



Date of Issue: 25 April 2011
Closing Date: 09 May 2011

(Reference No. UNDP/2011/011)

Request for Proposal

for

“Hiring of Technical Agency for Developing a Proposal for Adaptation of the Integrated Women’s Empowerment Model in Cotton Areas of Gujarat, Maharashtra and Rajasthan”

1. You are requested to submit a proposal for “Developing a Proposal for Adaptation of the Integrated Women’s Empowerment Model in Cotton Areas of Gujarat, Maharashtra and Rajasthan” as per enclosed Terms of Reference (TOR).
2. To enable you to submit a proposal, attached are:
 - i. Instructions to Offerors (Annex-A)
 - ii. General Conditions of Contract.....(Annex-B)
 - iii. Terms of Reference (TOR).....(Annex-C)
 - iv. Proposal Submission Form(Annex-D)
 - v. Price Schedule(Annex-E)
3. Your offer comprising of technical proposal and financial proposal, in separate sealed envelopes, should reach the following address no later than **9 May 2011, 1700 hrs India Time, quoting “UNDP/2011/011” as the subject**

Procurement Division,
UNDP, 55, Lodi Estate, New Delhi 110003
Tel: +91 11 24628877

4. If you request additional information, we would endeavor to provide information expeditiously, but any delay in providing such information will not be considered a reason for extending the submission date of your proposal. For any query you may write to sandeep.sharma@undp.org
5. You are requested to acknowledge receipt of this letter and to indicate whether or not you intend to submit a proposal.

Instructions to Offerors

A. Introduction

1. General

The purpose of this RFP is to seek services for “Developing a Proposal for Adaptation of the Integrated Women’s Empowerment Model in Cotton Areas of Gujarat, Maharashtra and Rajasthan”.

2. Cost of proposal

The Offeror shall bear all costs associated with the preparation and submission of the Proposal, the UNDP will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the solicitation.

B. Solicitation Documents

3. Contents of solicitation documents

Proposals must offer services for the total requirement. Proposals offering only part of the requirement will be rejected. The Offeror is expected to examine all corresponding instructions, forms, terms and specifications contained in the Solicitation Documents. Failure to comply with these documents will be at the Offeror’s risk and may affect the evaluation of the Proposal.

4. Clarification of solicitation documents

A prospective Offeror requiring any clarification of the Solicitation Documents may notify the procuring UNDP entity in writing at the organisation’s mailing address or fax number indicated in the RFP. The procuring UNDP entity will respond in writing to any request for clarification of the Solicitation Documents that it receives earlier than two weeks prior to the deadline for the submission of Proposals. Written copies of the organisation’s response (including an explanation of the query but without identifying the source of inquiry) will be sent to all prospective Offerors that has received the Solicitation Documents.

5. Amendments of solicitation documents

At any time prior to the deadline for submission of Proposals, the procuring UNDP entity may, for any reason, whether at its own initiative or in response to a clarification requested by a prospective Offeror, modify the Solicitation Documents by amendment.

All prospective Offerors that have received the Solicitation Documents will be notified in writing of all amendments to the Solicitation Documents.

In order to afford prospective Offerors reasonable time in which to take the amendments into account in preparing their offers, the procuring UNDP entity may, at its discretion, extend the deadline for the submission of Proposals.

C. Preparation of Proposals

6. Language of the proposal

The Proposals prepared by the Offeror and all correspondence and documents relating to the Proposal exchanged by the Offeror and the procuring UNDP entity shall be written in the English.

7. Documents comprising the proposal

The Proposal shall comprise the following components:

- (a) Proposal submission form;
- (b) Operational and technical part of the Proposal, including documentation to demonstrate that the Offeror meets all requirements;
- (c) Price schedule, completed in accordance with clauses 8 and 9;

8. Proposal form

The Offeror shall structure the operational and technical part of its Proposal as follows:

(a) Management plan

This section should provide corporate orientation to include the year and state/country of incorporation and a brief description of the Offeror's present activities. It should focus on services related to the Proposal.

This section should also describe the organizational unit(s) that will become responsible for the contract, and the general management approach towards a project of this kind. The Offeror should comment on its experience in similar projects and identify the person(s) representing the Offeror in any future dealing with the procuring UNDP entity.

(b) Resource plan

This should fully explain the Offeror's resources in terms of personnel and facilities necessary for the performance of this requirement. It should describe the Offeror's current capabilities/facilities and any plans for their expansion.

(c) Proposed methodology

This section should demonstrate the Offeror's responsiveness to the specification by identifying the specific components proposed, addressing the requirements, as specified, point by point; providing a detailed description of the essential performance characteristics proposed warranty; and demonstrating how the proposed methodology meets or exceeds the specifications.

The operational and technical part of the Proposal should not contain any pricing information whatsoever on the services offered. Pricing information shall be separated and only contained in the appropriate Price Schedules.

It is mandatory that the Offeror's Proposal numbering system corresponds with the numbering system used in the body of this RFP. All references to descriptive material and brochures should be included in the appropriate response paragraph, though material/documents themselves may be provided as annexes to the Proposal/response.

Information which the Offeror considers proprietary, if any, should be clearly marked "proprietary" next to the relevant part of the text and it will then be treated as such accordingly.

9. Proposal prices

The Offeror shall indicate on an appropriate Price Schedule, an example of which is contained in these Solicitation Documents, the prices of services it proposes to supply under the contract.

10. Proposal currencies

All prices shall be quoted in Indian Rupees (INR).

11. Period of validity of proposals

Proposals shall remain valid for One Hundred and Twenty (120) days after the date of Proposal submission prescribed by the procuring UNDP entity, pursuant to the deadline clause. A Proposal valid for a shorter period may be rejected by the procuring UNDP entity on the grounds that it is non-responsive.

In exceptional circumstances, the procuring UNDP entity may solicit the Offeror's consent to an extension of the period of validity. The request and the responses thereto shall be made in writing. An Offeror granting the request will not be required nor permitted to modify its Proposal.

12. Format and signing of proposals

The Offeror shall prepare two copies of the Proposal, clearly marking each "Original Proposal" and "Copy of Proposal" as appropriate. In the event of any discrepancy between them, the original shall govern.

The two copies of the Proposal shall be typed or written in indelible ink and shall be signed by the Offeror or a person or persons duly authorised to bind the Offeror to the contract. The latter authorisation shall be indicated by written power-of-attorney accompanying the Proposal.

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

13. Payment

UNDP shall effect payments to the Contractor after acceptance by UNDP of the invoices submitted by the contractor, upon achievement of the corresponding milestones.

D. Submission of Proposals

14. Sealing and marking of proposals

The Offeror shall seal the Proposal in one outer and two inner envelopes, as detailed below.

(a) The outer envelope shall be:

- addressed to –

Procurement Division,
UNDP, 55, Lodi Estate, New Delhi 110003
Tel: +91 11 24628877

and,

- marked with –

“RFP: Services - Developing a Proposal for Adaptation of the Integrated Women’s Empowerment Model in Cotton Areas of Gujarat, Maharashtra and Rajasthan”

(b) Both inner envelopes shall indicate the name and address of the Offeror. The first inner envelope shall contain the information specified in Clause 8 (*Proposal form*) above, with the copies duly marked “Original” and “Copy”. The second inner envelope shall include the price schedule duly identified as such.

Note, if the inner envelopes are not sealed and marked as per the instructions in this clause, the procuring UNDP entity will not assume responsibility for the Proposal’s misplacement or premature opening.

15. Deadline for submission of proposals

Proposals must be received by the procuring UNDP entity at the address specified under clause Sealing and marking of Proposals **no later than 9 May 2011, 1700 hrs** India Time.

The procuring UNDP entity may, at its own discretion extend this deadline for the submission of Proposals by amending the solicitation documents in accordance with clause *Amendments of Solicitation Documents*, in which case all rights and obligations of the procuring UNDP entity and Offerors previously subject to the deadline will thereafter be subject to the deadline as extended.

16. Late Proposals

Any Proposal received by the procuring UNDP entity after the deadline for submission of proposals, pursuant to clause *Deadline for the submission of proposals*, will be rejected.

17. Modification and withdrawal of Proposals

The Offeror may withdraw its Proposal after the Proposal's submission, provided that written notice of the withdrawal is received by the procuring UNDP entity prior to the deadline prescribed for submission of Proposals.

The Offeror's withdrawal notice shall be prepared, sealed, marked, and dispatched in accordance with the provisions of clause Deadline for Submission of Proposals. The withdrawal notice may also be sent by telex or fax but followed by a signed confirmation copy.

No Proposal may be modified subsequent to the deadline for submission of proposals.

No Proposal may be withdrawn in the Interval between the deadline for submission of proposals and the expiration of the period of proposal validity specified by the Offeror on the Proposal Submission Form.

E. Opening and Evaluation of Proposals

18. Opening of proposals

The procuring entity will open the Proposals in the presence of a Committee formed by the Head of the procuring UNDP entity.

19. Clarification of proposals

To assist in the examination, evaluation and comparison of Proposals, the Purchaser may at its discretion, ask the Offeror for clarification of its Proposal. The request for clarification and the response shall be in writing and no change in price or substance of the Proposal shall be sought, offered or permitted.

20. Preliminary examination

The Purchaser will examine the Proposals to determine whether they are complete, whether any computational errors have been made, whether the documents have been properly signed, and whether the Proposals are generally in order.

Arithmetical errors will be rectified on the following basis: If there is a discrepancy between the unit price and the total price that is obtained by multiplying the unit price and quantity, the unit price shall prevail and the total price shall be corrected. If the Offeror does not accept the correction of errors, its Proposal will be rejected. If there is a discrepancy between words and figures the amount in words will prevail.

Prior to the detailed evaluation, the Purchaser will determine the substantial responsiveness of each Proposal to the Request for Proposals (RFP). For purposes of these Clauses, a substantially responsive Proposal is one which conforms to all the terms and conditions of the RFP without material deviations. The Purchaser's determination of a Proposal's responsiveness is based on the contents of the Proposal itself without recourse to extrinsic evidence.

A Proposal determined as not substantially responsive will be rejected by the Purchaser and may not subsequently be made responsive by the Offeror by correction of the non-conformity.

21. Evaluation and comparison of proposals

A two-stage procedure is utilised in evaluating the proposals, with evaluation of the technical proposal being completed prior to any price proposal being opened and compared. The price proposal of the Proposals will be opened only for submissions that passed the minimum technical score of 70% of the obtainable score of 100 points in the evaluation of the technical proposals.

The technical proposal is evaluated on the basis of its responsiveness to the Term of Reference (TOR).

In the Second Stage, the price proposal of all contractors, who have attained minimum 70% score in the technical evaluation will be compared. The contract will be awarded to the Contractor that score highest marks aggregated for technical and financial proposal (70% weight to technical proposal and 30% to financial proposal).

Technical Evaluation Criteria

Summary of Technical Proposal Evaluation Forms		Score Weight	Points Obtainable	Company / Other Entity				
				A	B	C	D	E
1.	Expertise of Firm / Organisation submitting Proposal	45%	45					
2.	Proposed Approach, Methodology, and Work Plan	35%	35					
3.	Personnel / Team	20%	20					
Total			100					

Evaluation forms for technical proposals follow on the next two pages. The obtainable number of points specified for each evaluation criterion indicates the relative significance or weight of the item in the overall evaluation process.

Note: The score weights and points obtainable in the evaluation sheet are tentative and could be changed depending on the need or major attributes of technical proposal.

Technical Proposal Evaluation Form 1		Points obtainable	Company / Other Entity				
			A	B	C	D	E
Expertise of firm / organisation submitting proposal							
1.1	Demonstrated ability / experience to	15					

	convene a group of experts with extensive knowledge and experience.						
1.2	Demonstrated ability / experience of Extensive understanding of primary research tools as mentioned in TOR.	15					
1.3	Demonstrated ability / experience to analyze and translate outcomes of primary and secondary analysis into project frameworks and draft LFA.	15					
Total Part 1		45					

Technical Proposal Evaluation Form 2		Points Obtainable	Company / Other Entity				
			A	B	C	D	E
Proposed Approach, Methodology and Action Plan							
2.1	Relevance of Proposed Methodology	25					
2.2	Experience of working with NGO	10					
Total Part 2		35					

Technical Proposal Evaluation Form 3		Points Obtainable	Company / Other Entity				
			A	B	C	D	E
Team / Personnel							
3.1	Experience & Quality of Staff	15 (5 marks each/Top positions)					
3.2	Experience of working in Gujarat, Maharashtra and Rajasthan	5					
Total Part 3		20					

F. Award of Contract

22. Award criteria, award of contract

The procuring UNDP entity reserves the right to accept or reject any Proposal, and to annul the solicitation process and reject all Proposals at any time prior to award of contract, without thereby incurring any liability to the affected Offeror or any obligation to inform the affected Offeror or Offerors of the grounds for the Purchaser's action

Prior to expiration of the period of proposal validity, the procuring UNDP entity will award the contract to the qualified Offeror whose Proposal after being evaluated is considered to be the most responsive to the needs of the organisation and activity concerned.

23. Purchaser's right to vary requirements at time of award

The Purchaser reserves the right at the time of award of contract to vary the quantity of services and goods specified in the RFP without any change in price or other terms and conditions.

24. Signing of the contract

Within 30 days of receipt of the contract the successful Offeror shall sign and date the contract and return it to the Purchaser.

General Conditions of Contract

1. LEGAL STATUS

The Contractor shall be considered as having the legal status of an independent contractor vis-à-vis UNDP. The Contractor's personnel and sub-contractors shall not be considered in any respect as being the employees or agents of UNDP or the United Nations.

2. SOURCE OF INSTRUCTIONS

The Contractor shall neither seek nor accept instructions from any authority external to UNDP in connection with the performance of its services under this Contract. The Contractor shall refrain from any action which may adversely affect UNDP or the United Nations and shall fulfil its commitments with the fullest regard to the interests of UNDP.

3. CONTRACTOR'S RESPONSIBILITY FOR EMPLOYEES

The Contractor shall be responsible for the professional and technical competence of its employees and will select, for work under this Contract, reliable individuals who will perform effectively in the implementation of this Contract, respect the local customs, and conform to a high standard of moral and ethical conduct.

4. ASSIGNMENT

The Contractor shall not assign, transfer, pledge or make other disposition of this Contract or any part thereof, or any of the Contractor's rights, claims or obligations under this Contract except with the prior written consent of UNDP.

5. SUB-CONTRACTING

In the event the Contractor requires the services of sub-contractors, the Contractor shall obtain the prior written approval and clearance of UNDP for all sub-contractors. The approval of UNDP of a sub-contractor shall not relieve the Contractor of any of its obligations under this Contract. The terms of any sub-contract shall be subject to and conform with the provisions of this Contract.

6. OFFICIALS NOT TO BENEFIT

The Contractor warrants that no official of UNDP or the United Nations has received or will be offered by the Contractor any direct or indirect benefit arising from this Contract or the award thereof. The Contractor agrees that breach of this provision is a breach of an essential term of this Contract.

7. INDEMNIFICATION

The Contractor shall indemnify, hold and save harmless, and defend, at its own expense, UNDP, its officials, agents, servants and employees from and against all suits, claims, demands, and liability of any nature or kind, including their costs and expenses, arising out of acts or omissions of the Contractor, or the Contractor's employees, officers, agents

or sub-contractors, in the performance of this Contract. This provision shall extend, inter alia, to claims and liability in the nature of workmen's compensation, products liability and liability arising out of the use of patented inventions or devices, copyrighted material or other intellectual property by the Contractor, its employees, officers, agents, servants or sub-contractors. The obligations under this Article do not lapse upon termination of this Contract.

8. INSURANCE AND LIABILITIES TO THIRD PARTIES

8.1 The Contractor shall provide and thereafter maintain insurance against all risks in respect of its property and any equipment used for the execution of this Contract.

8.2 The Contractor shall provide and thereafter maintain all appropriate workmen's compensation insurance, or its equivalent, with respect to its employees to cover claims for personal injury or death in connection with this Contract.

8.3 The Contractor shall also provide and thereafter maintain liability insurance in an adequate amount to cover third party claims for death or bodily injury, or loss of or damage to property, arising from or in connection with the provision of services under this Contract or the operation of any vehicles, boats, airplanes or other equipment owned or leased by the Contractor or its agents, servants, employees or sub-contractors performing work or services in connection with this Contract.

8.4 Except for the workmen's compensation insurance, the insurance policies under this Article shall:

(i) Name UNDP as additional insured;

(ii) Include a waiver of subrogation of the Contractor's rights to the insurance carrier against UNDP;

(iii) Provide that UNDP shall receive thirty (30) days written notice from the insurers prior to any cancellation or change of coverage.

8.5 The Contractor shall, upon request, provide UNDP with satisfactory evidence of the insurance required under this Article.

9. ENCUMBRANCES/LIENS

The Contractor shall not cause or permit any lien, attachment or other encumbrance by any person to be placed on file or to remain on file in any public office or on file with UNDP against any monies due or to become due for any work done or materials furnished under this Contract, or by reason of any other claim or demand against the Contractor.

10. TITLE TO EQUIPMENT

Title to any equipment and supplies that may be furnished by UNDP shall rest with UNDP and any such equipment shall be returned to UNDP at the conclusion of this Contract or when no longer needed by the Contractor. Such equipment, when returned to UNDP, shall be in the same condition as when delivered to the Contractor, subject to normal wear and tear. The Contractor shall be liable to compensate UNDP for equipment determined to be damaged or degraded beyond normal wear and tear.

11. COPYRIGHT, PATENTS AND OTHER PROPRIETARY RIGHTS

UNDP shall be entitled to all intellectual property and other proprietary rights including but not limited to patents, copyrights, and trademarks, with regard to products, or documents and other materials which bear a direct relation to or are produced or prepared or collected in consequence of or in the course of the execution of this Contract. At the UNDP's request, the Contractor shall take all necessary steps, execute all necessary documents and generally assist in securing such proprietary rights and transferring them to UNDP in compliance with the requirements of the applicable law.

12. USE OF NAME, EMBLEM OR OFFICIAL SEAL OF UNDP OR THE UNITED NATIONS

The Contractor shall not advertise or otherwise make public the fact that it is a Contractor with UNDP, nor shall the Contractor, in any manner whatsoever use the name, emblem or official seal of UNDP or the United Nations, or any abbreviation of the name of UNDP or the United Nations in connection with its business or otherwise.

13. CONFIDENTIAL NATURE OF DOCUMENTS AND INFORMATION

- 13.1 All maps, drawings, photographs, mosaics, plans, reports, recommendations, estimates, documents and all other data compiled by or received by the Contractor under this Contract shall be the property of UNDP, shall be treated as confidential and shall be delivered only to UNDP authorized officials on completion of work under this Contract.
- 13.2 The Contractor may not communicate at any time to any other person, Government or authority external to UNDP, any information known to it by reason of its association with UNDP which has not been made public except with the authorization of UNDP; nor shall the Contractor at any time use such information to private advantage. These obligations do not lapse upon termination of this Contract.

14. FORCE MAJEURE; OTHER CHANGES IN CONDITIONS

- 14.1 Force majeure, as used in this Article, means acts of God, war (whether declared or not), invasion, revolution, insurrection, or other acts of a similar nature or force which are beyond the control of the Parties.
- 14.2 In the event of and as soon as possible after the occurrence of any cause constituting force majeure, the Contractor shall give notice and full particulars in writing to UNDP, of such occurrence or change if the Contractor is thereby rendered unable, wholly or in part, to perform its obligations and meet its responsibilities under this Contract. The Contractor shall also notify UNDP of any other changes in conditions or the occurrence of any event which interferes or threatens to interfere with its performance of this Contract. The notice shall include steps proposed by the Contractor to be taken including any reasonable alternative means for performance that is not prevented by force majeure. On receipt of the notice required under this Article, UNDP shall take such action as, in its sole discretion, it considers to be appropriate or necessary in the circumstances, including the granting to the Contractor of a reasonable extension of time in which to perform its obligations under this Contract.
- 14.3 If the Contractor is rendered permanently unable, wholly, or in part, by reason of force majeure to perform its obligations and meet its responsibilities under this Contract, UNDP shall have the right to suspend or terminate this Contract on the same terms and conditions as are provided for in Article 15, "Termination", except that the period of notice shall be seven (7) days instead of thirty (30) days.

15. TERMINATION

- 15.1 Either party may terminate this Contract for cause, in whole or in part, upon thirty days notice, in writing, to the other party. The initiation of arbitral proceedings in accordance with Article 16 "Settlement of Disputes" below shall not be deemed a termination of this Contract.
- 15.2 UNDP reserves the right to terminate without cause this Contract at any time upon 15 days prior written notice to the Contractor, in which case UNDP shall reimburse the Contractor for all reasonable costs incurred by the Contractor prior to receipt of the notice of termination.
- 15.3 In the event of any termination by UNDP under this Article, no payment shall be due from UNDP to the Contractor except for work and services satisfactorily performed in conformity with the express terms of this Contract. The Contractor shall take immediate steps to terminate the work and services in a prompt and orderly manner and to minimize losses and further expenditures.
- 15.4 Should the Contractor be adjudged bankrupt, or be liquidated or become insolvent, or should the Contractor make an assignment for the benefit of its creditors, or should a Receiver be appointed on account of the insolvency of the Contractor, UNDP may, without prejudice to any other right or remedy it may have, terminate this Contract forthwith. The Contractor shall immediately inform UNDP of the occurrence of any of the above events.

16. SETTLEMENT OF DISPUTES

16.1. Amicable Settlement

The Parties shall use their best efforts to settle amicably any dispute, controversy or claim arising out of, or relating to this Contract or the breach, termination or invalidity thereof. Where the parties wish to seek such an amicable settlement through conciliation, the conciliation shall take place in accordance with the UNCITRAL Conciliation Rules then obtaining, or according to such other procedure as may be agreed between the parties.

16.2. Arbitration

Unless, any such dispute, controversy or claim between the Parties arising out of or relating to this Contract or the breach, termination or invalidity thereof is settled amicably under the preceding paragraph of this Article within sixty (60) days after receipt by one Party of the other Party's request for such amicable settlement, such dispute, controversy or claim shall be referred by either Party to arbitration in accordance with the UNCITRAL Arbitration Rules then obtaining, including its provisions on applicable law. The arbitral tribunal shall have no authority to award punitive damages. The Parties shall be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such controversy, claim or dispute.

PRIVILEGES AND IMMUNITIES

Nothing in or relating to this Contract shall be deemed a waiver, express or implied, of any of the privileges and immunities of the United Nations, including its subsidiary organs.

TAX EXEMPTION

- 18.1 Section 7 of the Convention on the Privileges and Immunities of the United Nations provides, inter-alia, that the United Nations, including its subsidiary organs, is exempt from all direct taxes, except charges for public utility services, and is exempt from customs duties and charges of a similar nature in respect of articles imported or exported for its official use. In the event any governmental authority refuses to recognize the United Nations exemption from such taxes, duties or charges, the Contractor shall immediately consult with UNDP to determine a mutually acceptable procedure.
- 18.2 Accordingly, the Contractor authorizes UNDP to deduct from the Contractor's invoice any amount representing such taxes, duties or charges, unless the Contractor has consulted with UNDP before the payment thereof and UNDP has, in each instance, specifically authorized the Contractor to pay such taxes, duties or charges under protest. In that event, the Contractor shall provide UNDP with written evidence that payment of such taxes, duties or charges has been made and appropriately authorized.

19 CHILD LABOUR

- 19.1 The Contractor represents and warrants that neither it, nor any of its suppliers is engaged in any practice inconsistent with the rights set forth in the Convention on the Rights of the Child, including Article 32 thereof, which, inter alia, requires that a child shall be protected from performing any work that is likely to be hazardous or to interfere with the child's education, or to be harmful to the child's health or physical mental, spiritual, moral or social development.
- 19.2 Any breach of this representation and warranty shall entitle UNDP to terminate this Contract immediately upon notice to the Contractor, at no cost to UNDP.

MINES

- 20.1 The Contractor represents and warrants that neither it nor any of its suppliers is actively and directly engaged in patent activities, development, assembly, production, trade or manufacture of mines or in such activities in respect of components primarily utilized in the manufacture of Mines. The term "Mines" means those devices defined in Article 2, Paragraphs 1, 4 and 5 of Protocol II annexed to the Convention on Prohibitions and Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects of 1980.
- 20.2 Any breach of this representation and warranty shall entitle UNDP to terminate this Contract immediately upon notice to the Contractor, without any liability for termination charges or any other liability of any kind of UNDP.

OBSERVANCE OF THE LAW

The Contractor shall comply with all laws, ordinances, rules, and regulations bearing upon the performance of its obligations under the terms of this Contract.

AUTHORITY TO MODIFY

No modification or change in this Contract, no waiver of any of its provisions or any additional contractual relationship of any kind with the Contractor shall be valid and enforceable against UNDP unless provided by an amendment to this Contract signed by the authorized official of UNDP.

Terms of Reference

“Hiring of Technical Agency for Developing a Proposal for Adaptation of the Integrated Women’s Empowerment Model in Cotton Areas of Gujarat, Maharashtra and Rajasthan”

Duration: 9 weeks

Location: Based in any state within India with extensive travel to Gujarat, Maharashtra and Rajasthan

I. Background:

In 2009, UNDP entered into a five year partnership (2009-2013) with IKEA Social Initiative to test an integrated approach to women’s empowerment. Titled, *“Strengthening Women’s Social, Economic and Political Empowerment in Jaunpur, Mirzapur and Sant Ravidas Nagar of Uttar Pradesh”* the pilot project operational in 500 villages has resulted in an outreach to 50,000 rural women and showcasing of successful strategies and prototypes on social, economic, political and legal empowerment (see fact sheet). The strategy outline for the pilot project is rights based and is founded on the recognition that a strong women’s empowerment approach that combines all dimensions- social, economic, political and legal dimensions women can transform cyclic poverty when women are equipped to realize their untapped potential by collectivizing, earning incomes and accessing rights and government services.

Based on the impact and success actualized to date, the strategies and prototypes are ready to be scaled-up through replication of the Integrated Women’s Empowerment Model tested in Uttar Pradesh across 7 districts of Gujarat, Maharashtra and Rajasthan

Within the framework of the Concept Note (see Annex 1) approved by IKEA Foundation and the women’s empowerment framework (see Annex II), a Planning Phase is being initiated to develop a detailed project proposal and action plan. UNDP invites bids from organisations to develop a full-fledged project proposal and budget in the prescribed format (refer Annex III and IV).

II. Proposal development will involve the following tasks:

- 1. Undertake a situation analysis:** covering an assessment of social, economic and political and legal context. Suggested tools to be utilized for the same may include:
 - Primary and Secondary data collection & collation: to establishing the national, state, district and village level frame conditions that influence the status and empowerment of women. This will form the first level of investigation towards defining the problem. Information collation will be based on secondary data and further validated/augmented through field based PRA/RRAs. Information will be collated on women’s empowerment from multiple perspectives - social, economical, political and legal and will cover assessment of values, practices and perceptions within the overall socio-legal frameworks applicable to women.
 - Immediate and Root Causes: entailing an analysis of causes of disempowerment, rights violations or subjugation. This will include both immediate and root causes and will present a comprehensive picture of causal factors, which will later feed into the problem analysis and problem tree.
 - Analysis of Gender and Power: will document any systematic patterns of discrimination based on gender issues beginning from childhood onwards and its manifestations in terms of power and intra household relationships/vulnerabilities in the project sites.
 - Institutional Framework Analysis: This will establish the overall context within which current governmental and civil society interventions are operating and will set the stage for allocating

roles/responsibility later in the process as also enable the project strategy to leverage from current operations and field innovations.

- Sectoral Assessments: To identify sectors with highest potential for activity intervention across all domains of empowerment. This would include sectors where large numbers of the poor women are already engaged and where there is need and opportunity to strengthen them. It could also include emerging sectors where entry barriers are low and women can achieve gains within the project timeframe.

2. Identify critical areas for project design and strategy intervention for improving social, economic, legal and political empowerment of women: Assess the feasibility of the various options and develop appropriate strategies to guide implementation. This will also include identifying assumptions, risks and potential barriers for achieving the results. Ensure that women and men participate in identifying areas of concern and opportunities. Suggested tools to be utilized for the same may include:

- 360 Degree stakeholder Analysis: as a mechanism to identify the opinions and interests of different stakeholder groups who will be asked to prioritise problems and solutions through a rating based system. This will also create a platform for harnessing the support of co-travellers and defining risk implications.
- Appreciative Enquiry:¹ given that the project strategy is based on transformation in the status of women and elevation of their status from current pedagogy of disempowerment, the next level of planning will be undertaken in working groups through the use of Appreciative Inquiry (AI) Technique. AI tools will elicit positive 'vision' statements and will define the best case scenario of change possible and action steps to the same across all domains. AI as a visioning technique will thus have change management and innovation as its central objective. This will then be counterbalanced by the risk analysis to define the most feasible project strategy.
- Risk & Exit Management: assimilated through the situational analysis, stakeholder assessments, problem analysis this will highlight the key internal and external risks that will need to be addressed through counter-measures during the project cycle to ensure sustainable exit.

3. Developing a results framework for activity planning and suggest project management requirements: identifying the goal, objectives, envisaged impacts, outputs, activities and indicators. Slot deliverables into annual targets and budgets. This will also include suggesting result tracking modalities and management profiles/arrangements. Suggested tools to be utilized for the same may include:

- Logical Framework: to define precisely the activity design, implementation modality timelines, set annual performance indicators and allocate responsibilities. The LFA will also define SMARTER² objectives and outputs that will feed into the Annual Work plans/budgets.
- Mapping SMART alliances and management: will define the project execution, control and closing/handling over strategies including suggested human resource profiles, management arrangement, system and financial compliance arrangements and monitoring schedules. It will also map alliances that will be forged to leverage project gains to a sustainable and noteworthy level.

¹ Gender research indicates that project designs that are overly problem-oriented lead to designing of strategies addressing the specific problem often missing out on innovative situations. AI addresses this by identifying the root cause of the solution rather than root cause of the problem. (Odell 2002)

² SMARTER- Specific, Measurable, Achievable, Realistic, Time-Bound + Enjoyable & Rewarding

III. Expected Deliverables:

Methodology	Expected Output
Situational Analysis <ul style="list-style-type: none"> • <i>Primary & Secondary data collection & collation</i> • <i>Immediate and Root Causes</i> • <i>Analysis of Gender and Power</i> • <i>Institutional Framework Analysis</i> • <i>Sectoral Assessments</i> 	<ul style="list-style-type: none"> ○ Researched database available with the project. ○ PRA/RRA profiles available ○ Detailing of the problem tree ○ Detailing of major findings emerging from immediate and root cause, gender & power, institutional framework and sectoral analysis. <p>Aforsaid will feed into detailing of the context - national, state, district and village and the problem analysis.</p>
Project design / strategy formulation <ul style="list-style-type: none"> • <i>360 degree stakeholder analysis</i> • <i>Appreciative Enquiry</i> 	<ul style="list-style-type: none"> ○ Long list of stakeholder priorities and position vis-à-vis multiple dimensions of women's empowerment ○ Identification of vision and ideal project roadmap capturing best possible change management solutions ○ Summary of risk analysis and exit strategy <p>Aforesaid will feed into detailing the project objective, outputs, the project strategy / action plan and sustainability plan.</p>
Outcome- Output-Activity Planning and Project Execution <ul style="list-style-type: none"> • <i>Logical Framework Analysis</i> • <i>Mapping SMART alliances and management</i> 	<ul style="list-style-type: none"> ○ Detailing of key performance indicators, impact indicators and annual targets ○ Detailing of management arrangements & M&E plan ○ Detailing of annual and consolidated budgets

The overall Final outcome of this exercise will be a detailed project proposal and budget as per Annexure II.

Required Expertise:

1. Technical organization with at least 5 years of experience in designing and implementing of projects on women's empowerment.
2. Ability to convene a group of experts with extensive knowledge and experience in different dimensions of empowerment including livelihood promotion, financial inclusion for women's empowerment, social mobilization, formation of women's collectives, legal literacy and governance.
3. Extensive understanding of primary research tools as mentioned above and ability to facilitate and manage multi-stakeholder such as PRA/RRA, Appreciative Enquiry, Environment Scanning, SWOT analysis, vulnerability assessments, risk analysis, stakeholder analysis, institutional capacity assessments, formulation of problem and results analysis.
4. Ability to analyze and translate outcomes of primary and secondary analysis into project frameworks including Log frames, key performance indicators, define means of verification, sequenced annual activity schedules, impacts and budgets.
5. Ability to draft LFA's (impact table table which will form the basis of LFA)
6. Specialised experience of working on human rights especially related to issues of exclusion - particularly of disadvantaged women and developing gender sensitive results frameworks •
7. Physical presence/ partner networks in Gujarat, Maharashtra and Rajasthan.

Timelines:

- A detailed weekly work plan scheduling activities, field visits and key deliverables in consultation with UNDP within **5 days** of signing the contract.
- Detailed situational analysis and problem analysis within **3 weeks** of initiation of assignment
- Stakeholder consultation workshop (in Delhi³) and finalised project design/ strategy, risk & sustainability plan within **5 weeks** of initiation of assignment.
- Detailing of Logical Framework⁴, key performance indicators and detailed annual activity plans, budget and financial plan in format enclosed within **6 weeks** of initiation of assignment.
- Submission of draft proposal in Format B and Budget within **7 weeks** of initiation of assignment.
- Final draft incorporating feedback from UNDP within **8 weeks** of initiation of assignment.

Documentation Required for Expression of Interest

RFP will be submitted to UNDP in the following format, by 9 May 2011:

Profile of the organization (1/2 page)

Brief overview of the organization including year of establishment, main areas of expertise, geographic scope of work and contact information of key focal points.

Relevant Experience (1 page)

Summary of relevant experience in designing projects on women's empowerment. This should include a list of the name of the funding agency, brief description of the project, nature of technical inputs provided by the consultant, resource allocation, location and duration.

Proposed Methodology (attach separately)

Curriculum Vitae of team members from the agency or external experts who will be a part of the proposal development team.

CVs of Team Members (attach separately)

Curriculum Vitae of team members from the Consultant's own organization or external experts who will be a part of the proposal development team.

Financial Proposal

A separate Financial Proposal (containing details of personal fees, travel, other expected costs, etc.). The Financial Proposal shall take into account all expenses and tax liabilities. For the avoidance of doubt, it is clarified that all taxes shall be deemed to be included in the Financial Proposal. Costs (including break down of costs) shall be expressed in INR.

³ 1 day stakeholder workshop venue and travel costs (only of invitees) will be borne by UNDP. All other costs viz: workshop preparation, facilitation, documentation etc borne by technical agency.

⁴ 1 ½ - 2 day LFA and activity mapping workshop venue and travel costs (only of invitees) will be borne by UNDP. All other costs viz: workshop preparation, facilitation, documentation etc borne by technical agency.

Format A

Concept Note: Integrated Women's Empowerment - Sustaining Change for Generations
"Replication of the Integrated Women's Empowerment Model in Cotton Areas of Gujarat, Maharashtra and Rajasthan"

Project duration: 4.5 years

Starting Date: 1st August 2011

Ending Date: 31st December 2015

Location: Approximately 10,016 villages covering seven districts across the states of Maharashtra, Gujarat and Rajasthan, India

Identification of Core problem:

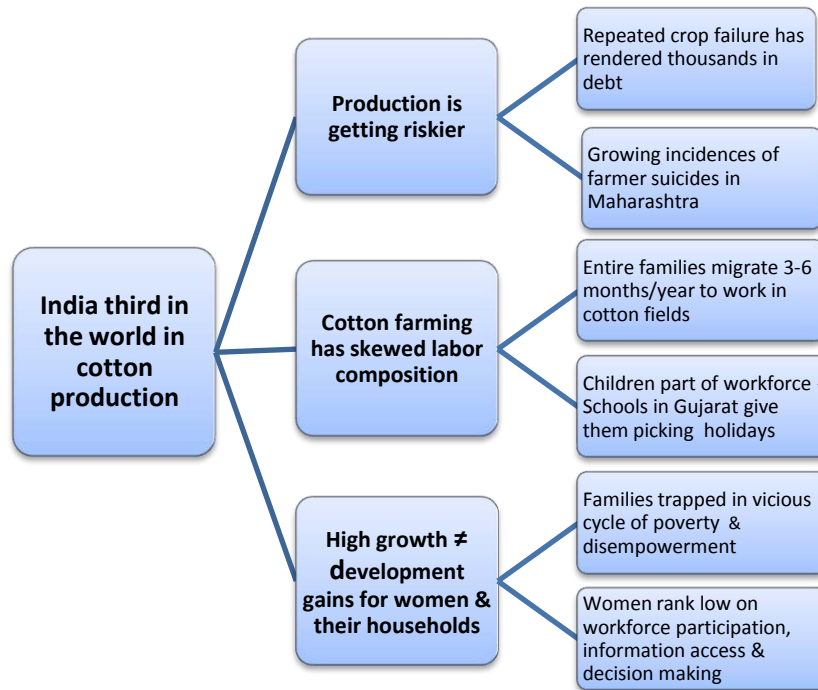
A large number of farmers and laborers in Maharashtra, Gujarat and Rajasthan are engaged in cotton production which is among the primary crops in India and an important source of income for them. While Maharashtra and Gujarat have a large area under cotton cultivation, Southern Rajasthan has been a traditional labor supply corridor to cotton areas. However, analysis shows that productivity enhancement and growth in cotton cultivation has not benefitted the poor and has only increased their socio-economic vulnerabilities; especially of women and children who stand lowest on the ladder.

Across cotton producing areas, one encounters low levels of literacy among producers, little awareness of government schemes and programmes that can help them improve their skills and access resources, inadequate knowledge of rights and negligible participation in local decision making bodies. There also exist long and winding procurement processes that deliver minimum returns to primary farmers- who are the ones most at risk when crops fail, institutional credit is not forthcoming, or when market fluctuations loom large.

The situation across all these parameters is much worse for women who are actively engaged in the production processes but have least access to growth benefits. In Gujarat and Maharashtra many small and marginal farmers are women who belong to marginalised social groups- which creates additional barriers to their access to resources. Smaller farmers or landless are forced to send women and even children to work in cotton fields often at below minimum wages and labour returns. In Rajasthan, studies report huge outmigration. For example 75% migrant labour to Gujarat belongs to socially marginalised groups and 50% of migrants are women. Distress migration of this kind is compounded by skewed systems of labour recruitment that have psycho-social ramifications on women and their migrant families.

Together, increasing volatility and vulnerabilities faced by cotton dependent families reinforces cyclic poverty and disempowerment which threaten gains realized through increased productivity and market growth. (Refer: Diagram of Problem Matrix).

Diagram: Problem Matrix



How do you want to solve this problem?

The project strategy is based on the recognition that a strong women’s empowerment approach that combines all dimensions- social, economic, political and legal can transform the cycle of poverty when women are equipped to realize their untapped potential by collectivizing, earning incomes and accessing rights and government services. It is an adaptation of the IKEA Foundation supported and UNDP implemented women’s social, economic and political empowerment pilot project implemented since 2009 in 500 poorest villages of Uttar Pradesh. Herein the project has demonstrated that a strong women’s empowerment approach can bring powerful changes across all levels- individual, household and societal (Refer: Annexure I of Project Background and Results). This strategy aims to complement IKEA’s vision of empowering women to create a better future for themselves, their children and their community.

The pilot project in Eastern Uttar Pradesh has generated successful strategies and prototypes that are ready to be adapted in other states where IKEA Foundation supported projects on child rights are currently operational. Under the proposed project, the women’s social, economic, political and legal empowerment model will be adapted in the context of Maharashtra, Gujarat and Rajasthan in districts where IKEA Foundation is already supporting work on child rights with UNICEF and Save the Children. Based on UNDP’s current and past work in these states, it is evident that women’s empowerment continues to be an area of concern and there is merit in application of the women’s integrated empowerment approach here. Given the sectoral nature of Government interventions, an integrated approach is difficult to design and implement in the country. IKEA Foundation’s support thus becomes critical in demonstrating best practice which is critical to achieving India’s MDG’s.

To operationalize the strategy, strong social mobilization/strengthening of women who are already part of Self Help Groups will be undertaken to lay the foundation for economic, political and legal empowerment interventions. The project will build capacities of these SHG’s by increasing their participation in decision making, improving their management and negotiation abilities and their representation in public sphere – which includes engagement with local self governance, government departments, financial institutions, markets, private sector and technical agencies.

The project adopts an inclusive approach and herein while key change agents will be women, the project will take concerted steps to involve men, youth and representatives of local formal and informal institutions to ensure buy in of the strategy by interest groups. Establishment of cluster and mega level federations run by women will comprise one of the key project exit strategies.

Economic empowerment strategies will be tailored to energize the local economy in favor of women with greater access to micro-finance and enterprise opportunities. Capacities will be built to give them greater control over production thereby increasing their role in farm and non- farm supply chains. The project will pay special attention on the needs of women migrants and their households by providing them access to migration support services, link them to government programmes and improving their skills and livelihoods. Establishment of women managed companies and self sustaining enterprises will comprise one of the key project exit strategies.

In the area of political empowerment, based on review of experiences of providing specialised training to elected representatives, in the proposed project capacities of elected women representatives and SHG leaders will be strengthened on an ongoing basis in transformational leadership⁵ to maximise their contribution to local self government. To sustain and upscale legal awareness interventions and link with formal justice institutions, the project will create a cadre of community para-legal workers. In order to create a demand for accountability and service delivery, community participation in monitoring will be critical and to this end tracking systems and tools such as social audits, progress report cards will be introduced. Establishment of formal networks of elected women representatives and establishment of strong linkages with government schemes and programmes will comprise one of the key project exit strategies which will be dovetailed with large scale awareness in the project districts on political participation for the electorate and potential women elected leaders prior to elections of the local self government.

A phased approach of project roll out will be adopted beginning with two districts each in Gujarat, three districts in Maharashtra and two districts in Rajasthan. The purpose will be to demonstrate a model of empowering women in cotton areas that will later be up-scaled to a district wide approach in these states.

A knowledge management strategy will establish a two way learning exchange. On the one hand, high quality tools, training materials and plans prepared by UNDP in the Eastern Uttar Pradesh pilot project will be adapted for Maharashtra, Gujarat and Rajasthan to meet specific local requirements. On the other hand, the four state projects will generate experiences and evidence for UNDP to showcase the project at national and international levels including events and knowledge products supported by UNDP in India and globally.

- **What would be your broad components of the project:**

Component 1: Stepping up and up scaling social mobilization processes

- Training of women leaders and change agents to strengthen/mobilize women into self-help groups (SHG's) and larger collectives such as cluster groups and federations.
- Applying quality monitoring protocols like SHG grading systems to enhance the confidence of banks for lending to SHGs.
- Equipping SHGs in self management of their groups including enhancing their skills and credit management abilities.
- Enhancing access to social security schemes such as micro pensions, health insurance, widow and disability pensions for women and their households.

⁵ Intensive leadership development will be undertaken across five years with specially trained trainers and with participation of approximately 694 Elected Women Representatives from the 500 village pilot will act as a peer group.

- Creation of community consensus on women's empowerment involving SHG's, men, trade unions, cotton lobbies, locally elected representatives (women and men) and other power holders.

Component 2: Economic empowerment of women

- Identifying livelihood sub-sectors and developing enterprises and supply chains around these for women.
- Enhancing entrepreneurship and skill levels of women in dedicated sub-sectors and strengthening their capacity to select business ideas, access formal financial credit, assess market demand, develop feasibility plans and manage enterprises themselves.
- Implementing improved practices for better cotton with women farmers to increase productivity and empower women to manage input – output costs, generate profits and minimize risks.
- Creation of a cadre of business service providers and ancillary units that cater to the growing requirements of women producers and their enterprises and are a future source of employment in the project area.
- Supporting the establishment of women managed producer companies/cooperatives/enterprises that eventually run independently on a profitable basis.
- Making migration secure and safe for migrant women and their families through provision of migration support services.
- Establishing 10 successful livelihood prototypes across farm and non-farm sectors for replication at a wider scale by government and allied institutions.

Component 3: Political and legal empowerment of women

- Developing capacity of elected women representatives on roles and responsibilities and leadership.
- Creation of mass scale awareness on political participation for the village level electorate
- Encourage women to become village leaders and representatives of local self government.
- Establishing formal networks/associations of elected women representatives as a mechanism for strengthening interactions with administration.
- Strengthening capacity of elected local bodies to monitor implementation of development schemes related to women and children.
- Ensuring access for SHG women and their families to development programmes and flagship schemes; the benefits of which will be captured through a tracking system with tools for accountability and community monitoring in place.
- Creation of a cadre of para-legal women workers who help women and their families access the justice system through legal services authorities, police, protection officers etc.
- Creation of advocacy platforms at multiple levels to strengthen women's voice and representation on relevant legal provisions.

Millennium Development Goal (MDG):

MDG1- Eradicate extreme poverty and hunger

Allied Indicators⁶:

1. Proportion of population below \$1 (PPP) per dayⁱ
2. Employment-to-population ratio

MDG 3- Promoting gender equality and empowering women

Allied Indicators:

1. Share of women in wage employment in the non-agricultural sector

⁶ The project management information system will track progress on these indicators against the baseline established.

2. Proportion of seats held by women in national parliament⁷

Expected impact on target group:

Goal: To equip women to exercise full control over their lives across all social, economic, political and legal dimensions and thereby create a better future for themselves, their children and their community							
	Indicators	Baseline coverage	Year 1	Year 2	Year 3	Year 4	Year 5
Social Empowerment							
1.	Number of women and adolescent girls empowered at village level as community change agents	TBI	5,000	20,000	30,048	-	30,048 Maharashtra: 11,469 Rajasthan: 9,579 Gujarat: 9,000
2.	Number of SHG women leaders strengthened/mobilised	TBI	50,000	100,000	170,000	-	170,000 Maharashtra: 60,000 Rajasthan: 50,000 Gujarat: 60,000
3.	Number of women and community members reached through community consensus building activities	None	100,000	300,000	600,000	800,000	1,001,600 Maharashtra: 382,300 Rajasthan : 319,300 Gujarat: 300,000
4.	Number of district federations established	TBI	-	4	6	-	7
Economic Empowerment							
1.	No of livelihood sub-sectors identified which have special relevance to women	None	5	10	-	-	10
2.	No. women trained on farm and non-farm skills, enterprise management and financial literacy	TBI	-	60,000	120,000	140,000	160,000 Maharashtra: 60,000 Rajasthan: 40,000 Gujarat: 60,000
3.	Number of women benefitting from services of micro enterprises, production centres and marketing facilities	TBI	-	50,000	100,000	140,000	160,000 Maharashtra: 60,000 Gujarat: 60,000 Rajasthan: 40,000
5.	No. of Business Development Service Providers supplying	TBI	1,000	2,500	3,500	4,500	5,000

⁷ Under the 73rd constitutional amendment act, seats for women have been reserved at all three levels of local governance. The political empowerment interventions under the project will promote effective leadership and voice of elected women representatives at the level of local self government only.

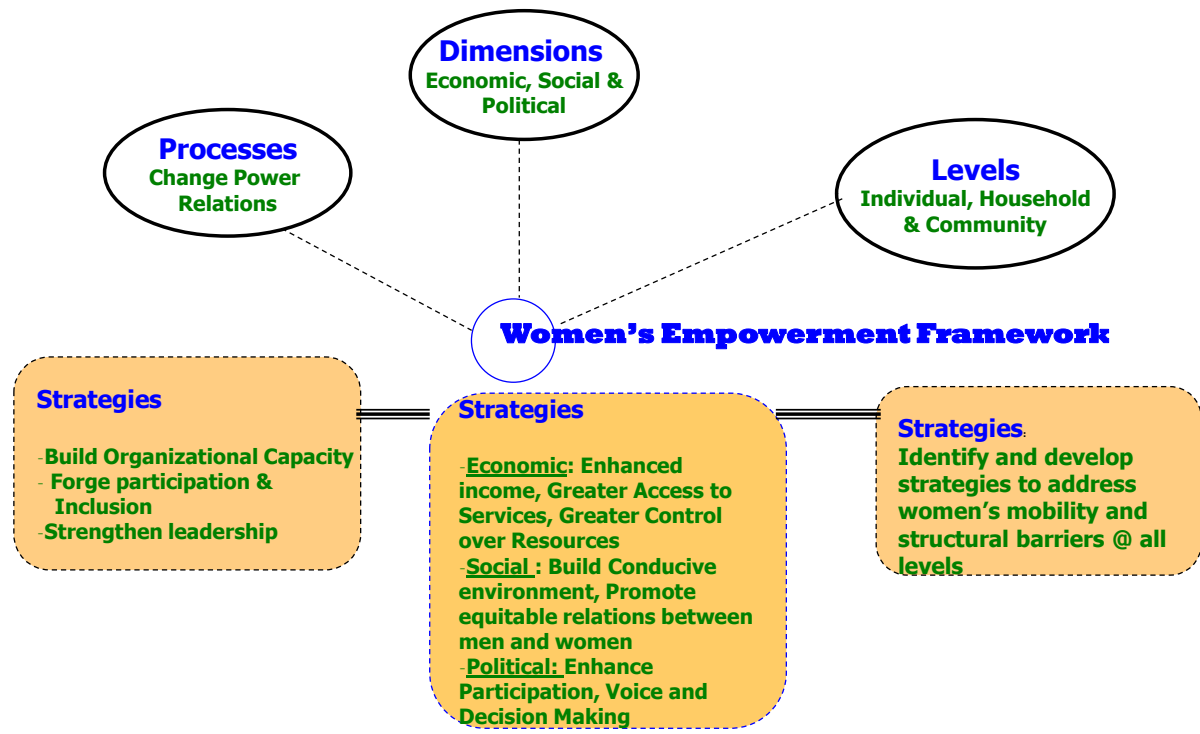
	technical and business services to women entrepreneurs						Maharashtra:2,000 Rajasthan: 1,000 Gujarat: 2,000
6.	No. women participating in supply/value chains and enterprises in the identified sub-sectors	TBI	-	20,000	40,000	70,000	100,000 Maharashtra: 40,000 Gujarat: 40,000 Rajasthan: 20,000
4.	Number of existing and potentially migrant women and their families benefiting from migrant support services	TBI	15,000	60,000	100,000	120,000	150,000 Rajasthan: 50,000 Maharashtra: 50,000 Gujarat: 50,000
7.	No of successful livelihood prototypes demonstrated for up-scaling	TBI	-	2	6	8	10
Political and Legal Empowerment							
1.	No of elected women representatives receiving training on political empowerment and leadership development	TBI	2,500	5,000	10,000	15,000	15,000 Maharashtra: 5,000 Rajasthan: 5,000 Gujarat: 5,000
2.	No of women and men imparted knowledge on voter rights, nominations & electoral process	TBI			300,000	400,000	900,000
3.	No of networks of elected representatives established (block level)	TBI	-	2	4	7	7
4.	No of trained women who spell out their entitlements under major government schemes	TBI	2,000	5,000	7,000	-	7,000 Maharashtra: 2,500 Rajasthan: 2,500 Gujarat: 2,500
5.	No of women organized into pressure groups/ vigilance committees	TBI	37,500	75,000	112,500	-	112,500 Maharashtra: 32,500 Rajasthan: 40,000 Gujarat: 40,000
6.	Number of members of elected local bodies capacitated on schemes and programmes benefiting women	TBI	5,000	10,000	15,000	20,000	20,082 Maharashtra: 7,646 Rajasthan: 6,386 Gujarat: 6,000
7.	Number of women trained as para-legal workers	TBI	3,000	6,000	7,500	9,000	10,016 Maharashtra: 3,823 Rajasthan: 3,193

							Gujarat:3,000
8.	No of women and their families informed on legal legislations related to women and poor sections	TBI	100,000	300,000	600,000	800,000	1,001,600 Maharashtra: 382,300 Rajasthan: 319,300 Gujarat: 300,000
TOTAL	<ul style="list-style-type: none"> • 102,000 (60% of SHG members) women perceive an improvement in their status at the household/community level • Sustainable increase by at least 20% in average household income for 1,70,000 women supported by the project • 13,500 women elected leaders and Self Help group members raise women's priorities in public forums 						

Geographical Coverage:

1. Maharashtra:
 - Districts of Yavatmal, Jalna and Wardha.
 - Total villages: 3823
2. Rajasthan:
 - Districts of Udaipur and Dungarpur
 - Total Villages: 3193
3. Gujarat:
 - Two districts to be selected amongst Kutch, Vadodara, Rajkot, Bhavnagar, Banaskantha, Patan, Bharuch, Surendranagar & Sabarkantha.
 - Total villages approximately 3000 villages from the larger set of 6709

The Women's Empowerment Framework



Key Beneficiaries

Women (especially poor and marginalized)

<p>Template Project Proposal</p>

No more than 12 pages and wherever necessary put details in separate appendices.

Amount requested	<i>The total budget in Euro.</i>	
Applicant organisation	<i>Name of your organisation</i>	
Address		
Contact person(s)	<i>Who will be the contact person(s) for IKEA Foundation during implementation of the project?</i>	
Approval of M&E head	<i>Consent of the Head of Monitoring and Evaluation department at the partner's organisation. Proposal needs their approval before proceeding.</i>	
Phone and e-mail	<i>How can the contact person(s) be reached?</i>	
Geographic coverage	<i>Countries and regions where the project is (will be) implemented</i>	
Timeframe	<i>Project duration</i>	
	<i>Project start date</i>	
	<i>Project completion date</i>	
Beneficiaries	<i>Direct: Numbers, disaggregated by sex and age for example: xxx number of girls between the age of 6-14 would complete the primary education.</i>	
	<i>Indirect: xxx number of families in xxx no of villages have increased their literacy level by xx%</i>	
Executive summary <ul style="list-style-type: none"> • <i>Give a brief summary of the Project.</i> • <i>The project proposal should correspond to the Concept Note already approved and the power point submitted.</i> • <i>If in exceptional cases any kind of deviation is necessary then it should be adequately highlighted with ample evidence of reasons thereof.</i> 		

INTRODUCTION

Introduction text

The introduction should describe:

- Origin of the project idea
- The preparatory process leading to this application
- Earlier phases and main conclusions of reviews/evaluations
- Involvement of partners/government in the process and ownership of the project and the project document.
- Description of the socio-economic situation in which the project will take place and/or which gives rise to the project.

NATIONAL CONTEXT AND PROBLEM ANALYSIS

National context

- What is the national context of the project? - Include the situation of the sector, government policy and poverty aspects.
- Describe the context (geographic, political, social and cultural) in which the project is placed.
- In what major activity area or sector (e.g. education, health, energy, water, etc.) is your project operating? Also describe local conditions within this sector.
- Briefly describe the efforts of local authorities and other organisations within the sector.
- Please describe if other organisations have initiated similar projects targeting the problem
- How does this project complement the National context. Please mention as why this project support is necessary in the current national / state context.

Problem analysis

- What is the problem? - Describe the problem, including who is affected by it (specify women, men, girls and boys). Analyse the problem, including why did it arise and how can it be solved.
- Who are the relevant stakeholders (e.g. government, civil society, other donors, etc.)?
- Describe the stakeholders involved, i.e. the target groups, NGOs, traditional institutions, authorities and other relevant groups with an interest in the project.
- The description should contain an assessment of the stakeholders' strengths and weaknesses of relevance to the project's implementation.
- Include evidence based/scientific sourced data; reference studies and surveys.

PROJECT DESCRIPTION

The development objective

- Indicate which Millennium Development Goal(s) (MDG) contributes to and specify the relevant MDG indicator(s) (no more than two lines please see Appendix of Format A in relation to MDG).

The development objective is broader and the time perspective normally longer than the duration of the project. Combined, these provide a context or a social frame for understanding the immediate objective(s) and should relate to the problem analysis made under section B.2. The impact is the extent to which the development objective will be maintained after the completion of the project – and could therefore be measured several years after completion of the project.

The project's immediate objectives

- Indicate the project's immediate objectives.
- Indicate Key Performance Indicators (KPIs) (indicators that demonstrates that the objective has been achieved or that progress has been made)

The immediate objective(s) is the **improved situation achieved at completion of the project** and is to be defined in terms of sustainable benefits for **the target group**. It should be self-evident how, by meeting the immediate objectives, the project will contribute to the achievement of the development objective. Immediate objectives must be **SMART**: Specific, Measurable, Accurate, Realistic, Time bound. Mention the number of Direct and Indirect beneficiaries separately.

At least one, preferably quantitative, key performance indicator should be defined for each immediate objective. The indicators describe the project's objectives in operationally measurable terms (quantity, quality, time). Specifying the Indicators help t check the feasibility of the objectives and form the basis of the project's monitoring and evaluation system. They are formulated in response to the question "How would we know whether or not what has been planned is actually happening or happened? This will be the basis for the regular monitoring and reporting to IKEA Foundation during implementation.

Example:

By the end of 2010, at least 50 managers engaged in children projects linked to the national children strategy should be able to run more cost-effective projects by using Logical Framework Approach (LFA) in the planning, implementation and evaluation phases.

Expected output(s)

- Describe the planned outputs expected to lead to the defined immediate objectives.
- Indicate Key Performance Indicators (KPIs) supporting the output.

During the implementation stage, expected output (results) should be derived from the project.

Output differs from the objective. As a rule of thumb, **objectives** describe the effects we **hope** to achieve as a result of the project, while **output** is largely **within the power of the project management**, provided that the requested funds, personnel and facilities are available.

Output is deliverables which the project is expected to produce during its implementation period by utilising input in order to undertake activities. The output should lead to achievement of the immediate objective(s). Thus, every immediate objective should necessarily be supported by at least one output.

If possible, the output should be expressed in terms of KPIs so as to measure the delivery of the output. Alternatively, output indicators should be able to show the progress.

Example:

A project **can guarantee** that a **number of managers are trained** in LFA and can provide them with **tools** making it possible for them to use LFA methods in the planning, implementation and evaluation of a project. The training and tools are concrete output of the project.

However, the project **cannot guarantee** that these managers exercise this knowledge and apply the tools making the daily management of projects more cost-effective. This should be seen as an objective since it is the direct result of the manager's work and outside the direct control of the project itself.

The objective broken down into specific output could look like this:

- 50 managers have received training by December 2010
- Training programmes on LFA based project management to start by October 2009
- Teaching aids for the training programmes are developed by October 2009

To summarise, expected output is:

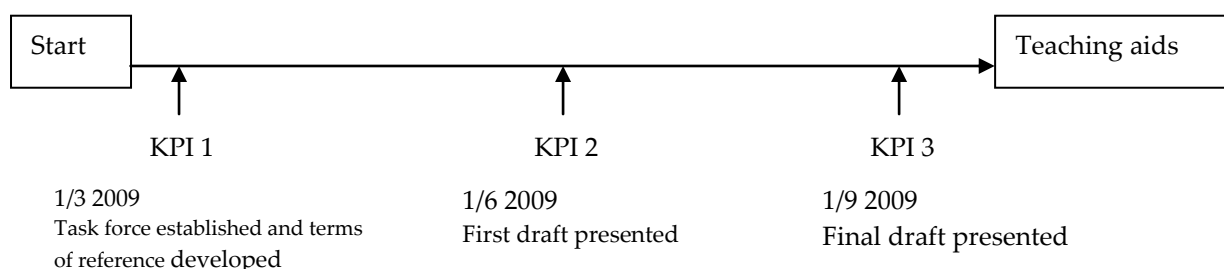
- Concretisation/specification of the objective
- Products and services produced through the project
- Time-bound
- Supported by KPIs
- And can be guaranteed by the project manager

Impact Indicators or Key Performance Indicators (KPIs)

For each expected output developed, go on to define KPIs to help assess whether the project have attained (or are approaching) the output, hence the objective. The Indicators should be quantitative as well as qualitative measures of the outputs.

An example:

As an example, we can use an expected output where "teaching aids for training programmes are developed by October 2009":



After having identified Key Performance Indicators for the first output proceed and do so for all other expected output.

A Logical Framework of Expected Outputs (planned results) can be included as an appendix to the project proposal. Use baseline data; give number of beneficiaries wherever possible. For example:

Output Envisaged	Verifiable Indicators Envisaged for each output	Baseline	Key Progress	Progress against OVis (Output based Verifiable Indicator) as Mar 2010
Output-1				
Output-2				

Expected Direct Impact on the target group: " After Picture" Summarised information on selected results from the interventions supported by IKEA Foundation. (INSERT here the Year wise Impact Table as given in the approved Concept Note of this project)

Strategy

This section should describe and justify the strategy of the project. Describe the areas that are relevant to the project. The following issues should be considered. Some of the issues might be irrelevant to a specific project and can be omitted:

- How will the objectives of the project be achieved, and how will the problems be addressed/solved?
- Describe the methods and approaches to be applied in connection with the project, including whether the project has been divided into phases or sequences.

- If the project is of an innovative kind, indicate how and why it is important to try this new approach out.
- How will the project ensure that poor and marginalised people are involved and benefit from the project?
- How will equal participation of men and women in the planning and implementation of the project be secured?
- How will the project contribute to democratisation (for instance mobilisation and empowerment of the target group) and promote respect for human rights (for instance for very vulnerable groups)?
- How are children and young people included in the planning and implementation of the project?
- How will the project avoid causing unnecessary tension and/or contribute to conflict prevention and peaceful conflict management in the project area?
- How will the experience of the project be documented and communicated to organisations that are expected to replicate the strategies developed in connection with the project?
- When and how will the organisation phase out/exit the project?
- How will activities be taken over and sustained by beneficiaries or local partners after completion of the project?

Sustainability

What measures would be taken to make the project sustainable. How does the project plan to exit from the area in a manner that project activities continue even after the support is pulled out? Is there any agreement with government authorities for continuing the project country/state? Specify time period of the exit phase.

Activities

- Indicate the project period in number of months (e.g. 18 months).
- Main category of activities in relation to the stated output: What should be done in order to produce the output?
- Project management activities related to monitoring and reporting.

In the project document, the activities should be outlined to a level of detail which will clearly reflect how the strategy for the project will be applied in order to transform input into output. The activities should for instance demonstrate how the beneficiaries are consulted or otherwise participate in the project.

Target group and participants

- Who does the primary direct target group consist? How many children, girls and boys, women and men, benefiting from the results of the project (project beneficiaries and how many)?
- Indicate number of people in the target group, gender distribution and, if relevant, their social, ethnic or other group identity.
- Indicate whether poor/marginalised communities will benefit from the project (the inclusion of this is only necessary if it is indistinct from the above description of the target group).

Input

- Specify input needed to implement the project. Input comprises all kinds of resources: Human resources, funds, equipment and premises.
- Describe who will provide what for the project such as: The organisation's staff, consultants, the partners' staff, premises, offices, office equipment, and funding.

Remember to make sure that stated resources are available and ensure that stakeholders and other partners commit to contribute to the project.

This section describes the input needed. The budget will later describe in figures what financial resources are required.

Assumptions and risks

- Assumptions: Indicate the main assumptions that need to hold true for the project to fulfil the defined immediate objectives.
- Risks: Indicate any external conditions that may hinder compliance with the project's objectives or delay implementation significantly.
- How will the project's implementation attempt to take these factors into account?

Projects are implemented in dynamic societal contexts and are therefore affected by a wide number of factors which may constitute risks to project success. The people on the project rarely control these factors and the project is therefore necessarily based on a number of assumptions regarding the impact of external factors on project implementation.

The most critical assumptions and risks should be highlighted, and it should be described how the project will try to mitigate the possible effects of risk factors and strategic options should risk factors materialise or assumptions break.

Action plan

- Describe the activities planned for each yearly interval during the project period. It should be apparent which activities are expected to lead to the aforementioned output.

Action Plans present what one needs to do to attain one's objectives and output. They also express when these actions should take place, and who should be responsible for each action. A common way of presenting and keeping track of the action plan is to make use of a Gantt chart. The action plan/Gantt chart can be included as an annex.

Project Organisation and Management

Explain with the Management Structure with the help of a Flow Chart.

Management and coordination

This section should outline and define coordination and management responsibilities among the different actors:

- The organisation (board, management, project committees, etc.)
- Joint steering committee arrangements, if relevant.
- Coordination with other agencies, NGOs, donors, etc.
- Project management (project director/manager/coordinator, management groups, etc.)
- Describe the staffing of the project (management, operational, administrative): numbers and competencies required.

For each actor and level, the authority level and area of responsibility should be clearly defined. Job descriptions or terms of reference can be appended. Procedures for reviewing the project document should moreover be clearly stated.

Any issues related to capacity building of the organisation, partners or the target group should be described, if relevant.

Monitoring, evaluation and reporting

- Describe on-going monitoring activities.
- Specify if a mid-term evaluation and/or a final project evaluation will take place.
- Specify if an impact evaluation will take place.

- At the Apex level of the project there should be a Monitoring and Evaluation expert body/division to oversee, monitor, evaluate the functioning of the project. Please describe how this function is filled in.
- Describe the financial monitoring activities that have been executed.

In this section, it should be described how the necessary information on progress of project implementation will be provided in order for the project partners to follow implementation and adjust activities, input and budgets if necessary to meet project objectives. Who monitors what and when?

Impact Table

- Expected impact on target group: "After Picture" of the project.
- Summarised information on each of the outputs- in terms of no of direct beneficiaries with IKEA Foundation support.
- Impact table given in the concept note as below- to be revised if necessary during project formulation

Budget summary and significant input

Draw up a summary of the detailed budget (the detailed budget – format C – should be attached separately).

Budget summary

	Total	Year 1	Year 2	Year 3
1. Total Budget				
2. Output-1				
3. Output-2				
4. Output- 3				
5.				
6. Project Staff				
7 Project monitoring & Evaluation				
8. Travel Cost/ field visits				
9. Documentation				
10. Any other....				
11. Recovery Cost @				
12. Total Costs				

Other Appendices for Example:

Appendix	Appendix title
	<i>Background note to explain the situation</i>
	<i>Regional distribution of coverage</i>
	<i>Detailed methodology for proposal formulation</i>
	<i>Map of the geographical coverage</i>

Annexure IV

A detailed budget appended should specify the main resource categories which funds are applied for. Main categories should be divided into sub-categories, if possible described in terms of number of units, unit price and totals to the extent that sufficient information is available as justification for the budget. Narrative explanations could be included as footnotes to further substantiate and justify the budget.

Detailed Budget Sheet- Component/Activity Wise

	Component/Activity	Unit	Unit Costs (Local Currency)	Unit/No. of days	Estimated Budget					Total
					2011	2012	2013	2014	2015	
B.										
B1.										
a.										
b.										
c.										
B2.										
	Sub - Total (B)			Local Currency Euro						

Exchange rate EUR- INR

PRICE SCHEDULE

The Contractor is asked to prepare the Price Schedule as a separate envelope from the rest of the RFP response as indicated in Section D paragraph 14 (b) of the Instruction to Offerors.

All prices/rates quoted must be exclusive of all taxes, since the UNDP is exempt from taxes as detailed in Section II, Clause 18.'

The Price Schedule must provide a detailed cost breakdown. Provide separate figures for each functional grouping or category.

Estimates for cost-reimbursable items, if any, such as travel, and out of pocket expenses should be listed separately.

In case of an equipment component to the service provided, the Price Schedule should include figures for both purchase and lease/rent options. The UNDP reserves the option to either lease/rent or purchase outright the equipment through the Contractor.

The format shown on the following pages should be used in preparing the price schedule. The format includes specific expenditures, which may or may not be required or applicable but are indicated to serve as examples.

Price Schedule: Request for Proposals for Services				
Description of Activity/Item		Number of Staff	F. Monthly Rate	Estimated Amount
1.	Remuneration			
1.1	Services in Home office			
1.2	Services in Field			
2.	Out of Pocket Expenses			
2.1	Travel			
2.2	Per Diem Allowances			
2.3	Communications			
2.4	Reproduction and Reports			
2.5	Equipment and other items			