



International Foundation
for Electoral Systems

INTERNATIONAL FOUNDATION FOR ELECTORAL SYSTEMS (IFES)

**REQUEST FOR APPLICATIONS (RFA) for
She Leads Pakistan Women's Leadership Program and Women
Voter Registration in Sindh**

RFA-20-064

Date: July 06, 2020

1. Request for Application (RFA)

1.1. Purpose

The purpose of this Request for Applications (RFA) is to invite civil society organization(s) to submit applications to 1) implement a women’s leadership training (She Leads Pakistan) and 2) women’s voter registration (National Identity Cards, or NIC) campaigns in the province of Sindh. Both activities are part of a Global Affairs Canada-funded program. The RFA provides prospective organizations with the relevant operational and performance requirements. IFES anticipates issuing either one or two separate awards to cover the two overarching activity areas under this RFA.

IFES plans to issue subaward from approximately July/August 2020 to May 2021

1.2. RFA Schedule

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

Issuance of RFA	July 06, 2020
Questions Due	July 09, 2020; by 17:00 Washington DC (EST)
Response from IFES	July 14, 2020
RFA Closes—All Applications Due	July 23, 2020; by 17:00 Washington DC (EST)
Implementation Period	July/August 2020 – May 2021

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, and 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 to the representative listed below by the deadline listed in 1.2. RFA Schedule.

Mr. Abdullah Abdullah
Contracts and Grants Manager
aabdullah@ifes.org

Mr. Khurram Naz
Contracts and Grants Administrator
knaz@ifes.org

Note: Questions/Answers and Addenda(s) related to this RFA can be found on [IFES Procurement Notices](#) and BrightSpyre.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 the date set in the RFA Schedule above. All questions, answers, and addenda will be shared with all interested organizations.

3.4. Eligibility

Locally registered Disabled Persons Organizations (DPOs), Civil Society Organizations (CSOs), Non-Governmental Organizations (NGOs), Community Based Organizations (CBOs), Non-Political Party Organizations or other similar not-for-profit institutions are invited to apply. If a DPO, CSO, or NGO is not locally registered, a signed letter stating the reason why must be included as part of the application.

Individuals and the following organizations are not eligible to access funding:

- Governmental and semi-governmental institutions
- International organizations
- Political parties or organizations affiliated with or engaging in partisan activities

- Organizations running on a for-profit basis

3.5. Application Instructions

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

3.5.1. 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.

3.5.2. 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 **PKR** with applicable taxes/charges clearly identified. 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).

3.5.3. A brief outline of the applicant's organization and experience. Organizations should demonstrate prior experience working with young people from a wide range of states and regions, particularly rural areas, facilitating training programs, and working on programming such as youth leadership, civic education, and/or elections.

3.5.4. Additional documentation

- When available, a copy of the organization's most recent final, signed audits/financial statements
- Proof of organization's registration in Pakistan or a signed letter indicating why the organization is not registered.
- CVs of key personnel including the organization's Director and anticipated program manager
- Any other supporting document that will strengthen the application

3.6. Application Submission

Applicants must send final applications in electronic copy via e-mail, on or **prior to July 20 2020—by no later than 17:00 Washington DC (EST) time** —to the above mentioned email addresses.

3.7. 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

1. **Technical Approach, Implementation Timeline, Results Framework** **40 points**
 - Demonstrated understanding of the RFA and of IFES' requirements
 - Soundness and feasibility of technical approach
 - Reasonable implementation timeline and results framework

2. **Competitive Budget with efficient and reasonable cost structure** **30 points**
 - Cost realism in response to RFA requirements
 - Clear budget presentation of necessary, allocable and reasonable costs
 - Appropriate balance of budget between operational/personnel costs and activity costs

3. **Past Performance and Organizational Capacity** **30 points**
 - Extent to which proposed personnel have relevant qualifications and experience
 - Demonstrated capacity to organize, manage and implement full range of activities required to achieve program goals and objectives
 - Demonstrated flexibility to adjust implementation in response to changing environments
 - Demonstrated strong past performance in implementing programs of similar size, scope and complexity
 - Demonstrated presence and/or networks in the proposed target districts

3.8. 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

Under the Participation of Women in Elections and Registration (POWER) program, which is carried out with funding from Global Affairs Canada, the International Foundation for Electoral Systems (IFES) seeks **one or two subaward partners** to implement two primary activities, namely: 1) a series of women's leadership trainings (She Leads Pakistan), and 2) women's NIC voter registration campaigns in Sindh. The period of performance is approximately 4-5 months for the She Leads programming and about 10 months for the NIC voter registration campaigns. During that time, the selected partner(s) will be responsible for completing the following activities under each respective scope. **Although not required, IFES strongly encourages interested organizations to consider submitting an application covering both scopes.**

Scope of Work – She Leads Pakistan

Under the Participation of Women in Elections and Registration (POWER) program, which is carried out with funding from Global Affairs Canada, the International Foundation for Electoral Systems (IFES) seeks an organization to implement a series of women's leadership trainings (*She Leads Pakistan*) in Sindh Province. *She Leads* is IFES' flagship women's leadership training course, designed and tested by IFES, to help women become effective leaders and contribute to empowering women and enhancing women's democratic participation.

Due to the ongoing COVID-19 pandemic, the *She Leads Pakistan* trainings will be delivered using online platforms, avoiding in-person contact based on the current health regulations and standard operating procedures (SoPs) provided by the Government of Pakistan. IFES has developed and contextualized the training curriculum for an online platform, which will be made available to the selected partner upon awarding of contract.

She Leads Pakistan will consist of two online modules (beginners and intermediate), each of which will be implemented over a three-week period (three times per week) with a gap of six weeks in between modules. The partner is expected to implement approximately 6 beginner training modules and 6 intermediate training modules to reach a total of 100 women, each of whom goes through the beginner and intermediate training. At the end of the beginner module training, participants will put the acquired knowledge and skills into action by way of developing individual action plans for implementing four to six weeklong 'assignments'. The assignments will focus on community volunteer work targeting the various communities and women in Sindh, such as women NIC/voter registration, voter education, health etc. The intermediate module training will focus on consolidating the key learnings of the participants and firm up the skills and knowledge so that the *She Leads* alumnae can continue to work towards being effective leaders in their communities and districts. The period of performance for the *She Leads* program is approximately 4-5 months.

The selected partner will be responsible for completing the following activities:

- Select 3-4 districts in Sindh province for implementation of *She Leads Pakistan* training program based on availability of internet infrastructure/services for efficient delivery of an online training program. The target districts will be finalized in consultation with IFES. (Proposed districts are Karachi-east, Sujawal, Tando Mohammad Khan and Shaheed Benazir Abad.)
- Identify and select *She Leads* participants, a total of 100 women in selected districts, using established selection guidelines. The same participants will attend both the Beginner and Intermediate trainings.
- Engage Master Trainers. IFES will arrange for training of the trainers for conducting *She Leads* Beginner and Intermediate trainings
- Implement four-day Beginner trainings for *She Leads* participants, with approximately 15 participants in each training to reach a total of 100 women through 6 to 7 trainings.
- Oversee and facilitate the implementation of *She Leads* alumnae's Action Plan assignments and keep track of participants' progress in meeting their goals.
- Implement four-day Intermediate trainings for *She Leads* participants, with approximately 15 participants in each training i.e. in a total of 6-7 batches.
- Implement a 2-3 hours session with Male Allies, reaching a maximum of 25 males who will be selected and trained to work together and support *She Leads Pakistan* participants. Selection of Male Allies will be done in coordination with the implementing partner and in consultation with IFES.
- Provide a complete set of implementation documentation, in hard copy and using Google forms, including trainees' profiles, trainer profiles, action plans, training records like attendance sheets, pre post tests, training feedback forms etc., reporting templates as agreed with IFES.
- Report progress and conduct monitoring and evaluation – in a format agreed to with IFES – throughout the program to measure progress and impact.

Scope of Work – Women NIC/Voter Registration

One of the prime objectives of IFES' project in Pakistan is to supplement efforts of the Election Commission of Pakistan (ECP) to eliminate barriers to voter registration and subsequently reduce the gap between male and female voters on the electoral rolls. The latest electoral rolls indicate a gap of around 12.5 million fewer women than men. To help close this gap, IFES is seeking a partner to help implement a set of activities for identification and facilitation of 35,000 unregistered women to acquire National Identity Cards (NIC) in Sindh province. The maximum duration of the project will be 10 months.

The selected partner will be responsible for completing the following activities:

- Complete review and selection of districts for implementing NIC related activities, based on the number of unregistered women in the districts currently and review of other organizations working on the same objectives in the selected districts. Based on this review, the partner will set a target for women NIC/voter registration for each district. This will be finalized in consultation with the IFES team upon signing of the contract.
- Identify and finalize list of census blocks for each selected district, in consultation with IFES. The list of census blocks can only be altered with written approval from IFES.
- Coordinate with the ECP and NADRA at the respective district, regional and provincial level for effective implementation of project activities, such as finalization of census blocks and target number of unregistered women etc.
- Submit profiles of all staff members responsible for implementation of the process of identification, listing and facilitation of unregistered women
- Carry out social mobilization activities to identify and list unregistered women in the target areas, using the prescribed formats
- Enter data of the un-registered women in the excel/database formats provided by IFES
- Verify the listing data using two level verification exercise – 100% verification of the listed women by the District Coordinators and 5% verification by the Project Manager
- Submit listing data of un-registered women with results of two-level verification to IFES on the prescribed formats
- Hold meetings with respective DECs and share the lists of identified women and coordinate with NADRA to arrange for registration of listed women
- Facilitate the listed women for NIC registration through NADRA Registration Centers (NRCs) or Mobile Registration Vans (MRVs). The registration token issued by NADRA will be submitted as evidence of the facilitation provided to the unregistered women identified under this project, against the complete track record of individual women, on the prescribed format.
- Submit regular progress updates on weekly, monthly basis on the progress reporting formats as prescribed..
- Submit complete records of the implementation process – all records will have to be submitted within a maximum seven days of implementing any process step i.e. listing by Social

Mobilizer, verification by DC, verification by PM, facilitation – IFES will provide formats for recording information at every process step

All deliverables should be in English.

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 May 31, 2021.

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 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

End of RFA

Attachment A: Technical Narrative Template

I. General Information

Complete Legal Name of Applicant Organization

Office Address

Legal Mailing Address (if different)

Office Telephone Number(s)

E-Mail Address(es)

Director of Organization

Project Manager/Contact Person

Project Dates (month/year – month/year)

Project Title

DUNS Number – If you do not have a DUNS number, please note and leave blank.

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
(budget template shared separately via email)

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 (the director of the organization, training or curriculum 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, political parties or government officials if applicable.*
- B. *Please specify previous work in earthquake affected areas, and districts in Province 5, Karnali Province and Sudurpashchim Province.*
- C. *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.