

Annex I

Terms of Reference

Engaging an NGO/CSO as a Responsible Party for managing small grants programme for business start-up, renewal or expansion in Libya

Project name: Stabilization to Recovery Transition (START) in Libya Project

Country/place of implementation: Southern Libya

Type of Contract: Responsible Party Agreement

I. BACKGROUND

UNDP Libya aims at supporting local authorities to respond to the many conflicts and human mobility induced challenges - by strengthening the local resilience and recovery mechanisms - that impact negatively citizens' access to essential services, sources of livelihoods, the social cohesion and security of communities.

With this intervention, UNDP Libya will support transformative change in pursuit of inclusive job creation and economic diversification for both sustainable socio-economic development and social peace and stability. Restoring and revitalizing the economy must be a primary concern because nothing will undermine democracy and prevent a return to the path of development in a crisis country more than economic inequality, especially in a region where youth represent the largest demographic group and account for the highest rates of unemployment in the world.

Since promoting employment growth in a post-conflict setting require a thorough understanding of the specific context. The project starts with comprehensive assessment on the labour market (private sector) and agriculture value chain in Libya. Through the assessment, the sectors with highest job creation potential will be identified, and analyzed the skills, needs and gaps for the labor markers, potential partners (private sectors, municipalities, chambers of commerce, business unions and line ministries), potential targeting and design of the program.

UNDP Libya, together with FAO, conduct agriculture value chain assessment in southern Libya to identify the existing capacity gaps and market opportunities. Based on this assessment, UNDP plans to launch a grant programme as a part of efforts to promote economic recovery of the conflict-affected regions, to enhance employment and to create income-generation opportunities for the local population and IDPs.

For this purpose, START project is seeking an NGO/CSO as responsible party that will manage the Grants Programme for agrobusiness start-up, renewal or expansion in the southern area.

II. MAIN OBJECTIVES OF THE ASSIGNMENT

The overall objective of this assignment is to establish a competitive mechanism and manage the process of allocation of small business grants for agrobusiness start-up, renewal or expansion, including existing agriculture associations in southern Libya.

Specifically, the Responsible Party shall implement the following:

- Develop and agree with UNDP the methodology for processing and evaluation of applications submitted for the business grants contests and the approach to ensure effective implementation of the supported agrobusiness projects;
- Develop the application documents package for the small business grants programme;
- Announce, advertise and process each Call for proposals under the small business grants programme;
- Ensure broad dissemination of information about the small business grants programme among key stakeholders and public;
- Arrange the review and evaluation of business proposals by independent professionals/experts and Evaluation Committees;
- Sign grant agreements with the beneficiaries and provide funding/grants;
- Monitor implementation of the grant projects by each grantee;
- Develop a procedure for return of the grant funds in case of non-compliance of the grantee's activities with the terms of a grant agreement;
- Coordinate actions with other UNDP activities, in particular, with the training programmes on business ideas origination, business planning, practical aspects of entrepreneurial activity and business development, and with the business consulting service provided to the grantees.

III. SCOPE OF WORK AND EXPECTED OUTPUTS

The Responsible Party shall perform the following tasks to UNDP's satisfaction:

SMALL BUSINESS GRANTS PROGRAMME IMPLEMENTATION

1. Initial stage

Output:

- The detailed narrative reporting forms the Responsible Party should provide to UNDP under the programme have been developed and agreed with UNDP;
- The designated personnel, responsible for implementation, from the Responsible Party's and UNDP sides have been determined, assigned and the rules and formats of written and oral

- communications between the parties have been approved;
- The procedure for grant funds return has been developed and approved for potential cases where a grantee violates or does not fully comply with the terms of the grant agreement;
 - The procedure of reallocation of returned equipment or funds to other applicants has been developed and approved by UNDP.

Expected execution timeframe 15 calendar days after the Agreement starting date.

2. Development of the application package and programme advertising package.

Output:

- A text of the Call for proposals has been developed and approved by UNDP;
- An application form has been developed for Call for proposals and approved by UNDP;
- Roadmaps and manuals for the candidates applying for Call for proposals have been developed. The manuals should include a detailed description of the business grants Contest, its goals and objectives, eligibility and selection criteria, priority areas of business activity, sample forms and templates, reporting, monitoring and evaluation requirements for the business projects, etc. The format and content of the documents have been agreed with UNDP before the announcements for Call for Proposals.

Expected execution timeframe – 10 working days prior the start of Call for proposals

3. The announcement of Call for proposals for the small business grants programme, accepting and managing applications from the target groups.

Output:

- The small business grants programme has been publicly announced;
- A system of communication with applicants to ensure timely responses to questions has been developed. The system can handle communication through various channels, including the mandatory telephone "hotline" that must work during working hours (from 9 to 18) for the duration of the small business grants programme;

Expected execution timeframe – Around the beginning of October 2020

4. Organization of the applications evaluation process.

The process of evaluation of applications should have following stages for each call for proposals:

1) At the first stage of registration, the applications shall be technically screened against the predetermined criteria (participation eligibility, compliance with the contest requirements). Applicants whose business plans were rejected at this stage should be promptly notified of the rejection of their

projects;

2) At the second stage the applications are evaluated by at least three independent professionals in the field of entrepreneurship with experience in the area of business planning and conducting business activities in the respective region and/or sector, involved by the Responsible Party. The candidates' CVs should be submitted to UNDP in advance and should be formally approved by UNDP prior to the start of evaluation. The experts independently assess each application according to the determined criteria, assign appropriate grades and draw up a preliminary report (to recommend or not to recommend the application for review by an independent evaluation committee at the next stage with clear justification of the decision taken). Applicants whose business plans were rejected at this stage must be notified of the rejection of their projects within 5 days of the decision;

3) At the third stage, the applicants present business plans to an independent evaluation committee, which are formed by the Responsible Party and approved by UNDP. Each Evaluation Committee should consist of at least 7 members, delegated by the business community and infrastructure, local authorities, UNDP, FAO, and other experts (possibly including donor) in the field, who will be able to evaluate the business plans from different points of view. At least one Responsible Party's business expert, who has previously evaluated the application must be present at every evaluation committee meeting. Applicants whose business plans were selected for evaluation at this stage, shall describe their business ideas in person, provide details of business plans and answer the questions of members of the evaluation committee. Evaluation committee should assess the business plans according to the defined criteria and assign the respective points to each application.

Output:

- All applications have been technically screened at the first stage. The lists of applications rejected at this stage have been formed, all the applicants on the list have been notified on rejection of their projects;
- All technically eligible applications have been assessed by the Responsible Party experts team (entrepreneurship/business experts) at the second stage. Each application has been assigned a relevant grade and conclusion (recommended or not recommended for review by an independent evaluation committee with comprehensive justification of the decision taken). Applicants whose business plans had been rejected at the second stage were notified within 10 days. Applicants whose business plans were selected for further evaluation, have been informed and instructed regarding the format and details of in-person presentation;
- Independent evaluation committees have been formed for Call for Proposal. The committee membership has been agreed and approved by UNDP. The guidelines for members of the Evaluation Committees, containing detailed information on the evaluation criteria, the procedure for assignment of points for each criterion, the in-person presentation procedure and other details have been developed. A list of standard questions that may be asked during the interview has been developed. Evaluation committee meetings have been organized for Call for Proposals;
- Based on the results of the meeting of the Evaluation Committees, a rating has been formed,

- the reports have been prepared;
- All participants were informed of the results of their application review within 5 days of the committee meeting via e-mail and over the telephone;
 - The results of Call for proposals have been published and disseminated through other online resources agreed with UNDP within 5 days after the formal finalization of the contest results;
 - The procedure for coordination of the training programmes on business ideas origination, business planning, practical aspects of entrepreneurial activity and business development, and with the business consulting service provided to the grantees by UNDP's contractors. Names and contacts of the winners have been submitted to respective companies and/or individuals upon UNDP permission and within the time agreed with UNDP;

Expected execution timeframe – By the end of October 2020

5. Signing grant agreements with beneficiaries and disbursement of grant funds.

Funds should be transferred from the Responsible Party to grantees under the schedule of payments specified in the grant agreement. The mechanism of receiving the grant shall not entail excessive tax liabilities in crediting of funds neither for the Responsible Party nor for the recipients. Each business grant should be disbursed in two tranches: 75% of the requested amount upon signing the grant agreement, 25% of the requested amount upon approval of the grantee's final report.

The amount of grants pool transferred from UNDP to the Responsible Party accounts shall correspond the total value of the grants agreements signed for the date of payment. Immediate (up to 2 banking days) transfer of grants from Responsible Party to recipients' bank accounts should be ensured upon receipt of funds from UNDP.

Output:

- The grant agreement text and form developed by Responsible Party and approved by UNDP. It should include a schedule of payments, requirements and reporting procedures, duration of the project, requirements for monitoring, communications, and other information necessary for the effective use of the grant);
- The agreements with each grantee have been prepared and signed;
- The grant funds have been transferred to beneficiaries in line with the signed agreements;
- The Responsible Party has submitted to UNDP the copies of contracts with grantees and the documents confirming the transfer of funds to the grantees' bank accounts.

Expected execution timeframe – Beginning of November 2020

6. Providing entrepreneurship training, business plan development, and access to finance and new markets.

The Contractor shall develop entrepreneurial training programme based on the outcome of the Value Chain Assessment.

Output:

- Development training courses on entrepreneurs, associations, organizations based on the outcome of the Value Chain Assessment, including outline, curriculum and agenda;
- Conduct a pre-training survey and post-training evaluation for 100% trainees. Originals of pre-training survey and end-of-training feedback forms should be provided to UNDP;
- Provide an opportunity for each trainee to present and defend her/his business project in front of the training group. Create conditions at each training session and facilitate discussion of each developed and presented business plan among the participants;
- Promote business projects led by women and disseminate success stories of businesses led by women during the training. Success stories shall be provided to UNDP;
- Prepare and submit a post-training report to reflect the outcome of the training and present recommendations for subsequent interventions. The report shall cover at least the following themes: (i) processed information on participants containing data disaggregated by gender, age and territory; (ii) pre-training and post-training evaluation addressing participants' initial knowledge and end-of-training satisfaction with the training content; (iii) participants insights on the training; (iv) recommendations for further actions aiming to strengthen the entrepreneurial capacities of IDPs and the local population of the target regions;
- Provide following up at least three times (total six hours) one-to-one sessions, mentoring sessions to the grantees.

Expected execution timeframe – November 2020 – January 2021

7. Providing technical and operational administration of the small business grants programme. Monitoring of the business projects implementation.

Output:

- The grantees' reports have been received, verified and approved by the Responsible Party according to the schedules stipulated by the grant agreements;
- Advice on operational reporting is promptly provided through various channels (email, telephone hotline);
- Implementation of business projects has been monitored through inspection reports based on the field visits to each grantee and remote communications. The schedule of monitoring visits has been coordinated with UNDP;
- The reports of grantees and Responsible Party's reports on results of monitoring of grantees performance have been submitted to and accepted by UNDP.

Expected execution timeframe – November 2020 - February 2021

OTHER DUTIES

Support of the grant funds returning procedure in case a grantee violates or does not fully comply with scope and the terms of the grant agreement.

Output:

- In case of the grantee's non-compliance with the grant agreement terms, the grant aid in the form of funds or equipment shall be returned to the Responsible Party and shall be re-distributed. For this purpose, a separate formal decision shall be proposed by the Responsible Party and approved by UNDP to assign a grant to one of the applicants previously included to the waiting list for the respective region;
- Initiating and conducting lawsuits against the grantees who do not comply with the grant agreements terms in order to return the grant funds in the form of cash and/or equipment purchased for the grant funds. Such liability, as well as the responsibility to re-distribute the grant funds among the other winners of the respective Call for Proposal or to return it to UNDP in case of impossibility of such re-distribution, shall not be limited by the timeframe of the Agreement.

Expected execution timeframe –full duration of the Agreement

In addition, the Responsible Party shall:

- Coordinate its activities with other UNDP partners and contractors to achieve effective cooperation whenever possible;
- Ensure visibility and information reference to UNDP and donors on all products created under the project implementation;
- Ensure visibility of UNDP and donors by placing visual marks on equipment purchased by the grantors.

GENERAL TERMS FOR THE SMALL BUSINESS GRANTS PROGRAMME

It is assumed that business projects funded under the small business grants program should:

- Demonstrate high profit potential and long-term sustainability and have feasible market indicators;
- Be within and/or envisage positive impact on the priority value chains in the target areas;
- Provide a minimum 20% co-financing of the total project budget, including non-cash contribution in the form of equipment, premises and works on premises arrangement, etc.

The small business grants programme objectives:

- Create income-generation opportunities for the population in Libya through supporting the development of MSMEs, cooperation and association;
- Support development of the priority value chains in the target regions.

Business projects funded under the small business grants programme may be dealing with the following types of business activities (the list is non-exhaustive and shall be agreed with the UNDP representatives upon its launch):

- procurement of equipment necessary to start production activities;
- procurement of tools to start providing services;
- hiring personnel and covering their wages;
- initial lease of office space, platforms for service provision or production sites;
- initial procurement of feedstock for production/services provision;
- franchising costs, etc.

Conditions and requirements to applicants for the small grant program:

- Applicants should officially reside and express their willingness to start-up, renew or expand businesses in the target areas;
- Applicants should be able to be officially registered as private entrepreneurs or register other type of business entity, cooperation, association in Libya;
- Grant applicants may submit only one application and receive only one grant;
- Only one grant can be received by immediate/close family members (namely father, mother, son, daughter, sister, brother, official spouse);
- The grant agreement on financial support between the beneficiary and the grants administrator shall oblige the grantee to return equipment or its full price (in case of damage or loss) if the enterprise is not launched according to the business plan within 30 days since the agreement signed;
- Co-financing of at least 20% of total expenses on the business establishment by the grantee, including non-cash payments in the form of equipment, premises or other type of property is an obligatory requirement for the financial support;
- Businesses solely aimed at trade and distribution that are not connected to any of the prioritized value chains will not be supported;
- Women and men are equally encouraged to apply for Call for Proposals.

IV. BUDGET SIZE AND DURATION

The estimated total funds allocated for the provision of the small business grants to MSME and/or association support amounts to 660,000.00 US dollars. The business grants programme must be implemented through one Calls for proposals.

The amounts of grants will depend on the value of business plans submitted for the Call for proposals and responsiveness in terms of supporting the expansion and strengthening of selected priority value chains and the maximum amount per grant shall not exceed the equivalent of 60,000.00 USD.

The total number of grant recipients will be determined based on the requested amount of submitted proposals upon completion of an evaluation process for each Call for proposals. It is expected to support at least 10 agrobusiness projects in total during the period of Agreement.

The administrative costs related to the implementation of the small business grants programme under this TOR must not exceed the total allocated amount of 122,000.00 US dollars. The amount requested in the proposal should be commensurate with the organization's administrative and financial management capabilities.

All activities are expected to be delivered within the 6 months period upon the signature of the Agreement. The anticipated implementation period is September 2020 – February 2021. The organizations are requested to submit a clear dynamic plan for achievement of each output within the foreseen timeframe.

V. MONITORING/REPORTING REQUIREMENTS

The Responsible Party shall report to UNDP on the implementation of the activities and achievement of the outputs, specifically the RP shall provide following narrative and financial reports:

- (i) monthly reports, due within five (5) calendar days after the end of each month;
- (ii) final narrative and financial report, due within thirty (30) days after the completion of all the activities including a summary of activities and results, lessons learned and conclusions reflecting the whole implementation period. Data should be disaggregated by gender, age groups and other categories as required by UNDP;
- (iii) weekly operational email reports on current results, implementation and issues of the small business grants programme;
- (iv) additional reports related to the activities as may be reasonably required by UNDP during the implementation period.

Reports must be written in English language.

Payments to cover administrative (management and operational) costs shall be linked to the outputs and shall be made in several installments as per the schedule stipulated by the Agreement.

The Responsible Party shall comply with the system of monitoring, evaluation and quality control introduced by UNDP, and also provide the necessary information, reports and statistical data according to the predetermined schedule *or* as soon as possible (within a reasonable time).

The reports shall follow the pre-set template agreed with UNDP that includes both substantial and financial parts and shall be shared with the respective official.

As a quality assurance measure, UNDP reserves the right to initiate spot-checks of grantees to conduct interviews and receive feedback on the quality of the Responsible Party's work. The Responsible Party shall facilitate the process by presenting UNDP with all necessary contacts of the grantees and shall refrain from influencing the impartiality of the assessment procedures.

VI. INSTITUTIONAL ARRANGEMENT

Roles and Responsibilities of the Engaged Responsible Party

- Allocate the proper and needed skilled personnel to carry out the project's outputs;
- Be responsible of all logistics related to the completion of this assignment including remuneration of staff /experts / administrative issues related to implementation of activities; all materials and tools required for activities completion; transportation; rental; communication; allowances; etc.;
- Ensure proper reach out to beneficiaries;
- Implement and constantly monitor the activities;
- Provide required and ad-hoc comprehensive reports on a timely manner (focusing as well on the outcome).

Role of UNDP

- Provide field supervision and quality assurance by UNDP's personnel;
- Follow up, monitor and evaluate the progress of implementation of activities and manage/mitigate potential risks;
- Approve progress/final reports;

VII. EXPERIENCE AND QUALIFICATION REQUIREMENTS

- Non-governmental, public, charitable, non-profit organization officially registered in Libya for at least 2 years;
- Experience in the management of grant programmes (at least two grant programmes with a total number of recipients over 50);
- Experience in project implementation or execution of contracts for the provision of professional services in the area of grant programmes management with a total budget of projects/contracts from USD 100,000.00;
- Experience in the provision of business development training;
- Legal status of the organization should enable it to receive UNDP grant pool without the Responsible Party's incurring in tax liabilities.

The Responsible Party must have a team of at least eight members with following roles and required qualifications:

Team Leader/Manager

- Master's (or equivalent) degree in Economy, Public Administration, Law, Management, Entrepreneurship or related field;
- Minimum 5 years of professional experience in project management,
- Minimum 3 years of experience in implementing projects/programmes/provision of grants or credit loans to fund business plans;
- Excellent knowledge of English. Preferably Arabic.

Finance Associate

- Bachelor's (or higher) degree in Finance, Accounting and Audit or other related fields relevant to the financial administration of the small grants scheme;
- Minimum 2 years of experience of financial management in implementing projects/programmes/provision of grants or credit loans;
- Minimum 2 years of experience in providing financial / accounting to international technical assistance organizations or other donors/customers;
- Excellent knowledge of Arabic and English.

Regional Coordinator

- Bachelor's (or higher) degree in Economy, Entrepreneurship, Management or related field;
- Sound knowledge of business conditions in each of the target regions;
- Minimum 2 years of experience in local economic development or business development;
- Permanent residence in one of the target regions;
- Excellent knowledge of Arabic and English.

VIII. DOCUMENTS TO BE SUBMITTED IN A TECHNICAL PROPOSAL AND A FINANCE PROPOSAL:

Technical Proposal should provide among others a contextual analysis/background information, proposed methodology and approach, including objectives and clear outputs that will be achieved within the lifecycle of each suggested activity.

- A letter of interest / letter of offer, which outlines previous experience in implementing similar programmes and competitive advantages of the applicant company;
- A work plan with the proposed work schedule indicating the persons responsible for each area of activity;
- Description of the management methodology and implementation of the small business grants programme, which should include the following:
 - Communication strategy and plan for dissemination of information about the contest, including cooperation with the media and NGOs, placement of information via online resources and social networks;

- Description of organization of all stages of the project proposals evaluation process with proposed criteria for evaluating business plans and evaluation procedures;
- Description of the mechanism of transferring funds to grantees, a prerequisite of which is that no or minimal tax obligations of the grantees shall arise in connection with the grant funds receipt;
- Procedure for monitoring and evaluation of the business projects, including the admission procedures and inspection reports description, quality control methods;
- Description of communication tools available for interaction with applicants and grantees, which should include but not limited to a telephone hotline;
- Description of the grant funds returning procedure and brief on raised lawsuits within the previous projects and their results;
- Personal CVs of Project Team, including information about past experience in similar projects / assignments;
- Quality assurance plan;
- At least 1 reference letter from the previous customers/clients/partners reflecting the nature of projects implemented, their results and the role of the applicant.

The financial proposal is expected to provide a clear budget, with itemized costs, for designing and implementing activities. The financial proposal should indicate the all-inclusive amount, supported by a breakdown of costs for each activity.

Budget allocation would include, for example, but to be limited to: Remuneration of Staff / Trainers / Experts; all materials and tools required for activities completion; all logistical fees for meetings and sessions; transportation; management fees; rental; communication; food and beverages; accommodation; allowances; etc.

IX. PROPOSED PAYMENT SCHEDULE:

The schedule of payments for the grants administration services will be agreed with the Responsible Party before the start of the Assignment. Payments to the Responsible Party to cover administrative (management and operational) costs will be linked to activities.

Evaluation criteria

(The CSOs/NGOs that are compliant with minimum evaluation criteria will be passed to technical evaluation)

1. Officially registered organization (public, non-governmental, charitable, non-profit) at least 2 years;
2. Experience in the management of grant programmes / provision of credit loans (at least two programmes with total number of recipients over 50);
3. Experience in project implementation or execution of contracts for provision of professional services in the area of grant programmes management / providing credit loans with a total budget of projects / contracts from USD 100,000.00.

Technical criteria:

Summary of Technical Proposal Evaluation Form	Score Weight	Max Points obtainable
Expertise of Firm/Organization	40%	360
Proposed Methodology, Approach and Implementation Plan	40%	360
Personnel	20%	190
Total	100%	910

Forms of assessment of technical proposals are given in the next two pages. The maximum score that may be received for each assessment criterion indicates the relative significance or part of such a criterion in the overall assessment process.

Assessment of technical proposal Form 1		Maximum score	NGO/ CSO		
			A	B	C
Experience of the company / organization submitting the proposal					
1.1	Officially registered organization (non-governmental, public, charitable, non-profit, for-profit) (minimum 3 years – 50 points, 4-5 years – 60 points, 6–7 years- 70 points, 8 years or more – 80 points).	80			
1.2	Experience in the management of grant programmes / provision of credit loans (references should be submitted): <ul style="list-style-type: none"> - number of successfully implemented programmes: 2 programmes – 50 points, 3 programmes – 60 points, 4 programmes and more – 70 points); - total number of recipients under the implemented programmes: 50-99 people/entities – 50 points, 100-199 people/entities – 60 points, 200 people/entities or more – 70 points. 	140			

1.3	Experience in project implementation or execution of contracts for provision of professional services in the area of grant programmes management / providing credit loans with a total budget of projects / contracts: <ul style="list-style-type: none"> - \$100,001.00–200,000.00 – 80 points; - \$200,001.00–300,000.00 – 100 points; - \$300,001.00–400,000.00 – 120 points; - \$400,001.00 or more – 140 points. 	140			
Overall score on Form 1		360			

Assessment of technical proposal Form 2		Maximum score	Company / Other organization		
			A	B	C
Proposed work plan, methodology and approach					
2.1	How well-elaborated is the communication strategy to promote the small business grants programme implementation? <ul style="list-style-type: none"> - The proposed communication channels include grants contest web page and at least three additional resources – up to 10 points; - The information strategy envisages at least three press-conferences for each Call for proposals in the designated locations – up to 10 points; - Proposed system for response to inquiries from potential applicants oriented to provide prompt feedback and processing of all inquiries – up to 10 points. 	30			
2.2	How well developed is a system of feedback and communication with applicants and grantees? <ul style="list-style-type: none"> - The approach provides for a telephone hotline and details its method, the schedule and features of its operation – up to 20 points; - The tool for registration of applications provides online format and prompt registration, identification of repeated applications, granting the status of each application, the possibility of automatic responses to 	40			

	participants and creation of a database and mailing list – 20 points.				
2.3	<p>How well-developed is a proposed approach to the process of evaluation of applications?</p> <ul style="list-style-type: none"> - The suggested evaluation system provides three steps described in the specifications and contains a detailed description of the methodology at each stage – up to 20 points; - The methodology for applications evaluation is reasonable and realistic, complies with the competition objectives and allows to assess the application potential – 20 points; - The process of evaluating applications is transparent and impartial, it envisages the involvement of the independent evaluation committee at a final stage (specified composition and ways of attracting committee members, spelled assessment methodology and operational procedure of the evaluation committee) – 20 points; - The proposed timeframe and logistics for arranging independent professionals/experts is realistic and addressing ToRs requirements – up to 20 points. 	80			
2.4	<p>How well-developed and robust is the methodology for monitoring and evaluation of implementation of projects having received grants?</p> <ul style="list-style-type: none"> - The proposed monitoring implementation plan has realistic timeframe and logistics arrangements – up to 20 points; - The monitoring and evaluation methodology suggested is realistic, unified for all grantees and is able to analyze progress of grants implementation based on clear evaluation method – up to 20 points; - The proposed monitoring and reporting mechanism shows sufficient 	60			

	capacity of the Responsible Party to provide counseling on reporting issues to grantees – up to 20 points.				
2.5	<p>How well developed and realistic is the mechanism of funds provision to grantors?</p> <ul style="list-style-type: none"> - The mechanism involves the development and signing of agreements with grantors – up to 20 points; - The mechanism includes a detailed list and description of the conditions under which funds are allocated to grantors (legal registration, existence of a bank account, etc.) – up to 20 points. - The mechanism of providing and receiving the grant does not entail tax liabilities in crediting of funds Responsible Party and entails only minimal tax liabilities for the recipients¹ – up to 20 points 	60			
2.6	<p>How well-developed and realistic is the proposed grant funds returning procedure in case where a grantee violates or does not implement in full scope the terms of the agreement?</p> <ul style="list-style-type: none"> - The proposed procedure ensures monitoring and timely identification of risks of grantees undue performance – up to 15 points; - The mechanism for withdrawal of funds is realistic, based on the legislation of Ukraine and contains references to specific laws, etc. – up to 15 points; - The proposed procedure includes mechanism of reallocation of withdrawn funds/assets to other applicants – up to 15 points. 	45			
2.7	<p>How well-elaborated is the proposed plan of work and suggested timeline?</p> <ul style="list-style-type: none"> - Monthly detailed elaboration of a work plan – 10 points 	45			

¹ The proposed mechanism should be in line with the applicable Ukrainian legislation

	<ul style="list-style-type: none"> - Weekly detailed elaboration of a work plan – 10 points; - The schedule is realistic and meets the assignment timeframe – 25 points. 				
Overall score on Form 2		360			

Assessment of technical proposal Form 3		Maximum score	Company / Other organization		
			A	B	C
Personnel					
Team Leader/Manager					
3.1	Experience in project management (5 years – 10 points, 6–7 years – 15 points, 8 years and more – 20 points).	20			
3.2	Experience in the implementation of projects / programmes / provision of grants or credit loans to finance business plans (3 years – 15 points, 4–6 years – 20 points, 7 years and more – 25 points).	25			
3.3	Higher education in Economy, Public Administration, Law, Management, Entrepreneurship or related field (Master's (or equivalent) – 10 points, PhD or higher – 15 points).	15			
3.4	Language command: English – 5 points, English and Arabic (working level) – 10 points).	10			
Interim score according to criteria 3.1–3.4		70			
Other Experts – Finance Associate					
3.5	Experience in financial management in implementing projects / programmes / provision of grants or credit loans (2 years – 5 points, 3–6 years – 10 points, 7 years and more – 15 points).	15			
3.6	Experience in providing financial / accounting to international technical assistance organizations or other donors / customers (3 years – 5 points, 4–5 years – 10 points, 6 years or more – 15 points).	15			
3.7	Higher education in Finance, Accounting and Audit or other related field relevant to financial administration of the small grants scheme (Bachelor's degree or equivalent – 5 points, Master's – 7 points, PhD or higher – 10 points).	10			
3.8	Language command: Arabic– 5 points, Arabic and English – 10 points	10			
Interim score according to criteria 3.5–3.8		50			
Other Experts – Regional Coordinator (South)					
3.9	Experience in local economic development or business development (3 years – 10 points, 4–6 years – 15 points, 7 years and more – 20 points).	20			
3.10	Sound knowledge of business conditions in the target areas (2 years of experience in the respective region – 10 points, 3–5 years – 15 points, 6 years or more – 20 points).	20			

3.11	Higher education in Economy, Entrepreneurship, Management or related field (Bachelor's degree or equivalent – 10 points, Master's – 15 points, PhD or higher – 20 points).	20			
3.12	Language command: Arabic – 5 points, Arabic and English – 10 points	10			
	Interim score according to criteria 3.9–3.12	70			
Overall score on Form 3		190			

