

# **CALL FOR PROPOSALS**

**Accelerating access to safely managed  
sanitation to populations in secondary  
towns and cholera hotspots in Nigeria (30  
months /2023 - 2026)**

**CFP reference number: GSA/SHF/WP08/2023/04**

**CFP document issue date: Sep 12, 2023**

# 1. PARTICULARS

## 1.1. UNOPS project objective(s)

The Sanitation and Hygiene Fund (SHF), hosted by the United Nations Office for Project Services (UNOPS) in Geneva, Switzerland became operational in July 2021. The [SHF Strategy for 2022-25](#) and [menstrual health and hygiene sub-strategy](#), describe the overall objectives of the SHF, its focus, business model and programmatic approach.. The Sanitation and Hygiene Fund exists to close the gap between national targets for sanitation, hygiene (and menstrual health) and the financing needed to sustainably achieve them. The SHF provides transformational and catalytic finance and Technical Assistance support to prioritized countries to address systematic sanitation economy<sup>1</sup> and menstrual hygiene market<sup>2</sup> failures, strengthen the ecosystem and unlock sector financing. With a strong focus on gender and women's economic empowerment, SHF in a number of countries, including Nigeria, provides grants to further the development and growth of the sanitation economy and/or menstrual hygiene marketplace through market based approaches, including for vulnerable populations.

## 1.2. Background and objectives of the grant/funding

### **This Call for Proposal is for NIGERIA.**

#### **Project context**

With 23% of the population practicing open defecation and only 17% having access to basic handwashing facilities, sanitation and hygiene coverage is a challenge in Nigeria<sup>3</sup>. Overall, access to services remains varied, with rural areas having limited coverage. For example, 52% of the urban population and only 33% of the rural population have access to at least basic sanitation<sup>4</sup>. Guided by the National Open Defecation Free (ODF) Roadmap 2015 – 2025, Hand Hygiene for All Roadmap 2021 – 2025, and the National Action Plan for the Revitalization of WASH, the Government of Nigeria (GoN) recognizes that sanitation and hygiene (S&H) in Nigeria has a significant funding gap and that the country will likely miss its 2030 SDG targets if urgent attention and investment is not directed toward the sector. Some of the key challenges that sustain this funding gap include a lack of innovative financing and framework for public service delegation to the private sector, and weak policy, institutional, and regulatory capacity. The lack of access to proper sanitation and hygiene (S&H) poses significant risks to health and education outcomes and ultimately impacts the broader economy. The World Bank estimates that poor sanitation costs Nigeria N455 billion (USD 2 billion) each year<sup>5</sup>.

**Poor S&H access particularly impacts women and girls, who are more likely to abstain from activities during their menstrual cycle due to a lack of infrastructure and information.** In Nigeria, 23% of school-age children and youth abstain from economic activities during menstruation<sup>6</sup>. Cultural norms make it challenging for women and girls to defecate and urinate in public toilets, forcing them to walk long distances or wait until dark to have privacy.

**Despite the pressing need and expected return on investment, the currently available funding for S&H falls considerably short.** The 2019 UN-Water Global Analysis and Assessment of Sanitation and Drinking Water (GLAAS) findings show a shortfall in funding of 74% for urban sanitation and 59% for rural sanitation based on a sample of 20 countries. Nigeria's funding gap for the water, sanitation, and hygiene sector are estimated at USD 10 billion per year<sup>7</sup>. The sanitation and hygiene sector accounts for 65% of this funding gap<sup>8</sup>.

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<sup>1</sup> A growing economy of sanitation and hygiene products and services, renewable resource flows, data and information that is transforming cities, communities, and gender-responsive businesses and driving progress towards the Sustainable Development Goals. It includes the products and services that provide safe toilet and handwashing access for all, whether public or private ("Toilet Economy"). It also is a system that connects the biocycle, using multiple forms of biological waste, recovering nutrients and water, creating value-adding products such as renewable energy, organic fertilizers, proteins and more ("Circular S&H Economy"). In addition, digitized sanitation and hygiene systems increasingly optimize data for operating efficiencies, maintenance, plus consumer use and health information insights ("Smart S&H Economy") (Toilet Board Coalition - <https://www.toiletboard.org/>)

<sup>2</sup> A marketplace for menstrual hygiene materials, and development of related infrastructure, products and services including disposal and Femtech solutions. It is where all menstruators can access reusable and disposable menstrual materials, as per their choice and ability to afford, including the poorest and most vulnerable, and use gender-sensitive facilities and services that allow them to change, clean or dispose of materials safely. It also includes new and innovative technology including smart supply chains to extend reach, and recycling and reuse to reduce the impact on the environment.

<sup>3</sup> UNICEF/FMWR, "WASHNORMS Report," 2021

<sup>4</sup> UNICEF/FMWR, "WASHNORMS Report," 2021

<sup>5</sup> WSP, "Economic Impacts of Poor Sanitation in Africa: Nigeria Brochure", 2012

<sup>6</sup> WHO/UNICEF, "Joint Monitoring Program (JMP) for Water Supply, Sanitation and Hygiene," 2021

<sup>7</sup> FMWR, "National Action Plan for the Revitalization of the WASH Sector," 2018

<sup>8</sup> FMWR, "National Action Plan for the Revitalization of the WASH Sector", 2018

## Cholera

In 2017, the Global Task Force on Cholera Control (GTFCC) launched “Ending Cholera: A Global Roadmap to 2030”. The Roadmap encouraged partner organisations to sign the Declaration to End Cholera, which focused on three axes: 1. early detection and response, 2. interventions in cholera hotspots and 3. effective coordination at all levels. The GTFCC aims to stop country-wide uncontrolled cholera outbreaks by 2030 and eliminate the disease from twenty countries, resulting in a 90% reduction in cholera deaths [1].

Despite the commitment of governments and organisations to large-scale strategies, many argue that these goals and targets fail to produce significant improvements [2,3]. There have been gains in cholera control at a local level in recent decades, through widespread implementation of cholera prevention and education by sub-national health ministries, although this has been minimal at the global level [4,5]. As the 2030 goal approaches, whether these targets can be achieved given the current pace of development and progress is highly uncertain [6].

SHF is concerned with reaching vulnerable populations. Recurrent cholera is linked to inadequate basic services, including sanitation and hygiene. The process of eradicating cholera poses an opportunity for growth of the local sanitation economy, private sector and other stakeholders.

### City-wide Inclusive Sanitation (CWIS)

SHF is keen to promote City-wide Inclusive Sanitation (CWIS) approaches, meaning:

- Everybody benefits from adequate sanitation service delivery outcomes that meet user aspirations and that protect the health of users.
- Human waste is safely managed along the whole sanitation service chain ensuring protection of the environment and of human health.
- A diversity of appropriate technical solutions is embraced, combining both on-site and sewer solutions, in either centralized or decentralized systems, with consideration of resource recovery and re-use.
- Cities demonstrate political will, technical and managerial leadership, and identify new and creative long-term funding options for sanitation.
- Institutional arrangements and regulations, with well-aligned incentives, are in place for the operation and maintenance of the full sanitation service chain.
- Funding is allocated for non-infrastructure aspects of service delivery, such as capacity building, household engagement and outreach, and sanitation marketing.
- Complementary urban services, including water supply, drainage, greywater management and solid waste management, are incorporated into sanitation planning.
- Activities are included to target specific unserved and underserved groups, such as women, ethnic minorities, the urban poor and people with disabilities.<sup>9</sup>

### Country level focus - Nigeria

The Project Funding (hereafter referred to as “the Project”) will facilitate the delivery of results through concrete market-based solutions that increase access to safe sanitation and hygiene for vulnerable populations and contribute to the reduction of cholera and other WASH related diseases. The Project will generate impact, evidence and data that can be used to further realise the potential of the sanitation economy in Nigeria and elsewhere. The Project duration is 30 months.

The Project will happen in the context of other SHF supported work in Nigeria and it is envisaged that one measure of its success will be the Project’s ability to provide an investable proposition for continuation, expansion or replication of the approach in future years. Support for this will be provided by SHF working closely with the government and other stakeholders, including investors.

#### Box 1: SHF in Nigeria

In Nigeria, the Sanitation and Hygiene Fund (SHF) seeks to catalyze the sanitation economy through its two-stage funding model. In the investment readiness stage, SHF aims to improve the enabling environment for sanitation economy investment by supporting analysis on market access bottleneck diagnosis and by advancing reforms. SHF also supports countries in developing investment cases based on national strategies, priorities, sanitation economy assessments, and financing strategies. The financing strategies include an analysis of public and private investment tracking, financing gaps, and funding sources for investable opportunities. SHF will develop a pipeline of investable market-based opportunities, along with their financing options (sources and instruments), to focus countries on priority investments. In the financing phase, SHF acts as

<sup>9</sup> <https://www.worldbank.org/en/topic/sanitation/brief/citywide-inclusive-sanitation>

facilitator by matching the developed investable opportunities with other investors (e.g., DFIs/impact investors). Where possible, SHF acts as a co-investor by providing de-risking capital to catalyze additional financing for sanitation economy growth.

## The Call for Proposals

Specifically, SHF invites interested and eligible non-governmental organizations (NGOs) with a track-record of market based solutions to advance public health, water, sanitation and hygiene and women's economic empowerment, to apply for a Call for Proposals ("CFP") for this grant-based project **"To accelerate access to safely managed sanitation to population in secondary towns and cholera hotspots in Nigeria, through market-based innovation, technologies and business models aimed at shortening the sanitation value chain"**.

The selected applicant (Primary Recipient - PR) shall be responsible for the design, administration, timely implementation, value for money and risk management of the Project

Country ownership is a central pillar of the SHF approach. It is therefore expected that the PR will work in close collaboration with the Federal Ministry of Water Resources, Nigeria, and all other relevant Government authorities (Federal and State levels) as well as all other relevant stakeholders (private enterprises, CSOs, financing institutions, UN agencies, research institutions, toilet operators, etc.). All aspects of the PRs work and the progress being made toward successfully achieving the activities and outputs of the Project shall be subject to rigorous monitoring and review through the SHF/UN risk assurance lines of defence, including an annual external audit.

### 1.3. Targeted impact of the grant/funding

The **grant, and therefore the Project, must demonstrate complementary, leverage and additionality** to other **sources of support, alongside domestic priorities, resources and other funding**. In line with SHFs overall strategic objectives, the Project seeks to **provide proof of concept, through market-based innovation, services, business models and technology**. The specific objectives the Project are:

1. **To improve public health, including reducing cholera, through increasing access to on-site/off-grid safely managed sanitation and hygiene facilities for vulnerable populations:** The Project will increase access to safely managed sanitation and hygiene facilities, in **secondary towns and cholera hotspots in Nigeria and will promote City-wide Inclusive Sanitation (CWIS) approaches**.
2. **To contribute to a thriving sanitation economy and specifically shorten the sanitation value chain:** The project will help bring safely managed sanitation and hygiene solutions closer to communities, **reducing transactions and making these services more accessible, reliable and affordable**. This will include but not be limited to, solutions that increase the efficiency and effectiveness of faecal sludge management including collection, transportation, treatment, and disposal.
3. **To progress climate-smart and waste to energy solutions in the sanitation value chain:** The Project will provide solutions, where acceptable, to advance the reuse of human waste, for example, deploying simple transformation technologies that combine human waste and other agricultural waste streams to produce a solid biomass fuel.
4. **To advance women's economic empowerment**, including through participation in the local sanitation economy: The Project will integrate strategies to build SMEs that secure the participation of women as leaders, entrepreneurs, employees and informed consumers in the sanitation economy. The Project will also seek to demonstrate the link between women's access to safely managed sanitation and hygiene and greater access to economic empowerment.

### 1.4. Scope of the grant/funding

The Project will be implemented in Nigeria. The states, secondary towns and specific populations will be negotiated as part of the Call for Proposal process, and in agreement with the Federal Government, whilst ensuring alignment with SHFs broader country engagement. The following elements are within the scope of the Project:

- market-based approaches to on-site/off-grid safely managed sanitation and hygiene
- City-wide Inclusive Sanitation (CWIS)
- the reduction of cholera and other WASH related diseases
- secondary/small towns; high density; urban poor

- market-based safely managed sanitation and hygiene solutions that adequately serve bottom of the pyramid / lower wealth quintile consumers and vulnerable populations
- climate-smart and gender-smart principles and solutions
- waste to value solutions
- women's economic empowerment, job creation, entrepreneurship, SMEs
- sanitation economy market shaping
- sanitation value chain efficiencies
- value for money and ability to scale

### 1.5. Target beneficiaries

The primary target population lives in small towns/secondary towns, in high density (likely informal) urban poor settings. They experience recurrent cholera outbreaks (i.e. live in a cholera hotspot) and/ or are vulnerable to the health and economic consequences of poor public health linked to inadequate sanitation and hygiene. These populations are highly likely to be in the lower wealth quintiles / bottom of the pyramid. Within the primary target population, the focus is on women and specifically their economic well-being and empowerment.

### 1.6. Activities under grant/funding

Refer to the Requirements sections 2.1 Approach and methodology and 2.2. Implementation Plan requirements for more information on Project activities.

### 1.7. Lessons learned

The application shall consider the following items based on key lessons learned from similar initiatives implemented by SHF:

The Project should endeavour to be an **investable proposition that is able to attract/leverage new/additional funding beyond the initial grant award**. This will require the development of a longer term business and investment case for the Project that takes in account the impact sought by a funder/investor. This requirement should be built into the proposal.

**Align with relevant in-country coordinating entities** that serve to reduce fragmentation and duplication and increase the value-add among actors (non-profits, for-profit, private sector, financing institutions, government ministries) and continually work towards greater country ownership and to achieve grant objectives and long-term national strategies and priorities.

Ensure **meaningful participation of all key stakeholders and beneficiaries** including the identification of opportunities for engagement in Project activities, and guiding and/or coordinating long-term strategies to increase access to safely managed sanitation and hygiene through market based approaches and activation of the sanitation economy.

### 1.8. 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. The amount indicated below is the maximum budget available for the design, implementation and monitoring of the Project, including the development of the longer term business and investment case, over a period of 2 years, 6 months (i.e. 30 months).

SHF/UN plans to provide a 30 month standard UNOPS (grant support) agreement to the selected applicant (Primary Recipient - PR). Amendments/funding additions could be considered but SHF also reserves the right to either introduce expenditure ceilings; or, if needed, terminate the relevant Agreement in accordance with Article 16.1 of the UNOPS General Conditions for Grant Support Agreements.

Applicants will make sure that the budget stated in the Concept Note is not significantly modified. For year one, the programmatic budget lines should not change, as much as possible, unless with a strong justification.

The applicant should pay careful attention to the 'Section C - Programme Management and Coordination Costs' of the summary budget provided in the Concept Note. This is the grant budget line we expect applicants to break-down in greater detail under Tab 1 - Programme Management and Coordination Budget Breakdown of Annex B, to ensure the Scope of Work of this CFP can be fulfilled. Overheads/indirect costs have a **limit of max. 10% of all direct costs**.

Grant funds under Programme Management and Coordination will be subject to review depending on funding availability and the progress of implementation.

Currency	Amount	Amount in words
US Dollars	<b>2,500,000</b>	Two million five hundred thousand

The year-1 disbursement plan of funds will be discussed and agreed upon with the prospective grantee prior to the signature of the Grant Support Agreement with an aim of minimum two installments in year - 1 in order to:

- a) optimize the grantee's operational capacity, and;
- b) fulfill SHF/UNOPS monitoring and control requirements.

Prior to the end of Year-1, and subject to the availability of funding, the Grant Support Agreement will be amended and a new disbursement plan, covering the extended period, will be agreed upon.

### 1.9. Grant/funding duration

The expected duration of the grant/funding is:

<b>YEAR(S)</b>	2	<b>MONTH(S)</b>	6
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### 1.10. Applicant eligibility

#### Applicant category(ies)

The following categories of applicants are eligible to apply under this Call for Proposals:

- ❖ Non-governmental organizations (NGOs)/non-profit organisations
- ❖ Non-UN intergovernmental organization

#### Applicant country of registration

All applicants are required to meet the regulations and requirements of local authorities. INGO registered outside the country of implementation, with local branch/office are required to indicate and demonstrate their formal registration in the country (Nigeria).

The applicant shall not fall under any of the conditions listed in the [Instructions to Applicants](#), Article 1, which makes the applicant ineligible for this grant/funding.

### 1.11. Content of proposal submissions

Applicants shall include the following:

- **Proposal**
- **Annex 1: Declarations**
- **Annex 2: Protection from sexual exploitation and abuse (PSEA) implementing partner self-assessment**
- **Annex 3: Financial proposal**

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

### 1.12. Partial proposals

Partial proposals will not be permitted. Applicants shall submit a proposal for the total scope of the activities and grant/funding, and address all of the requirements in this Call for Proposals. Evaluation will be based on compliance with the total requirements.

### 1.13. Sub-granting<sup>10</sup> and contracting<sup>11</sup>

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

Sub-granting	Permissible ▾
Contracting	Permissible ▾

### 1.14. Proposal currency

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

United States Dollars (USD)

### 1.15. Language of proposals

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

English ▾ Proposal submission

The deadline for the submission of proposals is **Oct 11, 2023** , at **1700 hrs CET**. Proposals shall be submitted using the following method:

e-Mail ▾

Proposals shall be sent/mailed to [info@shfund.org](mailto:info@shfund.org)

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

### 1.16. Type of legal instrument

The applicable legal instrument(s) are identified hereunder.

- Grant Support Agreement
- Project Cooperation Agreement

### 1.17. Contact information

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

Name	Aline Sylvie Pawele
Title	Country Fund Portfolio Manager ]
Email	<a href="mailto:aline.pawele@shfund.org">aline.pawele@shfund.org</a>

<sup>10</sup> 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.

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

### 1.18. Important dates and deadlines

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

	Date	Time	Timezone
Expression of interest	Sep 24, 2023...	[17:00]	[CET]
Pre-proposal meeting and Request for clarification	Sep 29, 2023...	[17:00]	[CET]
Submission of proposals	Oct 11, 20...	[17:00]	[CET]
Expected agreement start date	Dec 1, 2023	[00:00]	[CET]



## 2. REQUIREMENTS

### 2.1 Approach and methodology

Project design will be action oriented and will apply learning from a range of proven approaches (mentioned above) in and around the sanitation economy and its different elements. The chosen approach must advance learning and contain relevant themes outlined in section 1.4 above, not least the requirement to provide market-based solutions to drive down cholera. The approach will make clear the centrality of market-based approaches for safely managed sanitation and hygiene in urban poor settings, off-site/off grid solutions and climate-smart and gender smart principles and practical actions that bring services and products closer to those too often left behind by market-driven approaches. It is extremely important that the design pays particular attention to women as leaders, entrepreneurs, employees and informed consumers in the sanitation economy, the inclusion of SMEs and locally relevant business models. Consideration of tariffs and subsidies will be necessary, as well as social safety-net considerations. The chosen approach and methodology must factor in the Project's potential as a viable proposition for future growth/replication and ability to eventually attract new/additional investment. Value for money - for all aspects of the Project and the solutions positioned will be important. Innovations should extend to services and products.

#### Strategic programmatic priorities:

- **To improve public health, including reducing cholera, through increasing access to on-site/off-grid safely managed sanitation and hygiene facilities for vulnerable populations:** The Project will increase access to safely managed sanitation and hygiene facilities, in **secondary towns and cholera hotspots in Nigeria and will promote City-wide Inclusive Sanitation (CWIS) approaches.**
- **To contribute to a thriving sanitation economy and specifically shorten the sanitation value chain:** By shortening the value chain, The project will help bring safely managed sanitation and hygiene solutions closer to communities, **reducing transactions and making these services more accessible, reliable and affordable.** This will include but not be limited to, solutions that increase the efficiency and effectiveness of faecal sludge management including collection, transportation, treatment, and disposal.
- **To progress climate-smart and waste to energy solutions in the sanitation value chain:** Foster innovation in sanitation solutions: The Project will provide solutions, where acceptable, to advance the reuse of human waste, for example, deploying simple transformation technologies that combine human waste and other agricultural waste streams to produce a solid biomass fuel
- **To advance women's economic empowerment, including through participation in the local sanitation economy:** The Project will integrate strategies to build SMEs that secure the participation of women as leaders, entrepreneurs, employees and informed consumers in the sanitation economy. The Project will also seek to demonstrate the link between women's access to safely managed sanitation and hygiene and greater access to economic empowerment.

#### Fund and Risk management

The selected applicant will directly receive grant funds from SHF/UNOPS and ensure effective implementation of the grant activities in the approved proposal. Where applicable, they will manage the disbursement to the sub-contractors (Implementing Partners) and perform the following functions:

- Ensure Strategic Resource Management, including planning and tracking of available resources and monitoring of expenditure as per approved grant project work plan and budget.
- Risk and issue management, and quality assurance across all elements of the Project.
- Maintain financial records and monitor systems to record and reconcile expenditures, balances, payments, statements, and other data for day-to-day statutory requirements.
- Sub-contract Implementing Partners and any other suppliers/service providers as needed and ensure the financial review and utilization reports from sub-contractors.
- Implement clear risk and financial oversight functions/procedures internally (within own organization) and to sub-contractors (Implementing Partners) based on due diligence/capacity assessments.
- As part of long-term sustainability, put in place mechanisms that will allow the project to continue to achieve its objectives beyond the current grant.

#### Additional requirements

- **Health and Safety Requirements**

The grant applicant shall develop an assessment and risk management plan to ensure the health and safety of its Personnel and any other persons engaged and controlled by the applicant to perform any activities under the Agreement.

- **Social and Environmental Requirements (such as gender and social inclusion)**

The grant applicant shall describe what environmental protection guidelines and principles the organization follows and demonstrate how these principles are applied to grant activities under the Agreement. Also, applicant proposals should speak to how they will promote the participation of women in all spheres of this grant project but not limited to governance and team structure, decision-making, and as a targeted beneficiary.

- **Protection from Sexual Exploitation and Abuse (PSEA) Requirements**

All UNOPS vendors, including their parent, subsidiary and affiliated entities as well as any subcontractors, are required to create and maintain an environment that treats all employees with dignity and respect and prevents Sexual Exploitation and Abuses. The failure by a supplier to take preventive measures against sexual exploitation or abuse, to investigate allegations thereof, or to take corrective action when sexual exploitation or abuse has occurred, constitutes grounds for immediate termination of any agreement, without any liability of any kind. All applicants are requested to submit a PSEA self-assessment (self-assessment tool is included in the application package). Please note that it is mandatory to respond to section 8 (i.e. “Your organization has taken appropriate corrective action in response to SEA allegations, if any”) only, for the purpose of selection. The selected applicant will be required to complete the full PSEA self-assessment.

- **Sustainability Requirements**

The applicant shall highlight how the project will ensure sustainability (financial, institutional, social, gender equality, environmental) and make sure that the goals of the project continue to be met long after project closure, including how the project's results and benefits will be sustained.

The Project should endeavour to be an **investable proposition that is able to attract/leverage new/additional funding beyond the initial grant award**. This will require the development of a longer term business and investment case for the Project that takes in account the impact sought by a funder/investor. This requirement should be built into the proposal.

## **2.2 Implementing Partner Monitoring Plan requirements**

The applicant is to provide an outline of the overall Monitoring Plan, aligned with sections C and D below, to show how the approach and outputs within the implementation plan, and associated outcomes and indicators will be monitored, reported, and acted upon for course correction if needed. The Primary Recipient will work with Implementing Partners (IPs) (where relevant) and will be working in coordination with them to ensure that required progress -bi-annual/annual- (and Final Reports) reports comprise of a narrative summary of the progress of implementation, aligned financial reports and any relevant updates to the grant. Also the following will be included:

### **Program/Grant Implementation Monitoring (bi-annual reporting):**

- A narrative summary of progress against the applicant's Implementation Plan
- Output/outcome data to demonstrate progress against the result framework
- Standardized data of minimum data requirements as part of progress reporting on grant activities key targets and indicators as specified in the Agreement.
- Risk Log update
- Financial Reports
- Audit Report (as applicable)
- Case Study of Lessons Learned and/or relevant human-interest stories

The specific reporting templates and requirements for both program implementation and financial reporting( will be shared with the selected applicant as part of the finalization of the Grant Support Agreement

## **2.3 Budget requirements**

- a. Budget Ceiling: [as indicated in the [Particulars](#), if applicable]
- b. At a minimum, the budgets must include:

- i. An estimate of direct costs, which include all of the expenses that are required for, and can be tracked directly to, the grant/funding accounts. Direct costs must be broken down by expense subcategory, by expense line item and by year.
  - ii. A description of assumptions or justifications underlying the estimates
- c.** The costs will be eligible only if these are incurred for the purpose of this grant/funding and within the duration mentioned in the legal instrument (including any amendments)
- d.** Article II, Section 7, of the Convention on the Privileges and Immunities of the United Nations provides, inter alia, that the United Nations, including UNOPS as a subsidiary organ, is exempt from all direct taxes, except charges for public utility services, and is exempt from customs restrictions, duties, and charges of a similar nature in respect of articles imported or exported for its official use. All proposals shall be submitted net of any direct taxes and any other taxes and duties
- e.** Grant budgets may include indirect costs up to 10% of direct costs. In case of subgrants, indirect costs on the subgrant amount should be calculated and presented separately.
- N.B - 1:** CFP Annex - 2 \_ Detailed Activity Budget Breakdown will include a 10% overhead/indirect costs, as long as the total budget does not exceed the ceiling of **USD 2,500,000**.

# 3. Application Template for Project Funding

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A. PROJECT SUMMARY	
<b>A.1. Project title:</b>	
<b>A.2. SHF Result area(s)</b>	<p><b>SHF Highest Level Results</b></p> <ul style="list-style-type: none"> <li>● <b>Indicator 1.</b> Increasing the number of individuals with inclusive and sustainable access to improved sanitation, hygiene</li> <li>● <b>Indicator 2.</b> Increasing the volume of investments in the sanitation and hygiene economies</li> <li>● <b>Indicator 3.</b> Realising the value of national sanitation and hygiene economies, delivering inclusive and sustainable goods, services and jobs</li> </ul> <p><b>Relevant Strategic Objectives</b></p> <p><b>Strategic Objective 1. Scale-up household sanitation and hygiene services</b></p> <ul style="list-style-type: none"> <li>● <b>Strategic Action 1.1.</b> Support the development of national sanitation and hygiene policies, systems, costed investment plans and financing strategies</li> <li>● <b>Strategic Action 1.2.</b> Support the implementation of national plans and investment cases to increase household sanitation and hygiene services</li> <li>● <b>Strategic Action 1.3.</b> Invest to extend sanitation and hygiene services to vulnerable populations</li> </ul> <p><b>Strategic Objective 4. Support innovation towards safely managed sanitation and hygiene</b></p> <ul style="list-style-type: none"> <li>● <b>Strategic Action 4.1</b> Catalyse innovations in technologies and other sanitation, hygiene solutions that are cost-effective, sustainable and climate resilient</li> <li>● <b>Strategic Action 4.2.</b> Work with partners to scale up market-based sanitation and hygiene to deliver quality and value-for-money products and services</li> <li>● <b>Strategic Action 4.3.</b> Support innovative finance solutions and the development of national data platforms for evidence-based real-time decision-making.</li> </ul>
<b>A.3. Expected number of individuals reached</b>	Indicate total number of individuals reached from SHF direct support
<b>A.4. Total SHF funding requested</b>	US\$
<b>A.5. Implementation period</b>	Indicate number of years and months.
<b>A.6. Primary recipient (PR) information</b>	Please indicate the full name and provide the registration type.
<b>A.8. Executive summary (max. 750 words, approximately 1.5 pages)</b>	
<p>Provide an executive summary of the project including:</p> <ol style="list-style-type: none"> <li>1. Problem statement</li> <li>2. Proposed interventions</li> <li>3. Project impacts/benefits</li> <li>4. Project monitoring strategy activities and timelines</li> </ol>	

## B. PROJECT INFORMATION

### B.1. Sanitation, hygiene and cholera prevention context (max. 1000 words, approximately 2 pages)

*Sanitation and hygiene and cholera/ population vulnerability problem statement: Describe the problem the proposal is expected to address including the need for the intervention.*

*Context: Describe the target population and suggested states/towns of the proposed interventions including information on the demographics, economy, etc. Please provide a map as an Annex.*

*Related interventions: Also describe any recent or ongoing interventions that are related to the proposal and how they will be complemented by this project. Note that the SHF Project Funding is available for building on existing gains, either achieved through the WASH sector, health sector or infrastructure investments including market-based interventions.*

### B.2 Description of previous phases of market-based interventions (max 500 words, 1 page)

*The Project Funding is for activities that build on a track record of market-based approaches and increase scale. Please describe the previous or ongoing work that provides the basis for the proposed programme, including aspects such as: key results, amount of funding invested, geographic areas covered, key lessons that will be addressed in the proposed project.*

### B.3. Theory of change (max. 1000 words, approximately 2 pages plus diagram)

*Describe the project's theory of change and provide information on how it serves to shift the development pathway towards a more inclusive, sustainable and/or climate resilient direction. Provide a results chain of inputs, activities, outputs, outcomes, and impact statements, and identify causal relations to deliver the project's expected results. Provide the diagram of the theory of change (approximately 1 page).*

### B.4. Project description (max. 2000 words, approximately 4 pages)

*Describe the proposed inputs and activities that lead to the expected Fund-level outputs, outcomes and impacts. Explain why this set of interventions was selected instead of alternative solutions and how the selected strategy applied lessons learnt from past experience and is based on the best available evidence. Explain how the proposal contributes to growing or realizing the sanitation economy, putting in place elements that will be needed to attract other investors for the next phase. Discuss the role of data and strengthening national data systems as part of this process.*

### B.5. Implementation arrangements (max. 1500 words, approximately 3 pages plus diagrams)

*Provide a description of the project implementation structure that includes contractual, institutional and financial arrangements from and between the SHF, the Primary Recipient, the lead Ministry(ies) and any third parties (such as implementing partners, if applicable).*

- *Provide information on governance arrangements set to oversee and guide project implementation. Note that if the lead Ministry is not the Primary Recipient, a tripartite agreement between the SHF, the lead Ministry and the Primary Recipient will need to be signed.*
- *Provide information on the financial flows and implementation arrangements between SHF, the Primary Recipient and implementing partners.*
- *Describe the experience and track record of the Primary Recipient with respect to the activities (sector and country/region) that they are expected to undertake.*
- *Provide a diagram(s) that maps the implementing arrangements and the flow of funds between entities.*

### B.6. Exit strategy and sustainability (max. 500 words, approximately 1 page)

*Explain how the project sustainability (financial, institutional, social, gender equality, environmental) will be ensured in the long run after project closure, including how the project's results and benefits will be sustained. Include information pertaining to the longer-term ownership, project exit strategy, operations and maintenance of investments. Provide information on additional actions to be undertaken by the public and private sector or civil society as a consequence of the project implementation for scaling up and continuing impact. Provide details of how this project will seek to be an investable proposition, including an approach to longer term business and investment case development.*

## C. PERFORMANCE AGAINST FUNDING CRITERIA

<b>C.1. Sanitation and hygiene impact potential (max. 500 words, approximately 1 page)</b>
<i>Describe the project's impact on access to safely managed sanitation and hygiene for the target beneficiaries, including how it will contribute to ongoing cholera management and promote City-wide Inclusive Sanitation approaches.</i>
<b>C.2. Sanitation and hygiene financing and sanitation economy impact potential (max. 500 words, approximately 1 page)</b>
<i>Discuss how the project uses market-based approaches and innovation, and contributes to increasing the volume of investments and realizing the value of the sanitation economy.</i>
<b>C.3. Gender equity and a focus on vulnerable groups<sup>12</sup> (max. 250 words, approximately 0.5 page)</b>
<i>Explain how the project contributes to gender equity and inclusive access with a focus on those most likely to be left behind. Describe the vulnerability of key beneficiary groups and explain how the project ensures the inclusion of vulnerable groups. Please describe how the project seeks to integrate strategies to build SMEs that secure the participation of women as leaders, entrepreneurs, employees and informed consumers in the sanitation economy. In addition, please describe how the project will also seek to demonstrate the link between women's access to safely managed sanitation and hygiene and greater access to economic empowerment.</i>
<b>C.4. Climate resilience<sup>13</sup> (max. 250 words, approximately 0.5 page)</b>
<i>Describe the project's contributions to climate-resilient sanitation and hygiene consistent with relevant national climate change adaptation strategies and plans. Describe how the Project will provide solutions, where acceptable and feasible, to advance the reuse of human waste, through for example, deploying simple transformation technologies that combine human waste and other agricultural waste streams.</i>
<b>C.5. Sustainability (max. 250 words, approximately 0.5 page)</b>
<i>Describe how the project is sustainable and catalyzes impact beyond a one time investment. Describe the potential for scaling up intervention activities, contributions to national data systems, knowledge sharing and learning, contributions to creating an enabling environment and the strengthening of relevant regulatory frameworks.</i>
<b>C.6. Human development impact (max. 250 words, approximately 0.5 page)</b>
<i>Describe the broader human development benefits and priorities of the project in relation to the Sustainable Development Goals (SDGs). Discuss the project's human development impact potential including health benefits, educational benefits, economic benefits, environmental benefits, and impacts on equity and inclusion.</i>
<b>C.7. Systems strengthening and country ownership (max. 250 words, approximately 0.5 page)</b>
<i>Describe how the country takes ownership of the funded project. Refer to the national sanitation, hygiene and/or Cholera control strategy and the alignment of proposed activities with existing policies. Discuss how the Primary Recipient and implementing partners will work with the lead sector ministry and other national stakeholders including WASH sector multi-stakeholder platforms and engage with existing mutual accountability mechanisms. Explain the project's approach to participation including engagement with civil society organizations and project beneficiaries including women and vulnerable groups.</i>
<b>C.8. Project efficiency, effectiveness and continuous improvement (max. 250 words, approximately 0.5 page)</b>
<i>Discuss the proposed activities from an efficiency and effectiveness perspective, taking into consideration the requested financing and the outcomes/impact that the project aims to achieve. Assess project costs per beneficiary for the proposed interventions to illustrate overall cost effectiveness. Explain how the best available technologies and practices have been considered and applied. If applicable, refer to past experience and lessons learnt and specify the project's innovations and/or</i>

<sup>12</sup> Vulnerability is context specific. Relevant vulnerable groups include persons with disabilities, older persons and those in the lowest wealth quintile. For more information, refer to: <https://unstats.un.org/sdgs/report/2016/leaving-no-one-behind>

<sup>13</sup> Defined as the ability of people and systems to anticipate, adapt to and recover from the negative effects of shocks and stresses (including natural disasters and climate change) in a manner that reduces vulnerability, protects livelihoods, accelerates and sustains recovery, and supports economic and social development, while preserving cultural integrity. See UNICEF's guidance note on climate resilient WASH programming: <https://www.unicef.org/media/109006/file/UNICEF-guidance-note-climate-shift.pdf>

*modifications to common practices to improve on performance. Outline the project's approach to learning and continuous improvement. How will the available monitoring data and other available data sources be used to adapt and learn?*

### D.1. Project activities and key deliverables

*For each of the below SHF results area, summarize the project activities. Provide a brief description, and identify sub-activities and key deliverables. Align with deliverables included in the implementation timetable. Add rows as needed.*

#### SHF result areas

- Scale-up household sanitation and hygiene services
- Support innovation towards safely managed sanitation and hygiene

Activity	Description	Sub-activities	Key deliverables

### D.2. Project performance indicators

*Outline a results framework for the project. The project performance indicators should measure progress, performance and results at the most relevant level with appropriate disaggregation including by gender and relevant vulnerable groups<sup>14</sup>. Select the relevant SHF results areas and specify expected results, indicators, means of verification, baselines, targets and assumptions. Refer to JMP guidance<sup>15</sup> and use results indicators listed under D.1. when appropriate. Add rows as needed.*

#### SHF RESULTS AREAS:

- Scale-up household sanitation and hygiene services
- Support innovation towards safely managed sanitation and hygiene

Results Area	Expected Results	Indicators	Means of Verification (MoV)	Baseline	Target		Assumptions
					Mid-term	Final	

<sup>14</sup> Vulnerability is context specific. Relevant vulnerable groups include persons with disabilities, older persons and those in the lowest wealth quintile. For more information, refer to:

<https://unstats.un.org/sdgs/report/2016/leaving-no-one-behind>

<sup>15</sup> Access JMP's guidance on sanitation, hygiene indicators for households, schools and health care facilities here: <https://washdata.org/monitoring/methods/core-questions>



Choose SHF results area	Specify expected results	Specify proposed project performance indicators					
Choose SHF results area	Specify expected results	Specify proposed project performance indicators					
Choose SHF results area	Specify expected results	Specify proposed project performance indicators					
Choose SHF results area	Specify expected results	Specify proposed project performance indicators					
Choose SHF results area	Specify expected results	Specify proposed project performance indicators					
Choose SHF results area	Specify expected results	Specify proposed project performance indicators					
Choose SHF results area	Specify expected results	Specify proposed project performance indicators					
Choose SHF results area	Specify expected results	Specify proposed project performance indicators					

### D.3. SHF-level outcomes

Specify the project's contribution to SHF-level outcomes<sup>16</sup> and propose indicators focusing on the four SHF outcome areas listed below. Select each relevant outcome area and specify expected outcomes, indicators, means of verification, baselines, targets and assumptions. Note that an outcome area might be associated with multiple outcomes. Use results indicators listed under D.1. when appropriate. Cover all four SHF outcome areas if applicable to the project. Add rows as needed.

#### SHF OUTCOME AREAS:

- Accelerated service delivery to households
- Increased investment and robust project pipeline
- Robust sector systems and investor confidence
- National data platform with real time decision making

<sup>16</sup> Refer to the Theory of Change included in the SHF Strategy 2022-25 for further detail.

SHF Outcome Area	Expected Outcomes	Indicators	Means of Verification (MoV)	Baseline	Target		Assumptions
					Mid-term	Final	
<i>Choose SHF outcome area</i>	<i>Specify expected outcomes</i>	<i>Specify proposed outcome indicators</i>					
<i>Choose SHF outcome area</i>	<i>Specify expected outcomes</i>	<i>Specify proposed outcome indicators</i>					
<i>Choose SHF outcome area</i>	<i>Specify expected outcomes</i>	<i>Specify proposed outcome indicators</i>					
<i>Choose SHF outcome area</i>	<i>Specify expected outcomes</i>	<i>Specify proposed outcome indicators</i>					
<i>Choose SHF outcome area</i>	<i>Specify expected outcomes</i>	<i>Specify proposed outcome indicators</i>					

#### D.4. SHF-level impact

*Specify the project's contribution to SHF-level impact<sup>17</sup> and propose indicators focusing on the four SHF impact areas listed below. Select each relevant impact area and specify expected impact, indicators, means of verification, baselines, targets and assumptions. Note that an impact area might be associated with multiple impacts. Use results indicators listed under D.1. when appropriate. Cover all four SHF impact areas if applicable to the project. Add rows as needed.*

##### SHF IMPACT AREAS:

- Climate-resilient sanitation, hygiene and menstrual health for all
- Health, education and economic returns
- Sustainability and gender equity
- Stronger sector and sanitation economy realized

SHF Impact Area	Expected Impact	Indicators	Means of Verification (MoV)	Baseline	Target		Assumptions
					Mid-term	Final	
<i>Choose SHF impact area</i>	<i>Specify expected impact</i>	<i>Specify proposed impact indicators</i>					
<i>Choose SHF impact area</i>	<i>Specify expected impact</i>	<i>Specify proposed impact indicators</i>					

<sup>17</sup> See the Theory of Change included in the SHF Strategy 2022-25 for further detail.

<i>Choose SHF impact area</i>	<i>Specify expected impact</i>	<i>Specify proposed impact indicators</i>					
<i>Choose SHF impact area</i>	<i>Specify expected impact</i>	<i>Specify proposed impact indicators</i>					
<i>Choose SHF impact area</i>	<i>Specify expected impact</i>	<i>Specify proposed impact indicators</i>					
<i>Choose SHF impact area</i>	<i>Specify expected impact</i>	<i>Specify proposed impact indicators</i>					

# 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 maximum total number of points an applicant may obtain for both the technical and financial proposals is 100. The weighting of the technical and financial proposals will be 70:30 the ratio determined for the technical proposal and the financial proposal, respectively.

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.

## •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 <a href="#">Instructions to Applicants</a> .	<ul style="list-style-type: none"> <li>• <b>Proposal</b></li> <li>• <b>Annex 1: Declarations</b></li> <li>• <b>Annex 2: PSEA implementing partner self-assessment (section 8 - mandatory)</b></li> <li>• <b>Registration Certificate to operate in Nigeria</b></li> <li>• <b>Proof of organization as not for profit entity</b></li> </ul>
2. The proposal is complete and includes all completed forms and other documentation requested in the <a href="#">Particulars, 'Content of proposal submissions'</a> .	<ul style="list-style-type: none"> <li>• All documentation requested in the <a href="#">Particulars, 'Content of proposal submissions'</a></li> </ul>
3. The applicant accepts the conditions in the template for agreement, as specified in the <a href="#">Particulars, 'Type of legal instrument'</a> .	<ul style="list-style-type: none"> <li>• <b>Annex 1: Declarations</b></li> </ul>

## •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 <a href="#">Table 2.1: Parts of the technical proposal evaluation</a>.</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"> <li>• <b>Proposal</b></li> </ul>

Table 2.1 Parts of the technical proposal evaluation		Obtainable points
1.	Applicant's capacity and expertise	25
2.	Proposed methodology, approach and implementation plan	30
3.	Key personnel proposed (please provide details of all the staff (even if pro bono) that will work on the project)	15
<b>Total technical proposal points</b>		<b>70</b>

**Table 2.1.1 Part 1: Applicant's capacity and expertise**

	Criteria to be evaluated	Documents to establish compliance with the criteria (not exhaustive)	Obtainable points
1.1	The applicant (including consortium partners, if any) has the general organizational capability to support effective implementation: management structure; financial stability and project financing capacity; management controls; and the extent to which any work would be sub-granted/contracted.	<b>Copy of audited financial statements for the last 3 years</b>	4
1.2	The applicant (including consortium partners, if any) has relevant specialized knowledge and experience in similar activities.	<b>Proposal</b>	4
1.3	The applicant (including consortium partners, if any) has the presence or experience working in the relevant region, country or area.	<ul style="list-style-type: none"> <li>• Certification of incorporation of the applicant</li> <li>• <b>Registration Certificate to operate in Nigeria</b></li> </ul>	3
1.4	The applicant (including consortium partners, if any) has the capacity to undertake the current proposed activities in addition to its current workload.	<ul style="list-style-type: none"> <li>• <b>Proposal</b></li> </ul>	4
1.5	The applicant's existing projects complement this grant support project activity(ies).	<ul style="list-style-type: none"> <li>• <b>Proposal</b></li> </ul>	3
1.6	The applicant has experience successfully delivering similar grant support project activities during the last 10 year(s) prior to this CFP.	<ul style="list-style-type: none"> <li>• <b>Proposal</b></li> </ul>	4
1.7	Applicant (including consortium partners, if any) has described their capacity statement, comparative advantage, and how and why their organization (including consortium partners) is best placed to deliver this project	<ul style="list-style-type: none"> <li>• <b>Proposal</b></li> </ul>	3
<b>Total points for Part 1</b>			<b>25</b>

**Table 2.1.2 Part 2: Proposed methodology, approach and implementation plan**

No.	Criteria to be evaluated	Documents to establish compliance with the criteria (not exhaustive)	Obtainable points
2.1	The proposal is substantially compliant and does not contain any material deviation(s) from the minimum requirements as stipulated in this CFP document, which indicates the applicant's understanding of these requirements.	<ul style="list-style-type: none"> <li>• <b>Proposal</b></li> </ul>	2.5
2.2	The proposed approach incorporates the specific requirements of the CFP as stated in the subsection 2.1: Approach and Methodology.	<ul style="list-style-type: none"> <li>• <b>Proposal</b></li> </ul>	2.5
2.3	Key partners, stakeholders, and coordinators clearly identified. The approach clearly explains which partners will be engaged, where, and for what. There is a clear	<ul style="list-style-type: none"> <li>• <b>Proposal</b></li> </ul>	2.5

	description of how the coordination of different stakeholders will happen.		
2.4	The proposed approach is considered to be an efficient way to deliver the activities and achieve the proposed outputs.	• <b>Proposal</b>	2.5
2.5	The approach is feasible given the operating environment (e.g., access, security, climatic conditions, etc.).	• <b>Proposal</b>	2.5
2.6	The activities proposed under the Implementation Plan are aligned with the proposed approach and methodology. The Implementation Plan demonstrates the applicant's capacity to plan and implement the grant support project activities within the identified timeliness.	• <b>Proposal</b>	2.5
2.7	The applicant has identified tangible outputs that clearly support the achievement of the expected outcomes.	• <b>Proposal</b> , Section 4	2.5
2.8	The proposal satisfactorily demonstrates that the Health, Safety, Social and Environmental (HSSE) requirements in relation to the grant support project activities will be met.	• <b>Proposal</b>	2.5
2.9	The proposal satisfactorily demonstrates that the Protection from Sexual Exploitation and Abuse (PSEA) requirements in relation to the grant support project activities will be met.	• <b>Proposal</b>	2.5
2.10	The applicant's proposed sub-grantees, if identified, will undertake appropriate quantities of grant support project activities, have demonstrated the capacity to undertake the work and are appropriately located to undertake these Activities.	• <b>Proposal</b> , Section 11	2.5
2.11	The IP Monitoring Plan details how different work elements will be monitored, controlled.	• <b>Proposal</b> , Section 5	2.5
2.12	The indicators provide a true measure of the result and are the means of verifying a realistic way to capture the information required.	• <b>Proposal</b> , Section 5	2.5
<b>Total points for Part 2</b>			<b>30</b>

**Table 2.1.3 Part 3: Key personnel proposed**

No.	Criteria to be evaluated	Documents to establish compliance with the criteria (not exhaustive)	Obtainable points
3.1	The composition and structure of the applicant's proposed team is appropriate and the proposed management roles and other key personnel roles are suitable for the implementation of the grant support project activities.	• <b>Proposal</b> , Section 6	5
3.2	The applicant describes and justifies its plan for the size and composition of its team.	• <b>Proposal</b> , Section 6	5
3.3	The qualifications and experience of the proposed key personnel meet the established requirements. • [Insert position title of personnel] • [Insert position title of personnel] • [Insert position title of personnel]	• <b>Proposal</b> , Sections 8 and 9	5
<b>Total points for Part 3</b>			<b>15</b>

**•3. Financial evaluation**

<b>Table 3 FINANCIAL CRITERIA</b>		
<b>Criteria evaluated based on a cumulative analysis methodology during the financial evaluation</b>	<b>Documents to establish compliance with the criteria</b>	<b>Obtainable points</b>
1. Total Budget: A maximum of 10 points will be allocated to the lowest total budget. Total budgets of other substantially compliant applicants will be scored according to the following formula: Points for budget amount = $\frac{[\text{lowest total budget amount}] \times [\text{maximum points allocated for the total budget amount}]}{[\text{Total budget amount of proposal under evaluation}]}$	• <b>Annex 3: Financial proposal</b>	10
2. Applicant organizations comply with the maximum budgets stipulated in the <a href="#">Budget requirements</a> .	• <b>Annex 3: Financial proposal</b>	5
3. The applicant has provided sufficient justification of budget lines and lump sums.	• <b>Annex 3: Financial proposal</b>	5
4. The allocation of budget among different categories is appropriate, particularly the allocation between activities and the operational budget.	• <b>Annex 3: Financial proposal</b>	5
5. The applicant's cost estimates and the assumptions made for such estimates are reasonable.	• <b>Annex 3: Financial proposal</b>	5
<b>Total financial proposal points</b>		<b>30</b>