

CALL FOR PROPOSALS

**Fostering secondary city cooperation along
the Berbera Corridor to leverage migration
dynamics for improved access to work and
basic services**

(Dire Dawa – Jigjiga – Somaliland)

CFP Reference No. ETH/SDC/11934-021/003

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1. PARTICULARS

1.1. UNOPS Project Objective(s)

The mission of the Cities Alliance is to improve the lives of urban populations by delivering integrated, citywide and innovative solutions to urban poverty in cities where it matters the most. Cities Alliance's vision is to provide technical support and grants to local and national actors to deliver policies and programmes that directly address urban poverty and gender inequality in cities. Cities Alliance is an agent for urban change with a clear focus on secondary cities, which are increasingly instrumental to economic and social progress in rapidly urbanising economies.

Cities Alliance is the global partnership supporting cities to deliver sustainable development. For over 20 years, the Secretariat has convened partners from civil society, local and national authorities, and development actors with an urban focus to combine complementary strengths and expertise. With its programmatic approach and diverse membership, Cities Alliance has the capacity to coordinate the efforts and core competencies among partners to leverage this collective expertise to advance urban thinking and solutions.

The Cities Alliance initiated a Global Programme Cities and Migration as part of its 2018–21 Strategic Plan, with support of the Swiss Agency for Development and Cooperation (SDC) and extends this strategic priority for the new 2022-2025 Strategic Plan.

At its core, the Programme seeks to advance global thinking on the role and potential of cities in managing and seizing the opportunities and contributions arising from migration to and from secondary cities.

1.2. Background and Objectives of the Grant/funding

In Phase I (2018-2022), nine secondary cities across five countries in the Horn of Africa, Tunisia, and Guatemala partnered to design and test local migration management approaches. Phase II (2022-2026) will consolidate the cooperation with these partner cities within their respective systems of cities and migration corridors.

Over the past decade, migration and forced displacement have become one of the most contentious but poorly understood political issues across the globe. The objective of the Cities and Migration Programme is to enable partner cities, local governments, private sector, host communities and migrants to manage challenges and leverage opportunities arising from migration to cities for sustainable and inclusive development.

Migration and forced displacement to cities is complex and spans various disciplines, sectors, levels of intervention and geographic spaces. Cities Alliance will build new partnerships and dialogues among urban migration stakeholders at the local, national, regional and global levels.

Objective of the Call for Proposal

The specific objective of this Call for Proposals is to enable partner cities, local governments, the private sector, host communities, migrants and forcibly displaced to design and implement approaches to provide equal access to quality public services, labour market integration and

economic opportunities to migrants, forcibly displaced and vulnerable host communities in secondary cities of low-income countries.

The programme focuses on secondary cities in developing countries. The concept of secondary city systems allows for a better understanding of migration corridors and the benefits of cooperation between cities. This perspective allows to conceive local development beyond boundaries and focuses on connections with neighbouring towns and villages as well as with more distant communities in order to take better advantage of mobility patterns. The programme is based on a corridor and catchment area or city systems approach; a continued focus on flexibility and the promotion of collective projects; strategic peer learning and technical training; and partnerships with respected institutions at the local level.

Local partnerships between various stakeholders in the city are essential as the lives of vulnerable migrants and host communities are largely characterised by informality, which no single actor can effectively and durably address on its own to improve well-being, socio-economic integration and social cohesion. The programme facilitates endorsement and support at national level and serves as a platform for dialogue between different stakeholders at national, local and international level.

Through this Call for Proposal, the Cities Alliance seeks for project proposals which will support city stakeholders in three intervention areas:

- Objective 1: Secondary city stakeholders utilize provided financial and technical assistance to improve labour market integration for migrants, displaced persons, and host communities.
- Objective 2: Secondary city stakeholders utilize provided financial and technical assistance to improve the gender-responsive, climate-resilient and sustainable provision of basic services for migrants, displaced persons, and host communities.
- Objective 3: Secondary city stakeholders utilize provided financial and technical assistance to address persistent gender inequalities with contextually relevant responses by including a local organisation with a gender equality mandate for the design, implementation and evaluation of the project.

The programme strives for gender equality and women's empowerment to improve the physical, social and economic well-being of girls and women at city-level, who are often excluded from economic opportunities, social and political participation and equitable access to public services. As gender norms are highly contextualised, each proposal shall propose a local organisations with a gender equality mandate as sub-partner. These organisations are best placed to address persistent gender inequalities by progressively removing formal and informal structural barriers and underlying power imbalances. They will lead the development of gender analyses and theories of change for locally appropriate gender transformative action. The programme will support emerging and established local organizations through technical assistance and peer-to-peer exchanges with like-minded professionals in the region and beyond.

With an overwhelmingly young population, cities also need to focus more strongly on the needs and opportunities of their youth. To this end, proposals shall have a specific focus on how youth will be integrated and empowered through the project.

Migration and forced displacement are highly engendered phenomena. Each proposal needs to address gendered differences of urban migration patterns and characteristics such as age,

destinations, length and reason, living conditions, wages, working conditions, security, safety, and amount and transfer channels for remittances. Proposals need to observe gender dynamics in migrant households, how financial and social decisions regarding remittances are made, and how the socio-cultural and intergenerational transition is affected. The aim is to identify urban migration vulnerabilities differently attributed to women and men, girls and boys, and how urban migration practice and policy shall respectively be oriented towards greater gender equality and empowerment of women.

The Cfp is a continuation of [Phase I \(2018-2022\) of the Cities Alliance Cities and Migration Programme](#). Phase II (2022-2026), will consolidate the cooperation with these partner cities within their respective systems of cities and migration corridors.

The operational context of many cities requires conflict sensitive project design and management. Proposals are reviewed following the UNOPS Conflict Sensitivity Guidelines, which each applicant may consult to minimize the negative impacts and maximize the positive impacts of any proposed activity. This can be done by integrating conflict sensitivity considerations in project management activities, including gender mainstreaming, health and safety, social and environmental activities.

1.3. Targeted Impact of the Grant/funding

[SDC Phase I \(2018-2022\) of the Cities and Migration Programme cooperated with Jigjiga in Ethiopia to enhance the responsive capacity of the City and Regional Administration in receiving, managing and integrating migrants and displaced persons.](#) Regional and city stakeholders jointly developed the country's first regional Diaspora Engagement Strategy of which several activities were piloted during project implementation (incl. a mentorship platform, a participatory diaspora engagement mechanism and financial inclusion for remittance recipients).

Since the political reforms of 2018, Jigjiga City and the Ethiopian Somali region have experienced significant economic growth, with significant social and financial capital investments by the Somali diaspora and returnees. The same trend can be observed in the neighboring Somaliland (Somalia) region. Over the past years, international development banks have invested substantially in the region's infrastructure, which is part of the Berbera corridor that connects landlocked Ethiopia with the sea in Somaliland. A new port in the Somaliland city of Berbera is set to become a major regional trade and logistics hub with trade volumes to increase sixfold by 2050.

Phase II seeks to expand from a city initiative to a corridor approach that builds on cooperation among secondary cities for greater and inclusive access to work and services for migrants and host communities along the Berbera corridor. An inter-urban connectedness and cluster analysis will identify collaborative advantages along the corridor for public, private, and civil society stakeholders. Drawing on the Somali regional diaspora engagement strategy developed in Phase I for both financial and technical inputs, inter-municipal cooperation initiatives will be devised with a specific focus on services and employment generation for all city residents, collaborative governance and management mechanisms, and pooling of resources.

Objectives, Targets and Budget

Proposals need to address the objectives and targets listed below and form appropriate partnerships to achieve the project goals.

Applicants are required to disaggregate targets by sex, age and migration background¹. At least 50 percent of all beneficiaries need to be women.

Proposals with attention to women-empowerment, climate resilience (water, energy, waste) and private sector ownership are of particular interest to this CfP.

The project proposal must present an approach to delivering a monitoring, evaluation and learning (MEL) system which will collect and securely store data in adherence to the indicator definitions (including required disaggregation), review and collate performance information and data, and ensure timely reporting on the delivery of outputs, and the achievement of outcomes and targets. The MEL plan should outline steps towards the regular collection, analysis and reporting of feedback and change stories from stakeholders and beneficiaries and outline an approach to internal evaluation and performance management which fully engages relevant city stakeholders.

Cities Alliance may cover up to 50% of the total project cost. The maximum Cities Alliance contribution is up to USD 400,000. As per requirement of the financing source, each applicant is required to co-finance, in-kind or cash, 50% of the remaining project cost.

Objective 1: Secondary city stakeholders utilize provided financial and technical assistance in order to improve labour market integration for migrants, displaced persons, and host communities.

Target 1: At least 4,000 migrants, forcibly displaced and vulnerable host community persons benefiting from services that enable them to access new or better work opportunities in Jigjiga and surrounding migration corridors.

Services can refer to access to financial services, financial literacy training, entrepreneurship training, mentorship and network support, vocational and life skills training, reception services such as registration, job matching, counseling on decent work/right to work, etc. Proposals which demonstrate close cooperation with the private sector and impact investors to achieve sustainability for the interventions are of particular relevance for this CfP.

Innovative services, which address capacities to better adapt to climate change, such as access to finance and skills for renewable energy, water and waste management, ecosystem protection/re-generation, transport etc, and further foster sustainable and low carbon development (e.g. housing and construction) are of particular interest for this CfP².

Target 2: At least 30% of the beneficiaries of Target 1 have new or better work opportunities as a result of the services provided by the Programme.

¹ Rural-urban migrant, refugee or host community. Proposals shall specify definitions as applicable by local norms and national policies.

² Refer to Cities Alliance knowledge products, for instance on [fostering equitable economic growth](#); [climate resilience](#); [partnerships](#), and [climate change mitigation](#).

New or better work opportunity is defined as an individual benefitting from, improved stability, and security of work, improved social security provision, improved gender wage equality, improved working time, benefiting from collective bargaining agreements, etc.

Target 3: At least two local multi-stakeholder initiatives and dialogues on remittances, impact investments and know-how by migrants and diasporas to their country of origin engaging the private sector, government, and civil society.

Proposals are required to elaborate how each event focuses on gender-related issues as secondary topic and how a 50% participation of women and a gender balance among speakers and facilitators can be strived for³.

Objective 2: Secondary city stakeholders utilize provided financial and technical assistance in order to improve the provision of gender-responsive, climate-resilient and sustainable provision of basic services for migrants, displaced persons, and host communities.

Target 4: 30,000 migrants, forcibly displaced, and vulnerable host communities accessing basic municipal services due to the Programme's local initiatives in Jigjiga City and surroundings along migration corridors.

Basic services refer among others to housing, public spaces/markets, water and sanitation facilities, health services, education, energy, waste management, and transportation⁴.

Target 5: At least four local initiatives and policy dialogues on inclusion and social cohesion - including durable solutions for forcibly displaced persons - that engage different actors (governments, private sector, civil society).

Proposals are required to elaborate how each event focuses on gender-related issues as secondary topic and how a 50% participation of women and a gender balance among speakers and facilitators can be strived for⁵.

Objective 3: Secondary city stakeholders utilize provided financial and technical assistance to address persistent gender inequalities with contextually relevant responses by including a local organisation with a gender equality mandate for the design, implementation and evaluation of the project

³ Feeds into Cities Alliance Gender Mainstreaming Corporate Indicator (2): (a) Percentage of programmes/project/grants descriptions that includes implications on gender equality and women's empowerment; (b) Percentage grants where women and/or women-led organizations are involved directly in the project management; (c) Percentage of programmes/projects adopting participatory and/or co-creation approaches with women, (d) Number of trainings/capacity building events for local partners that have gender topic as central theme or as at least one section.

⁴ Refer to footnote 3.

⁵ Refer to footnote 4.

Target 6: At least one local and gender transformative partnership and approach in the field of labour and forced migration is demonstrated⁶.

Target 7: At least one locally driven gender analysis towards safer labour migration and economic empowerment of women and youth and the gender-responsive delivery of basic services is produced by the new, gender transformative partnership⁷.

Target 8: At least 50% of the project budget allocated explicitly to gender equality and/or women's empowerment⁸.

Target 9: # of individuals with strengthened capacities in women's engagement and gender inclusive city development⁹.

1.4. Scope of the grant/funding

As outlined in sections 1.2 and 1.3, the Cities Alliance seeks to consolidate the cooperation with the SDC Phase I partner cities within their respective systems of cities and migration corridors. This CfP targets the city of Jigjiga within the system of cities along the Berbera corridor that connects landlocked Ethiopia with the sea in Somaliland.

Proposals with attention to women-empowerment, climate resilience (water, energy, waste) and private sector ownership are of particular interest to this CfP.

1.5. Target Beneficiaries

The Cities Alliance Global Programme on Cities & Migration seeks to enable partner cities, local governments, private sector, host communities and migrants to manage challenges and leverage opportunities arising from migration to cities for sustainable and inclusive development. The Cities Alliance encourages a partnership approach with strong leadership by local and national organizations.

Migrants (both voluntary and involuntary) and host communities are the ultimate beneficiaries.

⁶ Refer to footnote 4.

⁷ Refer to Cities Alliance [Cities for Women methods and tools](#) for further guidance.

⁸ Feeds into Cities Alliance Gender Mainstreaming Corporate Indicator (2): Percentage of total budget allocated explicitly to gender equality and women's empowerment.

⁹ Feeds into the Cities Alliance Gender Mainstreaming Corporate Indicator GNDR2.1 and GND3.

1.6. Grant/funding available

Total amount of Grant/funding available

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

Currency	Amount	Amount in words
USD	400,000 USD	Four hundred thousands United States Dollars

Grant/funding amount limit per applicant

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

Currency	Amount	Amount in words
USD	400,000 USD	Four hundred thousands United States Dollars

Cities Alliance may cover up to 50% of the total project cost. The maximum Cities Alliance contribution is up to USD 400,000. As per requirement of the financing source, each applicant is required to co-finance, in-kind or cash, 50% of the remaining project cost.

1.7. Grant/funding Duration

The expected duration of the grant/funding is:

YEAR(S)	3	MONTH(S)	36
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1.8. Applicant Eligibility

1. The proposed project must meet all the objectives and targets. Project proposal must be in line with the geographical and thematic scope as outlined in this Call for Proposals.
2. The Cities Alliance encourages a partnership approach with strong leadership by local organizations.
3. Applicant organizations can be governments, international and national non-governmental organizations, research institutions and knowledge centres, United Nations agencies and/or international development organizations with a strong research track record and reputation on labour and/or involuntary migration to secondary cities in low-income countries. Commercial entities cannot be lead applicants for this call.
4. Lead applicants must be able to provide proof of registration in the project country for at least five years.
5. Lead applicants must have proven experience in working on urban migration dynamics in secondary cities in Ethiopia.
6. Lead applicant organizations must provide a bank statement to receive funds in US dollars.
7. Project proposals must include at least 50 per cent co-financing of the total project budget (in-kind and/or cash). E.g. If a total project budget amounts to USD 1 million,

Cities Alliance can contribute up to 50 per cent (USD 500,000), while the applicants co-finance the other 50 percent (in-kind and/or cash USD 500,000). Verifiable commitment to be provided (e.g. letters from co- financiers).

8. Applicants must comply with all provisions in the Grant Agreement, including the General Conditions, and applicable UNOPS policies and procedures. This includes compliance to UNOPS financial rules and regulations and the submission of an external audit report at the end of the project.
9. Entities on the UN Sanctions List are ineligible to apply.

1.9. Content of Proposal Submissions

Applicants must submit the following documents:

1. Proposal Application Form (Please read **Instructions to Applicants** before completing the Proposal Application Form)
2. Financial Proposal Form (Please read **Guidelines on Eligible expenditures for grants** for eligibility of the expenditure)
3. Gender Marker Self-Assessment Form
4. Protection from sexual exploitation and abuse (PSEA) capacity assessment Form
5. Proposal Submission Declaration Form (Please read **Terms and Conditions of Grant Support Agreements**)

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

1.10. Sub-granting¹⁰ and Contracting¹¹

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

Sub-granting	Permissible
Contracting	Permissible

Activities not permitted to be sub-granted or contracted

The lead applicant may not sub-grant or contract responsibilities related to grant funds administration, grant management and reporting.

1.11. Proposal Currency

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

United States Dollar (USD)

¹⁰ Sub-grant is when an entity is selected by the implementing partner to implement activities on behalf of the implementing partner and complies with the same principles as outlined in the UNOPS Operational Instruction on [Grant Support](#).

¹¹ Contracting is done when an implementing partner procures services, goods or works using the procurement procedures of the IP.

1.12. Language of Proposals

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

English

1.13. Proposal Submission

The deadline for the submission of proposals is **14:00, Central European Time on 10 February 2023**.

Proposals shall be submitted using the following method:

Submit via e-mail only to the Cities Alliance Secretariat at

ca-proposal@citiesalliance.org with the subject line including **Fostering secondary city cooperation 2023 (Dire Dawa-Jigjiga-Somaliland)**.

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

1.14. Type of Instrument for Agreement

Agreement template(s) are available hereunder.

- Grant Support Agreement
- Project Cooperation Agreement
- UN2UN Agreement

1.15. Contact Information

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

Email	ca-proposal@citiesalliance.org
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1.16. Important Dates and Deadlines

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

	Date	Time	Timezone
Submission of proposals	10 February 2023	14:00	CET
Information Session (Virtual)	18 January 2023	11:00	CET (i.e. 1 pm EAT)
Request for clarification	16-31 January 2023	14:00	CET
Expected agreement start date	1 April 2023		

Questions can be submitted to [ca-proposal@citiesalliance.org] between 16 to 31 January 2023 .
Answers will be replied with 2 Batches as follows:

1. Questions received from 16 to 25 January, answers will be posted on 26 January 2023.
2. Questions received from 26 to 31 January , answers will be posted on 1 February 2023.

Cities Alliance will organize an information session on the Call for Proposals on Wednesday, January 18, 2023 at 13:00. (Eastern African Time (EAT) UTC +3):

The names and contact information for the applicant's representative who will attend the information session shall be submitted in writing by the applicant to the [ca-proposal@citiesalliance.org]. This information should include the full name and position of each identified representative and should be sent at least one **(1) working day before 18 January 2023**.

Here is the link to access the session:

<https://zoom.us/j/97783075198?pwd=Z1VzVHlGN25kSTlucEdJeG5ZODJMdz09#success>

Meeting ID: 977 8307 5198

Passcode: 801853

2. REQUIREMENTS

2.1. Approach and Methodology

The requirements for Protection from Sexual Exploitation, Abuse and Harassment (PSEAH) and Gender Mainstreaming in projects should be integrated and reflected in the Project Application Form .

Please read the UNOPS Guidelines.

1. Guidelines for Protection from Sexual Exploitation, Abuse and Harassment (PSEAH) can be found in this link.
<https://www.unops.org/about/governance/accountability/iaig/sexual-exploitation-abuse-and-harassment>
2. Guidelines for Gender Mainstreaming in Projects with Annexes uploaded in UNGM.

2.2. Implementation Plan Requirements

Using the proposed outputs, deliverables and activities, in view of achieving the outcomes of the grant/funding, complete the Implementation Plan. The Implementation Plan should accurately show the sequence and timeframe for the delivery of each activity and output.

2.3. Implementing Partner Monitoring Plan Requirements

Complete the Implementing Partner (IP) Monitoring Plan.

The project proposal must present an approach to delivering a monitoring, evaluation and learning (MEL) system which will collect and securely store data in adherence to the indicator definitions (including required disaggregation), review and collate performance information and data, and ensure timely reporting on the delivery of outputs, and the achievement of outcomes and targets. The MEL plan should outline steps towards the regular collection, analysis and reporting of feedback and change stories from stakeholders and beneficiaries and outline an approach to internal evaluation and performance management which fully engages relevant city stakeholders. Further information is provided in the “Project Proposal Submission Form”.

2.4. Budget Requirements

- a. Budget Ceiling: 400,000 USD
- b. For additional budget requirements, please refer to the Guidelines on Eligible Expenditure for Grants and please refer to instructions on Budget Proposal Template.

3. EVALUATION METHOD AND CRITERIA

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

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

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

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

The weighting of the technical and financial proposals will be 70:30.

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

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

A complete technical, financial and organizational capacity assessment of each proposal will be undertaken. Cities Alliance reserves the right to fund any, a portion of, or none of the applications submitted. As part of its evaluation process, Cities Alliance may decide to discuss technical, cost or other issues with one or more applicants. After scoring the proposals, the evaluation team may determine that one or more proposals requires further clarification and possible revision. Discussions with submitting organizations are only conducted regarding proposals determined to be acceptable. An Evaluation Committee will appraise applications in accordance with the selection criteria identified below. Applicants should note that these criteria serve to a) identify the significant issues that applicants should address in their applications; and b) set standards against which all applications will be evaluated. If there are ambiguities/unclear explanations, or further need for details, the Evaluation Committee will seek clarification from the submitting organization if the proposal otherwise meets the main criteria.

The Evaluation Committee will evaluate proposals against technical and financial assessment criteria.

3.1. Preliminary Screening

Table 1 FORMAL AND ELIGIBILITY CRITERIA

Criteria evaluated on a pass/fail basis during the preliminary screening	Documents to establish compliance with the criteria
1. The applicant is eligible as defined in Article 1, "Applicant Eligibility" in the Instructions to Applicants .	<ul style="list-style-type: none"> • Proposal • Declarations • PSEA Self-assessment
2. The applicant accepts the conditions in the template for agreement, as specified in the Particulars 'Type of Agreement Instrument' .	<ul style="list-style-type: none"> • Declarations • Acceptance of Submission
3. The proposed project must meet the objectives as outlined in section 1.3. Project proposals must be in line with	<ul style="list-style-type: none"> • Proposal

the geographical and thematic scope as outlined in this Call for Proposals.	
4. The Cities Alliance encourages a partnership approach with strong leadership by local and national organizations.	<ul style="list-style-type: none"> • Proposal
5. Applicants are eligible as specified under point 1.8.	<ul style="list-style-type: none"> • Proposal
6. Lead applicants must be able to provide proof of registration or operations in the project country for at least five years.	<ul style="list-style-type: none"> • Proof of registration
7. Lead applicants must have proven experience in working on urban migration dynamics with cities in Ethiopia.	<ul style="list-style-type: none"> • Proposal
8. Lead applicant organizations must provide a bank statement to receive funds in US dollars.	<ul style="list-style-type: none"> • Bank Statement
9. Project proposals demonstrate capacity to cofinance the total project cost.	<ul style="list-style-type: none"> • Budget (financial proposal)
10. Applicants must comply with all provisions in the Grant Agreement, including the General Conditions, and applicable UNOPS policies and procedures. This includes compliance to UNOPS financial rules and regulations and the submission of an external audit report at the end of the project.	<ul style="list-style-type: none"> • Proposal • Acceptance of Submission

3.2. Technical Evaluation

Table 2 TECHNICAL CRITERIA

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

Table 2.1 Parts of the Technical Proposal Evaluation		Obtainable points
1.	Innovative approach, relevance and effectiveness: Do the proposed implementing organization and its partners have the necessary technical expertise, experience and capacity to implement and adequately monitor the project? Is the project approach and methodology innovative, feasible and relevant? Are the methodologies based on local needs, previous experience and evidence-based knowledge? Is the idea technically feasible and likely to be able to track and achieve the stated results? Does it embody good development practice, including the collection of stakeholder feedback and effective performance management? Has the proposal sufficiently considered major internal and external risks and indicated risk mitigation measures to be developed?	15
2.	Context and stakeholder knowledge: Is the project based on a good understanding of the context in the respective project site? Is there a stakeholder analysis and a clear definition of target groups? To what extent is participation of, and ownership by, key stakeholders in planning and design evident? Is it clear how the project will work with the government, non-state actors, host communities and refugee-led organizations?	15
3.	Sustainability and partnership: Does the project demonstrate a good case for sustainability of the proposed outcomes and impacts beyond the funding period? Has an exit strategy been considered? What partnerships are foreseen in the proposal? Is the proposed consortium of benefit for the implementation of the project? Is the partnership built on long-term trust relationships? Is the governance and coordination system between stakeholders and partners appropriate? Is the role and involvement of the sub-partners clear and sound? Are project partners likely to increase institutional, organizational and technical capacities through project implementation?	20
4.	Gender sensitivity: Does the proposal demonstrate awareness and understanding of concrete gender-related/gender-specific challenges in the project context? To what extent does the proposal strive to include women as equal participants and beneficiaries? To what extent does the proposal plan to contribute to greater gender equality and women's empowerment?	10
5.	Integration and Social Cohesion: How does the proposed partnership ensure the inclusion of migrants and forcibly displaced in a conflict-sensitive and sustainable way?	10

Total technical proposal points
70

3.3. Financial Evaluation

Table 3 FINANCIAL CRITERIA

Criteria evaluated based on a cumulative analysis methodology during the financial evaluation	Documents to establish compliance with the criteria	Points
1. How does the proposed budget compare to other applicants of this Call for Proposals in terms of value for money, specifically the four criteria of economy, efficiency, effectiveness, and equity? For the at least 50% co-financing of the total project cost, what is the share of in-kind and/or cash co-financing and how does this affect the sustainability of services launched by the project?	• Financial Proposal (budget template)	30
Total financial proposal points		30

Annex 1: Gender Sensitivity Guidelines

Cities Alliance is strongly committed to contributing to greater gender equality and women's empowerment through all its projects and programmes. An important step to achieving these goals is to ensure gender sensitivity is considered in the formulation and planning of projects.

Gender sensitivity means that in each action and process, gender norms and roles, and the impact gender has on access to, and control over, resources are considered and addressed. Suggested guiding questions for assessing gender sensitivity of any proposal are listed below. Applicants to this call shall further consult the Cities Alliance Gender Strategy.

- How does the proposal attempt to address existing gender inequalities?
- How does the proposal strive to include women as both equal participants and as equal beneficiaries of the planned interventions?
- Does the proposal identify barriers between women, men and other vulnerable or marginalized groups?
- Are different needs and vulnerabilities of marginalized groups assessed?
- Will the project ensure that data is disaggregated and analysed by sex, age and other relevant variables in the given context?
- Is gender reflected in the objectives, outcomes, and outputs of the proposal?
- Does the proposal include any interventions to advance gender equality and/or women's empowerment?
- Does the proposal apply a gender sensitive participatory process when engaging with different stakeholders?
- Is the monitoring and evaluation framework gender sensitive?
- Does the proposed implementation team demonstrate gender expertise?
- Does the proposal acknowledge how different risks can impact men and women, boys and girls differently?
- Does the proposal ensure rigorous ethical standards are applied to work with women, children and/or other vulnerable groups?
- Does the proposal ensure project activities are gender-sensitively planned (e.g. does the project aim to reduce discrimination against women and will this be monitored?)
- Have adequate resources been provided and allocated for the proposed gender sensitive activities? How does the budget reflect on gender-specific activities?

Annex 2: Guidance on Value for Money

VfM in the proposal

Value for money (VfM) begins with programme design. Project proposals should include an overall value for money statement, i.e. why the chosen interventions are better value for money than alternative approaches to address the same problem. For example, the VfM statement could include a cost-effectiveness assessment of two or more alternatives, unit-cost benchmarks, or local or international evidence that supports the chosen intervention, and the reasoning for the proposed approach in this context.

How the project will manage VfM during implementation

This guidance provides a high-level overview of VfM in the project cycle (Figure 1); a description of how the programme components are assessed for VfM (Table 1); and how the assessment of programme components is linked to the four VfM factors: economy, efficiency, effectiveness, and equity (Table 2).

Projects begin with inputs that are translated into goods and services necessary to implement the project. The allocation of funds for staff, equipment, services, administration, and contracting with partners for project delivery are often analysed in planning and during implementation.

Figure 1: Value for Money project cycle

Input:	Process:	Output:	Outcome:	Impact:
HR, procurement of goods and services to accomplish project objectives, contracted deliverables. e.g. vaccines procured, contracting methods	How are inputs used for beneficiaries; strategy to accomplish project objectives; partner management e.g. plans to deliver and monitor use of vaccines	The planned results delivered for beneficiaries e.g. Number of children vaccinated	The sustained use, adoption, or benefit received by beneficiaries. e.g. children less susceptible to major childhood diseases	Long-term transformative change e.g. poverty reduced

Translating inputs into delivery for beneficiaries involves processes and activities that lead to outputs. VfM analysis generates evidence to manage and maintain efficient operations at this project stage. Beneficiary measurements assessing the equitable spread of outputs are also analysed. For such measures cost efficiency, unit costs, and regional variations are often analysed.

When outputs are sustained, and when there is evidence of adoption of planned results by beneficiaries, effectiveness is assessed. Effectiveness may be assessed by cost-benefit analysis of sustained results, unit-costs of outcomes, value lost or gained vs. plan, sustainability, and ultimate impact to improve the lives of beneficiaries. It should be noted that effectiveness measures are often less possible in the early stage of programming when there is less evidence of adoption and sustained results.

Equity is measured across the stages of planning and implementation. Clear plans for quantifying beneficiaries should be defined including gender disaggregation, displaced persons, disabled persons, and persons in conflict affected areas.

The project cycle consists of various programme components illustrated below in Table 1. The evaluation committee will review the project's VfM approach for a clear plan indicating how the VfM factors (Table 2) will be measured and managed across programme components during project implementation.

Table 1: Programme components

Table 2: Value for money factors

Economy: What is the evidence that the purchase and contracting for goods and services is the best quality at the best price? What are the processes to ensure economy for the project duration?	Efficiency: What is the relationship between planned and actual results and expenditures? Are output targets achieved at or below budget? How will the project manage efficiency during implementation?	Effectiveness: How will the project measure if the interventions are effective? How will the project assess the likelihood of sustainability or the needed for additional support? How will beneficiary adoption of results, and potential impact be estimated or measured? What is the exit plan when the project ends?	Equity: How will the project measure the equitable spread of benefits across gender, disabled persons, displaced persons, and persons in conflict areas? Justify whether beneficiary disaggregation will be assumed, estimated, or counted? Has the project considered the possible costs to ensure equity?
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To demonstrate an understanding of VfM, it may be useful to propose a limited number of measures that will be reported on regularly, the data that will be used for VfM reporting and calculations and link each measure to one (or more) VfM factor(s).

The evaluation will review how the proposed project will include VFM analysis in its strategy and planning and how the project will manage VfM during implementation. It is not necessary to propose all possible VFM metrics, though it is helpful for the project to suggest one or more metrics that will provide evidence of economy, efficiency, effectiveness and equity.

Indicative approaches to VfM management for proposals

Table 3 describes some indicative appraisal criteria that Cities Alliance uses for assessing VfM in proposals. If a proposal is advanced for further consideration, the VfM metrics may be further defined or revised in consultation between Cities Alliance and the implementing partner.

Table 3: Indicative approaches to VfM in proposals

Describing the VFM plan	<p>The project proposal should describe how it aims to achieve or represents VfM, or what the expected returns on investment are (overall or for specific project components).</p> <p><i>What are the proposed VfM metrics to address each VfM factor (economy, efficiency, effectiveness, equity)? Will the project conduct, cost performance ratio, cost-benefit analysis? Will there be transparent procurement procedures in place? How will project unit costs compare to unit costs for the same outputs in similar projects (here or globally)? Has cost benchmarking or cost-effectiveness data been presented to make the case for the project?</i></p>
Alternative project approaches	<p>The project approach should offer better VfM compared to other approaches and consider benchmarks where possible.</p> <p><i>Are alternative approaches offered or clear justification outlined why specific approaches are selected? Have the expected results and financial costs of alternative approaches been considered?</i></p>

Robust design	<p>The proposal should outline a well-thought-out design to achieve the project objectives.</p> <p><i>For example, this may include a thorough analysis of the project context and strategies for effective delivery, innovative approaches for promoting uptake or dissemination, promising technologies or delivery models, etc. What are the key aspects of the design that warranted the project's selection? How will the project address displaced persons, persons in conflict areas, disabled persons, gender, etc.?</i></p>
Budget alignment	<p>The project budgets and results indicators are aligned to allow easy VfM activity/output/outcome assessment.</p> <p><i>Budget templates should be designed in a manner that enables proper alignment to the programme components based on which standard VfM calculations will be performed (e.g. by 'programme outcome'). Is the budget presented to a level of detail that will allow expenditure monitoring by component, if desired?</i></p>
Data collection (M&E)	<p>The project M&E system (indicators and data collection plans) is set up to allow for assessment project results vs. expenditures. The M&E system should also allow VFM analysis at the project and regional (township, state) levels and for multi-region projects.</p> <p><i>Is it possible to determine the budgeted costs of the outputs and the activities that contribute to outputs? Does the project define data collection plans and have measurable indicators that allow for VfM assessments of outcomes? Is it possible to determine the budgeted costs of the outputs and the activities that contribute to outputs?</i></p>
Long-term benefits and sustainability	<p>What are the opportunities and challenges for long-term sustainability of the project or key project outputs/outcomes. Is the project likely to be sustainable, replicable, and/or scalable (or have significant impact on policy)?</p> <p><i>How will the project address long-term sustainability? Is private sector involvement possible? Will the project seek to influence increased government funding, and if so, how will this be measured by the project? Is other funding likely to follow the current project? What is the exit plan at project end? For example, are cost-recovery mechanisms in place? Are adequate documentation processes outlined for possible replication? Is there a plan for influencing policy? Projects that are sustainable (e.g. activities continue once funding ceases) will continue to</i></p>

	<i>generate benefits even though they may not be captured in a VfM assessment. Similarly, projects that are replicable or scalable will also have the potential to generate greater benefits if they inform the design of other projects or are able to have a wider reach.</i>
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