

UNOPS 'CALL FOR PROPOSALS' ("CFP")

Project Title:

Strengthening national humanitarian mine action capacity in the central regions of Mali

and UNOPS Grant Reference Number:

MAL/UNMAS/22299/2020/002

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Useful Guidance

- A. [UNOPS Case Study Guidelines for Grantees](#)
- B. [Understanding the Results Chain and Developing Logical Frameworks](#)
- C. [The United Nations Mine Action Strategy 2019-2023](#)
- D. [United Nations Gender Guidelines for Mine Action Programmes.](#)

Section 1. General Instructions for Proposal Submission

The UNOPS Peace and Security Cluster invites interested and eligible applicants to apply for a Call for Proposals (“CFP”) for the grant project: Strengthening national humanitarian mine action capacity in the central regions of Mali. The Grantee shall have exclusive control over the administration and implementation of this project; however, both the quality of the Grantee’s work and the progress being made toward successfully achieving the activities and outputs of the project shall be subject to review by UNOPS

Details on the application process and the administration of the grant are set forth in this CFP document. Interested applicants are encouraged to read the CFP and its annexes in their entirety prior to applying. Completed returnable documents should be signed and submitted along with a comprehensive proposal.

The activities requested in this CFP are divided in two Sectors within the same geographic/administrative locations in Mali (hereinafter referred to as “central regions of Mali”):

- **Sector 1: Development of national capacities through the implementation of Explosive Ordnance Risk Education (EORE), Non-Technical Survey (NTS), Community Liaison (CL), Community Violence Reduction activities (CVR), Identification and Referral of Victims, and First Aid Training.**
- **Sector 2: Development of national capacities through the implementation of Explosive Ordnance Victim Assistance Activities (VA), Emergency Risk Education and First Aid Training**

Applicants may apply for one or two Sectors. **Applicants that wish to apply for both Sectors must complete and submit a separate proposal for each Sector** (which comprises a separate CFP Annex A: Grant Application Template, and CFP Annex B: Grant Budget Template). Each Sector will constitute the issuance of a separate Grant Support Agreement, unless one Applicant is awarded both Sectors, in which case an amalgamated GSA may suffice.

Implementation of the grant will be subject to funding outside the control of UNOPS, and as such, where sufficient funds are not made available to UNOPS by its funding sources, UNOPS reserves the right to either introduce progressive expenditure ceilings into the relevant Grant Support Agreement; or terminate the relevant Grant Support Agreement in accordance with Article 16.1 of the UNOPS General Conditions for Grant Support Agreements.

Interested applicant(s) must clearly state which Sector(s) they are applying for in the respective proposal, and each proposal should consist of a technical component and a financial component.

Applicants applying for both Sectors are encouraged, but not obligated to engage two separate national partners, (ie. at least one different NNGO for each Sector). NNGOs shall not partner with more than one Lead INGO between the two Sectors of this CFP; and NNGOs currently engaged with an INGO in an ongoing Mine Action Capacity Building project in Mali must partner with the same INGO when applying for this CFP.

Both Sectors may be awarded to the same Applicant, if the Applicant applied for both Sectors and scored the highest points for each Sector upon completion of an independent evaluation. Applicants must not consider

potential economies of scales or discounts based on the assumption that they will be awarded both Sectors as this will render the proposals incomplete. Potential economies of scales shall be considered at the negotiation stage (not during the evaluation stage). Any position being shared with another on-going project must be duly explained. Applicants must demonstrate that proposed sharing of personnel will not have any adverse impact on implementation.

How to submit?

Kindly review this CFP document in its entirety to ensure understanding of the request and requirements.

Interested organizations are requested to submit a proposal in English to the email address below, with the organization's logo in the header. The following documents are required to be submitted by the deadline:

- 1. CFP Annex A – Grant Application Template (including Appendix 1 as applicable)**
- 2. CFP Annex B – Grant Budget Template.**
 - a. Payments to the Grantee shall be made on a reimbursable basis pursuant to Article 4.1 of the General Conditions for Grant Support Agreements.**
 - b. Applicants must therefore complete Tabs 4 and 5 of CFP Annex B in order to respectively indicate their Grant Budget Forecast, and suggest a Proposed Payment Schedule based on how they expect to utilize funds throughout the course of the grant.**

Organisations are requested to follow the formatting guide within the Annexes attached, with appropriate adjustments to suit their specific project outlines.

Important Notice Regarding COVID-19 Pandemic

COVID-19: This CFP is being launched at a time of great uncertainty in Mali and around the world as governments and the United Nations are coming to grips with the global COVID-19 pandemic. Considering how rapidly COVID 19 is evolving and how much has changed globally and in Mali in a short timeframe, it must be considered that some of the requirements outlined in this CFP may change during the solicitation period; and should requirements change, relevant updates will be shared on UNGM. Likewise, should potential Applicants consider that any of the requirements outlined in this CFP be impossible to achieve due to the impact of COVID-19, they should make their concerns known to the UNOPS focal point stipulated below.

As UNOPS adheres to the 'Do No Harm' principle and supports safe implementation of all project activities, the Applicant(s) must explain how they plan to protect staff and beneficiaries from the risks of COVID-19 and budget for appropriate risk mitigation equipment and supplies, if not already purchased beforehand. The Applicant (s) must comply with the Government of Mali regulations, and should adhere to best practices in health and safety, including from guidance issued by the World Health Organization.

The Applicant(s) are required to consider the potential impact of COVID-19 in the methodology and include project activities that can be done in compliance with movement/public gathering restrictions that might be imposed by the Government of Mali before or during project implementation. The selected Grantee(s) will be expected to achieve Project Outputs with the alternative remote methodology in case of movement restrictions. The alternative methodology should be used only after UNMAS [insert programme country] approval. The alternative methodology should include detailed description of the activities, monitoring and evaluation approach, data collection methodologies, impact measurement tools and other relevant components that will be done remotely or/and in compliance with relevant government's limitations on public gathering and movements.

When to submit?

Deadline: **1 December 2020 at 12pm GMT**

Where to submit?

Email: unasmali_grants@unasmali.org and cc email: noraa@unops.org

Questions?

Please submit questions to unasmali_grants@unasmali.org and cc email: noraa@unops.org no later than **18 November 2020 at 12pm GMT. Answers will be posted on the United Nations Global Marketplace by 20 November 2020 at 5pm GMT.**

Pre-submission Meeting

Organizations interested in submitting a proposal in response to this CFP are strongly encouraged to attend a pre-submission meeting to be held on **9 November 2020 at 2pm GMT 12 November at 2pm GMT on Google Meet: <https://meet.google.com/dhk-fqjs-kgs>**

Section 2. Evaluation Methodology

Overview

In line with UNOPS evaluation principles of fairness, transparency and integrity, an independent Grant Evaluation Committee will be responsible for the review of proposals and the Grantee selection. The review is based on the criteria outlined in the 'Call for Proposals' (CFP) and includes a cumulative analysis of the grant proposal's formal, technical, and financial aspects. Any non-compliant proposal may automatically be eliminated from the evaluation process. The grant will be awarded to the applicant with the optimum combination of technical and financial proposals.

After completion of the evaluation, but prior to award, UNOPS reserves the right to conduct background checks on the applicant recommended for award to confirm that the applicant meets the eligibility, qualifications and technical requirements set forth in this CFP, and reject applicants deemed to have not met such requirements. Applicants shall permit UNOPS representatives to access their facilities with a reasonable amount of notice to inspect the applicant's premises.

UNOPS reserves the right not to award any grants for any reason.

Stage 1: Eligibility and Formal Requirements

Upon the opening of the proposals, UNOPS shall proceed to a Preliminary Examination of the proposals to confirm that all documents and technical information requested in this CFP have been provided, and UNOPS will assess the completeness of each document submitted. UNOPS may, without further consultation with the applicant(s), reject any proposal during the Preliminary Examination stage that does not comply with the formal eligibility requirements set out in Section 2 of this CFP.

Proposals that are incomplete or contain material deviations from, or reservations to, the terms of the Grant Support Agreement and its General Conditions (attached at CFP Annex C), may at the absolute discretion of UNOPS, be rejected or excluded from further consideration at any time during the evaluation, including after the Preliminary Examination.

Stage 2: Technical Evaluation

The applicant(s)' Technical Proposal should be submitted in line with CFP Annex A. It shall be evaluated and scored based on its compliance with the Technical Evaluation criteria specified in the table below. If a Technical Proposal does not achieve a **minimum threshold of 70% of the maximum obtainable points**, it will not be considered for further evaluation.

Stage 3: Financial Evaluation

The Financial Proposal will only be opened for grant applicants that achieve the minimum threshold score for the Technical Proposal. Technical Proposals that score above this threshold shall be checked for any arithmetic errors

in computation and summation. Competing Financial Proposals will be compared for lowest price as against the formula outlined in Section 5, Stage 3 of this CFP; and reasonability of cost will be assessed against the qualitative information submitted in Components 8 and 9 of the CFP Annex A.

Section 3. Scope of Work

Applicants should not duplicate the below information in their proposal and should instead summarize their own understanding of the identified needs, along with a proposed technical response to address these needs. If Applicants have submitted proposals to previous grants of a similar nature, they should avoid duplicating old proposals and respond specifically to this CFP.

Background and Rationale:

The ongoing conflict in Mali has increased and diversified the devastating impact that explosive devices as well as small arms and light weapons (SALW) have on the lives of civilians and the stability of the country at large. The national capacity to respond to the explosive threat is limited. In its Country Programme Strategy, UNMAS Mali has renewed its commitment to building sustainable national capacity, at the institutional level, through support to the establishment of a national mine action authority, as well as at the technical and operational levels, through support to NNGOs implementing humanitarian mine action activities.

With this call for proposals, UNMAS Mali is seeking partners who share its commitment for building a sustainable national capacity. Specifically, this CFP seeks to fund partnerships between highly experienced international and motivated national NGOs, who will work together with the shared aim of developing and deploying nationally owned and managed humanitarian mine action teams, to undertake risk education, non-technical surveys, victim¹ assistance and community violence reduction activities.

The proposed grants will be for a period of 24 months, with a 12-month allocation of funding initially, linked to a 'decision point' where progress will be assessed according to the logframe and implementation plan set out in the proposal, as well as available funds. The focus on capacity enhancement over and above a need to rapidly deploy teams, combined with a 24-month project lifecycle has been assessed to best facilitate the development of national capacity in a sustainable way.

The role of the INGO is recognized as critical to the success of these grants. INGOs acting as Applicants will already be experienced in the delivery of HMA but they must also be willing to demonstrate a long-term commitment to knowledge transfer to NNGO(s) that will ultimately be able to function independently. It is important to recognize that this does not mean that there is no further role for the INGO following the 2 year grant. The INGO may choose to withdraw after 2 years, content in the NNGO(s) it has developed, it may wish to remain in a 'partnering agreement', or perhaps 'start again' with another NNGO in a different area. Regardless of the state of the NNGO(s) at the 2-year point, the INGO can choose to continue to play a role in the organization they have fostered going forwards.

In order to respond to this CFP it is expected that interested INGOs will identify NNGOs with whom a partnership can be established. Implicit in this partnership is that the INGO and NNGO(s) feel comfortable that they share the same values, standards and principles. It is likely that this relationship will need to be formalised, and it should be noted that the 2-year project lifecycle allows time within it for these processes of nurture to take place. In short, the Applicant is not expected to demonstrate a full and completely established relationship prior to grant award, merely

¹ The term 'Victim' refers to persons either individually or collectively who have suffered physical, emotional and psychological injury, economic loss or substantial impairment of their fundamental rights through acts or omissions related to the use of EO. Victims include people injured and killed, their families, and communities affected by EO.

The term 'Direct Victim' refers to those people who suffered an accident with EO, also denoted as 'Casualties.'

The term 'Indirect Victim' refers to family members of people injured and killed, as well as people living in areas affected by EO.

The term 'Survivor' refers to a woman, girl, boy or man who has suffered injury as a result of an accident caused by EO and survived. [IMAS 13.10 - Victim Assistance]

a clear statement that one will follow. Equally, the Applicant does not need to partner with an NGO that already has accreditation for any activity, just have a commitment to achieve this along with a clear plan to do so. Finally, the NGO does not need to already possess related technical capacity or skill-sets: the proposal will outline the process through which it will acquire the skill sets through knowledge transfer across the project timeline. It is therefore on the INGO that the initial spotlight falls; to find an NGO partner, to agree a broad framework to work developmentally towards the accreditation and deployment of an independent mine action NGO(s).

The activities requested in this CFP are divided in two sectors for the same geographic/administrative locations in Mali (hereinafter referred to as “central regions of Mali”):

- **Sector 1:** Development of national capacities through the implementation of **Explosive Ordnance Risk Education (EORE), Non-Technical Survey (NTS), Community Liaison (CL), Identification and Referral of victims to adequate services, Community Violence Reduction activities (CVR) and First Aid Training.**
- **Sector 2:** Development of national capacities through the implementation of **Explosive Ordnance Victim Assistance Activities (VA), Emergency Risk Education and First Aid Training**

Each Sector represents a two-year project and INGOs should work developmentally with at least one and a maximum of two NGO(s) per sector to:

1. Establish a formal and long-term partnership committed to the transfer of the skills, knowledge and attributes required for the independent conduct of HMA activities by the NGO(s).
2. Develop NGOs to have the technical, organisational and project management capacity enabling them to manage and implement activities in their own right as HMA actors.
3. Create fully nationalized EORE/NTS/CVR (applicable only to Sector 1) **or** VA/EORE (applicable only to Sector 2) teams, able to operate safely and effectively in accordance with National and International Mine Action Standards, under the accreditation of that INGO(s).
4. Physically complete EORE, NTS, CVR (applicable only to Sector 1) activities **or** VA, emergency EORE (applicable only to Sector 2) activities.
5. Deliver first aid training to community members, civil society organizations and focal points.

Operations may be directly implemented by the INGO in some *cercles* of the intervention areas (in maximum 4 out of the 10 *cercles* of the central regions of Mali: Segou and Mopti). In their proposal, the applicant shall clearly indicate if it is their intention to implement the project activities directly in some *cercles*.

Results:

UNMAS in Mali is calling for proposals from international non-governmental organizations with a proven track record in developing the technical capacity and organizational strength of NGOs. In the proposal, the applicant will clearly explain what measures it will take to prepare and support a national partner through a supported development plan, which results in the successful development of NGOs into capable humanitarian mine action actors with the technical, organisational and project management capacity to operate and implement activities in their own right. In doing so, these projects will contribute to UNMAS Mali's strategic plan, as outlined below.

SECTOR 1: The desired 'end state' at the 2 year point for **Sector 1** is that the partnered NGO(s) can effectively and independently **conduct EORE, NTS, CVR and victims assistance identification and referral activities**, in a sustainable and inclusive manner.

SECTOR 2: The desired 'end state' at the 2 year point for **Sector 2** is that the partnered NGO(s) can effectively and independently conduct **Explosive Ordnance Victim Assistance Activities (VA), Emergency Risk Education**, in a sustainable and inclusive manner.

Capacity development is complex and challenging, which is why we want to partner with organizations that have a proven track record with similar projects in Mali or globally. Much like your organization, globally, UNMAS has used various capacity development methods and models with varying success. Some of our approaches have included:

1. Embedding a capacity development specialist(s) within the NNGO to work with that team developmentally on a full time basis.
2. Setting up a series of training (delivered nationally and internationally) that have been delivered to an NNGO, including training of trainers, targeting areas for development identified through a capacity assessment and benchmarked work plan.
3. Secondment of staff from an NNGO, to work in high capacity organizations, and provided continuous mentoring and support upon their return to the NNGO.
4. South-South exchanges where an NNGO or national authority visits a high capacity NNGO to begin a long-term developmental relationship.

Impact: The population in Mali is safer and more secure as a result of the reduced threat posed by explosive ordnance.

Outcome: National authorities have the capacity to lead and manage the mine action response, which is implemented through civil society.

Outcome Indicator: Increase the number of national NGOs with mine action capacity who are independently deployed.

Target Beneficiaries:

Applicable to Sector 1:

The primary beneficiaries of this project shall be NNGOs that will benefit from capacity reinforcement for the implementation of humanitarian mine action activities and their management capacities to operate as a humanitarian mine action actor in Mali. In turn, the Malian NNGO(s) will deliver benefits to the communities impacted by the threat of explosive ordnance, SALW and conflict-related risks, with **a focus on youth, Internally Displaced Persons (IDPs) and refugees, as well as community leaders and adults.**

Applicable to Sector 2:

The primary beneficiaries of this project shall be National Non-Governmental Organizations(s) (NNGOs) that will benefit from capacity reinforcement for the implementation of humanitarian mine action activities. In turn the Malian NNGO(s) will deliver benefits to the communities impacted by the threat of explosive ordnance, SALW and conflict-related risks, with **a focus on explosive ordnance and SALW victims in the respect of gender and diversity.**

We are looking for each of the projects (Sectors) to support **at least** one NNGO. As we are aware that your organization may wish to work with more, applications may be submitted for an INGO to work developmentally with **a maximum** of two NNGO partners for each sector.

Project Location(s):

The projects shall be implemented **in all the 'cercles' of Mopti and two 'cercles' of Segou (Niono and Macina)**. Therefore, areas of deployment in terms of **cercles**, communes and villages will be determined in agreement with UNMAS Mali, on a roving basis, prioritizing the most affected areas and considering security conditions.

Project Budget:

The maximum budget available for the two-year project in **Sector 1** is \$1,000,000.

The maximum budget available for the two-year project in **Sector 2** is also \$1,000,000.

INGOs may co-fund the project in kind or through the provision of additional funding. Any co-fund or in kind contribution should be clearly indicated in the proposal and budget and should be reported on accordingly.

Implementation of the grant is subject to funding outside the control of UNOPS, and as such, where sufficient funds are not made available to UNOPS by its funding sources, UNOPS reserves the right to either introduce expenditure ceilings; or terminate the relevant Grant Support Agreement in accordance with Article 16.1 of the UNOPS General Conditions for Grant Support Agreements.

Project Timelines: The proposed start date for the grants in both Sectors will be 15 January 2021 and must be concluded within 24 months i.e. by 14 January 2023. Applicants should note that these dates may be subject to change depending on factors that include, but are not limited to the number, quality, and value of the proposals received, which may affect the duration of the proposal evaluations and award stage.

Underpinning Principles

The following principles will underpin these projects:

1. **Partnership.** Supporting the development of NNGO(s) in Mali that can effectively and independently engage in mine action, can only be achieved through the effective partnership between the INGO, NNGO(s) and UNMAS. The projects must therefore be built on shared understanding, effective communication, transparency and trust affected via a committed partnership.
2. **Sustainability.** Through the lifecycle of these Grants, every attempt must be made by all partners to ensure that the capacities and capabilities of the NNGO(s) are developed to a point in time beyond which it can effectively deliver operational effect through the use of its own organic capacities and capabilities.
3. **National Focus.** Focus will be consistently placed on the development of NNGO(s) that are representative of the local community (and its diversity) within the areas it operates in, thus ensuring acceptance and value amongst local populations.
4. **Gender Mainstreaming.** Throughout the lifecycle of these grants and within the NNGO own systems and processes, promoting women's empowerment and ensuring that women and men's experiences, needs, voices and participation are integrated into planning and activities will be important to the projects' effectiveness and success.

Lessons Learned:

At times, it has been appropriate to use one or more methods. In successful initiatives we have seen that as the NNGO matures, the model of capacity development or tools used, also evolves. While we have not yet hit upon a

golden formula, we can share some lessons that we have learned along the way:

1. Capacity building is not something that an INGO or service provider does 'to' an NNGO, it is achieved through a partnership between organizations with compatible strengths and weaknesses, working together to reach a common goal. Establishing and maintaining an effective partnership relationship based on trust and respect is crucial to capacity development and this takes time. For this reason we have allocated a two year timeframe for these projects.
2. Technical capacity building must be combined with broader organizational strengthening. A sustainable NNGO can flourish only if there is solid governance, support systems, business development, monitoring and evaluation, and communications (to name just some of the important components).
3. An honest and upfront discussion about the difficult subjects which could impede the projects' success should be held during the initial projects design stage and regularly reviewed thereafter. An example of one such risk that we have seen manifest often is related to the retention of staff. It is disruptive to a project if one position is responsible for delivering the capacity development package and the person in that position changes frequently. It is also problematic if staff who have been trained and capacitated resign shortly after the end of the project period and there is no trained capacity sustainability. Be clear and open about the risks that are foreseen and make these explicit in the project risk log.
4. Mine action organizations do not always have the full array of skills in house to meet the bespoke needs of their partner(s). Sometimes the capacity development initiative requires input from other organisations or individuals. The project budget limit, of \$1,000,000 (**for each Sector**) for two years takes into account that the project may need to procure additional capacity services.
5. Experience has shown that projects that take into account the socio-cultural context of the area of operation have a higher chance of success.

We are really interested to hear more about what has worked for your organization or perhaps other organizations that you have observed and how that learning can be brought to support the development of national NGOs in Mali. We would like to read proposals that are honest about mistakes that have been made and the lessons they have generated. We would like to fund partnerships that put forward some innovative and also tried and tested methods. Applicants are expected to be well versed in the existing body of research related to capacity development and to demonstrate that their practical experience has theoretical grounding.

The Applicant shall outline in their proposal how the following expectations will be achieved. This table is not exhaustive and the Applicant should feel free to provide additional activities, as well as more detailed descriptions of their understanding of each expectation:

Expectations: Explains the minimum requirements that the project should deliver	Guidance: Contains the minimum information requirements that must be included in your proposal, including in the planning tools provided (logframe, implementation plan).	Comment
Capacity assessment and benchmarked work plan to be established and completed	<p>It is recognized that the detailed work plan cannot be developed until a capacity assessment has been completed. However, your proposal(s) can set out where you want to get to.</p> <ul style="list-style-type: none"> State the key capabilities to be established, developed and maintained, across governance, management, programme, support and operational pillars, in order for the NNGO(s) to be 	<i>Applicable to Sectors 1 & 2</i>

	<p>able to deliver the specified mine action operations within the project period and beyond;</p> <ul style="list-style-type: none"> • Tell us how current capacity will be assessed and specify the timeframe for the baseline assessment and production of the benchmarked work plan; • Describe what tools or approaches will be used to transfer knowledge and build capacity; • What monitoring system will be in place to determine if the transferred knowledge is being put into practice and used effectively, what standards or capability level are you aiming for and what will be the evidence of success? 	
At least one NGO teams will be trained, assessed and deployed to deliver EORE, to increase beneficiaries' knowledge about explosive ordnance and SALW risks and mitigation, to conduct NTS and to implement CVR activities	<p>We recognize that not all NGOs have the same baseline capacity and some may require more support than others to reach the required operational standards. For this reason, we have not prescribed the point at which the NGO teams should deploy but applicants are reminded that operational outputs for EORE and NTS, CVR, Victim identification and referral and first aid training are required in the project period. In your proposal be clear about:</p> <ul style="list-style-type: none"> • How many teams you expect to be accredited and deployed for all the project activities; • When you are aiming to have the team(s) deployed; • How many people will receive EORE (if part of your model is to embed the NGO staff within operational EORE teams in your own organization, you can include EORE beneficiaries from the joint operations in your target); • Who the EORE teams will target (including humanitarian aid workers in the central regions and Bamako, displaced people and other vulnerable groups); • The locations you anticipate the EORE teams will deploy to; • Any approaches, tools or techniques that will be used, such as community focal points or radio; • How many zones you anticipate being able to reach in order to assess the level of contamination by explosive hazards, collect information and mark suspected and/or confirmed hazardous areas according to Mali National Technical Standards and Guidelines (NTSG) and International Mine Action Standards (IMAS) (if part of your model is to embed the NGO staff within your organization's operational NTS teams you can include these outputs from the joint operations in your target). • What activities/initiatives you will develop to reduce community violence and foster social cohesion within communities. How you will implement your activities. (Conflict mitigation committees set up & trained to participate in the implementation of conflict mitigation activities? conflict mitigation community projects implemented? fora on social cohesion/community violence reduction organized?) 	Only Applicable to Sector 1
At least one NGO teams will be trained, assessed and deployed to deliver comprehensive	<p>We recognize that not all NGOs have the same baseline capacity and some may require more support than others to reach the required operational standards. For this reason, we have not prescribed the point at which the NGO teams should deploy but applicants are reminded that operational outputs for VA, emergency EORE and first aid training are required in the project period. In your proposal be clear about:</p>	Only Applicable to Sector 2

assistance to explosive ordnance victims, emergency EORE, to increase beneficiaries' knowledge about explosive ordnance and SALW risks and mitigation.	<ul style="list-style-type: none"> • How many VA teams you expect to be accredited for emergency EORE and deployed for all the project activities; • When and where you are aiming to have the team(s) deployed; • How many explosive ordnance victims will receive adequate assistance from the project or through referral to other services; • How many people will receive emergency EORE; • Who the VA teams will target for the EORE (people in the places where incidents will take place, displaced people, or other vulnerable groups); • Any approaches, tools or techniques that will be used, such as community focal points or radio broadcasting. 	
NNGO(s) collect(s) incident data and is/are able to make victim assistance referrals where possible.	The NNGO(s) will be required to collect incident and victim data and report to UNMAS using IMSMA data sheets or online forms. The NNGO(s) will also be required to refer identified victims/survivors to an adequate service provider to respond to their needs.	<i>Applicable to Sectors 1 & 2</i>
NNGO(s) has strong organisational governance, strategic leadership and project management capacity.	Describe what strategic and management capabilities will be developed through this project. How will the NNGO(s) be supported to develop a clear strategic vision, mission and plan. What method will be developed to document and describe management, support and operational systems and processes to ensure they are repeatable with clear and accountable roles and responsibilities? What measures will be taken to support the NNGO(s) mobilize resources and develop relations with donors? Describe essential programme and project management skills that will be developed by the NNGO(s) including, stakeholder management, risk management. It is required that the NNGO(s) should have clear policies on prevention and response to sexual exploitation and abuse, prevention of violence, sexual harassment, abuse of power and retaliation in the workplace. The project should ensure reporting mechanisms and policies that are well understood and in use by all staff.	<i>Applicable to Sectors 1 & 2</i>
NNGO(s) have established and effective monitoring and quality management capacity	Describe how the project will ensure that the NNGO(s) is capable of using a Quality Management System to ensure internal and external requirements are met and that continuous improvement takes place for both. The NNGO(s) should be able to plan, develop and implement monitoring procedures that collect and analyse information relating to their actual results against its planned results. Furthermore the NNGO(s) should be able to use tools to measure the effectiveness of its interventions including (not limited to) KAPB surveys.	<i>Applicable to Sectors 1 & 2</i>
The INGO is capable of providing those support functions required to enable and facilitate the effective running of the NNGO(s)	Describe the approach that will be taken to ensure the NNGO(s) is resourced with all necessary equipment to support the operations specified in this CFP and explain what physical security plans and policies will be established to protect equipment and premises. Explain how the project will establish an effective and accountable financial management system that includes effective use of budgets and financial planning.	<i>Applicable to Sectors 1 & 2</i>

	How will the project ensure the NGO(s) can carry out the effective administration of the organisation, including issues relating to HR and what strategies will be promoted to retain and develop staff.	
The NGO(s) mainstreams gender and diversity best practices through robust governance, HR and other policies, and in gender responsive operations	Describe approaches to be used to ensure the NGO(s)' operations are gender responsive and in line with the Gender in Mine Action Guidelines 2019 and any other relevant frameworks.	<i>Applicable to Sectors 1 & 2</i>
The INGO will provide first aid training to community members via specialized NGOs.	Describe approaches to deliver adapted and appropriate first aid training to target audiences.	<i>Applicable to Sectors 1 & 2</i>

We have mentioned a few areas for organizational and technical strengthening above, but this is not an exhaustive list, and we look forward to reading about any additional areas of focus that you propose. We will pay close attention to the outputs and targets in your logical framework and also to the schedule of activities in your implementation plan to understand the point at which you are aiming for the teams to deploy and be independently operational.

Equipment:

A list of equipment that UNOPS may be able to provide under RoU (for each of the two Sectors) is provided below, and interested applicants should consider these when preparing their application:

Sector 1		
Nr	Asset Description	Quantity
1	Laptop, HP, Notebook 250 G6	9
2	Laptop, HP, Core i3, 1000GB	3
3	Digital Camera, PENTAX, WG-GPS	1
4	Digital Camera, GoPro, HERO04	1
5	Digital Camera, SONY Cybershot, DSC-W800	4
6	Digital Camera, NIKON, Coolpix L31	3
7	Video Projector, Sony, VPL-DX221 3LCD	2
8	Printer, Canon, Multifunction I-Sensys MF231	3

9	External Hard Drive, Toshiba,500G	3
10	Mobile Phone,Samsung E 1207	11
11	Mobile phone Samsung Galaxi A2 Core	2
12	Mobile phone Samsung GT-E1207Y	1
13	GPS, GARMIN, 72 H	4
14	Compass, LENSATIC	4

Sector 2		
Nr	Asset Description	Quantity
1	Digital Camera, RICOH, WG-4GPS	2
2	Digital Camera, PENTAX, WG-3	2
3	Digital Camera, CANON, INC-PC 2333	6
4	Laptop, HP Celeron, 500 Go N3060, 4Go RAM	4
5	Laptop, HP, 3168NGW	4
6	Mobile Phone, SAMSUNG Galaxy A2 Core	2
7	Mobile Phone, SAMSUNG E1207	2
8	Mobile Phone, Samsung Galaxy J1	4
9	Printer, CANON, INC-FE4-1597	1
10	Compass, LENSATIC	4

If any additional equipment is needed, this can be included in the project budget.

Please refer to the Section 7: "Special Conditions" of the CFP Annex C for information regarding Asset categories and purchase; and the CFP Annex D: "Grantee Asset Log Template" for details regarding the Useful Life of Assets, and depreciation calculations.

Communication and Visibility: United Nations Mine Action Service (UNMAS) Mali is a programme implemented by UNOPS under the Financial Regulations and Rules of UNOPS, but under the overall oversight and strategic direction of the United Nations Mine Action Service, a section of the UN Secretariat's Department of Peace Operations ("DPO").

The Grantee will be expected to increase the visibility of the UNMAS during the implementation of the grant. The Grantee will develop and submit case studies and photographs that can be used by UNMAS in its communications, in line with its communication policy (see the UNOPS Case Study Guidelines for Grantees).

Grant Audit: Following completion of the grant, the selected Grantee will be subject to an audit to evaluate its performance in terms of its financial operations and reporting. **UNOPS will select and fund an appropriate independent auditor to carry out this process.**

As such, the Grantee's designated management is responsible for ensuring that proper accounting records are maintained for preparing the financial report(s), and for making available to the auditors, as and when required, all accounting records and other relevant records and information. The responsibility for safeguarding the assets of the Grant and for the prevention and detection of fraud, error and non-compliance with the Grant rests with the Grantee.

It is mandatory to agree to an audit of the grant as a condition for submitting an application in response to this CFP. For further details on the scope of the audit and the responsibilities of each party, please refer to the attached CFP Annex G: UNOPS Grant Audit Terms of Reference.

Preventing Sexual Exploitation and Abuse

The selected Grantee shall take all appropriate measures to prevent sexual exploitation or abuse of anyone by its Personnel or any other persons engaged and controlled by Grantee to perform any activities under the Agreement. For these purposes, sexual activity with any person less than eighteen years of age, regardless of any laws relating to consent, shall constitute the sexual exploitation and abuse of such person. In addition, Grantee shall refrain from, and shall take all reasonable and appropriate measures to prohibit its Personnel or other persons engaged and controlled by it from exchanging any money, goods, services, or other things of value, for sexual favors or activities, or from engaging any sexual activities that are exploitative or degrading to any person. The United Nations shall not apply the foregoing standard relating to age in any case in which Grantee's Personnel or any other person who may be engaged by Grantee to perform any activities under the Agreement is married to the person less than the age of eighteen years with whom sexual activity has occurred and in which such marriage is recognized as valid under the laws of the country of citizenship of such Grantee's Personnel or other such person who may be engaged by Grantee to perform any activities under the Agreement.

Section 4. Reporting Requirements

The selected Grantee will be required to submit, in English, the following report(s) as applicable at regular intervals as specified in the Grant Support Agreement:

1. Weekly (email) updates on the progress of activities
2. Monthly narrative and data updates on the progress of activities
3. IMSMA forms with incident and or victim data, as required
4. Progress (and Final Reports) comprising a narrative summary of the progress of implementation and any relevant updates to the grant; along with the following:
 - a. An update of progress against the Grantee's Logical Framework;
 - b. An update of progress against the Grantee's Implementation Plan;
 - c. Case Study Reports (as applicable);
 - d. Financial Reports (Interim and Certified Final);
 - e. Procurement Plan and Asset Log update;
 - f. Personnel/Recruitment update;
 - g. Risk Log update
5. Audit Report

The specific reporting templates and requirements will be shared with the selected Grantee as part of the finalization of the Grant Support Agreement.

Applicants and partners must supply additional operations information using other IMSMA forms and other formats as required by UNMAS Mali. Grantees will meet with UNMAS Mali on a monthly basis to discuss various aspects of project implementation. The specific reporting templates and requirements are annexed to this CFP directly, or annexed to the Grant Support Agreement template.

If, as a result of evidence observed during work towards milestones, it becomes apparent that the target date of subsequent milestones will need to be extended, the INGO should make UNOPS aware as soon as possible so that partnered negotiations can re-establish the timeline in line with predicted delays, whilst still maintaining confidence that the overall project outcome will be achieved.

Section 5. Evaluation Criteria

Please refer to CFP Annex A: Grant Application Template, which explains the expected content **to ensure you have provided all relevant information to demonstrate your responsiveness to the below-stated Evaluation Criteria.**

STAGE 1: ELIGIBILITY AND FORMAL REQUIREMENTS

Component 1: Organizational Background and Capacity to implement the grant activities

Minimum Requirements/Qualifications

This criteria is reviewed on a pass/fail basis. Any organisation that fails one or more of the eligibility criteria, or fails to submit any of the relevant documents requested in Section 1, is automatically disqualified from the application process:

No	Minimum Requirements/Qualifications Criteria	Pass/Fail	General remarks
1	Grant applications shall only be accepted from International not-for-profit Non-Governmental Organisations (INGOs) that are registered to operate in Mali . No governmental agencies, departments, or ministries are eligible.		Applicant(s) must provide proof of: <ol style="list-style-type: none"> 1. Status as a non-profit NGO; 2. Registration in Mali;

2	<p>Lead INGO: Must demonstrate 5 years of experience related to the capacity-building of national institutions, organisations or authorities involved directly in humanitarian mine action context, using an inclusive approach to capacity building. This experience can be drawn from global activities and does NOT have to be specific to Mali.</p> <p>Sub-grantee / NNGO: if the NNGO has any relevant experience in capacity-building relevant to the activities specified in this CFP, detail (along with time period) of activities should be presented.</p>		<p>Applicants must submit:</p> <ol style="list-style-type: none"> CFP Annex A, Appendix 7: "List of Past Experience"; and Final Report and/or Reference Letter from the most recent non-UNOPS Project. <p>In this list, applicant(s) must detail their experience in mine action projects in the respective programme country.</p>
3	<p>Applicable to Sector 1:</p> <p>Applicant organizations must demonstrate their previous mine action experience for conducting Risk Education and Non-Technical Survey activities and experience in implementing community violence reduction activities in Mali and similar contexts worldwide.</p>		<p>Applicant(s) must provide proof of previous mine action experience to conduct the relevant project activities using CFP Annex A, Appendix 7: "List of Past Experience"; and must provide a detailed narrative of this experience under Component 2: Project Rationale of the CFP Annex A.</p>
4	<p>Applicable to Sector 2:</p> <p>Applicant organizations must possess experience in implementing successful victim assistance related activities and community outreach/sensitization campaigns in Mali and/or worldwide.</p>		<p>Applicant(s) must provide proof of previous mine action experience to conduct the relevant project activities using CFP Annex A, Appendix 7: "List of Past Experience"; and must provide a detailed narrative of their experience in victim assistance community outreach/sensitization campaigns in Mali and/or worldwide under Component 2: Project Rationale of the CFP Annex A.</p>

STAGE 2: TECHNICAL EVALUATION

The Applicants' proposals must adhere to the criteria below:

No.	Technical Evaluation Criteria	Points Obtainable	How Applicants should Demonstrate Meeting Criteria
Component 2: Project Rationale			
1	Understanding the problem	5	<ol style="list-style-type: none"> 1. Applicants present a clear summary of the problem and sound analysis of its causes. 2. Applicants have insights to macro issues and the local context and understand how the problem is experienced by people, including the differential impact on vulnerable and marginalized groups such as women and children. 3. Projects with a compelling evidence base should be scored higher.
2	Organizational capacity, relevant experience and lessons learned.	5	<ol style="list-style-type: none"> 1. Applicants describe their comparative advantage, how and why their organization is best placed to deliver this project, from both a technical and administrative perspective. 2. Applicants must demonstrate recent, relevant experience and are encouraged to capture their efforts in addressing challenges, including those related to operational delivery and gender mainstreaming. 3. Applicants should explain how lessons learned will factor in the implementation of this grant. 4. Applicants are encouraged to describe how any other projects they are implementing will complement this one. 5. For Applicants with ongoing or completed engagements with UNOPS/ UNMAS, reference letters are not required to be submitted as the Evaluation Committee will consider the Applicant's overall performance in ongoing and/or completed UNOPS/UNMAS engagements in awarding points under this criterion.
	Total max points	10	

Component 3: Methodology, Technical Approach, and Results			
3	Project Design	5	<p>Does the project provide a clear and logical response to the problem and needs identified?</p> <p>Does the project design incorporate the specific requirements of the CFP as stated in the background and rationale section?</p>
4	Stakeholders	5	<ol style="list-style-type: none"> 1. Are direct and indirect beneficiaries clearly identified - does the proposal clearly explain which beneficiaries will be targeted and where? Projects with a clear and compelling target group should be scored higher. Consider social groups (IDPs, Host communities, flood affected people, refugees) and geographic distribution of the beneficiaries. 2. Does the proposal have clear beneficiary accountability mechanisms which will include vulnerable or minority groups such as women and children? 3. Are stakeholders, critical to the success of the project identified, with a clear understanding of how their contribution to the project will be realised?
5	Technical approach	13	<ol style="list-style-type: none"> 1. Is the proposed approach technically sound? 2. Is this approach considered to be an efficient way to deliver the activities and achieve the proposed outputs? 3. Does the proposal demonstrate a sound and realistic approach to build the capacity of local implementing partners; and monitor their progress? 4. Is the technical approach feasible given the operating environment (e.g. access/security/climatic conditions)? 5. Does the proposal have a sound and reasonable methodology for the remote activities to reach the intended outputs in the event that operations are hindered/halted due to COVID-19?

6	Team Structure	9	<p>Is the team structure and location suitable for the delivery of the technical response and broader project activities?</p> <ol style="list-style-type: none"> Does the applicant describe and justify its plan for team composition and size? An organigram shall be submitted. Is the level of effort for positions clear (i.e. which positions will be dedicated 100% to the project verses shared positions? Is the level of recruitment required to mobilize this project acceptable?
7	Qualifications of Key Personnel and/or Senior Management Team proposed	5	<p>As a minimum, the Curriculum Vitae (CV) of the Project Manager and Technical Lead proposed for this project shall be submitted. The CVs should clearly show:</p> <ul style="list-style-type: none"> The position the person will be carrying out. Technical qualifications and experience List of applicable certifications/ courses Language skills
8	Personnel Recruitment and Contingency Plan	3	<p>Applicants have submitted a comprehensive plan on how to recruit and retain qualified personnel to support the implementation of the grant with a strategy on managing staff turnover to ensure minimum disruption to the implementation</p> <p>Submission of qualified alternate candidates shall be scored favorably.</p>
9	Results (including the Logical Framework)	9	<ol style="list-style-type: none"> Has the applicant identified tangible Outputs that clearly support the achievement of the Project Outcome(s)? Does each Output have a clear, sufficiently detailed set of activities that will lead to its delivery? Do the Outputs and Activities show a logical connection to the Project Outcomes defined in the CFP? Are all the key Activities described in the project design and technical approach captured in the logical framework?

			<ol style="list-style-type: none"> Do the Outputs and Activities have clearly defined, realistically ambitious targets? Do the indicators provide a true measure of the result and is the means of verification a realistic way to capture the information required? Will data be appropriately disaggregated, including by age and gender?
10	COVID-19 Response	3	<ol style="list-style-type: none"> Applicant(s) clearly explain how they plan to comply with Government regulations; adhere to best practices in health and safety; and protect staff and beneficiaries from the risks of COVID-19. Does the proposal have a sound and reasonable alternate methodology for achieving the intended outputs in the event that operations are hindered/halted due to COVID-19? Does the Applicant clearly explain how it will handle rotations for international personnel if there is a quarantine requirement and/or visa restrictions for entering the programme country?
	Total max points	52	
Component 4: Cross Cutting Issues			
11	Gender	7	<ol style="list-style-type: none"> Does the proposal demonstrate an understanding of the different needs and requirements of women, men, girls and boys both in terms of internal processes and project delivery? Is there a clear plan for data to be appropriately disaggregated by age and gender? Is it evident that Gender Mainstreaming has been considered in the development of the team structure(s)? Are the activities and outputs gender responsive? Are the indicators and targets gender disaggregated where relevant?

12	Environmental Protection	3	Does the proposal outline what environmental protection guidelines and principles the organization follows and demonstrate how these principles will be mainstreamed throughout the project cycle.
13	Health and Safety	3	Are health and safety considerations clearly described with a sound risk mitigation plan (in terms of planned assessments, provision of training and equipment)?
14	Other cross cutting issues	3	Does the applicant present other relevant issues, clearly describing how the project will address or contribute to them?
	Total max points	16	
Component 5: Implementation Plan			
15	Implementation Plan	5	<ol style="list-style-type: none"> 1. Are all the activities from the Logical Framework reflected in the Implementation Plan? 2. Is the Implementation Plan feasible and sufficiently detailed? 3. Does the proposed activity period and schedule of implementation represent most efficient use of the resources? Look for: <ol style="list-style-type: none"> i. Unnecessarily long project implementation periods, resulting in undue expenditure in recurrent costs ii. Unrealistically short project implementation periods, with high potential for project revisions and extensions

	Total max points	5	
Component 6: Monitoring, Quality and Project Management Systems			
16	Monitoring	6	<ol style="list-style-type: none"> 1. Applicants should complete the given "Indicator Monitoring Plan" template in CFP Annex A, Appendix 5, and identify how they will carry out the monitoring of project activities. 2. Are the tools proposed to measure the indicators appropriate? 3. Is the frequency of data collection sufficient to meet UNOPS PSC reporting requirements? 4. Will data be adequately and appropriately disaggregated?
17	Quality and Project Management	5	<p>The proposal demonstrates a sound approach to quality management, including evidence of a working internal quality management system with SOPs that benchmark quality standards</p> <p>The proposal explains how the project's progress towards agreed targets will be continually reviewed, how underperformance will be assessed, and course correction pursued.</p>
	Total max points	11	
Component 7: Risks to Successful Implementation			
18	Risk identification and mitigation	6	Does the proposal identify risks, across key categories (including finance, stakeholders, operations, people)? Does the proposal provide appropriate risk rating and adequate responses to mitigate the risk likelihood and/or impact?
	Total max points	6	

	OVERALL TECHNICAL TOTAL (max)	100	
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STAGE 3: FINANCIAL EVALUATION

Component 8: Grant Budget Breakdown, Justifications, and Assumptions

The Financial Proposal will be subsequently evaluated using the following formula to calculate scoring based on the total cost of each Financial Proposal; and will be assessed against the qualitative information submitted in response to Component 8 of the CFP Annex A:

- 1. Total Cost (20 points):** A maximum of 20 points will be allocated to the Financial Proposal with the lowest price. Financial Proposals from other substantially compliant grant applicants will be scored according to the following formula:

Points for the Financial Proposal being evaluated =

$$\frac{20 \times [\text{Lowest price}]}{[\text{Price of proposal being evaluated}]}$$

Example: The maximum number of points for the Total Cost is 20. Applicant A's price is the lowest at \$10.00. Applicant A receives 20 points.

Applicant B's price is \$20.00. Applicant B receives $(20 \times \$10.00) / \$20.00 = 10$ points

- 2. Budget Justification (10 points):**
 - 2.1.** Sufficient narrative in comments/justification column of the Grant Budget Template explaining budget lines and lump sums and realistic unit costs
 - 2.2.** Sufficient narrative explaining appropriate allocation of funds between budget categories; and the budget assumptions made.

Section 6. UNOPS Grant Support Agreement and General Conditions

The UNOPS Standard Grant Support Agreement (GSA) containing UNOPS General Conditions for Grant Support Agreements (Annex D of the **UNOPS Grant Support Agreement template**) is herewith attached as CFP Annex C. The GSA constitutes an integral part of this CFP as it is mandatory to accept this agreement with its General Conditions before submitting a proposal.