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CFP-077/21

Call For Proposal

Empowering Community Based Organizations (CBOs) to promote Social Cohesion in Kirkuk, Diyala, Anbar, Salaheldin and Niewna-Phase II

1. Introduction/Background

The UNDP Social Cohesion Programme work in four main areas that include 1) Strengthening the national frameworks for peace and social cohesion, 2) strengthening inter-linking community infrastructures for social cohesion at multi-levels 3) supporting and strengthening capacities and resources of academia and research institutions and actors to lead social cohesion and 4) working with media institution and media professionals to improved advocacy and public awareness.

Social cohesion program involves working on social cohesion and peace initiatives at the community level through empowering Community Based Organizations (CBOs) as a critical community mechanism for long-lasting peace and social cohesion. As such, UNDP have implemented through 2019 and 2020 a project on Empowering CBOs as agents for Social Cohesion in Niewna, Salahedin and Anbar. Through this project UNDP has built the capacity of 129 CBOs from Anbar, Salahuddin and Ninawa governorates on community outreach and conflict sensitive proposal development and supported 31 of them with grants to implement community initiatives.

The community initiatives geared toward responding to community needs, enhancing the culture of tolerance and acceptance thereby building peace and increasing the sense of community and togetherness. The initiatives included peace sessions and workshops, religious camps, Para gliding for peace, poetry and painting contests and other sports and art related activities that brought multiple communities faction together to discuss the future of their community and needs and resolved issues that are fueling conflicts. The initiatives dragged great attention from the media, and UNDP received multiple appreciation letters from local government and communities encouraging UNDP to continue its efforts and reaching out to other community that have not been served by the previous project. In addition skills development training have been extended to youth and women, many of which were IDPs or returnees, to help them generate income and paticipate to promote peace and social cohesion in their communities. The project helped more than 10,000 people from the three governorates and cultivated the sence of hope among targeted communities

Building on the successes and to address more needs in other locations , UNDP intends to implement "Empowering CBOs to promote social cohesion (phase-II)" project to maintain its social cohesion gains in the first phase and extend the support to new communities. The project will also serve greater number of CBOs from five governorates.

The project aims to provide capacity building to CBOs and provide them with grants to implement community initiatives prioritized by their community to ensure a bottom-up approach that is effective and accepted at the community level. The community initiatives will address community challenges

such as reintegration of IDPs, local conflicts, livelihood , GBV , community dialogue to promote social cohesion and build the sense of community and togetherness among different communities groups.

2. Expected Project Outcomes, Outputs and Planned Activities

Expected Outcome:

Community peace and social cohesion in Anbar, Nienwa, Dialya, Kirkuk and Salaheldin governorates are promoted through the empowerment of Community Based Organizations (CBOs)

Output 1: CBOs' capacity and peace skills enhanced through training and development activities to better serve their communities.

Minimum activities:

- Provide 300 CBOs in the five governorates mentioned above (60 per each governorate) with 4-days skills trainings on community outreach, proposal writing and design of local peace initiatives.
- Organize peace promotion events where CBOs, NGOs, LPCs, community leaders and elites, local government officials and professional associations can meet and identify community needs, provide input and solutions to their community issues and ideas for community initiatives.
- Develop methodology for peace initiatives and provide examples of initiatives that have been useful in the past and sharing them with CBOs.
- Provide Networking: 1-day networking training to 300 CBOs in order for them to network with other CBOs and NGOs and form larger groups or consortiums of CBOs to coordinate their efforts and benefit from each others' advantages to build a more robust civil society.

Output 2: CBOs' are provided with grants to implement community initiatives that have been prioritized by their communities.

Minimum activities:

- Issue call for proposals for the trained CBOs to apply for grants, while accepting proposals from other CBOs as well.
- Establish evaluation criteria and evaluation committee to assess community initiative proposals submitted by CBOs
- Select 50 CBOs (10 per governorate) to be supported with grants ($10,000 each) to implement community initiatives.
- Provide additional training for the 50 selected CBOs on project management, audit and financial management skills.
- Provide guidance and technical assistance to CBOs while implementing community initiatives and monitor their work on ongoing basis.
- Facilitate partnerships with LPCs, NGOs, women and youth groups and local government in order for CBOs to amplify their impact in the community and benefit from linkages with other community mechanisms.
- Connect with local media platforms where relevant to advocate, inspire and inform different communities.

The project should conduct final evaluation to assess its performance and overall effectiveness throughout the life of the project.

3. Institutional/Management Arrangement

The project will be managed under the Social Cohesion Programme in UNDP Iraq. The selected Organization will be required to assign a Focal Point who will work in overall coordination with, and report for all day to day requirements, directly to the UNDP staff member assigned from the Social Cohesion Team. This focal point person should be named in the proposal as key personnel and a copy of his/her CV should be annexed to the proposal.

4. Monitoring and Evaluation

The selected Organization will be required to have a strong result monitoring system in place, and process of documenting results, challenges/issues and mitigation measures, and lessons learned at a minimum. UNDP will also undertake periodic programmatic monitoring, and undertake financial spot-checks, as part of its quality assurance processes.

It is necessary that the Organization factor in its Proposal a mid-term and final evaluation for the CBOs engaged or supported by the project.

Additionally, periodic progress review meetings will mandatorily take place between the selected Organization and UNDP (and where relevant together with other Partners relevant to this Project. The timelines for such meetings will be agreed upon, after signing the Responsible Party Agreement.

5. Reporting and Visibility:

The selected organization will be required to submit;

- An inception report, including an updated Detailed Work Plan and Monitoring and evaluation plan.
- A Progress Report, which comprises of a Narrative and Financial Report and an annex for results against monitoring and evaluation indicators, on a monthly basis to UNDP (on the 7th day of each following month), during the period of the Agreement.
- A Progress Report (Narrative and Financial) and an annex for results against monitoring and evaluation indicators after completing the mid-point of the Agreement. Upon submission of this Report, a Progress Review meeting will also be held.
- A Final Project Completion Report and Final Financial Report, within 1 month of completion of the project.

UNDP's visibility guidelines will apply to the project, and as a minimum apply to

- Pictures, videos, press releases
- Success stories and case studies
- Any newsletters prepared by the Organization capturing progress of the project activities
- Project signboard, banners, t-shirts, posters, wall stickers and any other relevant visibility items such as training manuals and other training materials.

Reporting Templates will be provided at the point of signing the Agreement. UNDP and donor related visibility Guidelines would be provided at the time of signing the Agreement.

6. Duration, Location of Work and Target Beneficiaries

The implementation of the Project is expected to commence from **1 April 2021 to 31 March 2022** with the expected number of beneficiaries 10,180.

7. Deliverables and Estimated Payment Schedule

Payments are proposed to be made according to the following schedule, upon the completion of defined deliverables, and the certification of the deliverables by UNDP.

#	Deliverables	Estimated Payment Tranches %
1.	Participation in an Official kick off meeting with UNDP to discuss and clarify all contractual requirements	0%
2.	Submission of the Inception Report and updated Detailed Work Plan (within 1 month of signing the Agreement)	30%
3.	- Completion of 25% of the activities as per the approved Detailed Work Plan -Submission and approval of monthly progress reports Mid-term Project Meeting with presentation of results to date.	25%
4.	- Completion of 50% of the activities as per the approved Detailed Work Plan -Submission and approval of monthly progress reports Mid-term Project Meeting with presentation of results to date.	25%
5.	-Completion of all activities, and submission of the Final Report and Final Financial Report -Completion of the Project Completion Review meeting.	20%

8. Scope of the Technical and Financial Proposal

The Technical Proposal must be submitted in keeping with the Template provided in Annex A, and the Financial Proposal must be submitted in keeping with the Template provided in Annex B. The overall Submission must be accompanied with the following minimum **supporting documentation**.

1. Copy of Registration with the Federal Government of Iraq and preferably with the Kurdish Regional Government
2. CVs (establishing competence and demonstrating qualifications/skills relevant to the TOR) of the technical, management and implementation support personnel proposed to work on the Project
3. Annual certified financial report and Audit Report undertaken during the last 2 years.
4. Profile of the proposed NGO Partners (if applicable).
5. Evidence of the Organization's Regulations/Policies and Procedures, manuals with regards to human resources and financial management, procurement and contracting and administration.
6. Evidence of previous relevant experience that qualifies the organization to undertake this Project.
7. Due to the spread of COVID-19 the organization should take all necessary actions and safeguarding procedures required to protect staff and beneficiaries against the virus.

The Financial Proposal must provide a detailed cost breakdown for the achievement of each Output, providing separate figures for each expense category. Project Management and indirect costs, must be reflected separately, and not exceed a total of 18% of the total budget. The cost breakdown will be used to determine the value for money against each unit cost, as well as the calculation of price in the event both parties have agreed to add new deliverables to the scope of Services. The Financial Proposal Template provided is to guide the applicant, and not to restrict the applicant. Where possible please also submit an excel budget separately.

9. Eligibility Criteria

The applicant organizations must be non-profit non-governmental organizations (NGOs), with Registration with the Federal Government of Iraq **and preferable** the Kurdish Regional Government. Without the Federal Government of Iraq Registrations, the submission will not be deemed eligible.

Qualified local NGOs are strongly encouraged to apply.

If there is a staff member of UNDP, who has any relationship with the organization, as an owner or relative of the owner or member of the Board of Directors or part of their management team etc., this should be officially notified to UNDP prior to the start of the selection process.

The applicant organizations must have the following ***minimum*** expertise and experience:

- Proven *knowledge and understanding* of social cohesion issues in Iraq, with an emphasis on community reconciliation especially in the targeted locations (Salahuddin, Diyala, Kirkuk, Niewnwa and Anbar)
- Proven *expertise and experience* in working on conflict sensitivity and gender programming, with experience in reducing violence, re-establishing peace, and enhancing collaborative relations among different groups in Iraq, particularly with, peace activists, youth and women.
- Proven *technical expertise and experience* in the design, implementation, and management of evidence and needs-based social cohesion interventions, which are conflict and gender sensitive.
- Proven expertise in developing the organizational, management and technical capacities of local NGOs, including through the adoption of context sensitive innovative approaches.
- Proven organizational management expertise, including on administration, finance, human resources, procurement and operations.
- Proven experience Monitoring and evaluating social cohesion and peacebuilding projects.
- A *minimum* of 5 years of active experience, undertaking similar work in Iraq.
- Demonstrable minimum 5 years of experience of holding dialogues with relevant officials from national and provincial and local levels and advocacy with a wide range of stakeholders.
- Proven, strong social capital and partnerships with local grassroots organizations, networks and movements (particularly those working on issues relevant to this TOR) in the target locations specified in this TOR, and the proven ability to create formal working relationships to collaboratively implement this project. Partnership with a/another local-NGO is required.

The core team for implementation of the project shall be comprised of the following staff profiles. The project Manager will be considered a key staff and focal point with UNDP for all coordination and management purposes.

a. Project Manager (1 position)
b. Field Coordinator (5 position)
c. Grants Specialist (1 position)
d. Capacity Building and Training Specialist (1 position)
e. Monitoring, Evaluation and Reporting Specialist (1 position)
f. Finance Officer (1 position)
g. Administration officer (1 position)

Project Manager (key staff) minimum requirements:

- At least Bechelor degree in related studies but Master degree is preferred
- At least 5 years of relevant experience
- Experience in Multi cuture environment and display cultural, gender, religion, race, nationality, and age sensitivity and adaptability
- Treats all people fairly and with impartiality.

- Strong communication skills in English (both written and verbal) and responsiveness to UNDP requiremements.
- Ability to work under pressure and meet challenging deadlines.
- Flexible and responsive to changes and unexpected demands upon time;
- Client-oriented and open to feedback.

All other staff positions are required to have the following Competencies:

- Relevant experience and educational backgrounds
- Display cultural, gender, religion, race, nationality, and age sensitivity and adaptability
- Treats all people fairly and with impartiality.
- Good communication skills including ability to write concise and analytical reports in English;
- Ability to work under pressure and meet deadlines.
- Flexible and responsive to changes and unexpected demands upon time;
- Ability to work with people from different backgrounds to deliver quality products within a short timeframe; and
- Client-oriented and open to feedback.

If there is a staff member of UNDP, who has any relationship with the organization, as an owner or relative of the owner or member of the Board of Directors or part of their management team etc., this should be officially notified to UNDP at the outset by the applicant organization.

The proposers should submit the detailed CVs of all the required personnel.

1. **EVALUATION CRITERIA & METHODOLOGY**

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

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

	Summary of Technical Proposal Evaluation criteria	Score Weight	Points Obtainable
1	NGO Eligibility and Qualifications	35%	350
2	Proposed Methodology, Approach and Implementation PLan	35%	350
3	Management Structure and Key Personnel	30%	300
	Grand total	100%	1000

Detailed sub-criteria are provided in Annex C

	Summary of Technical Proposal Evaluation criteria	Score Weight	Points Obtainable
1	**NGO ELIGIBILITY AND QUALIFICATIONS**	35%	350

1.1	Proven *knowledge and understanding* of social cohesion issues in Iraq, with an emphasis on community reconciliation especially in the targeted locations (Salahuddin, Diyala, Kirkuk, Niewnwa and Anbar)		50
1.2	Proven *expertise and experience* in working on conflict sensitivity and gender programming, with experience in reducing violence, re-establishing peace, and enhancing collaborative relations among different groups in Iraq, particularly with, peace activists, youth and women.		45
1.3	Proven *technical expertise and experience* in the design, implementation, and management of evidence and needs-based social cohesion interventions, which are conflict and gender sensitive.		45
1.4	Proven expertise in developing the organizational, management and technical capacities of local NGOs, including through the adoption of context sensitive innovative approaches.		35
1.5	Proven organizational management expertise, including on administration, finance, human resources, procurement and operations.		35
1.6	Proven experience Monitoring and evaluating social cohesion and peacebuilding projects.		35
1.7	A *minimum* of 5 years of active experience, undertaking similar work in Iraq.		35
1.8	Demonstrable minimum 5 years of experience of holding dialogues with relevant officials from national and provincial and local levels and advocacy with a wide range of stakeholders.		35
	Proven, strong social capital and partnerships with local grassroots organizations, networks and movements (particularly those working on issues relevant to this TOR) in the target locations specified in this TOR, and the proven ability to create formal working relationships to collaboratively implement this project. Partnership with a/another local-NGO is required		35
2	**PROPOSED METHODOLOGY, APPROACH, AND IMPLEMENTATION PLAN**	**35%**	**350**
2.1	To what degree does the NGO understand the task?		75
2.2	Have the important aspects of the task been addressed in enough detail?		75
2.3	Is the scope of the task well defined and does it correspond to the TORs?		100
2.4	Does the proposal should clearly define its strategy for implementation detailing step by step project plan and itemized budget, target groups, and clear timelines of activity duration		100
3	**Management Structure and Key Personnel**	**30%**	**300**
3.1	Project Manager		70

	Education: A master's degree in business administration, project management, development studies, or any other related field. Relevant Experience: at least five years of relevant work experience		
3.2	Field Coordinator(5 position) Education: A Bachelor's degree in Business administration, development studies, or any other related field Relevant Experience: at least three years of relevant work experience		70
3.3	Capacity Building Specialist (1 position) Education: A Bachelor's degree in Business administration, development studies, or any other related field Relevant Experience: at least three years of relevant work experience		50
3.4	Monitoring, Evaluation and Reporting Specialist (1 position) Education: A Bachelor's degree in business administration, development studies, or any other related field Relevant Experience: at least five years of relevant work experience		60
3.5	Finance Officer (1 position) Education: A Bachelor's degree in finance, accounting, or business administration Relevant Experience: at least five years of relevant work experience		50

The financial assessment will review the efficient utilization of budget as follows:

a) Output-based budgeting (capturing all relevant Budget Categories);
b) Financial Contribution/cost sharing contribution to implementation of the Project from the Organization
c) Value for money on the cost of implementation;
d) Operations and Administrative/indirect costs (not exceeding 18%) reflected separately
e) Inclusion of annual certified financial report and Audit Report undertaken during the last 2 years.
f) The budget should be detailed, complete, rational and realistic, and **must not exceed the equivalent of USD$ 1,200,000** for all locations and covers all activities up to **31 March 2022**.

The amount requested in the proposal should be commensurate with the organization's administrative and financial management capabilities.

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

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

Proposals have to translate community needs into implementable activities by the NGOs/CSOs.

Under QB-FBS, assessment focuses on maximizing transfer of value to the beneficiary user within a given budget.

2. SELECTION PROCESS

UNDP will review the proposals through a five-step process: (i) determination of eligibility; (ii) technical review of eligible proposals; (iii) scoring and ranking of the eligible proposals based on the assessment criteria outlined in the evaluation criteria and methodology to identify highest ranking proposal; (iv) round of clarification (if necessary) with the highest scored proposal; and (v) **Responsible Party Agreement (RPA) signature.**

3. SUBMISSION PROCESS

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

Applicants must submit their proposals in the form of the template attached (Annex A- Technical Proposal Template and Annex B- Financial Proposal Template) and the following documents through online e-tendering system.

LATE APPLICATIONS WILL NOT BE ACCEPTED

1. Copy of Registration with the Federal Government of Iraq and preferably with the Kurdish Regional Government
2. CVs (establishing competence and demonstrating qualifications/skills relevant to the TOR) of the technical, management and implementation support personnel proposed to work on the Project
3. Annual certified financial report and Audit Report undertaken during the last 2 years.
4. Profile of the proposed NGO Partners (if applicable).
5. Evidence of the Organization's Regulations/Policies and Procedures, manuals with regards to human resources and financial management, procurement and contracting and administration.
6. Evidence of previous relevant experience that qualifies the organization to undertake this Project.

Potential applicants should refer to the "Frequent Asked Questions" posted in UNDP's website.
For additional questions about the Call for Proposals Guidelines or application forms, please e-mail

Dolores Maitim; dolores.maitim@undp.org and cc: Abdelmoniem Mustafa: abdelmoneim.mustafa@undp.org / Esam Khattab: esam.al-khattab@undp.org

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

Estimate Completion Timeline
Below is an estimated timeline for this Call for Proposals:

7 March 2021: Call for Proposal opens, and relevant documents are posted online.
25 March 2021: Deadline for organizations to submit proposals under this Call
1 April 2021: Assessment and selection processes will take place
16 April 2021: Selected applicants will be notified

IMPORTANT ADDITIONAL INFORMATION

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

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

* Are or have been associated in the past, with a 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;

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

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

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

Sincerely yours,

Ijaz Hussein
Head of Procurement, Service Center

Annexes:

Annex A- Technical Proposal Template
Annex B – Financial Proposal Template
Annex C - Request for Information

Annex A

TECHNICAL PROPOSAL TEMPLATE

(Technical Proposals should be submitted in English and please include Page Numbers. Submissions not received in this format will be rejected. The Financial Proposal should be included in a separate document)

SECTION 1: Basic Information

Project Title	
Expected Output(s)	
Target Direct Beneficiary Categories and Number	
Implementation period	
Implementation locations	
Organization Name	
Contact Information	(Name and Title) (Address) (E-mail Address) (Phone Number)
Legal Registration Details and Year of Establishment	

SECTION 2: Approach and Implementation Plan

2.1 Context and Problem Analysis:

Describe the situation, highlighting needs and challenges on the relevant focused areas and provide brief description of emerging opportunities and key objectives. Ensure relevant gender and environmental analysis as required for the work defined in the Terms of Reference is included.

2.2 Justification:

Provide an analysis from the perspective of the Organization of why it is important to implement the proposed project.

2.3 Project Design and Methodology:

Provide a detailed description of the methodologies and approaches that the organization proposes to adopt or utilize in order to achieve the scope of work in the Terms of Reference, keeping in mind the appropriateness to local conditions and project environment including accountability to communities, gender equality and women's empowerment, value for money, capacity building of national institutions as well as environmental and social impact. Exit strategies must be specified.

Please ensure that explanations are provided as to whether any work will be sub-contracted (to whom,

what % of work, the rationale for sub-contracting, and the proposed role to be assigned). Draw linkages as relevant to the Partnership section of this template as well.

2.4 Target Beneficiaries:
Describe the populations targeted and principles for identifying the target groups or beneficiaries. Ensure gender and other key considerations are referred to. (reference to baseline information such as the needs assessment conducted, if any, will be useful).

2.5 Expected Project Outcomes, Outputs and Planned Activities:
State the expected outputs and outcomes the project aims to achieve and describe activities corresponding to each output.

2.6 Technical Quality Assurance/Review Mechanisms:
Provide details of the Proposer's internal technical and quality assurance review mechanisms.

2.7 Monitoring & Evaluation (M&E), Reporting and Knowledge Management:
Describe how the organization will conduct M&E, manage knowledge generated by the Project and ensure quality reporting to UNDP (and partners where relevant), including a reporting schedule. Please ensure reference to the relevant technical capacities required for this are also detailed. M&E plan is mandatory as part of the submission.

2.7 Communications and Visibility:
Describe how the organization will conduct communications and visibility actions, including ensuring alignment with the UNDP Guidelines on Visibility.

2.8 Partnerships:
Explain any partnerships with local, international or other organizations that are planned for the implementation of the project. Special attention should be given to providing a clear picture of the role of each entity and how everyone will function as a team. Letters of commitment from partners and an indication of whether some or all have successfully worked together on other previous projects is encouraged.

2.9 Risk analysis:
Indicate the possible risks in relation to project implementation and suggested countermeasures in the table below. Likelihood and Effect/Impact of the risk can be scaled High, Medium and Low

Description of the Risk	Likelihood of risk occurring (High, Medium or Low)	Level (High, Medium or Low) and Type Impact on the Achievement of Results	Risk Mitigation Measures

2.10 Other:
Provide any other relevant information regarding the submission that the organization wishes to share.

2.10 Result-based Work Plan* (*add columns and rows as needed*)

Expected Outputs	Indicators	Baseline (baseline date and source)	Target	Planned Activities[1]	Time Frame (Months)					
					1	2	3	4	5	6
Outcome:										
Output 1				Activity 1-1:						
				Activity 1-2:						
Output 2										
Output 3										
Project Management (e.g., recruitment of staff, M&E, reporting etc).										

**Add Outcomes or Outputs as required.*
**Target Indicators should aim to focus on quantitative and qualitative data, and should take into account Gender Considerations.*
**Project Management should include direct Project Management costs and Indirect Cost, and not exceed a total of 18%.*
**Ensure Project Management descriptions correspond with the descriptions provided in the Management sections in the previous sections of the Technical Proposal*

[1] Ensure consistent reference to the description of the activities across entire Proposal submission.

2.12 Monitoring and Evaluation Plan

Expected Results (Outcomes and Outputs)	Indicators	Baseline (year of baseline)	Source of Baseline	Means of Verification	Collection Method (with indicative time frame and frequency)	Responsibilities	Risks and Assumptions

SECTION 3: Expertise of the Organization

This section should fully explain the Proposer's resources in terms of personnel and facilities necessary for undertaking the work defined in the Terms of Reference. The Contents of this section maybe modified/expanded depending on the evaluation criteria stated in the Call for Proposals.

3.1 Description of Organization

Provide a brief description of the Organization submitting the proposal, its legal mandate, the year and country of incorporation, the types of areas of specialty, activities undertaken, types of established local, national and international partnerships etc.

3.2 Management structure/mechanisms:

Provide a brief description of the Organization's Management and decision-making structure, and how the project will be managed. Please provide details (including providing CVs as part of the submission) of the with key technical personnel/positions that will engage in this Project (spanning across personnel for technical programming, administration and operations positions).

3.3 Operational Capacity

Provide a description of the Organization's operational capacity (field offices, vehicles, equipment, software, technical data bases, etc.).

3.4 Financial Capacity

Provide details relating to the Organization's annual budget, and support donor/funding base. Provide confirmation of the date of the most recently concluded Audit, and submit the Audited Financial Statement.

3.5 Experience

Provide the following minimum information regarding the Organizations experience within the last 2 years, which are related or relevant to those required for the work defined in this Terms of Reference.

Name of project	Client	Contract Value (USD)	Period of activity	Types of activities undertaken	Status or Date Completed	References Contact Details (Name, Phone, Email)

Annex B: Financial Proposal Template

Output	Planned Activities[2]	Budget Item/Category	Type of Unit	Unit Price (USD)	Number of Units	Total Budget Amount (USD)	Applicant Organization's Contribution (USD)	Fund requirement from UNDP (USD)
Output 1:								
Sub-Total Output 1								
Output 2:								
Sub-Total Output 2								
Output 3								
Sub-Total Output 3								
Output 4								
Sub-Total Output 4								
Project Management- maximum 18% of total budget (e.g., relevant staff, M&E, reporting, logistics, office premises rent, utilities, etc.).								
Sub-Total Project Management								
GRAND TOTAL								

**Outputs and Planned Activities should match those reflected in the Results Framework.*
****Project Management should include direct Project Management costs and Indirect Costs, not exceeding a total of 18%.***

[2] Ensure consistent reference to the description of the activities across entire Proposal submission.

**Ensure Project Management costs correspond with the descriptions provided in the Management sections in the Technical Proposal*

1.Submittyed by Organization:

Name, Designation, Date