



## REQUEST FOR PROPOSAL (RFP)

RFP 11/2017  
05 October 2016

Dear Sir / Madam:

We kindly request you to submit your Proposal for engaging NGO/CSO as Sub-Recipient to implement HIV prevention services for the transgender people in Karachi, Pakistan.

Please be guided by the form attached hereto as Annex 2, in preparing your Proposal.

Proposals may be submitted on or before **Friday, October 21, 2016 at 14:00 hrs. (Bangkok Time)** via email to ***onanong.wuthimonkolkul@undp.org*** addressing Ms. Onanong Wuthimonkolkul (Procurement and Supply Management Assistant).

Your Proposal must be expressed in the English, and valid for a minimum period of 120 days.

In the course of preparing your Proposal, it shall remain your responsibility to ensure that it reaches the address above on or before the deadline. Proposals that are received by UNDP after the deadline indicated above, for whatever reason, shall not be considered for evaluation. If you are submitting your Proposal by email, kindly ensure that they are signed and in the .pdf format, and free from any virus or corrupted files.

Services proposed shall be reviewed and evaluated based on completeness and compliance of the Proposal and responsiveness with the requirements of the RFP and all other annexes providing details of UNDP requirements.

The Proposal that complies with all of the requirements, meets all the evaluation criteria and offers the best value for money shall be selected and awarded the contract. Any offer that does not meet the requirements shall be rejected.

Any discrepancy between the unit price and the total price shall be re-computed by UNDP, and the unit price shall prevail and the total price shall be corrected. If the Service Provider does not accept the final price based on UNDP's re-computation and correction of errors, its Proposal will be rejected.

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNDP after it has received the Proposal. At the time of Award of Contract or Purchase Order, UNDP reserves the right to vary (increase or decrease) the quantity of services and/or goods, by up to a maximum twenty five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.

Any Contract or Purchase Order that will be issued as a result of this RFP shall be subject to the General Terms and Conditions attached hereto. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP, herein attached as Annex 3.

Please be advised that UNDP is not bound to accept any Proposal, nor award a contract or Purchase Order, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process.

UNDP's vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Purchase Order or Contract in a competitive procurement process. In the event that you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link: <http://www.undp.org/procurement/protest.shtml>.

UNDP encourages every prospective Service Provider to prevent and avoid conflicts of interest, by disclosing to UNDP if you, or any of your affiliates or personnel, were involved in the preparation of the requirements, design, cost estimates, and other information used in this RFP.

UNDP implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link: [http://www.un.org/depts/ptd/pdf/conduct\\_english.pdf](http://www.un.org/depts/ptd/pdf/conduct_english.pdf)

Thank you and we look forward to receiving your Proposal.

Sincerely yours,

Onanong Wuthimonkolkul  
Procurement and Supply Management Assistant

## Description of Requirements

Context of the Requirement	UNDP partners with people at all levels of society to help build nations that can withstand crisis, and drive and sustain the kind of growth that improves the quality of life for everyone. On the ground in 177 countries and territories, we offer global perspective and local insight to help empower lives and build resilient nations. This Call for Proposals (CFP) is specifically related to the UNDP Implementation of HIV Prevention Services Delivery and advocacy for transgender people/hijra in Karachi, Pakistan under Multi-Country South Asia (MSA) Regional HIV Programme “Reducing the Impact of HIV on men who have sex with men and transgender populations in South Asia”		
Brief Description of the Required Services	<p>The objective of this Request for Proposals is to select one Sub-Recipient to implement HIV prevention services for the transgender people in Karachi, Pakistan. Detailed objective, expected outputs and deliverables are provided in the <b>Terms of Reference – Annex 1</b> of this RFP.</p> <p><u>Final Beneficiaries</u></p> <p>Eligible proposals will be from those Civil Society Organizations (CSOs) working on Community initiated HIV prevention programmes (Service Delivery Area or SDA 1.2 CSS: Community based activities and service delivery, use and quality) include outreach, condom and lubricant distribution, VCT counselling for HIV testing and referral to national treatment centres including STI diagnostic and treatment. This includes community mobilization and sensitization addressing stigma and discrimination against the targeted population in the designated cities or having coverage for services to the designated cities.</p>		
List and Description of Expected Outputs to be Delivered	1.2.2	1.2 CSS: Community based activities and services - delivery, use and quality	Number of MSM and TG reached through community based HIV prevention outreach program in Pakistan
	1.2.4	1.2 CSS: Community based activities and services - delivery, use and quality	Number of MSM and TG who received an HIV test through project CBO and who know their results in Pakistan
	1.2.6	1.2 CSS: Community based activities and services - delivery, use and quality	Cases of sexually transmitted infections treated through project CBO amongst MSM and TG in Pakistan
Person to Supervise the Work/Performance of the Service Provider	<i>Programme Manager, Regional Multi-Country HIV Programme, Funded by the Global Fund</i>		
Frequency of Reporting	Quarterly		
Progress Reporting Requirements	Quarterly programme progress update and Funding Authorization and Certificate of Expenditures (FACE) report		
Location of work	<input checked="" type="checkbox"/> Karachi, Pakistan		

Expected duration of work	Project implementation must be proposed for a duration between 1 November 2016 to 31 March 2017
Target start date	1 <sup>st</sup> December 2016
Latest completion date	31 <sup>st</sup> March 2017
Travels Expected	Please refer to Annex 5 Financial Proposal Template
Special Security Requirements	N/A
Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	N/A
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> Required – Please refer to Annex 5 Financial Proposal Template
Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required
Currency of Proposal	<input checked="" type="checkbox"/> United States Dollars calculated from Pakistan Rupee (PKR) using UNDP Exchange rate of Oct 2016 at USD 1 : PKR 104.51
Value Added Tax on Price Proposal <sup>1</sup>	<input checked="" type="checkbox"/> must be inclusive of VAT and other applicable indirect taxes
Validity Period of Proposals ( <i>Counting for the last day of submission of quotes</i> )	<input checked="" type="checkbox"/> 120 days  In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.
Partial Quotes	<input checked="" type="checkbox"/> Not permitted
Payment Terms	Authorized Disbursement Amount, please refer to Sub-Recipient Agreement Article VIII. Financial Arrangements
Person(s) to review/inspect/ approve outputs/completed services and authorize the disbursement of payment	<i>Programme Manager, Regional Multi-Country HIV Programme, Funded by the Global Fund</i>
Type of Contract to be Signed	<input checked="" type="checkbox"/> Sub-Recipient Agreement
Criteria for Contract Award	

<sup>1</sup> VAT exemption status varies from one country to another. Pls. check whatever is applicable to the UNDP CO/BU requiring the service.

	<input checked="" type="checkbox"/> Highest Combined Score under Quality based under Fixed Budget Selection (QB-FBS) modality <sup>2</sup> (based on the 70% technical offer and 30% price weight distribution) <input checked="" type="checkbox"/> Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criteria and cannot be deleted regardless of the nature of services required. Non-acceptance of the GTC may be grounds for the rejection of the Proposal.
Criteria for the Assessment of Proposal	<p><b>Technical Proposal (70%)</b></p> <input checked="" type="checkbox"/> NGO Eligibility and qualifications 30% <input checked="" type="checkbox"/> Proposed Methodology, Approach and Implementation Plan 40% <input checked="" type="checkbox"/> Management Structure and Key Personnel 30% <p><b>Financial Proposal (30%)</b></p> <p>To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.</p>
UNDP will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider
Annexes to this RFP	<input checked="" type="checkbox"/> Form for Submission of Proposal (Annex 2) <input checked="" type="checkbox"/> General Terms and Conditions / Special Conditions (Annex 3) <input checked="" type="checkbox"/> PF as PF Target_TG_DEC16-MAR17 FINAL (Annex 4) <input checked="" type="checkbox"/> Financial Proposal Template (Annex 5) <input checked="" type="checkbox"/> Request for Information (RFI) from CSO/NGO (Annex 6) <input checked="" type="checkbox"/> CACHE Template for TG CSO Engagement Pakistan (Annex 7)
Contact Person for Inquiries (Written inquiries only)	<p>Onanong Wuthimonkolkul,  Procurement and Supply Management Assistant  onanong.wuthimonkolkul@undp.org</p> <p>Any delay in UNDP's response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers.</p>
Other Information [pls. specify]	N/A

## ***Terms of Reference (ToR)***

### **CSO ENGAGEMENT FOR THE IMPLEMENTATION OF HIV PREVENTION SERVICE DELIVERIES AND POLICY ADVOCACY FOR TRANSGENDER PEOPLE/HIJRA IN KARACHI, PAKISTAN**

#### **A. Project Title**

Implementation of HIV Prevention Services Delivery and advocacy for transgender people/hijra in Karachi, Pakistan under Multi-Country South Asia (MSA) Regional HIV Programme “Reducing the Impact of HIV on men who have sex with men and transgender populations in South Asia”

#### **B. Project Description**

The 2014 Integrated Behavioural and Biological Surveillance among Most at Risk Population in Punjab 2014 indicated an estimated number of 13,209 Hijra Sex Workers (HSWs) in four cities namely Faisalabad (38.97%, N=5,147), Lahore (32.96%, N=4,350), Multan (21.89%, N=2,891) and Sargodha (6.22%, N=821) in a mapping survey conducted prior the IBBS<sup>3</sup>. According to the IBBS findings on Migration and Mobility pattern of the HSWs, the 6 most common cities where HSWs travelled to for sex work specifically are Lahore, Muree, Rawalpindi, Khushab, Islamabad and Karachi respectively. Based on the findings related to sexual risk behaviour and practices among HSW, it is alarming that only 17.1% of the IBBS respondents reported consistent use of condom with non-paid client which is even lower than the findings in the previous IBBS Round 2011 i.e. 18.1%. Within MSA Programme comprehensive services for men having sex with men are being provided in five major cities (Lahore, Karachi, Hyderabad, Larkana and Rawalpindi). Only one CBO provides focuses specifically on TG population in Lahore. In Larkana services are provided to both groups however the main group is still men having sex with men. Hence, large transgender populations in Karachi and Rawalpindi are left without HIV prevention services. During meetings of the MSA Programme team with TG leaders in Pakistan the need to open services was repeatedly mentioned. Punjab and Sindh AIDS Control Programmes also support the establishment of community friendly HIV prevention services targeting transgender population in those cities. The Global Fund approved funding for establishment of two new service delivery points in Rawalpindi and Karachi targeting transgender people. The RFP processes will be carried out for the selection of additional SR in Karachi.

“Reducing the Impact of HIV on men who have sex with men and transgender populations in South Asia” is a Regional HIV Programme aiming to reduce the impact of HIV on MSM and transgender populations in South Asia funded by the Global Fund to Fight AIDS, Tuberculosis and Malaria (Global Fund) under Round 9 (MSA-910-G02-H). The regional programme is community-driven and centered around sexual diversity and access to health, focusing on community systems strengthening as a mechanism to enable MSM and transgender/hijra organizations to improve the quality of their HIV interventions. The three key objectives are:

1. To improve the delivery of HIV prevention, care and treatment services for MSM and transgender populations in South Asia;
2. To improve the policy environment with regards to MSM, transgender, and HIV-related issues in South Asia; and
3. To improve strategic knowledge about the impact of HIV on MSM and transgender populations in South Asia.

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<sup>3</sup> Punjab AIDS Control Programme (2014). *IBBS among MARP. Unpublished document (133 pages).*

UNDP Bangkok Regional Hub (BRH) is Programme Principal Recipient (PR) working in seven countries namely Afghanistan, Bangladesh, Bhutan, India, Nepal, Pakistan and Sri Lanka in partnership with fifteen Sub-Recipients (SRs). In Afghanistan and Pakistan the Programme supports HIV prevention services including outreach work, HIV testing and STI testing and treatment.

Currently, HIV service delivery in Pakistan is being delivered through six SRs of which only one is working with transgender/hijra in Lahore.

### **C. Scope of Work**

The selected SRs will contribute to the improvement of HIV prevention services for the transgender people in Pakistan. Community initiated HIV prevention programmes (*Service Delivery Area or SDA 1.2 CSS: Community based activities and service delivery, use and quality*) include outreach, condom and lubricant distribution, VCT counselling for HIV testing and referral to national treatment centres including STI diagnostic and treatment. This includes community mobilization and sensitization addressing stigma and discrimination against the targeted population in the designated cities. .

Acknowledging the fact that Pakistan's Supreme Court ordered authorities to allow transvestites and eunuchs to identify themselves as a distinct gender as part of a move to ensure their rights<sup>4</sup>. Third gender has been recognised in Pakistan since 2009<sup>5</sup>. The selected sub-recipients are expected to work with local municipalities, health care providers, policy makers and other stakeholders on joint programmes to promote rights of transgender people including rights for health care, education, housing, travel, participation in political life and other rights. Trainings to address stigma and discrimination in health care settings and in schools shall also be envisaged.

As community systems strengthening (CSS) is one of the programme focuses, the selected SRs are expected to strengthen their governance structure as a part of organizational capacity development programme.

The Scope of Work can be divided into three major areas:

#### ***Programme Objective 1: To improve the delivery of HIV related services for transgender people in South Asia***

##### **SDA 1.1 CSS: HR Skills: skills building for service delivery, advocacy and leadership Organizational capacity building of transgender/hijra CBOs/CSO and their staff**

##### **SDA 1.2 CSS: Community based activities and service delivery, use and quality**

The recommended activities cover community initiated HIV prevention and clinical services deliveries namely:

- Minimum HIV prevention services through community outreach for
- STI diagnostic and treatment
- VCT counselling and HIV testing and referral to national treatment centers

##### **SDA 1.3 CSS: Strategic and Operational Planning for CBOs**

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<sup>4</sup> Haider, Zeeshan (December 23, 2009). "[Pakistan's transvestites to get distinct gender](#)". Reuters. Retrieved 2009-12-23.

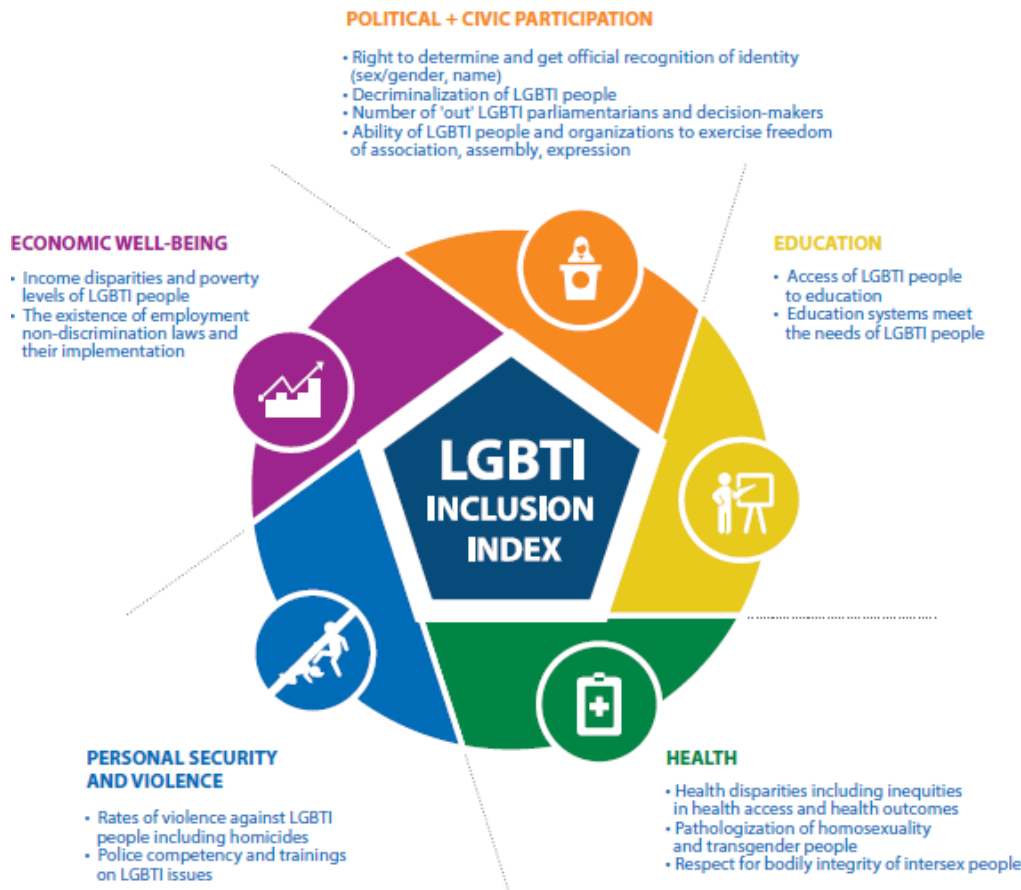
<sup>5</sup>Wikipedia. Retrieved from [https://en.wikipedia.org/wiki/Third\\_gender#Pakistan](https://en.wikipedia.org/wiki/Third_gender#Pakistan)

- Improve governance structure of the organization with well-established institutional documents namely by law, governing structure, board election / selection processes etc.
- Organizational development through “Sustainability and Resource Mobilization Strategy” development
- The selected SR will be provided support for long-term organizational development and sustainability. Recommended activities would include a development for organizational strategic plans and/or Sustainability and Resource Mobilization Strategy” development
- The selected SRs’ M&E systems will be strengthened. As a long-term outcome of this activity in synergy with SDA 1.1 it is expected that the selected SR will have human resource and organizational capacity to deliver sustainable high quality HIV prevention services to transgender people in their local areas.

**Programme Objective 2: To improve the policy environment with regard to MSM, transgender people and HIV related issues in South Asia**

**SDA 2.1 CSS: Advocacy, Communication and Social Mobilization**

The five priority dimensions of LGBTI Inclusion that have been prioritized for measurement in the LGBTI Inclusion Index are; political and civic participation, economic well-being, personal security and violence, health, and education.<sup>6</sup>



<sup>6</sup> UNDP, *LGBTI Inclusion Index Concept Note*, March 2016.



The selected SR shall propose advocacy related activities that can help create an enabling environment to better convene policy change or reduce stigma and discrimination against transgender people/ hijra in their locality. The recommended activities may include:

- Sensitizing policemen on transgender people/ hijra rights
- Sensitizing health care workers on the issues of stigma and discrimination in health care settings
- Sensitizing city authorities and other policy makers on the rights of transgender people stemming from third gender recognition in Pakistan and international human rights commitments of Pakistan

Beside sensitization related issues, the selected SR may propose community mobilization related activity to strengthen and empower community including creation a sense of solidarity among individual transgender people/ hijra to improve their self-esteem and get the community mobilized for their own cause. The recommended activities may include:

- A celebration of some key events namely the IDAHOT day, World AIDS Day, Transgender Day and the candle Light Memorial Day
- An establishment of a peer support group for specific purpose such as mental health counselling, HIV positive TG self-support group and other.

#### D. Expected Outputs

The programme activities in Pakistan are linked to the MSA Programme three key indicators detailed in the table below:

1.2.2	1.2 CSS: Community based activities and services - delivery, use and quality	Number of MSM and TG reached through community based HIV prevention outreach program in Pakistan
1.2.4	1.2 CSS: Community based activities and services - delivery, use and quality	Number of MSM and TG who received an HIV test through project CBO and who know their results in Pakistan
1.2.6	1.2 CSS: Community based activities and services - delivery, use and quality	Cases of sexually transmitted infections treated through project CBO amongst MSM and TG in Pakistan

The selected SR is expected to achieve the assigned targets set in the Performance Framework and timely complete the activities as agreed in the approved Budget Work Plan.

Prior entering into contract with UNDP, the selected SR will be assessed for their Capacity Development Plan. Training related activities for capacity development can be included in the budget as training targets under TA cost category.

#### E. Institutional Arrangement

**1) SR supervision and management:** The selected SR will report directly to the MSA programme management team at UNDP Bangkok Regional Hub, which will provide the required supportive supervision and monitoring, guidance and management support (through staff and consultants). This

will include guidance from Programme Officer based in UNDP Pakistan Country Office (CO) on issues related to national guideline and country specific requirement.

- 2) **Progress reporting:** The selected SR is expected to report to UNDP BRH with quarterly Progress Update and Disbursement Request (PU/DR) in prescribed format. All the reporting requirements will be detailed out under “Article XI – Reporting Requirements” in the SR Agreement between the UNDP and the SR. The SR is also expected to abide by all national reporting and regulatory requirements. In addition to contractual reporting obligations, the SR is also expected to contribute to overall regional knowledge building, e.g. to quarterly programme updates that will be circulated to the SRs for contribution on quarterly basis.
- 3) **National coordination and collaboration:** The selected SR is expected to work closely with all concerned national stakeholders, especially the partnering SRs under the MSA programme in other cities, national PRs, CCM and National and Provincial AIDS Programme including to ensure overall programme activities are aligned to the national HIV response and are synergistic to benefit the transgender/hijra population in the country.
- 4) **Programme management and implementation:** The selected SR will be fully responsible for the implementation of the programme work plan including managing the human resource and other operation related issues in the organization to ensure timely delivery of the approved programme activities. The selected SR will also be responsible for the recruitment, training/mentoring and management of programme staff and consultants as needed. This includes evaluation of performance and quality of work submitted to the PR. If additional procurement is required, the SR will be responsible for the procurement process after receiving approval from UNDP.
- 5) **Resources required:** The SR is expected to have a team comprising of qualified and experienced staff to manage the areas of programme, capacity building and advocacy, M&E and knowledge management, finance and admin/procurement/human resources to handle the overall programme management and implementation up to the satisfaction of UNDP and to address all national, UNDP and Global Fund requirements. Furthermore, the SR is expected to source and manage the required office space, IT equipment, asset insurance and other administrative/logistics services for programme implementation; to be cost-shared with other donors where possible for cost effectiveness.

#### **F. Duration of the Work**

The programme is expected to start in November 2016. If there is any unseen delay in programme start-up, the timeline of the deliverables will be negotiated with the SR.

#### **G. Duty Station**

The SR is expected to operate out of an office in Karachi to coordinate and maintain effective relationships with other stakeholders and health care providers in the same city. The SR staff will be expected to travel to other cities where other transgender/hijra CBOs and male health CBOs are based for required supportive supervision/mentoring, capacity building and improved coordination.

## **H. Qualifications of the Successful Contractor**

The scope of this assignment is limited to CBO/CSO/NGO with proven experience working with/for transgender/hijra or sexual minority groups. The specific criterion would be as follows, but not limited to:

### **1) Legal Status:**

- CBO/CSO/NGO will be an organization registered under relevant laws of Pakistan complying with all national and provincial laws and regulations.
- CBO/CSO/NGO is allowed to work in Karachi
- CBO/CSO/NGO has necessary authority to enter into an agreement with UNDP.
- CBO/CSO/NGO should be able to receive funds from outside the country for such HIV interventions within the Pakistan government's purview.

### **2) Management and Organization**

- CBO/CSO/NGO should have a good track record of timely and results-based implementation of programme activities.
- CBO/CSO/NGO should have sufficient management capacity to implement the proposed programme for Sri Lanka.
- Current budget is sufficient to support key positions and organizational functions not related to the proposed programme activities during the life of the programme.
- CBO/CSO/NGO should have a sound financial management system in place that:
  - a) Correctly record all transactions and balances, including those to be supported by the Global Fund,
  - b) Supports the preparation of regular, reliable financial statements,
  - c) Safeguards Global Fund property, and
  - d) Is subject to acceptable auditing arrangements.
- Effective organizational leadership, management, transparent decision-making and accountability systems.
- CBO/CSO/NGO should have demonstrated experience working with high-level government, national and international agencies (including UN agencies) and donors, capable to advocate effectively for key populations at the national and state level.

### **3) Technical Expertise**

- CBO/CSO/NGO should have functioned for at least two years in Pakistan with demonstrated programme management capacity with focus on HIV interventions for key populations. CBO/CSO/NGO with work experience with transgender/hijra focus will be accorded priority.
- CBO/CSO/NGO will have proven overall capacity building experience working, preferably with transgender/hijra
- CBO/CSO/NGO should have monitoring and evaluation system that:
  - a) Collect and record programmatic data with appropriate quality control measures,
  - b) Support the preparation of regular and reliable programmatic reports, and
  - c) Make data available for the purpose of evaluation and other studies.

**The organization should meet all the requirements of UNDP for being a SR in a Global Fund supported grant during the UNDP SR capacity assessment.**

## **I. Scope of Bid Price and Schedule of Payments**

The SR Agreement between UNDP BRH and SR will be based on an advance disbursement modality, with possibility of direct payment by UNDP to vendors when needed, as per UNDP policies and procedures. The financial arrangements will be detailed out under “Article VIII – Financial Arrangements” in the SR agreement between the UNDP and the SR, possibly with quarterly disbursements as below. The disbursements will be subject to prior disbursement of the relevant funds by the Global Fund to UNDP.

- First tranche – for agreed quarterly work plan period
- Subsequent tranche – upon successful and timely completion of quarterly work plan activities and submission of required programme and financial reports (with adequate burn rate)

Based on the fixed budget range between USD 55,000 – USD 60,000 work plan activities that can be proposed in the provided financial proposal template (Annex 4). The proposal should include all the required financial details with assumptions as follows, but not limited to:

- a) Staff: salary packages and benefits, as per approved organizational policies (also aligned with national laws)
- b) Office equipment: with technical specifications, only for full-time staff
- c) Office running costs: rent, utilities, Internet, communication etc.
- d) Asset insurance
- e) Training/meeting/workshop/research: participants/ resource person/ consultant transportation (within and outside Delhi or other cities), meeting costs (equipment, refreshments), lodging and per diem, materials, honorariums etc.

The overhead (OH) and Infrastructure and Other Equipment (IOE) cost ratio against output or programme direct cost cannot be exceeding 30:70

## **J. Recommended Presentation of Proposal**

The preferred contents and presentation of the Proposal to be submitted, as well as the format/sequencing of their presentation, should be as follows:

- Overview of national HIV situation, with a focus on transgender/hijra
- Overall management approach to effectively implement HIV interventions for transgender/hijra
- Organizational capacity summaries focusing on areas of CSS, management and leadership, financial and administrative capacity, programmatic capacity (including M&E), procurement capacity (goods and services), pertinent project experience, strategic partnerships with national stakeholders
- Proposal methodology, approach and implementation plan should be reflected well in detailed Technical Proposal – Work Plan Template in *Annex 1* with implementation details/timeline.
- The above guidance should be used to fill in the Section 6 – Technical Proposal Form in detail.

## **K. Annexes to the TOR**

### **a. Annex 4:**

Recommended Performance Framework for 4 months’ implementation plan i.e. December 2016 to March 2017

### **b. Annex 5:**

Financial Proposal – Work Plan Budget Template with fixed budget amount for the contracting period covering 5 months’ operation i.e. November 2016 – March 2017