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**Call for Proposals for I/NGO**

**for Women Economic Empowerment (WEE)**

**as part of Spotlight Initiative in Zimbabwe**

**INSTRUCTIONS TO PROPOSERS**

##  I. BACKGROUND

### Overview of the Spotlight initiative

In September 2017, the European (EU)and the United Nations (UN) launched a global partnership- the **Spotlight Initiative** (SI) to eliminate all forms of violence against women and girls worldwide. The SI’s main thrust is to amongst other factors operationalize the Sustainable Development Goals (SDGs) relevant targets, in particular, SDG 5, Achieve Gender Equality and Empower All Women and Girls, SDG 3, Health and Well Being for All at All Levels and All Ages and SDG 16 Promote Inclusive Societies, Justice and Institutions for Sustainable Development and Promote Strong and Inclusive Institutions. The programme is beneficial to 22 countries globally and Zimbabwe is part of the eight African countries benefitting from the SI. The **Spotlight Initiative** (SI) aims at mobilizing commitment of political leaders working in collaboration and partnerships with civil society, especially women ‘s movement, private sector, academic institutions, ordinary women and girls. The Initiative aims at ending on all forms of violence against women and girls, targeting those that are most prevalent and contribute to gender inequality across the world.

The overall vision of the Spotlight Initiative in Zimbabwe is that women and girls realize their full potential in a violence-free, gender-responsive and inclusive Zimbabwe. The SI Zimbabwe is being implemented across six UN agencies to which UNDP is one of them, through broad partnership with amongst other, academic institutions, civil society organizations, especially CBOs, women’s groups and female human rights advocates, government, private sector and media. Women, men, girls and boys at all level, but mostly at community level will be partnered with as champions and agents of change. A specific focus will be on reaching out on those usually left behind, especially women and girls who are often isolated and most vulnerable to Sexual and Gender Based Violence (SGBV), Harmful Practices (HPs) and Sexual and Reproductive Health and Rights (SRHR) issues due to intersecting forms of discrimination such as women and girls with disabilities and adolescent girls. The SI Zimbabwe has in place a Steering Committee which is co-chaired by the Minister for Women Affairs, Small to Medium Enterprises and Community Development and the UN Resident Coordinator. The Spotlight Initiative is jointly implemented by six UN agencies namely, UNWOMEN, UNFPA, UNDP, ILO, UNESCO and UNICEF, coordinated by the RCO and is structured around the following six outcomes: Outcome 1: Legislative and Policy Frameworks

Outcome 2: Strengthening Institutions

Outcome 3: Prevention and Social Norms

Outcome 4: Delivery of Quality, Essential Service

Outcome 5: Data Availability and Capacities

Outcome 6: Supporting the Women’s Movement

In regards to the geographical scope of the SI in Zimbabwe, following an extensive mapping of existing SGBV, HIV and SRHR programmes implemented in Zimbabwe by UN agencies, government, civil society, EU and other development partners-funded initiatives, and the use of a set of key SGBV, HP, SRHR, HIV and poverty prevalence data , five provinces and 23 Districts (two of which are large, impoverished urban settlements) were selected for the implementation of the SI country programme.

The overall vision of the Spotlight Initiative in Zimbabwe is that women and girls realize their full potential in a violence-free, gender-responsive and inclusive Zimbabwe. The Spotlight Initiative will directly contribute to Zimbabwe’s achievement of two of the country’s prioritized Sustainable Development Goals (SDGs): SDG 3 and SDG 5. The programme will contribute to the elimination of SGBV and HPs through the creation of a broad partnership with Civil Society, Government, Private Sector, Media, among others; and, build a social movement of women, men, girls and boys as champions and agents of change at the national, subnational and community levels. A specific focus will be on reaching and including in the programme women and girls who are often isolated and most vulnerable to SGBV and HPs due to intersecting forms of discrimination. The programme also will seek to address the SRHR needs of all women and girls using a life-cycle approach.

While implementation of SI in Zimbabwe will be both upstream and downstream to achieve the most effective impact of the interventions across the six Outcomes, the focus of the work in Outcome 3 which includes the women ‘s economic empowerment component will be at community level in targeted districts.

### **UNDP role in the Spotlight Initiative**

Over the past 20 or so years, UNDP has invested in poverty alleviation programmes in Zimbabwe anchored in addressing the needs of the poorest and the marginalized. Specific programming has been done over the years targeting women as vulnerable members of communities. UNDP core funded projects such as the Inclusive Growth and Livelihoods reached thousands of women working through Internal Lending and Saving Schemes, women’s small and medium enterprises for increased livelihoods for women. UNDP has worked with different stakeholders including private sector, financial institutions, local authorities, CSOs and relevant government ministries and departments providing technical expertise and playing the role of coordination and integrating of the various stakeholders for achievement of economic empowerment on the ground. The highest number of beneficiaries for UNDP’s livelihoods and economic empowerment initiatives over the years are women and in recognition of the gender specific demands by women, UNDP has developed special expertise in packaging interventions to respond to the multi-layered needs of women while recognizing their multiple roles and intersecting discrimination that they face.

Since 2014, UNDP has been working through the Zimbabwe Resilience Building Fund (ZRBF) and targeting over 830 000 beneficiaries in building livelihood resilience in 18 districts in Zimbabwe. Some of these operational districts for ZRBF overlay with the selected Spotlight districts thereby creating an opportunity of building Women Economic Empowerment (WEE) not only for sustainable livelihoods for women but also for increased capacity to effectively deal with shocks and hazards that make them vulnerable to economic and social stress factors. UNDP and UNICEF are jointly implementing the Urban Resilience programme in Chipinge which is an SI/WEE district. The livelihoods and economic empowerment modeling under the ZRBF anchored in strong private sector partnerships and linkages with financial services (including through commercial banks and the Women’s Micro-Finance Bank) provide a strong foundation for supporting SGBV/HP survivors in the selected districts for long term economic and social recovery.

The WEE programme will be implemented in Chipinge, Muzarabani, Hopley and Umzingwane. Muzarabani and Hopley are the two districts which all SI implementing UN agencies are converging together. It is therefore proposed that the WEE intervention will have a multipronged and integrated approach which will maximize the utilization of resources and impact. The selected I/NGO partner will be expected to be present in the identified four districts for effective and efficient programme implementation. Furthermore, where appropriate the selected partner will work through already existing ZRBF’s implementing partners in the field. This will allow for utilization and leveraging of already existing knowledge, lessons learned and approaches. The WEE model will be subsequently replicated in other target areas of SI programmes in the next phase. The successful WEE programme partner will be expected to work with other SI UN implementing agencies in particular, the International Labour Organization.

## II. OBJECTIVES AND EXPECTED OUTPUTS/ DELIVERABLES

**Women Economic Empowerment project will contribute to Outcomes 3 and 4 of the Spotlight Initiative. Expected project duration is maximum 15 months.**

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| Scope of work | Key Deliverables | Approximate budget | Timeframe |
| **1. Support development of partnership with private sector entities and local authorities to design and implement women economic empowerment strategies for women facing intersecting forms of discriminations (women and girls with disabilities, women and girls living with HIV, women and girls living in extreme poverty in rural areas, adolescent and young girls in urban impoverished communities, women and girls, who are survivors of SGBV)** |
| 1.1. Strengthening the Women’s Groups (e.g. Saving and Lending Associations, SACCOS, Enterprise Groups) in 4 target districts for economic empowerment activities (15 groups, average grant of approximately USD 4,255 /group to Women's groups for the technologies/value addition, system strengthening)  | - at least 15 women groups (approximately 300 women) are capacitated for employment and entrepreneurship development in selected 4 districts- at least 15 women groups develop their business plans and start their business activities- at least 15 women groups access grants in amount of total 2,000 USD per group as a start-up capital/ technological support | USD 42,550 – for 2019 USD 20,477 – for2020 | 2019: Q4-Q4, 2020: Q1-Q3 |
| 1.2. Develop partnership among private sector, financial institutions and women’s groups to support economic activities that enable women’s participation in profitable high value market chains in 4 selected districts including ZRBF district, targeting women in extreme poverty, women with disabilities and women with HIV and AIDS. 15 women's groups will be selected   | - stakeholder mapping to identify potential viable value chains and private sector partners, including financial institutions- partnerships established between women groups, including MoUs with identified stakeholders (i.e. buyers, wholesalers, FIs, etc.) - at least 500 women linked with the market players for economic development activities | USD 74,128 – for 2019 USD 37,065 – for 2020 | 2019: Q4-Q4, 2020: Q1-Q3 |
| **2. Support the Zimbabwe Women's Micro-Finance Bank to design and implement an integrated model for SGBV/HPs Survivor women and Girls (18 +) to improve access to productive resources, financial service products, social protection and economic empowerment in selected districts towards enhanced entrepreneurship and employability** |
| 2.2. Develop a package WEE services in line with ZRBF Baseline Findings for SGBV/HPs survivors for 4 targeted districts. | - Rapid assessment to identify the existing needs and available opportunities to address through service packages- policy analysis and research report on enabling WEE environment- At least three separate service packages developed for WEE, such as access to finance, insurance, markets, training, social protection, and other basic social services, required for WEE | USD 60,000 – 2019 USD 14,063 - 2020 | 2019: Q4-Q4, 2020: Q1-Q3 |
| 2.3. Support Women's Bank and MFIs and commercial banks to develop and implement financial services and products (e.g. insurance, credit, financial literacy) that respond to the needs of women SGBV/HP survivors in the 4 selected programme districts (at least 5 Banks to be engaged).  | - comprehensive Strategy to mainstream WEE in banking commercial products- strategy mainstreamed into banking operations within identified 5 FIs- at least 80% of target groups have access to financial services and products- capacity building for banks is provided at least for 5 identified FIs | USD 50,000 – 2019 USD 107,882 - 2020 | 2019: Q4-Q4, 2020: Q1-Q2 |
| 2.4. Support local authorities to incorporate WEE interventions in their planning processes and facilitate access for women SGBV/ HPs survivors to productive assets (e.g. land, technology, tools) in all selected districts  | - trainings to local authorities are provided on WEE mainstreaming into planning- at least 50% of targeted groups have access to productive assets for their economic empowerment | USD 50,000 – 2019 USD 24,063 – for 2020 | 2019: Q4-Q4, 2020: Q1-Q4 |
|  | **Total Budget:**  | **USD 480,228** |  |

*Final Beneficiaries*

Based on SI objectives and goals, this Call for Proposal is targeting beneficiaries in four districts: Muzarabani, Umzingwane, Chipinge and Hopley.

Target groups:

* Primary target groups – women and girls vulnerable and survivors of SGBV and HPs (including women and girls with disabilities, women and girls living with HIV, women and girls living in extreme poverty in rural areas, adolescent and young girls in urban impoverished communities).
* Secondary Target Groups – CSOs targeting mostly Women’s groups, Saving and Credit groups, Cooperatives, Local authorities, Government Institutions, Private sector and Financial Institutions that will be engaged in institutional support activities.

## III. ELIGIBILITY & QUALIFICATION CRITERIA

The parameters that will determine whether an I/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 and 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 and timeline section will include:

1. Understanding the context and its opportunities and challenges;
2. Description of 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. Integration of 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. Explanation of the model for collaborative learning and adapting within the monitoring and evaluation plan;
8. Feasibility of proposed exit strategies to ensure sustainability;

## V. MANAGEMENT ARRANGEMENT, RESOURCES AND QUALIFICATIONS OF KEY PERSONNEL

The assignment will be coordinated by UNDP Spotlight Initiative team under the leadership of the Resident Representative of UNDP, in close coordination with other UN agencies implementing SI components. The Contractor will work closely with the UNDP SI Team. The Contractor will closely work with the Ministry of Women Affairs, Community, Small and Enterprise Development, and Ministry of Local Government, Public Works and Housing and other related stakeholders at different levels.

## VI. TEAM COMPOSITION & REQUIRED COMPETENCIES

**The I/NGOs or registered company** engaged in women economic empowerment and related interventions with defined gender-sensitive and inclusive strategies will be highly considered. The interested organizations must have a team of qualified staff and proven experiences in the field of economic development, social change, gender, human rights, and women’s empowerment.

**Required experience of I/NGO or Registered Company:**

* Experience working in the target districts;
* At least five years of experience in similar programmes (WEE including, SGBV, HP and SRHR; social mobilization to reach out and empower women, including the poor, socially excluded as well as economically relatively active rural women; awareness building for the local governance processes, as well as cultural sensitivity);
* Experience of working specifically on women empowerment, women’s rights and gender related issues, such as SGBV, will be an added advantage;
* At least five years of experience in capacity building and business development including: small enterprise development; technical and business skills development; access to markets, value chain development with a gender lens;
* The team should consist of:
	+ Team Leader with more than 10 years of relevant experience, in particular, in gender equality/justice and women ‘s economic empowerment
	+ Core experts on (i) GBV, (ii) Entrepreneurship development and financial inclusion, and (iii) Partnership development.

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

Factors under this criterion include the following:

* Suitability of governance and 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 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 applicants in implementing similar programs in developing countries, especially in rural Zimbabwe.

**Past performance in similar scope (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.

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.

An applicant’s performance will not be evaluated favorably or unfavorably when:

1. The applicant lacks relevant performance history, or
2. Information on performance is not available.

## V. EVALUATION CRITERIA

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

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| --- | --- | --- |
| **Summary of Technical Proposal Evaluation Forms** | **Score Weight** | **Points Obtainable** |
|
| 1. | I/NGO 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 co-financing is highly desirable to maximize the impact | 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.

I/NGOs are expected to provide their best technical proposal and financial proposal in two separate envelopes. 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. I/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. Support development of partnerships with private sector entities and local authorities to design and implement women economic empowerment strategies for women facing intersecting forms of discrimination (women and girls with disabilities, women and girls living with HIV, women and girls survivors of SGBV/HP including women and girls living in extreme poverty in rural areas, adolescent and young girls in urban impoverished communities): ***maximum amount is USD 174,220.***
2. Support the Zimbabwe Women's Micro-Finance Bank and other identified FIs to design and implement an integrated model for SGBV/HPs Survivor women and girls (18 +) to improve access to productive resources, financial service products, social protection and economic empowerment in selected districts towards enhanced entrepreneurship and employability: ***maximum amount is USD 306,008***

**Total budget allocated for this assignment is USD 480,228*.*** 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 1 year and three months (effective from 1 October 2019 to 31 December 2020). UNDP 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, , 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, 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 proposal in two envelopes of a technical and a financial proposal to:

 Ms . Esther Dzviti

**UNDP**

**Registry office**

**Block 10, Arundel Office Park**

**Norfolk Road, Mt Pleasant**

**Harare, Zimbabwe**

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 30 August 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 21 August** **2019.** To afford prospective applicants’ reasonable time in which to take the amendments into account in preparing their Proposals, UNDP 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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| --- | --- |
| 9/08/2019 | Launch of a Call for proposal  |
| 21/08/2019 | Deadline for request for any clarification from UNDP |
| 22/08/2019 | Last date on which clarifications are issued by UNDP  |
| 30/08/2019  | Deadline for submission of full proposals |
| 3/09/2019 | Opening of proposals |
| 10/09/2019 | Completion of evaluation |
| 24/09/2019 | Approval of the process |
| 01/10/2019  | 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 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.

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| --- | --- |
| **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, international, 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 (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 Terms of Reference (TOR). It should contain a clear and specific statement of what the proposal will accomplish in relation to the UNDP 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 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 are not funded. Therefore, the overhead cost 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.

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| --- |
| **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 I/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 | 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)