

Tender N° RFP/SSD30/2021/02921

Joint Gender Security Needs Assessment and Gender Analysis of the Security Sector in the Ten States of South Sudan and the Administrative areas

TERMS OF REFERENCE (TOR)

BACKGROUND

Security Sector Reform (SSR) is increasingly prioritized by governments including the Government of the Republic of South Sudan, it is also in the agenda of international development, peace and security communities. SSR is essential to South Sudan' post-conflict recovery and peacebuilding in order to prevent the reoccurrence of conflict, to enhance public security, and to create the conditions for reconstruction and development. It opens also a critical window of possibility to transform security policies, institutions and programmes, and create opportunities to integrate gender issues.

The gender mainstreaming in SSR project seeks to contribute to the envisaged SSR under the Revitalized Agreement on the Resolution on Conflict in South Sudan (RARCSS). The formation of the Revitalized Transitional Government of National Unity (RTGoNU) in February 2020 offers an opportunity for South Sudan to transform its security sector into a gender-responsive one that protects and promotes the rights of women and girls and minorities cross the country. This conflict has unequivocally impacted women and girls, leaving them vulnerable to all forms of attack.

Gender inequality and discrimination committed by security forces affects the meaningful participation and inclusion of women and girls in peace processes across communities, ethnic groups and generations. Male-controlled views and the male-dominated nature of the security sector and community crime prevention have left female and minorities' needs, concerns and priorities mostly absent from the security sector and community security. Moreover, the security sector, as well as crime prevention methods, are not gender inclusive. This exclusion has resulted in contributed to insecurity and led to violent conflict in some areas.

Government and local authorities' capacity to sustain the positive momentum is limited because of the cumulative impact of years of conflict. Government's fiscal space has been reduced, people's livelihoods and coping capacity has been destroyed. Economic opportunities, security and social cohesion which should provide returnees a friendly environment has been eroded. The COVID-19 pandemic has slowed the implementation of the transitional security arrangements like SSR, thus has not reduced the trust deficit and has not provided guarantee a spontaneous safe return. As the pandemic restrictions are lessened, the return, reintegration and influx of Internally Displaced People (IDPs) and refugees will likely trigger increased pressure on the government's and communities' resources and ability to sustain peace and security.

Apolitical, effective and representative national security forces must be organized to provide security to citizens as there has been a stable grip of the ceasefire and relative peace in South Sudan. Basic peace and stability smooth the way for a host of peacebuilding activities, including reopening schools and businesses in an affected community, rebuilding infrastructure, and restarting the economy in a full scale.

The Peacebuilding Fund Gender mainstreaming in SSR project is timely as it seeks to contribute to the on-going SSR under the Revitalized Agreement on the Resolution of Conflict in South Sudan (RARCSS). Article 2.2 and 2.3 of the Agreement stipulate activities to be undertaken during the pre- transitional and transition period in relation to SSR. Further article 1.4.4 and 1.4.6 provides for gender and diversity at all levels of executive, including the security sector.

Currently, there is no comprehensive data to understand the extent of the capacity gaps to allow the security forces to be able to respond to all matters of internal security. Nor a systematic analysis of access to security in South Sudan. Data collection and analysis within the security sector is the foundation of an evidence-based approach to any security sector reform and contributes to overall good governance in several ways. Through encouraging a philosophy of accountability and transparency using a systems wide approach, a joint security needs assessment and gender analysis can provide a strong evidence base to identify security threats and issues facing individuals in communities, especially women, girls and other marginalised groups.

Additionally, the assessment can provide a clear understanding of a range of issues, including an understanding of peoples security needs; establishing how men and women, boys and girls, and minorities experience the security sector; a view of gender-specific perceptions of security and fulfilment of their security needs or lack thereof; identify existing mechanisms available to meet people's security needs (formal and informal); gaps in the availability of such mechanisms; gaps in existing mechanisms that are utilized; barriers faced by women, and men, boys and girls in accessing security and meeting their security needs; and specific obstacles and barriers faced by particular groups of people like women at the training centres, female ex-combatants as well as women associated with armed groups, noting the assessment will also include a participatory and integrated analysis.

The Joint Gender Security Needs Assessment and Gender Analysis will set out a clear journey for the Security Services and Institutions that will determine its worth as the constitutionally mandated institutions to manage public behaviour in South Sudan. They will need to enter this sphere with specific dictates that will define and distinguish them as gender-responsive Security Services, yet not delineating them from common practice across the nations of the World, to include the full respect of human rights. They will need to show that although they are the youngest security organizations on the globe, they can shape public conduct to match accepted standards at home and across nations.

The Joint Gender Security Needs Assessment and Gender Analysis of the Security Sector should be conducted using a combination of tools such as broad-based public surveys, expert surveys, focus groups discussions, expert group discussions and document reviews to ascertain quantitative and qualitative data. Public surveys and focus groups are particularly effective methods of collecting data to explain the needs and opinions of diverse and under-served groups, which includes the poor and most vulnerable especially women. A participatory rights-based, gender responsive, disability inclusive, child and conflict sensitive analysis will also be incorporated into this process.

The Joint Assessment will also set a very strong security institutional foundation that must forever support the organisation regardless of who is the command at the top of its leadership, or what the political circumstances are. No doubt, this foundation must be used by the security services to support and portray the people of South Sudan as a people that can identify with and work for the common good, using their own institutions. The assessment should also be used to establish baselines and importantly inform the detail of future protection mechanisms to be put in place.

Against this background, the Peace Building Fund – Security Sector Reform (PBF-SSR) Technical Working Group (TWG), through a procurement process, will engage a research firm to design and implement the joint assessment commencing in 2021

Objectives of the assignment

1. To understand security needs, concerns and priorities for women, and men boys and girls across the ten states of South Sudan and the Administrative Areas to inform interventions.
2. To conduct a gender analysis of the current security sector laws, policies and processes to understand how responsive they are in meeting the differential needs of women, men, boys and girls and minorities in South Sudan.
3. To identify the needs, concerns and priorities of female security sector personnel to inform interventions.
4. To create a series of knowledge products that will be critical in supporting the creation of a National Action Plan on Gender and Security Sector Reform.

Scope of work, consistent with the budget

The successful research firm will:

- Develop the overall strategy, final methodology and key tools for the Assessment, in close consultation and collaboration with key stakeholders.
 - Carry out research, data and information collection using agreed methodology and tools.
 - Provide monthly ongoing progress reports and
 - Draft and submit a final analytical report identifying and analysing key community-based security needs, gaps, and gender analysis, and targeted policy and practice recommendations for key stakeholders.
- (i) **Develop the overall strategy, final methodology and key tools for the Assessment, in close consultation and collaboration with key stakeholders**
- With key project stakeholders, develop the overall strategy for the Assessment, including identifying substantive issues.
 - Provide an inception report detailing the proposed methodology – including, *inter alia*, proposed work plan, research targets, locations, and any specific concerns, barriers, or successes.
 - Develop and finalize the overall methodology for the Assessment in close collaboration with key stakeholders.
 - Develop specific research tools to generate qualitative and quantitative disaggregated data to identify security needs of the community, response needs of the security services, and people's perceptions of the security services as well as the gender-equality gaps, gender needs, concerns and gender perceptions.
- (ii) **Carry out research, data and information collection using agreed methodology and tools**
- In line with the agreed methodology, lead desk and field research and information gathering using research tools.
 - Compile and analyse all data collected, including analysis of qualitative and quantitative data - results of opinion polls gathered in the survey will be used and reference to similar surveys undertaken in the past should be made where applicable.
 - Ensure disaggregation of data and related analysis according to agreed categories;
 - Undertake a participatory analysis that is rights-based, gender responsive, disability inclusive, child and conflict sensitive.

(iii) Provide ongoing and final progress reports and

- The successful bidder will provide monthly progress reports on implemented activities/deliverables using a format and including information to be agreed subsequently.
- An accompanying final project report will also be provided (separate from the analytical report).

(iv) Draft and submit final analytical report identifying and analyzing key access to security and gender in security needs, gaps, and targeted recommendations for key stakeholders.

- Produce an initial working draft of the report synthesizing all data gathered.
- PBF Technical Working Group will prepare a limited release and validation session – in the session, the successful bidder will present preliminary results to key stakeholders (a closed workshop with PowerPoint presentation with question and answer session) to solicit inputs prior to finalizing the report.
- Draft final report. The contractor will produce a data source and final report of the highest international methodological standards that will provide a basis for rigorous academic, social and legal research and that can be used in planning for SSR in line with human rights standards and interventions for multiple stakeholders in South Sudan.

METHODOLOGY AND APPROACH OF SERVICE

The methodology, while subject to consultation with stakeholders, should include:

- A desk review of the applicable/relevant legal framework and existing literature/tools/surveys/etc. related to Security Sector in South Sudan.
- Interviews and consultations with key security institutions, experts and expert focus groups (government, civil society, academic experts, international organizations, bilateral partners, women organizations, female security sector personnel etc.) in South Sudan to validate and inform desk review results.
- Collect and review existing case data in the security system to generate quantitative data on types, location, gender, trajectory, and timing – to the extent possible.
- Identify and review capacity relevant structural factors, institutional and public sector wide factors to produce information about the core security institutions on their availability by location, accessibility, gender-parity policies, staffing, decentralization, governance and accountability mechanisms.
- Develop, validate and test data gathering tools to be utilized during the Assessment, including, but not limited to, surveys, questionnaires, semi-structured interview scripts, and gender analysis tools.
- Conduct information gathering based on developed tools:
 - Survey & Questionnaires: to ensure a representative sample, work will be organized across all ten States and administrative areas of South Sudan, collecting data from a representative sample of the population of South Sudan. Respondents will be older than 15 years and will be placed in the following categories: urban/rural population; level of education; employment status; gender; status (government officials/CSOs/Business sector); vulnerable groups; age etc.
 - Focus Group Discussions: conduct information gathering based on focus groups discussions. The contractor will organize consultations with the following sample focus groups: inter alia, youth, women, victims, vulnerable population

etc. Each focus group should include approximately 15 participants and include locations in across South Sudan.

- Other tools proposed by the bidder.
- Conduct full analysis of both quantitative and qualitative data gathered – with particular regard to disaggregating to the full extent possible.
- Development of overall recommendations based on findings, and specific and targeted recommendations for key project stakeholders, drawing on inputs gathered in the validation workshop.
- Deliverables that shall be submitted for approval.

The successful bidder will submit the following key deliverables:

- (i) An inception report including the methodology and a detailed work plan of the assignment.
 - (ii) Approved Research Tools.
 - (iii) Field Data Collected in Target Locations.
 - (iv) Draft Report Completed and Submitted for Validation.
 - (v) Final Report Completed providing analysis of collected data and tabular review.
- Period of performance and the review/approval time required - 120 working days.

I. COMPETENCIES AND QUALIFICATIONS OF THE SUCCESSFUL CONTRACTOR INCLUDING KEY PERSONNEL

Research Firm

- i. A valid registration Certificate of Operation attached to the application.
- ii. Extensive experience in research and analytical drafting (supported by three references).
- iii. Minimum of at least 5 years demonstrated experience in conducting gender and security related research, capacity assessments, perception surveys and producing analytical reports that involve and consult with (including questionnaire preparation) stakeholders that work in areas linked to Gender Equality and Security Sector Reform in sub-Saharan Africa and/or post-conflict country is required.
- iv. Previous working experience in Gender Mainstreaming and Security Sector Reform in sub-Saharan Africa and/or a post-conflict country, track record of strong partnership with local communities, community-based organizations and government agencies in previous assignments is preferred.
- v. Sound financial management and internal financial control system. Please attach certified audit reports for the most recent 2-3 previous fiscal years.
- vi. Confirmed capacity to complete the assessment in 120 working days after signing the contract.

Team and Academic Qualifications

- (i) A team of minimum of three personnel is preferred. The team leader should have demonstrated good leadership skills with a proven role on similar assignment undertaken. (Provide details on key personnel to be involved on the project).
- (ii) All team members should have a degree from a recognized University, preferably in statistics, gender, sociology, psychology, criminology and/or law (other relevant degree areas will also be considered as required).
- (iii) All team members should have research related experience preferably a minimum of 3 years.

Language

- (iv) Fluency in English is required for all team members. Knowledge of Arabic is an added advantage (Kindly address how translation will be managed in the proposal).
- Provisions for monitoring and evaluation of performance.
 - The Service provider will be supervised by the Peacebuilding Fund-Security Sector Reform Technical Working Group led by UNWOMEN, to whom the Service provider will be directly responsible to, report to, and seek approval from, and obtain certification of acceptance of each output.
 - The service provider will work in close cooperation with key selected security institutions through an advisory mechanism that will be developed.
 - The service provider will provide brief research updates and reports on implemented activities/deliverables on a monthly basis to the PBF-SSR TWG with meetings as required.
 - The service provider will be required to incorporate feedback received from all the stakeholders.
 - Data collection and field travel: Service provider will handle all aspects of the data collection process including travel arrangements (with support from UN Women/UNDP where necessary), venue arrangements, purchase of equipment and other purchases, and any other required process, upon approval of proposed logistics arrangements for each session by the service provider.
 - The service provider may not (sub) contract (partial or total) production of (some or all) deliverables under this contract without express agreement of the PBF-SSR TWG;
 - When sub-contracts are entered into within the scope of this contract, with the express agreement of, the service provider will be solely responsible for the implementation of such subcontracts and the impact of any failures of sub-contractors to implement these.
 - The successful bidder will provide monthly progress report on implemented activities/deliverables using a format and including information to be agreed to subsequently.

A. DELIVERABLE SCHEDULE

Deliverable	Payment Amount	Timeframe
Deliverable 1: Preparation of Inception Report/Finalized Methodology	20%	20 June – 10 July 2021
Deliverable 2: Field Data Collected and Submission of draft report for validation.	40%	11 July - 11 September 2021
Deliverable 3: Final Report Completed and Dissemination	40%	12 September - 30 September 2021

Evaluation Criteria

Preliminary Examination Criteria

All criteria will be evaluated on a Pass/Fail basis and checked during Preliminary Examination.

Criteria	Documents to establish compliance
Completeness of the Proposal	All documents and technical documentation requested in Instructions to Vendor have been provided and are complete
Vendor accepts UN Women General Conditions of Contract	Proposal Submission Form (Online Form)
Proposal Validity	Proposal Submission Form (Online Form)
Proposal Security with compliant validity period	If applicable. <u>Proposal Security format</u> .

Minimum Eligibility and Qualification Criteria²

Minimum eligibility and qualification criteria will be evaluated on a Pass/Fail basis.

If the Proposal is submitted as a Joint Venture, Consortium or Association, each member should meet the minimum criteria, unless otherwise specified.

Eligibility Criteria	Documents to establish compliance
Vendor is a legally registered entity	Proposer Information Form (Online Form)
Vendor is not suspended, nor otherwise identified as ineligible by any UN Organization, the World Bank Group or any other International Organisation in accordance with Instructions to Vendors.	Proposal Submission Form (Online Form)
No conflicts of interest in accordance with Instructions to Vendors.	Proposal Submission Form (Online Form)
The Vendor has not declared bankruptcy, is not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against the vendor that could impair its operations in the foreseeable future	Proposal Submission Form (Online Form)

Qualification Criteria	Documents to establish compliance
History of non-performing contracts: Non-performance of a contract did not occur as a result of contractor default within the last 3 years.	Eligibility and Qualification Form (Online Form)
Litigation History: No consistent history of court/arbitral award decisions against the vendor for the last 3 years.	Eligibility and Qualification Form (Online Form)
Previous Experience:	
Minimum 5 years of relevant experience.	Eligibility and Qualification Form (Online Form) / Technical Proposal
Minimum 3 contracts of similar value, nature and complexity implemented over the last 3 years. (For JV/Consortium/Association, all Parties cumulatively should meet requirement).	Eligibility and Qualification Form (Online Form)
Financial Standing:	
Liquidity: the ratio Average current assets / Current liabilities over the last 3 years must be equal or greater than 1. Vendor must include in their Proposal audited balance sheets cover the last two years	Copy of audited financial statements for the last three years. / Eligibility and Qualification Form (Online Form)
Turnover: Vendors should have annual sales turnover of minimum USD 50,000.00 for the last three years. (For JV/Consortium/Association, all Parties cumulatively should meet requirement).	Copy of audited financial statements for the last three years. Eligibility and Qualification Form (Online Form)

Technical Evaluation Criteria

Section 1. Vendor's qualification, capacity and experience		Points
1.1	<p><u>Reputation of organization and staff credibility / reliability / industry standing</u></p> <p>Offeror shall provide a brief description of the organization, including the year and country of incorporation, and types of activities undertaken</p>	30
1.2	<p><u>General Organizational Capability</u></p> <p>Offeror shall:</p> <ul style="list-style-type: none"> a) Outline General Organizational Capability which is likely to affect implementation (i.e. management structure, financial stability and project financing capacity, size of the organization, strength of project management support e.g. project management controls, global networking, financial stability). b) Include a description of past and present experience and relationships that have a direct relationship to the performance of the TOR. Include relevant collaborative efforts the organization may have participated in. c) Explain any partnerships with local or other organizations relevant to the performance of the TOR. Special attention should be given to providing a clear picture of roles, responsibilities, reporting lines and accountability. Letters of commitment from partners and an indication of whether some or all have worked together previously. d) Explain whether any work would be subcontracted, to whom, how much percentage of the work, the rationale for such, and the roles of the proposed sub-contractors. Special attention should be given to providing a clear picture of the role of roles, responsibilities, reporting lines and accountability. 	100
1.3	<p><u>Relevance of specialized knowledge and experience on similar engagements done in the region / country</u></p> <p>Offeror shall:</p> <ul style="list-style-type: none"> a) Provide information confirming relevance of: <ul style="list-style-type: none"> - Specialized Knowledge - Experience on Similar Programme / Projects - Experience on Projects in the Region i. A valid registration Certificate of Operation attached to the application ii. Extensive experience in research and analytical drafting; (supported by three references) iii. Minimum of at least 5 years demonstrated experience in conducting gender and security related research, capacity assessments, perception surveys and producing analytical reports that involve and consult with (including questionnaire preparation) stakeholders that work in areas linked to Gender Equality and Security Sector Reform in sub-Saharan Africa and/or post-conflict country is required. iv. Previous working experience in Gender Mainstreaming and Security Sector Reform in sub-Saharan Africa and/or a post-conflict country, track record of strong partnership with local communities, community-based organizations and government agencies in previous assignments is preferred. v. Sound financial management and internal financial control system. Please attach certified audit reports for the most recent 2-3 previous fiscal years. vi. Confirmed capacity to complete the assessment in 120 working days after signing the contract. 	100

	<p>b) Describe the experience of the organization performing similar goods, services or works. Experience with another UN organizations/ major multilateral / or bilateral programmes is highly desirable.</p> <p>c) Provide at least 3 references with the following information:</p> <ul style="list-style-type: none"> - Client - Contract value - Period of performance (from/to) - Role in relation to undertaking the goods/services/works - Reference Contact Details (Name, Phone, Email) 	
1.4	<p><u>Quality assurance procedures, risk and mitigation measures</u></p> <p>Offeror shall describe the potential risks for the performance of the TOR that may impact achievement and timely completion of expected results as well as their quality. Describe measures that will be put in place to mitigate these risks. Provide certificate (s) for accreditation of processes, policy e.g. ISO etc.</p>	50
1.5	<p><u>Organization Commitment to Sustainability</u></p> <p>Offeror shall inform whether:</p> <ul style="list-style-type: none"> • Organization is compliant with ISO 14001 or ISO 14064 or equivalent • Organization is a member of the UN Global Compact • Organization demonstrates significant commitment to sustainability through some other means (for example internal company policy documents on women empowerment, renewable energies or membership of trade institutions promoting such issues) 	20
Total Points for Section 1		300
Section 2. Proposed methodology approach and implementation plan		Points
2.1	<p><u>Analysis Approach, Methodology</u></p> <p>Offeror shall:</p> <ul style="list-style-type: none"> a) Provide in sufficient detail a description of the organization's approach and methodology for meeting or exceeding the requirements of the Terms of Reference; b) Explain the organization's understanding of UN Women's needs for the goods/services/works and how the different service elements shall be organized, controlled and delivered; c) Describe the available performance monitoring and evaluation mechanisms and tools and how they shall be adopted and used for a specific requirement; d) Identify any gaps/overlaps in UN Women's coverage based on the information provided. e) Describe how your organization will adhere to UN Women's procurement principles in acquiring services on behalf of UN Women. UN Women's general procurement principles: <ul style="list-style-type: none"> i) Best Value for money ii) Fairness, integrity and transparency iii) Effective competition iv) The best interests of UN Women 	100
2.2	<p><u>Management - timeline, deliverables and reporting</u></p> <p>Offeror shall provide a detailed description of how the management for the requested goods/services/works will be implemented to achieve the requirements of the Terms of Reference. The activities in the implementation plan should be properly sequenced, logical and realistic.</p>	100
2.3	<p><u>Environment-related approach to the service/work required</u></p> <p>Offeror shall:</p> <ul style="list-style-type: none"> a) Provide a detailed description of the methodology for how the organization/firm will achieve the Terms of Reference of the project, keeping in mind the appropriateness to local conditions and project environment. b) If applicable, submit Compliance Certificates, Accreditations, Markings/Labels, and other evidences of the Vendor's practices which contributes to the ecological sustainability and reduction of adverse environmental impact (e.g. use of non-toxic substances, recycled raw materials, energy-efficient equipment, reduced carbon emission, etc.), either in its business practices or in the goods it manufactures. 	50
Total Points for Section 2		250
Section 3. Management Structure and Key Personnel		Points
3.1	<p><u>Composition of the team</u></p> <p>The offeror shall:</p> <ul style="list-style-type: none"> a) Team members have the following minimum qualifications: 	130

	<p>(i) A team of minimum of three personnel is preferred. The team leader should have demonstrated good leadership skills with a proven role on similar assignment undertaken. (Provide details on key personnel to be involved on the project).</p> <p>(ii) All team members should have a degree from a recognized University, preferably in statistics, gender, sociology, psychology, criminology and/or law (other relevant degree areas will also be considered as required).</p> <p>(iii) All team members should have research related experience preferably a minimum of 3 years</p> <p>Language</p> <p>(iv) Fluency in English is required for all team members. Knowledge of Arabic is an added advantage (Kindly address how translation will be managed in the proposal)</p> <p>b) Describe the availability of resources in terms of personnel and facilities required for the Terms of Reference.</p> <p>c) Describe the structure of the proposed team/personnel, and the work tasks (including supervisory) which would be assigned to each.</p> <p>d) Provide an organigram illustrating the office location (city and country), reporting lines, together with a description of such organization of the team structure, should be submitted.</p> <p>d) For each of the key personnel provide the CV using the format provided [delete if not applicable].</p>	
3.2	<p>Gender Profile</p> <p>The offeror shall provide information on the gender profile of the organization: <i>[Leave applicable options:</i> - Women-owned Business status – whether the entity is owned, controlled or managed by at least 51% women; - Proportion of women in managerial position; - Gender balance of the proposed project/team; - Policies in place that contribute to gender equality; - Details of any women-owned or women-led subcontractors that will be engaged in the project, including at different tiers of their supply chain; - Gender parity policy in place; - Commitment to the Women’s Empowerment Principles (www.weeps.org/join) - if more than 10 employees; - Agreement to signing of the Voluntary Agreement to Promote Gender Equality and Women’s Empowerment in case of contract award - if less than 10 employees; This criterion shall <u>not exceed 3% of the total points (max. 20 of 700 points)</u> Good practices of gender-responsive companies can be found here: http://weprinciples.org/Site/CompaniesLeadingTheWay/</p>	20
Total Points for Section 3		150
TOTAL POINTS		700

Format of Financial Proposal

The vendor is required to prepare the Financial Proposal following the below format and submit it in an envelope **separate** from the Technical Proposal as indicated in the Instruction to Vendors. The inclusion of any financial information in the Technical Proposal shall lead to disqualification of the Vendors. The Financial Proposal should align with the requirements of the Terms of Reference and the vendor's Technical Proposal.

Table 1: Summary of Overall Prices

	Amount
Professional Fees (from Table 2)	
Other Costs (from Table 3)	
Total Amount of Financial Proposal	

Table 2: Breakdown of Professional Fees

Name	Position	Fee Rate	No. of days / months / hours	Total Amount
		A	B	C=A*B
In-Country				
Home Based				
Subtotal Professional Fees:				

Table 3: Breakdown of Other Costs

Description	Unit of Measure	Quantity	Unit Price	Total Amount
International flights	Return trip			
Subsistence allowance	Day			
Local transportation costs	Lump sum			
Out-of-pocket expenses				
Other costs (specify)				
Subtotal Other Costs:				

Table 4: Breakdown of Price per Deliverable / Activity

Deliverable / Activity description	Time (person days)	Professional Fees	Other Costs	Total
Deliverable 1:				
Deliverable 2				
Deliverable 3				
Etc.				