



CALL FOR PROPOSALS

Operational Management and Maintenance of Bourj Hammoud Courts (Lot 1) and Bourj Hammoud Football Field (Lot 2)

CFP reference number: LEB/KfW/23687/2024/005

CFP document issue date: [April 22, 2024](#)

1. PARTICULARS

1.1. SiMA project objective(s)

More than three years after the Beirut Port explosion on 4 August 2020, Lebanon is facing a more multifaceted crisis than ever before, corroborating the collapse of Lebanon's political and socio-economic model. This crisis, compounded by the presence of an estimated 1.5 million displaced Syrian refugees and previously the COVID-19 pandemic, has disproportionately affected the lower-income Lebanese and already vulnerable refugees and migrants struggling to meet their basic needs and to access essential services. It also impacted the country's infrastructure and public institutions.

Aiming at improving the living conditions of the affected population within Beirut and Bourj Hammoud municipalities, UNOPS is currently implementing Phases I and II of the project entitled “**SIMA**” (Sustainable Integrated Municipal Actions) following the Beirut Port Blast.

This Project is funded by the German government through KfW Development Bank, and is fully managed by UNOPS as the direct implementer.

As part of the preparatory phase of the Project, UNOPS hired the services of Consulting Firms who conducted technical and social assessments, in addition to a series of consultations with the Municipality of Beirut (MoB) and Municipality of Bourj Hammoud (MoBH) and other key stakeholders in order to identify priority areas for sustainable prospective sub-projects. The result of the assessments confirmed that Beirut and Bourj Hammoud areas still have considerable needs in both public and municipal services and infrastructure sectors.

The project will contribute to the following Sustainable Development Goals (SDGs) and outcomes:

SDG 3	Good Health and Well-being	Ensure healthy lives and promote well-being for all at all ages
SDG 5	Gender equality	Achieve gender equality and empower all women and girls
SDG 7	Affordable and Clean Energy	Ensure access to affordable, reliable, sustainable and modern energy for all
SDG 9	Industry, Innovation and Infrastructure	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
SDG 11	Sustainable cities and communities	Make cities and human settlements inclusive, safe, resilient, and sustainable
SDG 16	Peace, Justice and Strong Institutions	Promote just, peaceful and inclusive societies

The Project includes the following three components:

- **Component One:** This component comprises (but is not limited to) the following:
 - Upgrading/rehabilitation of roads to support soft mobility and ensure accessibility and inclusivity, which might include the construction of bike lanes, expansion and construction of sidewalks, and providing accessibility for Persons with Disabilities- PWD, as well as solar street lighting, etc.
 - Upgrading public and communal spaces and gardens, including solar lighting solutions, and Rehabilitation of municipal and public service delivery buildings and infrastructure facilities, including solar energy systems where possible, ensuring an integrative holistic urban approach, inclusive of the different types of sub-projects proposed for implementation throughout consecutive phasing.
- **Component Two:** This component comprises (but is not limited to) the following:
 - Conducting specialized capacity building activities to improve capacities of the personnel of Municipalities and project partners, namely to complement and strengthen the outcomes under Component One.
- **Component Three:** This component comprises (but is not limited to) the following:
 - Promoting the operational management and maintenance of the sub-projects to be rehabilitated under component one in addition to other public service delivery buildings & spaces, and social cohesion through the provision of Grants to local CSOs/NGOs.

1.2. Background and objectives of the grant/funding

1.2.1. Background

Within the vibrant and diverse urban expanse of Bourj Hammoud, the Bourj Hammoud sports facilities include two strategically situated lots that serve as a keystone for community engagement and sportsmanship.

The Bourj Hammoud Courts (Lot 1) is located one road away from the football field. It is sheltered by a hangar and includes two courts, one for mini football and one for basketball. Together the courts occupy an area of about 1,400 m².

The Bourj Hammoud Football (Lot 2) has a large football field of about 3,700 square meters that is used by the Homenetmen Football Club, under the management of the municipality. The space is used in the afternoon for training by the football team and also serves as a football academy for children, where about 120 young athletes train.

These two Lots are strategically located near the municipal stadium, complementing the latter and creating a sports' hub in the eastern side of Bourj Hammoud.

UNOPS plans to implement minor rehabilitation works approximately in September 2024 for the two lots under component one, while the NGO/CSO (Applicant) carries out operation and maintenance and social cohesion activities on both sites. Coordination with all other stakeholders operating on site will be required!

1.2.2. Objectives of the grant/funding

UNOPS is seeking to engage a qualified Applicant, through the provision of grants, to attain the below objectives:

- Objective #1: Alleviating tension among vulnerable communities and marginalized groups, and increasing their resilience, through organizing and implementing social activities (e.g. tournaments, community-led events, etc.); and
- Objective #2: Supporting the MoBH in reactivating and improving the quality of the public services and establishing an accessible, safe and clean public spaces, through the provision of sustainable operational management and maintenance of the courts leading to attracting visitors, active community members and groups, including students, scouts, and grassroots artists, etc..

1.3. Targeted impact of the grant/funding

The targeted impact of the grant is to enhance and fortify the social cohesion of the target beneficiaries' community through performing the activities to attain the below outcomes:

- Introduce and strengthen positive relations between various individuals and groups who participate in the planned activities;
- Foster social connections and economic links, actively contributing to community engagement and development;
- Mitigate individual stress factors and facilitate community-building efforts, thereby diminishing inter- and intra- communal tensions;
- Bolster the sense of safety and security of the community members in public spaces and cause a ripple effect on the surrounding areas; and
- Improve perceptions by the community of the role of MoBH.

1.4. Scope of the grant/funding

General considerations:

The applicants should take into account the following:

1. During the implementation of the grant, rehabilitation works through a UNOPS contractor will take place.
2. The implementation of Activity 1 needs to be scheduled outside the working hours of the works contractor including weekends, holidays, etc..
3. As soon as the Works contractor will be contracted, the implementation schedule of the works implementation will be shared with the NGO in order to be able to coordinate the implementation of works and the grant's activities.
4. Completed rehabilitation works will be under the Defect Liability Period of 12 months. Any damage to this completed works caused by the NGO will be charged to the NGO.
5. The NGO is expected to coordinate with other stakeholders operating on site.

The scope of the grant/funding covers the following:

- 1- Organizing and implementing of social cohesion activities;
- 2- Provision of operation and basic maintenance of all the courts Facilities and installations;
- 3- Provision of ancillary equipment; and
- 4- Provision of capacity building and training activities/sessions for the Municipality and the target community, to ensure the continuation of the performance of all the activities in a sustainable manner beyond the grant period.

1.5. Target beneficiaries

The target beneficiaries of this grant are the population living in the Bourj Hammoud area and its neighborhood. The initial number of 2,000 direct beneficiaries represent the estimated participants in the activities planned in the courts. The grant also has an estimate of 80,000 indirect beneficiaries representing the estimated users of the courts when operational.

1.6. Activities and Outputs under grant/funding

In preparing the Proposal, the Applicant shall take into consideration the following:

- prepare a detailed proposal as per the [Instructions to Applicants](#) taking into consideration the [Grant Support Agreement](#) which is the governing legal agreement between the awarded Applicant and UNOPS.
- Proposals shall address the objectives, outputs, outcomes and the targeted impact of the grant.
- It is recommended that the proposal includes a general 'theme(s)' that the Applicant will be tackling, which gives a holistic and sustainable context to the Applicant's proposal.
- The provision of a grant to the Applicant is intended to cover conducting the activities in a sustainable manner.
- The Applicant shall always bear responsibility for all the activities, and shall consult with UNOPS and MoBH for all the activities to be performed.
- All the activities to be conducted by the Applicant's shall be in compliance with UNOPS minimum requirements for health and safety.
- All the activities should be closely coordinated with the MoBH and stakeholders conducting other activities in the sites or managing part of the facilities.

The Applicant shall perform the below activities:

1.6.1. Activity 1: Organizing and implementing of social cohesion activities

The Applicant shall conduct social cohesion and youth-led activities, taking into consideration the context of the courts, its features and the neighborhood's social needs. The activities should align with the general objectives of the grant and be conducive to attaining its outcomes and the targeted impact.

Below are some ideas for social cohesion and economic activities that could lead to improved inter- and intra-communal relations:

- Inter-Cultural Sports Tournaments: Organize football and basketball tournaments that mix players from different backgrounds to promote teamwork and understanding.
- Youth Training Programs: Offer free or low-cost training sessions for children and adolescents . Include not only sports skills but also team-building activities. Encourage participation from all community members, with a focus on inclusivity.
- Parent-Child Tournaments: Encourage family bonding and community integration through parent-child sports events.
- Volunteer Referee and Coaching Training: Provide training for locals to become referees or coaches, emphasizing fair play and inclusivity.
- Community Improvement Projects: Involve community members in projects to improve the courts and surrounding areas. This could be through art, landscaping, or facility upgrades, fostering a sense of ownership and pride.
- Health and Wellness Workshops: Organize workshops focusing on physical health, nutrition, and mental well-being, relevant to athletes and the general community.
- Volunteer Referee and Coaching Training: Provide training for locals to become referees or coaches, emphasizing fair play and inclusivity.
- Parent-Child Tournaments: Encourage family bonding and community integration through parent-child sports events.
- Community Dialogues: Host regular meetings where community members can discuss issues, suggest improvements, and share experiences related to the sports facilities and broader community matters.

- Cultural Exchange Events: Alongside sports activities, host cultural exchange events where people can share and learn about different cultures, including food, music, and dance.

The above are mere examples, nevertheless, it is the responsibility of the Applicant to propose pertinent activities that meet the objectives of this grant, and to assess their viability, sensitivity and how conducive these are to attain the objectives and the outputs and the targeted impact of the grant.

Activity 1 Outputs:

In formulating and proposing the activities under Activity 1, the Applicant shall take into consideration the following minimum outputs under Activity #1:

- Number of social activities addressing inter/intra-communal tensions with active participation of different communities living in the project targeted areas and involving municipal authorities when possible shall not be less than 3 activities per month.
- Number of people involved in the NGO/CSOs grant activities (to be disaggregated by age groups <15, 15-24, 25-65, >65, nationality, gender, disability), expected to be at least 30 participants per social activity with a minimum of 40% female participants.
- Percentage of community members (disaggregated by nationality, gender, age group and disability) participating in the social cohesion activities reporting that their perception of inter- and intra-communal relationships has improved after their participation.

1.6.2. Activity 2: Provision of operation and basic maintenance activities

The Applicant shall carry out the relevant necessary operation and basic maintenance activities needed to ensure that the facilities and the courts remain sound and good operational conditions, functional and clean throughout the period of the grant. These activities include, but are not limited to:

1.6.2.1. Activity 2.1: Minimum expected operation and basic maintenance

Minimum expected operation and basic maintenance			
Activity	Description	Frequency	Minimum Human Resources required
Basic Maintenance of turf	Regular upkeep of synthetic turf including regular cleaning to get rid of debris, sanitation and disinfection to protect the health of the players	Weekly	1 handyman (part timer)
Basic maintenance of sports installations and items	Upkeep of basketball hoops, stands, backboards, football nets, etc.	Monthly	
Basic Maintenance of Mechanical, Electrical and Plumbing network and equipment	Basic maintenance of power and lighting provision	As needed	1 Electrical and 1 mechanical technicians (part timers)
	Basic Maintenance of Water system: Including tanks, existing pumping stations, piping network, valves, sanitary fixtures, etc...	As needed	
	Basic Maintenance of Drainage network: Including gutters, manholes, sanitary fixtures and connections, etc...	As needed	
	Basic Maintenance of AC and ventilation system: Including AC split units, ventilation fans, etc...	As needed	
Security Service	Monitoring the courts and field to ensure safety and security of visitors and property.	Daily (during operation)	2 Security Guards (2 lots)
Cleaning Service	Regular cleaning of courts and field areas, facilities, and restrooms. Provision of detergents, toilet papers, water availability, hygiene materials, etc..	Daily	1 Cleaner

Activity 2.1 Outputs:

- Number of pertinent staff deployed as requested under Activity 2.1.
- Number and type of the necessary spare parts, materials, tools and consumables provided as requested under Activity 2.1.

- iii. Surface area (sqm) of the courts' infrastructure maintained and functioning
- iv. Percentage of visitors expressing satisfaction with the overall experience in the courts.

1.6.3. Activity 3: Provision of ancillary equipment

Activity	Description
a- Provision of essential equipment	
Ancillary equipment in Courts lot	Provision and installation of all the spare parts, materials, tools and consumables, without any limitation
b- Provision of necessary signages and safety items	
Inclusivity and Safety requirements	Provision of emergency equipment and tools such as first aid kit, signage, wayfinding signposts, and safe proofing items for safe and inclusive courts and facilities (in compliance with UNOPS minimum health and safety requirements). Refer to the ESMP for more details.

Activity 3 Outputs:

- i. Number of equipment supplied and basic maintenance as specified.
- ii. Number and type of necessary signages and safety items supplied, installed and basic maintained as specified.
- iii. Backup electrical energy solution is supplied, installed and basic maintained as specified.
- iv. Number of additional daily hours of electricity provided by the supplied backup electrical energy solution as specified.
- v. Number and type of Basic Office Furniture and Stationery supplied, and basic maintained as specified.

1.6.4. Activity 4: Provision of capacity building and training activities

The Applicant shall perform, as a minimum, the following capacity building and training activities, including mainly in form of hands-on trainings:

1. Municipality Staff

- a. Social Activities: Organizing social activities; coordination among Municipality, NGO and community; Permitting and Regulation pertaining to hosting social activities.
- b. Operation Activities: Facility oversight; Regulatory Compliance.

2. Community Members/volunteers

- a. Social Activities: Event Participation, Planning, Organization and Management; Volunteerism for the community members interested in volunteering for the organization of events and activities; Sustainability Education.
- b. Operation Activities: Facility Awareness- facility's services, benefits, and its role in community development; Basic Operations; Community Leadership Training.

Activity 4 Outputs:

- i. Over the grant period, at least 2 training on Social Activities shall be conducted
- ii. Over the grant period, at least 2 training on Operation and Maintenance shall be conducted
- iii. The minimum number of Participants shall be 10 participants per each training session (disaggregated by affiliation, nationality, gender and age group)

1.7. Grant/funding available

Total amount of grant/funding available

The following table indicates the budget range of grant/funding available under this Call for Proposals.

Currency	Amount	Amount in words
USD	150,000 to 180,000	One Hundred Fifty Thousand to One Hundred Eighty Thousand

Grant/funding amount limit per applicant

The following table indicates the budget range of grant/funding allowable per applicant under this Call for Proposals.

Currency	Amount	Amount in words
USD	150,000 to 180,000	One Hundred Fifty Thousand to One Hundred Eighty Thousand

The total amount of the grant is to be reasonably distributed over the activities and the expected duration of the grant Two years taking into consideration that **40% of the budget is to be allocated to Activity 1 (social cohesion activities,) and 60% of the budget is to be allocated to Activities 2, 3 and 4 (Operation & Maintenance; ancillary equipment; and capacity building and training activities).**

1.8. Grant/funding duration

The expected duration of the grant/funding is:

YEAR(S) [2]	MONTH(S) [00]
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The first two (2) months of the grant duration are allocated for the Applicant's mobilization and completion of preparatory activities.

The above grant duration is subject to the following condition:

- The grant duration lies within the SiMA Project implementation period.

1.9. Applicant eligibility

Applicant category(ies)

The following categories of applicants are eligible to apply under this Call for Proposals:

<ol style="list-style-type: none"> 1. Eligibility to apply is limited to NGOs, CSOs, foundations, and academic institutions that are officially registered and have legal status with the Ministry of Interior 2. Lebanese CSOs and NGOs, no international organization operating locally. 3. No affiliation to political parties. 4. Organizations can apply as a consortium as per the Instructions to Applicants- Article 2: Joint Venture, Consortium or Association. An entity participating in a consortium is not eligible to submit an additional, independent proposal. Please refer to the Instructions to Applicants- Article 3: Conflict of Interest.

Applicant country of registration and nationality

Applicants that are included or excluded under this Call for Proposals with regard to country of registration and nationality (for individuals) are as follows:

Included countries **Lebanon**

Additional conditions of ineligibility

The applicant shall not fall under any of the conditions listed in the [Instructions to Applicants](#), Article 1, which makes the applicant ineligible for this grant/funding.

1.10. Content of proposal submissions

The Applicants shall include the following in their proposals:

- [Proposal](#)
- [Annex 1: Declarations](#)
- [Annex 2: Protection from sexual exploitation and abuse \(PSEA\) implementing partner self-assessment](#)
- [Annex 3: Financial proposal](#)

Applicants must carefully read and understand the [Requirements](#) in this Call for Proposals and the [Instructions to Applicants](#) before completing the Proposal and Annexes.

1.11. Partial proposals

Partial proposals will not be permitted. Applicants shall submit a proposal for the total scope of the grant/funding and address all of the requirements in this Call for Proposals. Evaluation will be based on compliance with the total requirements.

1.12. Sub-granting¹ and contracting²

Sub-granting and contracting are only permitted under this Call for Proposals as follows:

Sub-granting	Not Permissible
Contracting	Permissible

Activities not permitted to be sub-granted or contracted

1.13. Proposal currency

The proposal budget shall be prepared in the following currency(ies):

United States Dollars - US\$

1.14. Language of proposals

All proposals, information, documents and correspondence exchanged between UNOPS and the applicant shall be in:

English

1.15. Proposal submission

The deadline for the submission of proposals is **May 31, 2024**. Proposals shall be submitted using the following method:

Select an option here

Proposals shall be mailed to grantslb@unops.org .

OR

Personal Delivery

¹ Sub-grant is when an entity is selected by the implementing partner to implement activities on behalf of the implementing partner and complies with the same principles as outlined in the UNOPS Operational Instruction on [Grant Support](#).

² Contracting is done when an implementing partner procures services, goods or works using the procurement procedures of the IP.

Personal delivery shall be made between the hours of 09:00 and 15:00 Beirut/Lebanon on UNOPS regular working days by the deadline for proposal submission. ONE hard copy of the duly completed and signed returnable forms marked “Copy” shall be included.

UNOPS Address: 13th floor, Qubic Business Center, Daoud Ammoun Street, Sin el Fil, Metn - Lebanon

Refer to Article 10, “Proposal Submission”, of the [Instructions to Applicants](#) for details on the specific requirements for proposal submission.

1.16. Type of legal instrument

The applicable legal instrument(s) are identified hereunder.

- [Grant Support Agreement](#)

1.17. Contact information

All correspondence, notifications and requests for clarifications in relation to this Call for Proposals shall be sent to:

Name	Maryam Nabaa
Title	Communication Senior Associate
Email	Maryamn@unops.org

1.18. Important dates and deadlines

The following tables provide the key dates and deadlines pertaining to this Call for Proposals.

	Date	Time	Timezone
Submission of proposals	May 31, 2024	14:00]	[GMT]
Request for clarification	May 10, 2024	[14:00]	[GMT]
Expected agreement start date	June 28, 2024	[10:00]	[GMT]

	Date	Time	Type	Additional information
Pre-proposal meeting	Apr 30, 2024	[11:00]	Online	Link
Site visit	May 9, 2022	[13:00]	In person	

2. REQUIREMENTS

2.1. Approach and methodology

The Applicant shall formulate a pertinent, and comprehensive methodology that outlines the approach and plan of action that the Applicant will undertake to perform the proposed activities in order to achieve the grant's objectives, outputs, outcomes and targeted impact. The methodology shall include, inter alia, the below sections:

1. Introduction and Background
 - Provide a brief overview of the Applicant's mission, vision, and indicate the specific activities proposed.
 - Clearly demonstrate how the Applicant would deploy qualified staff with pertinent experience in specialized areas (e.g. conflict resolution, community development, and social work, etc..) and other necessary pertinent resources..
2. Detailed Activities and Timeline
 - Provide a detailed breakdown of the specific activities that the Applicant proposes to undertake and clearly articulate how the proposed activities would ensure attaining the specific objectives, outputs and outcomes of the grant.
 - Formulate the activities in SMART mode (Specific, Measurable, Achievable, Relevant, Time-bound).
3. Target Beneficiary
 - Provide information and explanations on how the proposed methodology is tailored to meet the needs of the target beneficiary.
4. Needs Assessment
 - Detail the process proposed for conducting a needs assessment to identify the specific challenges and gaps in the community to be resolved or filled.
5. Stakeholder's Analysis, Engagement and Coordination Plan
 - Map and analyze the key stakeholders involved in, or affected by the activities.
 - Describe the methods proposed to engage and involve the Beneficiary Municipality and other pertinent stakeholders in the planning and implementation of the activities. Give special consideration for vulnerable groups such as women, children, elderly and Persons with Disability in the targeted population.
 - Propose detailed coordination plans with the Beneficiary Municipality and other pertinent stakeholders.
 - When developing the stakeholder analysis and engagement and coordination plans, properly consider gender mainstreaming and conflict sensitivity.
6. Theory of Change
 - Develop a theory of change or logic model that visually represents the cause-and-effect relationships between project activities and intended objectives, outputs, outcomes and targeted impact.
 - Clearly link the proposed methodology to the targeted impact.
7. Partnerships and Cooperation with Others
 - Describe any partnerships or cooperation with other NGOs/CSOs, etc., that the Applicant intends to establish to enhance the grant's effectiveness.
 - Clearly outline the roles and responsibilities of each partner in the implementation of the proposed activities and methodology.
8. Safeguards and Risk Management
 - Identify potential risks and challenges associated with the proposed activities and methodology.
 - Develop a risk mitigation plan that demonstrates the Applicant's capacity to adapt to unforeseen circumstances.
 - Identify the safeguard policies that are adopted by the Applicant to protect the well-being and rights of the stakeholders/beneficiary/ target community and compliance with the ESMP Plan indicated below.
9. Financial Management
 - The Applicant shall demonstrate how it would apply sound financial management practices, including transparent budgeting, accurate accounting, and compliance with financial regulations, regular financial audits to ensure accountability and transparency in the use of funds, with clear reporting mechanisms.
10. Adaptability and Learning Orientation

- Demonstrate how the Applicant would adapt and condition its operations and strategies based on feedback, changing circumstances, and evolving Beneficiary and/or community needs.
- Demonstrate how the Applicant would apply and make use of continuous learning, where lessons learned from previous projects are systematically incorporated in the Applicant's activities.

11. Other pertinent aspects that clarify the methodology of the Applicant.

The following cross-cutting areas should be covered in the proposal and the methodology:

- **Health, Safety, Social and Environmental (HSSE) Requirements**

The Applicant shall follow all the health, safety, social and environmental rules and regulations applicable in Lebanon, and adhere to the [UNOPS minimum HSSE requirements](#), and as outlined in [the Environmental and Social Management Plan \(ESMP\)](#)

The Applicant shall identify and take all necessary measures to ensure that all health, safety, social and environmental risks and impacts arising from their work during the lifetime of the grant are mitigated and managed. The Applicant shall be responsible for the health and safety of its Personnel as well as those of the courts and field visitors. The Applicant shall abide by the pertinent HSSE Requirements in all of its activities under the grant.

The Applicant's activities shall consider gender, social inclusion, and broader environmental impact.

With respect to gender matters, the Applicant shall:

- Implement gender mainstreaming, analyzing the roles and needs of genders in the target community.
- Ensure gender equal participation in the activities planning, decision-making, and implementation.
- Conduct gender-sensitive capacity-building programs, and promote equitable development, including women and youth.
- Put gender equity practices in place (introducing and implementing written policies on equal opportunities in recruitments and salaries, female representation in the leadership structures etc.).

With respect to social inclusion, the Applicant shall:

- Identify and address the needs of vulnerable and marginalized groups, and to ensure their active involvement and representation in the activities.
- Facilitate community engagement and employ non-discriminatory strategies that would contribute to a more inclusive approach.

With respect to environmental considerations, the Applicant shall:

- Assess and evaluate the potential environmental impacts of the activities.
- Promote sustainable practices, including eco-friendly technologies and biodiversity conservation and promote the understanding by the target community and eventually the adoption of environmentally friendly concepts and practices.

- **Protection from Sexual Exploitation, Abuse and Harassment Requirements**

The Applicant shall provide documentation with details on how issues of Sexual Exploitation, Abuse, and Harassment are addressed and implemented in the Applicant's organization, including policies, procedures, and programmes/initiatives. The Minimum action items requirements shall cover, but not limited to, the following:

- Code of Conduct.
- Visibility and awareness about Protection from Sexual Exploitation Abuse and Harassment (e.g. through training, etc.).
- Reporting, investigation and taking corrective measures.

- **Outreach and Communication Requirements**

The Applicant shall develop and present in its proposal, a robust outreach and communication plan, which shall address, inter alia, the following:

- Setting the Objectives
 - Define in a clear manner the communication objectives of the activities to be performed under the grant and formulate them in a clear and comprehended manner to the diverse community groups.
- Segmenting the Target Audience
 - Segment the target audience based on demographics, cultural factors, and existing social dynamics. The Applicant shall tailor the communication strategies to resonate with each segment

and to provide consistent information throughout the various segments, despite the difference in the communication channels adopted to suit each segment.

- Special consideration should be given to women, youth, children, elderly and Persons With Disability when devising the communication and outreach plan while ensuring gender mainstreaming and conflict sensitivity throughout.
- Developing Messages
 - Craft the messages in a simple outright clear manner while emphasizing the objectives of the grant, ensuring and paying attention to have these messages culturally sensitive, inclusive, and easily understood by diverse audiences.
- Selecting Communication Channels/Media
 - Identify and propose a mixture of communication channels based on their effectiveness on and comprehension by the target audience (e.g. kick off meetings, community meetings, train community leaders and influencers to act as communication ambassadors, local media, social media platforms, posters, flyers, community radio, courts committees, youth led meetings, etc..)
 - Obtain feedback from the community to adjust and improve the communication channels to have it respond more effectively to the needs.
- Crisis Communication Plan
 - The Communication plan shall include a crisis communication plan to address potential conflicts, issues or challenges that may arise during the implementation of the activities. This plan should include rapid response strategies and clear communication protocols.
- **Sustainability Requirements and Exit Strategy**

The Applicant shall embed sustainability matters in all its activities and shall give priority to the following aspects:

- Inclusion of minorities and marginalized groups including women, refugees, youth, elderly, and persons with disabilities.
- Perform activities that encourage collaboration on the neighborhood level and provide opportunities for interaction between different groups of the community.
- Consider the engagement/compatibility with existing networks and other active organizations/entities in the target area.
- Present plans for community ownership, local partnerships, and resources mobilization.
- Provide a comprehensive and detailed sustainable exit strategy that explicitly explains how to maintain the performance of the project activities beyond the grant period in a sustainable manner. This includes exploring sustainable funding sources such as fees collection, engaging in commercial community activities, fundraising initiatives, training and capacity building activities/sessions for the pertinent Beneficiary's staff and members of the community, and other viable avenues to ensure the continued impact of the project.

2.2. Implementation Plan requirements

Using the proposed outputs, deliverables and activities, in view of achieving the outcomes of the grant/funding, the Applicant shall complete the Implementation Plan (section 4 of the [Proposal](#)). The Implementation Plan should accurately show the sequence and timeframe for the delivery of each activity and output.

The Applicant shall closely coordinate its activities with UNOPS pertinent staff. All deliverables are subject to review and approval by UNOPS.

2.3. Implementing Partner Monitoring Plan requirements

Complete the Implementing Partner (IP) Monitoring Plan (section 5 of the [Proposal](#)) and develop a significant, clear and pertinent Monitoring and Evaluation Plan that would:

- Outline a comprehensive detailed monitoring and evaluation plan, including specific indicators, data collection methods, and tools.
- Detail how the Applicant would establish obtaining feedback that enables the community input.
- Detail how the Applicant will track progress, measure success, and make necessary adjustments based on progress and feedback.
- Other pertinent aspects.

2.4. Budget requirements

- a. Budget Range: 150,000USD to 180,000 USD
- b. At a minimum, the budgets must include:
 - i. An estimate of direct costs, which include all of the expenses that are required for, and can be tracked directly to, the grant/funding accounts. Direct costs must be broken down by expense subcategory, by expense line item and by year.
 - ii. A description of assumptions or justifications underlying the estimates
- c. The costs will be eligible only if these are incurred for the purpose of this grant/funding and within the duration mentioned in the legal instrument (including any amendments)
- d. There are restrictions on funding the government salaries detailed in Section 6.2 of the OI on Grant Support. These restrictions should be considered while budgeting government salaries, if applicable.
- e. Article II, Section 7, of the Convention on the Privileges and Immunities of the United Nations provides, inter alia, that the United Nations, including UNOPS as a subsidiary organ, is exempt from all direct taxes, except charges for public utility services, and is exempt from customs restrictions, duties, and charges of a similar nature in respect of articles imported or exported for its official use. All proposals shall be submitted net of any direct taxes and any other taxes and duties
- f. Grant budgets may include indirect costs up to 10% of direct costs.
- g. Budget Justification:
 - Provide a detailed budget that aligns with the proposed methodology.
 - Justify each budget item, demonstrating how it contributes to the successful implementation of the grant.

3. EVALUATION METHOD AND CRITERIA

Proposals submitted in response to this CFP document shall be evaluated following the cumulative analysis methodology, which consists of the following steps:

- a. **Preliminary screening:** This includes an assessment of whether proposals comply with the formal and eligibility criteria stated in [Table 1: Formal and eligibility criteria](#). All proposals which pass this stage will go through a subsequent evaluation as follows.
- b. **Technical evaluation:** This assesses the technical points achieved by each proposal, as per the maximum obtainable points assigned per criteria group in [Table 2.1: Parts of the technical proposal evaluation](#). Only proposals that meet the minimum threshold indicated in [Table 2: Technical criteria](#) shall be considered substantially compliant at this stage. Evaluation of the technical proposals shall be completed prior to opening the financial proposals.
- c. **Financial evaluation:** Financial proposals will only be opened for proposals that have achieved the minimum threshold in the technical evaluation. Financial proposals shall be checked for any mathematical errors in accordance with Article 15, "Minor Informalities, Errors or Omissions" in the [Instructions to Applicants](#). The total financial proposal points achieved for each proposal are determined in accordance with [Table 3: Financial criteria](#).
- d. **Combined analysis:** This evaluation will be conducted based on a combined analysis, analyzing all of the relevant costs, risks and benefits for each proposal. The combined analysis includes the scores from both the technical evaluation, including factors such as risks, sustainability, and others, and the financial evaluation, using a predefined weighting method.

The maximum number of points that an applicant may obtain for its proposal are as follows:

- Technical proposal: 70 points
- Financial proposal: 30 points

The maximum total number of points an applicant may obtain for both the technical and financial proposals is 100. The weighting of the technical and financial proposals will automatically be 70:30.

UNOPS may request clarification or further information in writing from applicants at any point during the evaluation process. In this case, any response from an applicant shall not modify the substance of the proposal, including both the technical and financial aspects of the proposal. UNOPS may use such information to interpret and evaluate the relevant proposal.

The evaluation of a proposal by UNOPS shall be carried out against the evaluation criteria described in the following tables.

3.1. Preliminary screening

Table 1 FORMAL AND ELIGIBILITY CRITERIA	
Criteria evaluated on a pass/fail basis during the preliminary screening	Documents to establish compliance with the criteria
1. The applicant is eligible as defined in Article 1, "Applicant Eligibility" in the Instructions to Applicants .	<ul style="list-style-type: none"> • Proposal • Annex 1: Declarations • Annex 2: PSEA implementing partner self-assessment
2. The proposal is complete and includes all completed forms and other documentation requested in the Particulars, 'Content of proposal submissions' .	<ul style="list-style-type: none"> • All documentation requested in the Particulars, 'Content of proposal submissions'
3. The applicant accepts the conditions in the template for agreement, as specified in the Particulars, 'Type of legal instrument' .	<ul style="list-style-type: none"> • Annex 1: Declarations

3.2. Technical evaluation

Table 2 TECHNICAL CRITERIA	
Criteria evaluated based on scoring during the technical evaluation	Documents to establish compliance with the criteria
<p>The maximum number of technical points obtainable is detailed in Table 2.1: Parts of the technical proposal evaluation.</p> <p>To be technically compliant, applicants must obtain a minimum threshold of 70% of the total obtainable points.</p>	<ul style="list-style-type: none"> • Proposal

Table 2.1 Parts of the technical proposal evaluation	Obtainable points
Applicant's capacity and expertise	25
Proposed methodology, approach and implementation plan	35
Key personnel proposed	10
Total technical proposal points	70

Table 2.1.1 Part 1: Applicant's capacity and expertise

	Criteria to be evaluated	Documents to establish compliance with the criteria (not exhaustive)	Obtainable points
1.1	The applicant has the general organizational capability to support effective implementation: management structure; financial stability and project financing capacity; management controls; Technical and engineering capabilities (subcontracted if needed), and the extent to which any work would be subcontracted.	Copy of audited financial statements for the last 3 years <ul style="list-style-type: none"> • Proposal 	5
1.2	The applicant has relevant specialized knowledge and experience in similar activities.	<ul style="list-style-type: none"> • Proposal 	4
1.3	The applicant has the presence or experience working in the relevant region, country or area.	<ul style="list-style-type: none"> • Proposal 	2
1.4	The applicant has the capacity and required technical personnel to undertake the current proposed activities in addition to its current workload.	<ul style="list-style-type: none"> • Proposal 	4
1.5	The applicant's existing projects complement this Grant Support Project Activity(ies).	<ul style="list-style-type: none"> • Proposal 	2
1.6	Lessons learned by the applicant from other projects are factored in the proposal for the implementation of the proposed grant support project activity(ies).	<ul style="list-style-type: none"> • Proposal 	1
1.7	The applicant has been in continuous operation during the last 3 year(s)/last 3 projects.	Certification of incorporation of the applicant	3
1.8	The applicant has experience successfully delivering similar grant support project activities during the last 3 year(s) prior to this CFP.	<ul style="list-style-type: none"> • Proposal 	4
Total points for Part 1			25

Table 2.1.2 Part 2: Proposed methodology, approach and implementation plan

No.	Criteria to be evaluated	Documents to establish compliance with the criteria (not exhaustive)	Obtainable points
2.1	The proposal is substantially compliant and does not contain any material deviation(s) from the minimum requirements as stipulated in this CFP document, which indicates the applicant's understanding of these requirements.	<ul style="list-style-type: none"> • Proposal 	5
2.2	The applicant's proposed approach and methodology is consistent with the objectives and targeted outcomes of the grant/funding, and consistent with the Scope entailed in section 1.4 above, and the 4 Activities entailed in section 1.6 above, under which this grant/funding opportunity is available.	<ul style="list-style-type: none"> • Proposal, Section 3 	5
2.3	The proposed approach is considered to be an efficient way to deliver the activities entailed under section 1.6 above.	<ul style="list-style-type: none"> • Proposal, Section 3 	3
2.4	The approach is feasible given the operating environment (e.g., access, security, climatic conditions, etc.).	<ul style="list-style-type: none"> • Proposal, Section 3 	1

2.5	The activities proposed under the Implementation Plan are aligned with the proposed approach and methodology. The Implementation Plan demonstrates the applicant's capacity to plan and implement the Grant Project Activities entailed in section 1.6 above.	<ul style="list-style-type: none"> ● Proposal, Sections 3 and 4 	4
2.6	The applicant has identified tangible outputs that clearly support the achievement of the expected activities.	<ul style="list-style-type: none"> ● Proposal, Section 4 	2
2.7	The proposal satisfactorily demonstrates that the Health, Safety, Social and Environmental (HSSE) requirements in relation to the Grant Support Project Activities will be met.	<ul style="list-style-type: none"> ● Proposal 	2
2.8	The proposal satisfactorily demonstrates that the Protection from Sexual Exploitation and Abuse (PSEA) requirements in relation to the Grant Support Project Activities will be met.	<ul style="list-style-type: none"> ● Proposal 	2
2.9	The IP Monitoring Plan details how different work elements will be monitored, controlled.	<ul style="list-style-type: none"> ● Proposal, Section 5 	3
2.10	The indicators provide a true measure of the result and are the means of verifying a realistic way to capture the information required.	<ul style="list-style-type: none"> ● Proposal, Section 5 	3
2.11	The IP exit strategy is well defined and elaborated.	<ul style="list-style-type: none"> ● Exit plan 	5
Total points for Part 2			35

Table 2.1.3 Part 3: Key personnel proposed

No.	Criteria to be evaluated	Documents to establish compliance with the criteria (not exhaustive)	Obtainable points
3.1	The composition and structure of the applicant's proposed team is appropriate and the proposed management roles and other key personnel roles are suitable for the implementation of the Grant Project Activities.	<ul style="list-style-type: none"> ● Proposal, Section 6 	4
3.2	The applicant describes and justifies its plan for the size and composition of its team.	<ul style="list-style-type: none"> ● Proposal, Section 6 	3
3.3	The qualifications and experience of the proposed key personnel meet the established requirements.	<ul style="list-style-type: none"> ● Proposal, Sections 8 and 9 	3
Total points for Part 3			10

3.3. Financial evaluation

Table 3 FINANCIAL CRITERIA		
Criteria evaluated based on a cumulative analysis methodology during the financial evaluation	Documents to establish compliance with the criteria	Obtainable points
1. Total Budget: A maximum of 10 points will be allocated to the lowest total budget. Total budgets of other substantially compliant applicants will be scored according to the following formula: Points for budget amount = $\frac{[\text{lowest total budget amount}] \times [\text{maximum points allocated for the total budget amount}]}{[\text{Total budget amount of proposal under evaluation}]}$	<ul style="list-style-type: none"> • Annex 3: Financial proposal 	10
2. Applicant organizations comply with the indicated range of budget stipulated in the Budget requirements .	<ul style="list-style-type: none"> • Annex 3: Financial proposal 	5
3. The applicant has provided sufficient justification of budget lines and lump sums.	<ul style="list-style-type: none"> • Annex 3: Financial proposal 	5
4. The allocation of budget among different categories is appropriate, particularly the allocation between activities and the operational budget.	<ul style="list-style-type: none"> • Annex 3: Financial proposal 	5
5. The applicant's cost estimates and the assumptions made for such estimates are reasonable.	<ul style="list-style-type: none"> • Annex 3: Financial proposal 	5
Total financial proposal points		30