



Global Expertise. Local Solutions.  
Sustainable Democracy.

2011 Crystal Drive  
Floor 10  
Arlington, VA 22202

Tel: 202.350.6700  
Fax: 202.350.6701  
[www.ifes.org](http://www.ifes.org)

## **INTERNATIONAL FOUNDATION FOR ELECTORAL SYSTEMS (IFES)**

### **REQUEST FOR APPLICATIONS (RFA) for She Leads Women's Leadership Program in Bougainville, Papua New Guinea**

**RFA-18-050**

**Date August 15, 2018**

## 1. Request for Application (RFA)

### 1.1. Purpose

The purpose of this Request for Applications (RFA) is to invite civil society organizations to submit applications for a project to conduct IFES' She Leads Women's Leadership Program in Bougainville, Papua New Guinea. This program will provide a broad range of Bougainvillean women from different regions, community leaders, elected officials, women with disabilities and young women with knowledge about elections and political processes as well as soft skills including leadership, communication, building self-confidence and decision-making. Overall, the program aims to empower women to participate in Bougainvillean political processes as active citizens. The RFA provides prospective organizations with the relevant operational and performance requirements.

IFES plans to issue multiple Subawards from approximately September 2018 to June 2019, with a total estimated cost not to exceed \$250,000 USD anticipated to be split across Subawards.

### 1.2. RFA Schedule

IFES will conduct a competitive process to identify grantees per the timeline below:

Issuance of RFA	August 15, 2018
Questions Due	August 30, 2018; 17:00 Washington DC (EST)
Response from IFES	August 31, 2018
RFA Closes—All Applications Due	September 13, 2018; 17:00 Washington DC (EST)
Implementation Period	September 2018 – June 2019

## 2. General Information

### 2.1. Background

IFES is an independent, non-governmental organization providing professional support to electoral democracy. IFES supports citizens' rights to participate in free and fair elections. Our independent expertise strengthens electoral systems and builds local capacity to deliver sustainable solutions.

As the global leader in democracy promotion, we advance good governance and democratic rights by:

- Providing technical assistance to election officials
- Empowering the underrepresented to participate in electoral and political processes
- Applying field-based research to improve the electoral cycle

Since 1987, IFES has worked in over 145 countries – from developing democracies, to mature democracies.

## 3. Application Preparation Instructions

### 3.1. Applicant's Understanding of the RFA

In responding to this RFA, the applicant accepts full responsibility to understand the RFA in its entirety, and in detail, including making any inquiries to IFES as necessary to gain such understanding. IFES reserves the right to disqualify any applicant who demonstrates less than such understanding. Further, IFES reserves the right to determine, at its sole discretion, whether the

applicant has demonstrated such understanding. Such disqualification and/or cancellation shall be at no fault, cost, or liability whatsoever to IFES.

### **3.2. Good Faith Statement**

All information provided by IFES in this RFA is offered in good faith. Individual items are subject to change at any time. IFES makes no certification that any item is without error. IFES is not responsible or liable for any use of the information or for any claims asserted there from.

### **3.3. Communication**

Verbal communication shall not be effective unless formally confirmed in writing by the IFES officials identified in Section 3.5 of this RFA. In no case shall verbal communication govern over written communication.

#### **3.3.1. Applicant Inquiries**

Inquiries, questions, and requests for clarification related to this RFA should be submitted in writing, **no later than August 30, 2018; 17:00 Washington DC (EST)**, and be submitted to the representatives listed below.

Mr. Abdullah Abdullah  
Contracts and Grants Manager  
[aabdullah@ifes.org](mailto:aabdullah@ifes.org)

Ms. Sajia Tokhi  
Contract and Grants Administrator  
[Stokhi@ifes.org](mailto:Stokhi@ifes.org)

**Note:** Questions/Answers and Addenda(s) related to this RFA can be found on [IFES Procurement Notices](#) and [Devex.com](#).

#### **3.3.2. Formal Communications** shall include, but are not limited to:

- Questions concerning this RFA
- Expressions of Interest
- Pre-award negotiations under this RFA
- Addenda to this RFA

#### **3.3.3. Addenda**

IFES will make a good-faith effort to provide written responses to the questions or requests for clarifications that require addenda by August 31, 2018. All questions, answers, and addenda will be shared with all interested organizations.

### **3.4. Application Instructions**

All applications should include the following, in order for their application to be considered:

#### **3.4.1. Technical Application**

- The Technical Application must include a written application in English describing in detail the applicant's (a) Technical Approach, (b) implementation timeline, and (c) results framework to implement the Program Description as described in Article 4 of this RFA. The evaluation criteria can be found in Article 3.6. Applicants should use the technical narrative template in Attachment A.

**3.4.2. Cost Application – Budget & Budget Narrative**

- The Budget should reflect costs associated with the technical activities and deliverables. All applicants must use the budget template provided in Attachment B and submit it in Excel format as part of their application. The Budget should be presented in **USD**. Unit costs are required and, in the case of discrepancies between unit costs and total costs, the unit cost will be taken as the reference basis in the evaluation.
- The applicant must agree to keep these costs valid for a minimum of 90 calendar days.
- The Cost Application should include a Budget Narrative that describes each cost element of the Budget (see column H of Attachment B).
- The estimated budget for this project will be between \$200,000 - \$250,000 USD for about 9 months.

**3.4.3. A brief outline of the applicant’s organization and experience as outlined in Attachment C.**

**3.4.4. Additional documentation**

- A completed pre-award survey as included in Attachment D
- A copy of the organization’s most recent final, signed audits/financial statements
- Proof of organization’s registration with the Papua New Guinea government office
- Any other supporting document that will strengthen the application

**3.5. Application Submission**

Applicants must send final applications in electronic copy via e-mail, on or **prior to September 13 —by no later than 17:00 Washington DC (EST) time —**to [aabdullah@ifes.org](mailto:aabdullah@ifes.org) and [Stokhi@ifes.org](mailto:Stokhi@ifes.org).

**3.6. Criteria for Selection**

The evaluation of each response to this RFA will be based on its demonstrated competence, compliance, format, and organization. The purpose of this RFA is to identify those organizations that have the interest, capability, and financial strength to implement the project as described in Article 4 of this RFA.

**Evaluation Criteria & Grading:**

**Criteria**

<p><b>1. Technical Approach, Implementation Timeline, Results Framework</b></p> <p>Demonstrated understanding of the RFA and of IFES’ needs Soundness and feasibility of technical approach</p>	<p>35 points</p>
<p><b>2. Competitive Budget with efficient and reasonable cost structure</b></p> <p>Cost realism in response to RFA requirements Clear budget presentation of necessary, allocable and reasonable costs</p>	<p>40 points</p>
<p><b>3. Past Performance and Organizational Capacity</b></p> <p>Extent to which personnel proposed have relevant qualifications and experience Demonstrated capability to organize, manage and implement the full range of activities required to achieve the program’s goals and objectives. Demonstrated flexibility to adjust implementation to reflect changing environment</p>	<p>25 points</p>

Demonstrated strong past performance in implementing programs of similar scope and complexity

### **3.7. Selection and Notification**

Applicants determined by IFES that possess the capacity to compete for this project will be selected to move into the negotiation phase of this process. Written notification will be sent to these applicants via e-mail. Those applicants not selected for the negotiation phase will also be notified.

## **4. Scope of Work**

Organizations should provide an application that implements IFES' She Leads women's leadership curriculum across some or all of Bougainville.

- Organize She Leads trainings in some or all of Bougainville's 33 constituencies over a period of six to nine months, with regional focus explicitly stated.
- Recruit sufficient trainers to provide the planned trainings, who will attend a series of IFES-led training of trainers (IFES will cover these expenses), conduct the trainings and follow up with participants.
- Recruit women to be participants for the trainings. There should be a minimum of 300 women participating in the workshops with no more than 30 participants at each training. Participants should include women elected leaders, community leaders and other civil society members as well as women with disabilities, women from diverse ethnic backgrounds and inclusive of all ages.
- Conduct trainings for the participants. Trainings should be interactive and participatory.
- Conduct monitoring and evaluation summary report for each training following IFES guidelines including an analysis of pre- and post-tests to assess knowledge gained and behavior changed.
- Provide a final report based on analysis of program outputs and outcomes.

This scope of work will be conducted in close consultation with IFES at every stage, including consulting with IFES Bougainville staff and engaging with consultants. Organizations will also be expected to work closely with other awarded organizations, under IFES facilitation.

Deliverables expected as part of work (NOT FOR INCLUSION WITH APPLICATION)

- implementation timeline.
- Participant lists for each training.
- Pre- and post-test evaluation for each training.
- Translations of training guides, if used.
- Summary report of each training.
- Final report of She Leads program.
- Monitoring and evaluation of the program, which should include IFES' developed materials for the She Leads program.

All deliverables should be in English, except for translations.

**Specific Organizational Requirements:**

Applications are limited to locally registered Civil Society Organizations (CSOs), Non-Governmental Organizations (NGOs), Community Based Organizations (CBOs), Non-Political Party Organizations and religious institutions or other similar not-for-profit institutions.

Preference is for applications from an organization with previous experience conducting activities related to building women's leadership skills at the local level in Bougainville.

Locally registered implementing chapters of international or regional (network) organisations are eligible if they meet the following minimum criteria:

- ✓ The majority of Board members are based in Bougainville
- ✓ The organisation is largely financially independent of its international mother body

**Individuals** and the **following organisations** are not eligible to access funding:

- ✓ Governmental and semi-governmental institutions
- ✓ International organisations
- ✓ Political parties or organizations affiliated with or engaging in partisan activities
- ✓ Organisations running on a for-profit basis

#### **4.1. Timeline:**

Applicants must submit a detailed timeline in their Application showing the time required to implement the services requested. IFES requires all deliverables to be completed not later than June 30, 2019.

#### **4.2. Monitoring & Evaluation**

- As part of its due diligence, IFES conducts pre-award surveys on all potential grantees to assess capacity and inform the appropriate grant mechanism. In addition, applicants expected to expend \$750,000 or more in U.S. funded awards during their fiscal year must have an audit conducted in accordance with 2 CFR Part 200, Subpart F—Audit Requirements. If Applicable, applicants must ensure that funds are included in the grant budget for an audit.
- IFES will issue the appropriate grant mechanism depending on the nature of the work, the capacity of the grantee, the duration of the grant, and the overall value of the grant.
- IFES will provide continuous mentorship, training and oversight to ensure grant management practices are in line with anti-corruption principles as well as to build capacity of local grantees to fully manage and implement their programs in adherence to donor regulations and with a view towards sustainability.

#### **4.3. Deliverables:**

Specific deliverables and reporting will be determined based on the grant activities proposed and negotiated during the negotiation phase.

### **5. Additional Terms & Conditions**

#### **5.1. Non-Disclosure Agreement**

IFES reserves the right to require any applicant to enter into a non-disclosure agreement.

#### **5.2. Zero Tolerance for Fraud**

IFES has zero tolerance for fraud. Fraud is any act or omission that intentionally misleads, or

attempts to mislead, to obtain a benefit or to avoid an obligation. If you have concerns about potential fraud in any way related to IFES projects, contracts, or activities, please contact IFES' Compliance Hotline at [compliance@ifes.org](mailto:compliance@ifes.org) or at +1 202-350-6791.

### **5.3. Intellectual Property**

Applicants should not use any intellectual property of IFES including, but not limited to, all logos, registered trademarks, or trade names of IFES, at any time, without the prior written approval of IFES, as appropriate.

### **5.4. Applications**

All accepted applications shall become the property of IFES and will not be returned.

### **5.5. Governing Law**

This RFA and the applicants' applications shall be governed by the laws of the Commonwealth of Virginia, USA.

### **5.6. Partial Awarding**

IFES reserves the right to accept all or part of the application when awarding the grant. IFES also reserves the right to issue multiple awards and procure only items or services from selected applicants.

### **5.7. No Liability**

Issuance of this RFA does not constitute a commitment on the part of IFES to make an award nor does it commit IFES to pay for costs incurred in the preparation and submission of any application in response to this RFA. Further, IFES reserves the right to reject any or all applications received or stop solicitation process at any time, without assigning any reason or liability.

IFES shall not be liable to any applicant, person, or entity for any losses, expenses, costs, claims, or damages of any kind:

- Arising out of, by reason of, or attributable to, the applicant responding to this RFA; or
- As a result of the use of any information, error, or omission contained in this RFA document or provided during the RFA process.

### **5.8. Entire RFA**

This RFA, any addenda to it, and any attached schedules, constitute the entire RFA.

### **5.9. Attachments**

- |               |   |
|---------------|---|
| Attachment A: | Technical Narrative Template                          |
| Attachment B: | Budget Template                                       |
| Attachment C: | Organizational Capacity and Past Performance Template |
| Attachment D: | Pre-Award Survey                                      |

**End of RFA**

Attachment A: Technical Narrative Template

**I. General Information**

---

**Complete Legal Name of Applicant Organization**

---

**Office Address**

---

**Legal Mailing Address (if different), including zip code**

---

**Office Telephone Number(s), including area code**

---

**E-Mail Address(es)**

---

**Director of Organization**

---

**Project Manager/Contact Person**

---

**Project Dates (month/year – month/year)**

---

**Project Title**

---

**DUNS Number**

---

**PAN Number**



**II. Technical Approach:**

*Please include the following components in in a maximum of 5 pages*

- A. Project Summary:** describe your project in one paragraph, including objectives, issue, target audience, and geographic coverage
- B. Need for the project:** identify the problem your project would help to solve. Why is this project important?
- C. Project’s Goal and Objectives:** what is the specific goal of your effort? Does it comply with the goals and objectives of the competition?
- D. Target Audience and Stakeholders:** what is your main target audience? What groups of stakeholders will the project primarily serve?
- E. Activities:** identify and describe in detail each activity to be undertaken to produce results, justifying the choice of activities.
- F. Expected Deliverables:** identify specific deliverables that you expect to develop within your project (research/analytical reports; specific strategies; public policy recommendations; etc.)

**III. Implementation Timeline**

*Please use the following format to provide an implementation timeline*

Project Month	Activity	Expected Result	Involved Stakeholders

**IV. Results Framework**

*Please identify specific results that you expect to realize upon completion of your project and the quantitative and qualitative criteria for the project’s success. How will you determine that the project goals have been accomplished? The framework should include:*

- A list of results you expect to accomplish throughout the project
- 1-4 performance indicators for each result including a detailed definition for each
- The source, method, frequency and schedule of data collection,
- Staff responsible for collecting data.
- How the performance data will be collected
- How data will be reviewed, analyzed and reported

Attachment B: Budget Template

Please download the Budget template from below links

[IFES Procurement Notices](#) and [Devex.com](#).

**Attachment C: Organizational Capacity and Past Performance Template**

**I. Summary**

*Briefly present your organization’s mission, its core activities, and why it is best suited for this project*

**II. Human Resources**

- A. Please provide full legal name of organization’s Director and / or Chief Executive Officer*
- B. Please provide CVs for the core technical members of the team (legal experts, election experts, project manager etc.)*
- C. Please provide hiring plan for full and part-time positions the organization including a list of positions and recruitment plan or cost-share with existing positions*

**III. Past Performance**

- A. Briefly describe how your organization’s previous experience prepares it to successfully implement the proposed project; highlight the organization’s relationship and work experience with lawmakers or government officials if applicable.*
- B. Please list the organization’s major projects from the past five years in the following format:*

<i>Project Name</i>	<i>Project Activities</i>	<i>Donor</i>	<i>Award Amount</i>	<i>Period of Award</i>

**IV. References:**

*If applicable, contact information for three references from donor funded projects similar in scope.*

Attachment D: Pre-Award Survey

Please download the Budget template from below links

[IFES Procurement Notices](#) and [Devex.com](#).