



**Support to Priority Actions for  
Gender Equality in Serbia**



## **Call for Proposal (CFP) Women Entrepreneurship CFP No. 2018-02 GEF**

### **Section 1 – CFP letter**

UN Women Programme Office in Serbia plans to engage women civil society organizations (CSOs) and networks, professional associations and/or agriculture cooperatives as Responsible Party, as defined in accordance with these documents. UN Women Programme Office in Serbia now invites sealed proposals from qualified proponents for providing the requirements as defined in the UN Women Terms of Reference. Proposals must be received by UN Women Programme Office in Serbia at the address [info.serbia@unwomen.org](mailto:info.serbia@unwomen.org) not later than 23.30 (GMT+1) on 27 May 2018.

This UN Women Call for Proposals consists of four sections and a series of annexes that will be completed by proponents and returned with their proposal:

- CFP section 1: CFP letter (this document)
- CFP section 2: Proposal data sheet
- CFP section 3: Instructions to proponents
- CFP section 4: UN Women Terms of Reference

#### **CFP forms to be returned (mandatory):**

- Annex B2-1 Proposal/no proposal confirmation form
- Annex B2-2 Mandatory requirements/pre-qualification criteria
- Annex B2-3 Call for proposal (Template for proposal submission)
- Annex B2-4 Resumes of proposed team members
- Annex B2-5 Capacity Assessment Checklist

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

Information sessions on this Call for Proposals will be held at least 12 days before the deadline for submission of project proposals. The date, venue and the schedule of the information sessions on this Call for Proposals will be published at a later date at the <http://rs.one.un.org> (NEWS section).

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**Section 2: Proposal data sheet**

Program/Project: Support to Priority Actions for Gender Equality in Serbia

Program official's name: Milana Rikanovic

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Telephone number: +381 11 4155 372

Issue date: 27 April 2018

Requests for clarifications due *(via e-mail to [olja.lekovic@unwomen.org](mailto:olja.lekovic@unwomen.org))*

Date: 15 May 2018

Time: 10 am (GMT+1)

UN Women Programme Office in Serbia clarifications to proponents due

Date: 18 May 2018

Time: 10 am (GMT+1)

Proposal due

Date: 27 May 2018

Time: 23.30 (GMT+1)

Planned award date: 20 June 2018

Planned contract start date: 01 July 2018

**Call for Proposal (CFP)**  
**Women Entrepreneurship**  
**CFP No. 2018-02 GEF**

**Section 3: Instructions to proponents**

**1. Introduction**

- 1.1 UN Women Programme Office in Serbia invites **women civil society organizations (CSOs) and networks, professional associations and/or agriculture cooperatives that are legally registered in Serbia and have specialized knowledge, expertise and track record of working on gender equality and women economic empowerment**, to submit Project Proposal and Results Based Budget to provide services associated with the UN Women requirement for Responsible Party.
- 1.2 A proposal can be submitted by a single organization (lead proponent). Two or more organizations or entities may cluster and submit one proposal, on the topic of mutual interest. Such proposals must clearly indicate which organization will take lead responsibility for project management and contractual obligations. Furthermore, the proponent may provide sub-grants to other eligible organizations or entities. If sub-grants modality is considered, the lead proponent will take full accountability for sub-grantees results, financial resources utilization and reporting.
- 1.3 A description of the services required is described in CFP Section 4 -Terms of Reference.
- 1.4 UN Women Programme Office in Serbia may, at its discretion, cancel the services in part or in whole.
- 1.5 Proponents may withdraw the proposal after submission, provided that written notice of withdrawal is received by UN Women Programme Office in Serbia prior to the deadline prescribed for submission of proposals. No proposal may be modified subsequent to the deadline for submission of proposal. No proposal may be withdrawn in the interval between the deadline for submission of proposals and the expiration of the period of proposal validity.
- 1.6 All proposals shall remain valid and open for acceptance for a period of 90 calendar days after the date specified for receipt of proposals. A proposal valid for a shorter period may be rejected. In exceptional circumstances, UN Women Programme Office in Serbia may solicit the proponent's consent to an extension of the period of validity. The request and the responses thereto shall be made in writing.
- 1.7 Effective with the release of this CFP, all communications must be directed only to UN Women Programme Office in Serbia, by email at [olja.lekovic@unwomen.org](mailto:olja.lekovic@unwomen.org). Proponents must not communicate with any other personnel of UN Women Programme Office in Serbia regarding this CFP.

**2. Cost of proposal**

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

**3. Eligibility**

Proponents must meet all mandatory requirements/pre-qualification criteria as set out in Annex B2-2. See paragraph 10 below for further explanation. Proponents will receive a pass/fail rating on this section. To be considered, proponents must meet all the mandatory criteria described in Annex B2-2. UN Women reserves the right to verify any information contained in proponent's response or to request additional information after the proposal is received. Incomplete or inadequate responses, lack of response or misrepresentation in responding to any questions will result in disqualification.

#### **4. Clarification of CFP documents**

- 4.1. A prospective proponent requiring any clarification of the CFP documents may notify UN Women Programme Office in Serbia in writing at UN Women Programme Office in Serbia email address indicated in the CFP by the specified date and time. UN Women Programme Office in Serbia will respond in writing to any request for clarification of the CFP documents that it receives by the due date outlined on section 2. Written copies of UN Women Programme Office in Serbia response (including an explanation of the query but without identifying the source of inquiry) will be posted using the same method as the original posting of this (CFP) document.
- 4.2. If the CFP has been advertised publicly, the results of any clarification exercise (including an explanation of the query but without identifying the source of inquiry) will be posted on the advertised source.

#### **5. Amendments to CFP documents**

- 5.1. At any time prior to the deadline for submission of proposals, UN Women Programme Office in Serbia may, for any reason, whether at its own initiative or in response to a clarification requested by a prospective proponent, modify the CFP documents by amendment. All prospective proponents that have received the CFP documents will be notified in writing of all amendments to the CFP documents. For open competitions, all amendments will also be posted on the advertised source.
- 5.2. In order to afford prospective proponents reasonable time in which to take the amendment into account in preparing their proposals, UN Women Programme Office in Serbia may, at its discretion, extend the deadline for the submission of proposal.

#### **6. Language of proposal**

- 6.1 The proposal prepared by the proponent and all correspondence and documents relating to the proposal exchanged between the proponent and UN Women Programme Office in Serbia, shall be written in English.
- 6.2 Supporting documents and printed literature furnished by the proponent may be in another language provided they are accompanied by an appropriate translation of all relevant passages in English. In any such case, for interpretation of the proposal, the translation shall prevail. The sole responsibility for translation and the accuracy thereof shall rest with the proponent.

## **7. Submission of proposal**

- 7.1 Technical and financial proposals should be submitted as part of the template for proposal submission (Annex B2) in one email with the CFP reference and the clear description of the proposal, by the date and time stipulated in this document. If the emails and email attachments are not marked as instructed, UN Women Programme Office in Serbia will assume no responsibility for the misplacement or premature opening of the proposals submitted.

The email text body should indicate the name and address of the proponent. Proposal should be submitted in one email, clearly marked with the email subject line and corresponding attachment should read:

**CFP No. 2018-02 GEF – (name of proponent) – PROPOSAL**

All proposals should be sent by email to the following secure email address:  
**info.serbia@unwomen.org**

- 7.2 Proposals should be received by the date, time and means of submission stipulated in this CFP. Proponents are responsible for ensuring that UN Women Programme Office in Serbia receives their proposal by the due date and time. Proposals received by UN Women Programme Office in Serbia after the due date and time may be rejected.
- 7.3 When receiving proposals by email (as is required for the CFP), the receipt time stamp shall be the date and time when the submission has been received in the dedicated UN Women Programme Office in Serbia inbox. UN Women Programme Office in Serbia shall not be responsible for any delays caused by network problems, etc. It is the sole responsibility of proponents to ensure that their proposal is received by UN Women Office in Serbia in the dedicated inbox on or before the prescribed CFP deadline.
- 7.4 The “Certificate of Proponent’s Eligibility and Authority to Sign Proposal” contained in this CFP must be executed by a representative of the proponent who is duly authorized to execute contracts and bind the proponent. Signature on the certificate represents that the proponent has read this CFP, understands it and agrees to be bound by its terms and conditions. The proponent’s proposal with any subsequent modifications and counter-proposals, if applicable, shall become an integral part of any resulting contract.
- 7.5 **Late proposals:** Any proposals received by UN Women Programme Office in Serbia after the deadline for submission of proposals prescribed in this document, may be rejected.

## **8. Clarification of proposals**

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

## **9. Proposal budget and currencies**

The proposed intervention size and budget request per project must fall between a minimum indicative amount of EUR 20.000 and a maximum amount of EUR 30.000. All prices shall be quoted in RSD (Republic of Serbia Dinar). UN Women Programme Office in Serbia reserves the right to reject any proposals submitted in another currency than the mandatory currency for the proposal stated above. UN Women Programme Office in Serbia may accept proposals submitted in another currency than stated above if the proponent confirms during clarification of proposals, see item (8) above in writing, that it will accept a contract issued in the mandatory proposal currency and that for conversion the official United Nations operational rate of exchange of the day of CFP deadline as stated in the CFP letter shall apply, available at: <https://treasury.un.org/operationalrates/OperationalRates.php>

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

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

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

## **11. Evaluation of technical and financial proposal**

Only proponents meeting the mandatory criteria will advance to the technical and financial evaluation in which maximum possible 100 points may be determined. Technical evaluators who are members of a Committee for Partners' Assessment (CPA) appointed by UN Women Programme Office in Serbia will carry out the technical and financial evaluation applying the evaluation criteria and point ratings as listed below.

Relevance and technical capacity:	25 points
<ul style="list-style-type: none"> <li>• quality of the context analysis and problem identification;</li> <li>• proposed staffing (number and expertise) for the services to be delivered;</li> <li>• organizational experience and proven track record on gender and economic empowerment of women;</li> <li>• relevant experience in partnerships with UN Women, other UN agencies, governments, NGOs, and other development actors</li> </ul>	
Implementation strategies:	30 points
<ul style="list-style-type: none"> <li>• pertinence of the proposed activities against expected results as specified in Terms of Reference;</li> <li>• linking project implementation to NAP Specific Objective 2.3 related to labour market status of women;</li> <li>• rights based approach;</li> <li>• strategic partnerships and engaging excluded/ marginalized groups;</li> </ul>	
Sustainability:	15 points
<ul style="list-style-type: none"> <li>• application of participatory process to bring together various partners;</li> <li>• adequate risk analysis and proposed mitigation measures;</li> </ul>	
Innovative approaches	10 points
Budget proposal	20 points
<b>TOTAL</b>	<b>100 points</b>

Minimum score to be eligible is 70 points.

Only proponents passing the minimum score will be contacted to proceed with shortlisting and a capacity assessment review. During the capacity assessment review, the proponent will be requested to submit documents demonstrating the organization's technical capacity, governance and management structure, financial and administrative management.

## **12. Preparation of proposal**

- 12.1 You are expected to examine all terms and instructions included in the CFP documents. Failure to provide all requested information will be at proponent's own risk and may result in rejection of proponent's proposal.

- 12.2 Proponent's proposal must be organized to follow the format of this CFP. Each proponent must respond to every stated request or requirement and indicate that proponent understands and confirms acceptance of UN Women Programme Office in Serbia stated requirements. The proponent should identify any substantive assumption made in preparing its proposal. The deferral of a response to a question or issue to the contract negotiation stage is not acceptable. Any item not specifically addressed in the proponent's proposal will be deemed as accepted by the proponent. The terms "proponent" and "contractor" refer to those organizations that submit a proposal pursuant to this CFP.
- 12.3 Where the proponent is presented with a requirement or asked to use a specific approach, the proponent must not only state its acceptance, but also describe, where appropriate, how it intends to comply. Failure to provide an answer to an item will be considered an acceptance of the item. Where a descriptive response is requested, failure to provide the same will be viewed as non-responsive.
- 12.4 The terms of reference in this document provides a general overview of the current operation. If the proponent wishes to propose alternatives or equivalents, the proponent must demonstrate that any such proposed change is equivalent or superior to UN Women Programme Office in Serbia established requirements. Acceptance of such changes is at the sole discretion of UN Women Programme Office in Serbia.
- 12.5 Proposals must offer services for the total requirement, unless otherwise permitted in the CFP document. Proposals offering only part of the services may be rejected unless permitted otherwise in the CFP document.
- 12.6 Proponent's proposal shall include all of the following labelled annexes:
- CFP submission** (on or before proposal due date):
- As a minimum, proponents shall complete and return the below listed documents (Annexes to this CFP) as an integral part of their proposal. Proponents may add additional documentation to their proposals as they deem appropriate.

Failure to complete and return the below listed documents as part of the proposal may result in proposal rejection.

Part of proposal	<b>Proposal / no proposal confirmation form (Annex B2-1)</b>
Part of proposal	<b>Mandatory Requirements/pre-qualification criteria (Annex B2-2)</b>
Part of proposal	<b>Template for proposal submission (Annex B2-3)</b>
Part of proposal	<b>Resumes of proposed team members with prescribed information (Annex B2-4)</b>
Part of proposal	<b>Capacity Assessment Document Checklist (Annex B2-5)</b>

## 13 Format and signing of proposal



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

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

#### **14 Award**

14.1 Award will be made to the responsible and responsive proponent with the highest evaluated proposal following negotiation of an acceptable contract. UN Women Programme Office in Serbia reserves the right to conduct negotiations with the proponent regarding the contents of their proposal. The award will be in effect only after acceptance by the selected proponent of the terms and conditions and the terms of reference. The agreement will reflect the name of the proponent whose financials were provided in response to this CFP. Upon execution of agreement UN Women Programme Office in Serbia will promptly notify the unsuccessful proponents.

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

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**Section 4: UN Women Terms of Reference**

**I. Introduction**

UN Women is grounded in the vision of equality enshrined in the Charter of the United Nations. UN Women works for the elimination of discrimination against women and girls, the empowerment of women and the achievement of equality between women and men as partners and beneficiaries of development. Placing women's rights at the centre of all its efforts, UN Women leads and coordinates United Nations system efforts to ensure that commitments on gender equality and gender mainstreaming translate into action throughout the world. It provides strong and coherent leadership in supporting national priorities and efforts, building effective partnerships with civil society and other relevant actors.

Through its programmes and projects, UN Women is providing technical assistance to national partners (governmental and non-governmental) in the implementation of existing international and national commitments to women's rights and gender equality, it facilitates networking and exchange of good practices and advocates for women's rights and gender equality in all areas of life.

In 2018, UN Women Programme Office in Serbia works towards selected development results in the framework of several projects to effectively coordinate and promote accountability for the implementation of gender equality commitments and advancing gender responsive policies and budgeting in Serbia. UN Women places a special focus on the position of vulnerable groups of women and is investing efforts in advocacy for their rights.

UN Women Programme Office in Serbia is implementing a three-year Project "Support to Priority Actions for Gender Equality in Serbia" (March 2018 – February 2021) that supports the Government of the Republic of Serbia in effective implementation of the EU Gender Equality Acquis and the National Strategy for Gender Equality 2016-2020 by contributing to the specific measures of the National Action Plan for Gender Equality 2016-2018 and through support to women CSOs. The project will address the Serbia EC Progress Report 2016 recommendation for the sustainable institutional set up for gender equality through support to the Coordination Body for Gender Equality to establish administrative structures and management systems that are needed for implementation and oversight of National Strategy for Gender Equality. Project plans a support to the Ministry of European Integration and institutions involved in programming of EU funds to include gender perspective in planning, and programming of assistance. The programme is funded by the European Commission within the Instrument for Pre-Accession Assistance (IPA) II. UN Women will implement the Project in close cooperation with the Coordination Body for Gender Equality, the Ministry of European Integration, the EU Delegation in Serbia and other partner institutions and women's organisations.

Under the Result 3, The Project will support the implementation of the National Action Plan for Gender Equality 2016- 2018 (NAP) by contributing to the implementation of specific measures on the empowerment of women at the labour market, women entrepreneurship, and the empowerment of rural

women, through awarding grants to women's civil society organisation. This will be achieved through provision of technical assistance for ensuring that proper management and administration of grants is in place. Capacities of women's CSOs for implementation of awarded projects will be increased through organization of trainings and provision of technical assistance. The project will support, through granting mechanism, the women's civil society organisation in three programmatic areas of the National Action Plan for Gender Equality: a) women at the labour market; b) women entrepreneurship and c) rural women. Combining the exchange of knowledge and the implementation of the grants scheme, this action will capacitate women's CSOs to participate in community development in general, and to support targeted initiatives.

## **II. Description of required services/results**

UN Women plans to engage Responsible Parties (women Civil Society Organizations/networks/ professional associations or agriculture cooperatives) to work towards the achievement of the Result 3 of the “Support to Priority Actions for Gender Equality in Serbia” Project, through implementation of measures on women entrepreneurship, in line with the NAP Specific Objective 2.3. *Improve women’s economic and labour market status, especially of women from vulnerable groups.*

More specifically, organizations are expected to submit proposals with clear and specific statement of what the proposal will accomplish, description of approach and methodology and other details as per requirements stated in Annex B2-3 to this Call for Proposals (Template). Proposals are expected to show clear contribution to the implementation of one or more of the following measures and related activities envisioned by the NAP 2016-2018:

- Monitor and promote the development of female entrepreneurship (2.3.1.)
- Develop women’s cooperatives in rural and urban areas (2.3.3.)
- Promote women’s social entrepreneurship in rural and urban areas (2.3.4.)

Indicative areas of intervention under this call may include (list not exhaustive):

- Capacity development of women entrepreneurs on preparation of business plan, financial management, business formalization, access to finance, value addition and trade opportunities;
- Support to social entrepreneurship;
- Support to cooperatives;
- Provision of equipment and small-scale items for setting up businesses;
- Support gender analysis of policies, incentives and measures to support entrepreneurship and propose recommendations for their improvement to better address the needs of women entrepreneurs;
- Advocate for establishment of credit lines to support women’s entrepreneurship;
- Etc.

Proponents should clearly indicate an activity in the workplan with indicative budget to organize and/or participate in at least one event dedicated to discussion on the implementation of measures from the NAP and provide support for networking and exchange of best practice in the implementation.

## **III. Timeframe**

The proposals are expected to cover a period of minimum 1 year/12 months to maximum 2 years/ 24 months.

#### **IV. Budget Request**

The proposed intervention size and budget request per project must fall between a minimum indicative amount of EUR 20.000 and a maximum amount of EUR 30.000. Budget proposal should be submitted in the local currency, Republic of Serbia Diner. All currency exchanges should be calculated using the UN Operational Exchange Rate as per the date of submission of proposal available at: <https://treasury.un.org/operationalrates/OperationalRates.php>

#### **V. Competencies**

a. Technical/functional competencies required;

Requirements of Project Manager:

- Education: Degree in gender studies, law, economy, management, international relations, political sciences, social sciences, or others;
- Work experience: At least 3 years on experience in management of projects related to economic empowerment of women and/or gender equality;
- Language: Serbian. Knowledge of English.

b. Other competencies, which while not required, can be an asset for the performance of services:

- Good knowledge of gender equality and women's rights issues, as well as needs of vulnerable and multi-discriminated groups of women;
- Knowledge on Serbian legal framework related to gender equality;
- Previous experience working with United Nations.

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**Proposal /no proposal confirmation form**

If after assessing this opportunity, you have made the determination not to submit your proposal we would appreciate if you could return this form indicating your reasons for non-participation.

Date:

To: UN Women Programme Office in Serbia      Email:

From: \_\_\_\_\_  
\_\_\_\_\_

Subject \_\_\_\_\_

YES, we intend to submit an offer.

NO, we are unable to submit a proposal in response to the above-mentioned Call for Proposal due to the reason(s) listed below:

- ☐ The requested outputs are not within our range of services
- ☐ We are unable to submit a competitive proposal for the requested services at the moment
- ☐ We cannot meet the requested terms of reference
- ☐ Your CFP is too complicated
- ☐ Insufficient time is allowed to prepare a proposal
- ☐ We cannot meet the delivery requirements
- ☐ We cannot adhere to your terms and conditions (please specify: payment terms, request for performance security, etc.)
- ☐ Other (please provide reasons) \_\_\_\_\_
- ☐ \_\_\_\_\_
- ☐ We would like to receive future CFPs for this type of services
- ☐ We don't want to receive CFPs for this type of services

If UN Women Programme Office in Serbia has questions to the proponent concerning this NO PROPOSAL, UN Women Programme Office in Serbia should contact Mr./Ms. \_\_\_\_\_, phone/email \_\_\_\_\_, who will be able to assist.

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**Mandatory requirements/pre-qualification criteria**

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

<b>Mandatory requirements/pre-qualification criteria</b>	<b>Proponent's response</b>
1.1. Confirm that the services being requested are part of the key services that the proponent has been performing as an organization. This must be supported by a list of at least two beneficiary references for which similar service is currently or has been provided by the proponent.	Reference #1: Reference #2:
1.2. Confirm proponent is duly registered or has the legal basis/mandate as an women civil society organization or network / professional association or agriculture cooperative	Yes/No
1.3. Confirm proponent as an organization has been in operation for at least three (3) years	Yes/No
1.4. Confirm proponent has a permanent office within Serbia.	Yes/No
1.5. Proponent must agree to a site visit at a beneficiary location in the location or area with a similar scope of work as the one described in this CFP.	Yes/No
1.6 Confirm that proponent has not been the subject of a finding of fraud or any other relevant misconduct following an investigation conducted by UN Women or another United Nations entity. The Proponent must indicate if it is currently under investigation for fraud or any other relevant misconduct by UN Women or another United Nations entity and provide details of any such investigation	Yes/No
1.7 Confirm that proponent has not been placed on any relevant sanctions list including as a minimum the Consolidated United Nations Security Council Sanctions List(s)	Yes/No

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**Template for proposal submission**

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

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

1. Nature of the proposing organization – Is it a women CSO or network, professional association or agriculture cooperative?
2. Overall mission, purpose, and core programmes/services of the organization
3. Target population groups and sub-groups
4. Organizational approach (philosophy) - how does the organization deliver its projects, e.g., gender-sensitive, rights-based, etc.
5. Length of existence and relevant experience
6. Overview of organizational capacity relevant to the proposed engagement with UN Women (e.g., technical, governance and management, and financial and administrative management)

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

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

1. The **problem statement** or challenges to be addressed given the context described in the TOR.

2. The specific **results** expected (e.g., outputs) through engagement of the proponent. The expected results are the measurable changes which will have occurred by the end of the planned intervention, and will support the implementation of the NAP Specific Objective 2.3 ‘Improve women’s economic and labour market status, especially of women from vulnerable groups’, with focus on women entrepreneurship. Propose specific and measurable indicators which will form the basis for monitoring and evaluation. These indicators will be refined, and will form an important part of the agreement between the proposing organization and UN Women Programme Office in Serbia.

<b>Component 3: Description of the Technical Approach and Activities</b> (max 2.5 pages)
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This section should describe the technical approach and should be able to show the soundness and adequacy of the proposed approach, what will actually be done to produce the expected results in terms of activities. There should be a clear and direct linkage between the activities and the results at least at the output level. Specific strategies should also be described to support the achievement of results, such as building partnerships, etc.

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

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

<b>Component 4: Implementation Plan</b> (max 1.5 pages)
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This section is presented in tabular form and can be attached as an Annex. It should indicate the **sequence of all major activities and timeframe (duration)**. Provide as much detail as necessary. The Implementation Plan should show a logical flow of activities. Please include in the Implementation Plan all required milestone reports and monitoring reviews.



## Implementation Plan

Project No:		Project Name:											
		Name of Proponent Organization:											
		Brief description of Project											
						Project Start and End Dates:							
		Brief Description of Specific Results (e.g., Outputs) with corresponding indicators, baselines and targets. Repeat for each result											
List the activities necessary to produce the results Indicate who is responsible for each activity						Duration of Activity in Months (or Quarters)							
Activity	Responsible	1	2	3	4	5	6	7	8	9	10	11	12
1.1													
1.2													
1.3													
1.4													

## Monitoring and Evaluation Plan (max. 1 page)

This section should contain an explanation of the plan for monitoring and evaluating the activities, both during its implementation (formative) and at completion (summative). Key elements to be included are:

- How the performance of the activities will be tracked in terms of achievement of the steps and milestones set forth in the Implementation Plan
- How any mid-course correction and adjustment of the design and plans will be facilitated on the basis of feedback received
- How the participation of community members in the monitoring and evaluation processes will be achieved

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

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

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

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

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

- Include only costs which directly relate to efficiently carrying out the activities and producing the results which are set forth in the proposal. Other associated costs should be funded from other sources.
- The budget should be realistic. Find out what planned activities will actually cost, and do not assume that you will be able to make do for less.
- The budget should include all costs associated with managing and administering the activity. Particularly include the cost of monitoring and evaluation.
- Indirect costs, or administrative overhead costs, such as staff salaries and office rent are not funded. These therefore should not be part of the funding request.
- The budget line items are general categories intended to assist in thinking through where money will be spent. If a planned expenditure does not appear to fit in any of the standard line item categories, list the item under other costs, and state what the money is to be used for.
- The figures contained in the Budget Sheet should agree with those on the proposal header and text.

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

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<sup>1</sup> "Other costs" refers to any other costs that is not listed in the Results-Based Budget. Please specify in the footnote what they are: \_\_\_\_\_

**Call for proposal  
Women Entrepreneurship  
CFP No. 2018-02 GEF**

**Format of resume for proposed staff**

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

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

Years with organization: \_\_\_\_\_ Nationality: \_\_\_\_\_

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

**Employment Record/Experience**

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

**References**

Provide names and addresses for two (2) references.

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**Capacity Assessment Document Checklist  
For Potential Responsible Parties**

**Governance, Management and Technical**

<b>Document</b>	<b>Mandatory / Optional</b>	<b>Yes / No</b>
Legal registration	Mandatory	
Rules of Governance / Statutes of the organization	Mandatory	
Organigram of the organization	Mandatory	
List of Key management	Mandatory	
CVs of Key Staff proposed for the engagement with UN Women	Mandatory	
Anti-Fraud Policy Framework	Mandatory	

**Administration and Finance**

<b>Document</b>	<b>Mandatory / Optional</b>	<b>Yes / No</b>
Administrative and Financial Rules of the organization	Mandatory	
Internal Control Framework	Mandatory	
Audited Statements of last 3 years	Mandatory	
List of Banks		
Name of External Auditors		

**Procurement**

<b>Document</b>	<b>Mandatory / Optional</b>	<b>Yes / No</b>
Procurement Manual	Mandatory	
Procurement Code of Conduct		
List of main suppliers / vendors		

**Client Relationship**

<b>Document</b>	<b>Mandatory / Optional</b>	<b>Yes / No</b>
List of main clients / donors	Mandatory	
Two references	Mandatory	
Past reports to clients / donors for last 3 years		