inequalities and other forms of marginalization.

#### **How, Where and When to apply?**

Eligible applicants are expected to submit proposals using the **CFP Project proposal submission template**.

Submissions should be sent by e-mail with a signed cover letter and endorsements, wherever applicable. Please submit your proposal to the following e-mail address: [unwomen.bih@unwomen.org](mailto:unwomen.bih@unwomen.org). The subject of the e-mail should be: CFP/UNW/BIH/01/2019

Proposals can be submitted in English only. The deadline for submission of proposals is **17<sup>th</sup> July 2019, 23:59 CET**. Proposals received after the deadline will not be considered.

## **6. Appraisal and selection**

All project proposals will be appraised based on the overall quality as demonstrated by the results-oriented nature of the proposal and the alignment of the proposed intervention with the goals and expected results outlined in this call. Priority will be given to proposals that foster cooperation, including with grass-roots organizations.

The following indicative criteria may be used to assess proposals:

- a) Quality of proposal, and relevance - ensuring that there is a strong link between the issues to be addressed and the planned activities and results anticipated;
- b) Clear project logic aligned with goals and expected results of this Call;
- c) Proposed comprehensive approach to prevention;
- d) Strategic partnerships necessary for project success identified and inclusion of marginalized groups of women;
- e) Clear evaluation framework to determine the impact of the intervention on lives of women and girls, men and boys
- f) Institutional capacity to implement proposed activities;
- g) Justifiable budget.

## ANNEX 1

### 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. UN WOMEN 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
1.1. 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:
1.2. Confirm proponent is duly registered or has the legal basis/mandate as an organization (to attach proof of registration)	Yes/No
1.3. Confirm proponent as an organization has been in operation for at least five (5) years	Yes/No
1.4. Confirm proponent has a permanent office within the location area.	Yes/No
1.5. 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 UN Women or another United Nations entity. The Proponent must indicate if it is currently under investigation for fraud or any other relevant misconduct by UN Women 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 2

### PROPOSALS SUBMISSION TEMPLATE

*UN Women Strategic Note Output 3.3.2. “Women, girls, men and boys at community and individual level are mobilized in favor of respectful relationships and gender equality”*

#### Mandatory requirements/pre-qualification criteria

Proponents must meet all mandatory requirements/pre-qualification criteria as set out in This document. Proponents will receive a pass/fail rating on this section. To be considered, proponents must meet all the mandatory criteria described. UN WOMEN 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.

#### 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 (women, indigenous peoples, youth, etc.)
4. Organizational approach (philosophy) - how does the organization deliver its projects,
5. g., gender-sensitive, rights-based, etc.
6. Length of existence and relevant experience
7. Overview of organizational capacity relevant to the proposed engagement with UN Women e.g. technical, governance and management, and financial and administrative management)

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

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

The problem statement or challenges to be addressed given the context described in the TOR.

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. If not provided in the TOR, the expected results should have corresponding indicators, baselines and targets. 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 UNWOMEN.

<b>Component 3: Description of the Technical Approach and Activities</b> (max 2.5 pages)
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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

<b>Component 4: Implementation Plan</b> (max 1.5 pages)
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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

#### **Component 5: Risks to Successful Implementation (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

#### **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.

<b>Result 1 (e.g. Output)</b> Repeat this table for each result.					
Expenditure Category	Year 1, [local currency]	Year 2, [local currency]	Total, [local currency]	US\$	% Total
1. Personnel					
2. Equipment / Materials					
3. Training / Seminars / Travel Workshops					
4. Contracts					
5. Other costs <sup>1</sup>					
6. Incidentals					
7. Other support requested					
8. Contingency (max. 5%)					
<b>Total Cost for Result 1</b>					

### **Annex 3 CVs of proposed team members**