

## Call for Proposal (CFP) Template for Responsible Parties For Civil Society Organizations- CSOs

Partners for Elements of UN Women Lebanon's Strategic Note 2020-21 Thematic Areas Under this Call:  
Women's Economic Empowerment  
Women, Peace and Security

### Section 1

CFP No. CFP/Lebanon/2020/1

#### a. CFP letter for Responsible Parties

UN WOMEN in Lebanon plans to engage a Responsible Parties as defined in accordance with these documents. UN-WOMEN now invites sealed proposals from qualified proponents for providing the requirements as defined in the UN-WOMEN Terms of Reference.

Proposals must be received by UNWOMEN at the address specified not later than 11:59pm on Tuesday, February 25, 2020.

The budget range for each outcome under this proposal can be from USD 50,000 to USD 850,000.

This UN-Women Call for Proposals consists of <u>Two</u> sections:	Annexes to be completed by proponents and returned with their proposal (mandatory)
<u>Section 1</u>  a. CFP letter for Responsible Parties b. Proposal data sheet for Responsible Parties c. UN Women Terms of Reference <b>Annex B-1</b> Mandatory requirements/pre-qualification criteria	<b>Annex B-1</b> Mandatory requirements/pre-qualification criteria <b>Annex B-2</b> Template for proposal submission <b>Annex B-3</b> Format of resume for proposed staff <b>Annex B-4</b> Capacity Assessment minimum Documents
<u>Section 2</u> a. Instructions to proponents <b>Annex B-2</b> Template for proposal submission <b>Annex B-3</b> Format of resume for proposed staff <b>Annex B-4</b> Capacity Assessment minimum Documents	

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

#### b. Proposal data sheet for Responsible Parties

##### Program/Project:

Partners for Elements of UN Women Lebanon's Strategic  
Note 2020-21 Thematic Areas Under this Call:  
Women's Economic Empowerment  
Women, Peace and Security

##### Program official's name:

Rachel Dore-Weeks, Country Programme Manager

Email: [cfp.lebanon@unwomen.org](mailto:cfp.lebanon@unwomen.org),

Issue date: February 2, 2020

##### Requests for clarifications due:

Date: February 10, 2020

Time: 11:59pm

(via e-mail)

##### UNWOMEN clarifications to proponents due:

Date: February 14, 2020

Time: 11:59pm

##### Proposal due:

Date: February 25, 2020

Time: 11:59pm

##### Planned award date:

March 13, 2020

##### Planned contract start-date / delivery date (on or before):

March 15, 2020

## a. UN Women Terms of Reference

### 1. Introduction

UN Women in Lebanon works across the humanitarian-development-peace and security nexus to support national efforts for the achievement of the 2030 Sustainable Development Agenda. To create an enabling environment for the realization of gender equality and women's empowerment, UN Women advocates and supports social mobilization for legislative reform, works with the Government of Lebanon and partners to build gender responsive institutions, and delivers essential services to women and girls in need, both host government nationals and refugees. This is complemented by work that seeks to engage communities, women and men, on issues of gender equality with the objective of addressing discriminatory gender norms. This work is done through the following focus areas:

- Women's Economic Empowerment – with a focus on building resilience across the humanitarian-development next, complemented with protection services
- Women's Political Participation
- Women, Peace and Security
- Social Norms work – to engage men and women in issues of gender equality

In 2018 UN Women in Lebanon developed its strategic note for the period 2019-21. This call seeks partners under the framework of UN Women Lebanon's strategic note.

### 2. Description of required services/results

UN Women Lebanon Office welcomes proposals for partnerships to achieve results under the following thematic areas –

- Women's Economic Empowerment – with a focus on building resilience across the humanitarian-development next, complemented with protection services.
- Women, Peace and Security

Proposals should propose interventions to achieve the following outcomes, outputs, activities, and indicators below, utilizing the approach recommended by the proponent. The call for proposal at hand embodies both the feminist and localization approach within the humanitarian-development peace and security nexus, which prioritizes and values a bottom-up vision to addressing complex problems in the field.

UN-Women is soliciting proposals from Civil Society Organizations (CSOs) – international and Lebanese. Women's organizations or entities are highly encouraged to apply. Private sector companies are not eligible to apply for this CFP.

Organizations applying to the Call for Proposals can submit proposals targeting only one or more activity or output under the same outcome area listed above in a single proposal. Organizations can submit more than one proposal. More than one award may be granted per organization. The evaluation of proposals will be undertaken at the output level. Multiple proposals can be grouped into one submission, and the financial offer should set out costs per output.

Proposals that connect output 1.1.1 with output 1.1.2 will be welcomed, in order to create a pipeline from training to employability.

**This call seeks to build a roster of potential partners, vetted and approved, to be utilized throughout the 2020 calendar year. Therefore, for some elements of the bid, the partnerships will begin immediately. For others, partnerships may begin later in the year, as funding becomes available. Proponents can submit proposals targeting only one or more activity or output under the same outcome area listed above in a single proposal (see further details under the TOR).**

**Outcome 1.1 National authorities, private sector and CSOs are engaged in and actively support gender equality and women's economic empowerment and protection**

Output 1.1.1: Skills training and education support is provided for women (Lebanese and refugees) to enhance employability and empowerment

*Activities:*

- Offer high quality accredited skills development and educational programs for women based on market-needs, including the care sector, (working through national institutions, such as TVET centres where possible, but not exclusively)
- Provide protection services in parallel with WEE work (including self-defence, first aid, GBV training, psychosocial support, legal aid, referrals and public awareness campaigns)
- Provide legal aid services in parallel with WEE work

*Indicative Target:*

200 women (skills development and more general protection services)

*Indicators:*

- % of women receiving certified accreditation in skills and vocational trainings
- % of women reporting increased confidence in their capacity for employment
- % of women reporting feeling more protected

100 women (legal aid)

*Indicator:*

- Number of women benefiting from legal aid services

Timeframe: March 2020-March 2021

Output 1.1.2: Women are supported to access temporary or sustainable income generation and employment opportunities (Lebanese and refugees)

*Activities:*

- Provide on-the-job-training, work-based learning or job placements in partnership with the private sector (or public sector where relevant)
- Build capacity or establish quality child care services (with SDCs or private facilities)

*Indicative Target:*

200 women

*Indicators:*

- % of women reporting an increase in their income

Timeframe: March 2020-March 2021

**Outcome 2.1 The Women, Peace and Security Agenda is implemented through an enabling environment that supports women's participation in conflict prevention and strengthens women's protection and economic participation.**

Output 2.1.1. National institutions are supported to ensure implementation of a NAP on UNSCR 1325 and UN system coordination is strengthened to meet WPS commitments.

*Activity:*

- A baseline study is conducted using established NAP indicators to assess progress and inform implementation process.

*Indicative Target:*

- 1 baseline study approved by UN Women and the National Commission for Lebanese Women.

Timeframe: April 2020-December 2020

**Output 2.1. National and civil actors in Lebanon supported in their advocacy efforts to deal with the past through research, awareness-raising and legal support.**

***Activities:***

- Documentation of gender-based crimes perpetrated during the civil war period and in subsequent conflicts
- Documentation of the medical, psychological and social needs of the families of the disappeared.
- Financial and technical support to civil society organizations, including academic institutions to implement five oral history initiatives related to women's experiences (theater, short videos/documentaries, photo exhibits, etc.);
- Support women's families of the disappeared, in resolving legal issues related to documentation of their status and to resolving personal status issues in addition to the provision of psycho-social care.

***Indicative Targets and Indicators:***

- One study published and disseminated on gender-based crimes;
- One study published and disseminated on the medical and psychosocial needs of the families of the disappeared;
- 5 oral history initiatives implemented (using theatre; short videos/documentaries; photo exhibits etc.)
- 150 cases of personal status and other legal issues resolved.
- 150 women and children provided with psychosocial care.

Timeframe: March 2020-July 2021

**3. Timeframe: Start date and end date for completion of required services/results**

See each output for relevant timeframe

**4. Competencies:**

In the selection of partners, the following competencies will be considered:

- i. Soundness of technical competency described in the approach to the outcome/outputs as described in the Terms of Reference for the Call for Proposals.
- ii. Organisations with a track record of working on women's rights and gender equality, and delivering results for women's rights.
- iii. Capacity to deliver expected results: governance and management competency, and financial and administrative competency.
- iv. Relevance of the mandate and the role of the organization to implement expected results and to contribute to the sustainability of said results.

**Annex B-1**  
**Mandatory requirements/pre-qualification criteria**  
**[To be completed by proponents and returned with their proposal]**

**Call for proposal**

**Description of Services: Partners for Elements of UN Women Lebanon's Strategic Note 2020-21**

**CFP No. CFP/Lebanon/2020/1**

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

<b>Mandatory requirements/pre-qualification criteria</b>	<b>Proponent's response</b>
1.1. Confirm that the services being requested are part of the key services that the proponent has been performing as an organization. This must be supported by a list of at least two customer references for which similar service is currently or has been provided by the proponent.	Reference #1: Reference #2:
1.2. Confirm proponent is duly registered or has the legal basis/mandate as an organization	Yes/No
1.3. Confirm proponent as an organization has been in operation for at least five (5) years <sup>1</sup>	Yes/No
1.4. Confirm proponent has a permanent office within the location area.	Yes/No
1.5. Proponent must agree to a site visit at a customer location in the location or area with a similar scope of work as the one described in this CFP.	Yes/No
1.6 Confirm that proponent has not been the subject of a finding of fraud or any other relevant misconduct following an investigation conducted by UN Women or another United Nations entity. The Proponent must indicate if it is currently under investigation for fraud or any other relevant misconduct by UN Women or another United Nations entity and provide details of any such investigation	Yes/No
1.7 Confirm that proponent has not been the subject of any investigations and/or has not been charged for any misconduct related to sexual exploitation and abuse (SEA) <sup>2</sup> .	
1.8 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), United Nations Global Market Place Vendor ineligibility and the EU consolidated Sanction list	Yes/No

**Section 2**

**CFP No. CFP/Lebanon/2020/1**

**a. Instructions to proponents (Responsible Parties)**

<sup>1</sup> In exceptional circumstances three (3) years of history registration may be accepted and it must be fully justified.

<sup>2</sup> [Secretary General's Bulletin, 9 October 2003 on "Special measures for protection from sexual exploitation and sexual abuse" \(ST/SGB/2003/13\)](#), and United Nations Protocol on allegations of Sexual Exploitation and Abuse involving Partners

## **1. Introduction**

- 1.1 UN-WOMEN invite qualified parties to submit Technical and Financial Proposals to provide services associated with the UN-WOMEN requirement for Responsible Party.
- 1.2 UN-Women is soliciting proposals from Civil Society Organizations (CSOs) – international and Lebanese.  
**Women’s organizations or entities are highly encouraged to apply.**
- 1.3 A description of the services required is described in CfP Section 1- C “Terms of Reference”.
- 1.4 UNWOMEN may, at its discretion, cancel the services in part or in whole.
- 1.5 Proponents may withdraw the proposal after submission, provided that written notice of withdrawal is received by UN WOMEN prior to the deadline prescribed for submission of proposals. No proposal may be modified subsequent to the deadline for submission of proposal. No proposal may be withdrawn in the interval between the deadline for submission of proposals and the expiration of the period of proposal validity.
- 1.6 All proposals shall remain valid and open for acceptance for a period of 90 calendar days after the date specified for receipt of proposals. A proposal valid for a shorter period may be rejected. In exceptional circumstances, UNWOMEN may solicit the proponent’s consent to an extension of the period of validity. The request and the responses thereto shall be made in writing.
- 1.7 Effective with the release of this CFP, all communications must be directed only to UN WOMEN, by email at [cfp.lebanon@unwomen.org](mailto:cfp.lebanon@unwomen.org). Proponents must not communicate with any other personnel of UN WOMEN regarding this CFP.

## **2. Cost of proposal**

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

## **3. Eligibility**

- 3.1 Proponents must meet all mandatory requirements/pre-qualification criteria as set out in **Annex B-1**. See point 4 below for further explanation. Proponents will receive a pass/fail rating on this section. To be considered, proponents must meet all the mandatory criteria described in **Annex B-1**. UN-WOMEN reserves the right to verify any information contained in proponent’s response or to request additional information after the proposal is received. Incomplete or inadequate responses, lack of response or misrepresentation in responding to any questions will result in disqualification.

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

- 4.1 The mandatory requirements/pre-qualification criteria have been designed to assure that, to the degree possible in the initial phase of the CFP selection process process, only those proponents with sufficient experience, the financial strength and stability, the demonstrable technical knowledge, the evident capacity to satisfy UNWOMEN requirements and superior customer references for supplying the services envisioned in this CFP will qualify for further consideration. UNWOMEN reserves the right to verify any information contained in proponent’s response or to request additional information after the proposal is received. Incomplete or inadequate responses, lack of response or misrepresentation in responding to any questions will affect your evaluation.
- 4.2 Proponents will receive a pass/fail rating in the mandatory requirements/pre-qualification criteria section. In order to be considered for Phase I, proponents must meet all the mandatory requirements/pre-qualification criteria described in this CFP.

## **5. Clarification of CFP documents**

5.1. A prospective proponent requiring any clarification of the CFP documents may notify UNWOMEN in writing at UNWOMEN email address indicated in the CFP by the specified date and time. UNWOMEN will respond in writing to any request for clarification of the CFP documents that it receives by the due date outlined on section 2. Written copies of UNWOMEN response (including an explanation of the query but without identifying the source of inquiry) will be posted using the same method as the original posting of this (CFP) document.

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

## **6. Amendments to CFP documents**

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

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

## **7. Language of proposal**

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

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

## **8. Submission of proposal**

8.1 Technical and financial proposals should be submitted as part of the template for proposal submission (Annex B2-3) in one email. with the CFP reference and the clear description of the proposal by the date and time stipulated in this document. If the emails and email attachments are not marked as instructed, UNWOMEN will assume no responsibility for the misplacement or premature opening of the proposals submitted. The email text body should indicate the name and address of the proponent.

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

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

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

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

## **9. Clarification of proposals**

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

## 10. Proposal currencies

10.1 All prices shall be quoted in US Dollars.

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

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

## 11. Evaluation of technical and financial proposal

### 11.1 PHASE I – TECHNICAL PROPOSAL (70 points)

11.1.1 Only proponents meeting the mandatory criteria will advance to the technical evaluation in which a maximum possible 70 points may be determined. Technical evaluators who are members of an Evaluation Committee appointed by UNWOMEN will carry out the technical evaluation applying the evaluation criteria and point ratings as listed below. In order to advance beyond Phase I of the detailed evaluation process to Phase II (financial evaluation) a proposal must have achieved a minimum cumulative technical score of 50 points.

1	Proposal is compliant with the Call for Proposal (CfP) requirements	15 points
2	The Organization's mandate is relevant to the work to be undertaken in the TORs ( <b>component 1</b> )	20 points
3	The Proposal demonstrates a sound understanding of the requirements of the TOR and indicates that the organization has the prerequisite capacity to undertake the work successfully	35 points
	<b>TOTAL</b>	<b>70 points</b>

### 11.2 PHASE II - FINANCIAL PROPOSAL (30 points)

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

Formula for computing points:

Points = (A/B) Financial Points

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

## 12. Preparation of proposal

12.1 You are expected to examine all terms and instructions included in the CFP documents.



Failure to provide all requested information will be at proponent's own risk and may result in rejection of proponent's proposal.

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

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

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

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

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

**CFP submission** (on or before proposal due date):

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	<b>Annex B-1</b> Mandatory requirements/pre-qualification criteria
Part of proposal	<b>Annex B-2</b> Template for proposal submission
Part of proposal	<b>Annex B-3</b> Format of resume for proposed staff
Part of proposal	<b>Annex B-4</b> Capacity Assessment minimum Documents

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

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

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

### **14 Award**

14.1 Award will be made to the responsible and responsive proponent with the highest evaluated proposal following negotiation of an acceptable contract. UNWOMEN reserves the right to conduct negotiations with the proponent regarding the contents of their proposal. The award will be in effect only after acceptance by the selected proponent of the terms and conditions and the terms of reference. **The agreement will**

**reflect the name of the proponent whose financials were provided in response to this CFP.** Upon execution of agreement UNWOMEN will promptly notify the unsuccessful proponents.

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

14.3 The award will be for an agreement with an original term of [ number of months/year(s )]with the option to renew under the same terms and conditions for an additional period or periods as indicated by UNWOMEN.

**Annex B-2**  
**Template for proposal submission**

**Call for proposal**

**Description of Services: Partners for Elements of UN Women Lebanon's Strategic Note 2020-21**

**CFP No. CFP/Lebanon/2020/1**

**Mandatory requirements/pre-qualification criteria**

Proponents are requested to complete this form (**Annex B-2**) and return it as part of their submission. Proponents must meet all mandatory requirements/pre-qualification criteria as set out in **Annex B-1**. Proponents will receive a pass/fail rating on this section. To be considered, proponents must meet all the mandatory criteria described in Annex B-1. UN WOMEN reserves the right to verify any information contained in proponent's response or to request additional information after the proposal is received. Incomplete or inadequate responses, lack of response or misrepresentation in responding to any questions will result in disqualification.

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

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

1. Nature of the proposing organization – Is it a community-based organization, national or sub-national NGO, research or training institution, etc.?
2. Overall mission, purpose, and core programmes/services of the organization
3. Target population groups (women, indigenous peoples, youth, etc.)
4. Organizational approach (philosophy) - how does the organization deliver its projects, 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 UN Women (e.g., technical, governance and management, and financial and administrative management)

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

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

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 UNWOMEN.

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

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

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

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

### 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

### Component 5: Risks to Successful Implementation (1 page)

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

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

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

The development and management of a realistic budget is an important part of developing and implementing

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

- Include costs which 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. <sup>[1]</sup><sub>[SEP]</sub>
- The budget should be realistic. Find out what planned activities will actually cost, and do not assume that would cost less.
- The budget should include all costs associated with managing and administering the activity or results, particularly include the cost of monitoring and evaluation. <sup>[1]</sup><sub>[SEP]</sub>
- The budget could include "Support Costs": those indirect costs that are incurred to operate the Partner as a whole or a segment thereof and that cannot be easily connected or traced to implementation of the Work, i.e., operating expenses, over-head costs and general costs connected to the normal functioning of an organization/business, such as cost for support staff, office space and equipment that are not Direct Costs.
- "Support Cost Rate" means the flat rate at which the Partner will be reimbursed by UN Women for its Support Costs, as set forth in the Partner Project Document and not exceeding a rate of 8% or the rate set forth in the Donor Specific Conditions, if that is lower. The flat rate is calculated on the eligible Direct Costs.
- 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. <sup>[1]</sup><sub>[SEP]</sub>
- The figures contained in the Budget Sheet should agree with those on the proposal header and text. <sup>[1]</sup><sub>[SEP]</sub>

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

<sup>3</sup> "Other costs" refers to any other costs that is not listed in the Results-Based Budget. Please specify in the footnote what they are: \_\_\_\_\_

6. Incidentals				
7. Other support requested		..		
8. Support Cost (not to exceed 8% or the relevant donor %)				
<b>Total Cost for Result 1</b>				

I, (Name) \_\_\_\_\_ certify that I am (Position) \_\_\_\_\_ of (Name of Organization) \_\_\_\_\_; that by signing this Proposal for and on behalf of (Name of Organization) \_\_\_\_\_, I am certifying that all information contained herein is accurate and truthful and that the signing of this Proposal is within the scope of my powers.

I, by signing this Proposal, commit to be bound by this Technical Proposal for carrying out the range of services as specified in the CFP package and respecting the Terms and Conditions stated in the UN Women Partner Agreement template (Document attached).

\_\_\_\_\_ (Seal)

(Signature)

(Printed Name and Title)

(Date)

**Annex B-3**  
**Format of resume for proposed staff**

**Call for proposal**

**Description of Services: Partners for Elements of UN Women Lebanon's Strategic Note 2020-21**

**CFP No. CFP/Lebanon/2020/1**

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

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

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

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

**Employment Record/Experience**

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

**References**

Provide names and addresses for two (2) references.



#### Annex B-4

#### Capacity Assessment minimum Documents

(to be submitted by potential Responsible Parties and submission assessed by the reviewer)

Call for proposal

Description of Services: Partners for Elements of UN Women Lebanon's Strategic Note 2020-21

CFP No. CFP/Lebanon/2020/1

#### Governance, Management and Technical

Document	Mandatory / Optional
Legal registration	Mandatory
Rules of Governance / Statutes of the organization	Mandatory
Organigram of the organization	Mandatory
List of Key management	Mandatory
CVs of Key Staff proposed for the engagement with UN Women	Mandatory
Anti-Fraud Policy Framework which is consistent with UN women's one or adoption of UN Women anti-fraud policy	Mandatory
Sexual Exploitation and Abuse (SEA) policy consistent with the UN SEA bulletin <a href="#">ST/SGB/2003/13</a>	Mandatory
Where RP has adopted UN Women SEA Protocol, RP has to ensure to have developed a SEA policy;	

#### Administration and Finance

Document	Mandatory / Optional
Administrative and Financial Rules of the organization	Mandatory
Internal Control Framework	Mandatory
Audited Statements of last 3 years	Mandatory
List of Banks	Mandatory
Name of External Auditors	

#### Procurement

Document	Mandatory / Optional
Procurement Policy/Manual	Mandatory
Templates of the solicitation documents for procurement of goods/services, e.g. Request for Quotation (FRQ), Request for Proposal (RFP) etc.	Mandatory
List of main suppliers / vendors and copy of their contract(s) including evidence of their selection processes	

#### Client Relationship

Document	Mandatory / Optional
List of main clients / donors	Mandatory
Two references	Mandatory
Past reports to clients / donors for last 3 years	

