

# **CALL FOR PROPOSALS**

**Operational Management and  
Maintenance of Beit Beirut**

CFP Reference No. LEB/KfW/22941/2023/002

CFP document issue date **Mar 22, 2023**

# 1. PARTICULARS

## 1.1. UNOPS Project Objective(s)

The Sustainable Integrated Municipal Actions (SIMA) project funded by Germany through KfW development Bank aims at improving the access to critical municipal services and increasing the resilience of the Beirut and Bourj Hammoud municipalities, affected by the explosion. Beyond the improved public service delivery, the project's adopted accompanying tension-mitigation measures, extensive community engagement activities, and grants support to local CSO/NGOs, aim at reducing tensions in the targeted communities, enhancing community resilience, and helping rebuild the trust in the local authorities.

## 1.2. Background and Objectives of the Grant/funding

Given the key role played by local organizations in responding to the Beirut blast and their in-depth knowledge of communities' needs, the small grants under this project's grant component aim to support local NGOs and CSO(s), including women's organizations and civil society groups. This call for proposals (CFP) will provide grants to fund creative, effective, and sustainable local projects that benefit affected communities with the objective of fostering ownership and supporting sustainability.

Beit Beirut, previously known as the Yellow House, was threatened with demolition at the end of the 1990's and saved by the efforts of civil society and academic institutions through an expropriation procedure on grounds of public interest in 2003. The suggested Beit Beirut project will feed into the social activities of the city's residents through the promotion of the city's heritage and redefining the urban memory of Beirut. This has been highlighted as a need due to the limited satisfaction of people towards the quantity and quality of public spaces, and due to the historical significance of Beit Beirut which would amplify its potential social impact. Given the building's symbolism stemming from its links to the civil war period, the project is also important to preserve the collective memory and ultimately support the reconciliation and peacebuilding efforts. As argued by Lebanese intellectuals and architects who lobbied to save Beit Beirut, the creation of a collective memory and a unified account of the civil war would help the Lebanese to move forward and mend the societal divisions.

Under the patronage of the Municipality of Beirut, UNOPS will launch this call for proposals to provide financial support for NGO(s) or CSO(s) to operate and maintain Beit Beirut through the provision of operation and management services, maintenance-related services, cleaning and housekeeping services. The awarded entity(ies) are also expected to implement cultural activities such as plays, art exhibitions, concerts, workshops, etc.

This CFP includes multiple packages based on the composition of Beit Beirut. Each package represents one floor in addition to a relevant portion of the operation and maintenance of the common areas (GF & Basement). Hence NGO(s)/CSO(s) are invited to submit alternate proposals for one or more packages, with a clear planning on the operational management and maintenance of each package and a combined vision for the O&M of the whole facility. Each NGO/CSO can only be awarded one grant to cover one package. NGO(s)/CSO(s) can apply to one or several packages and after evaluation they will be awarded one package based on the best proposal. NGO(s)/CSO(s) applying as a consortium can be awarded several packages (the equivalent of one grant per NGO).

Package 1: Operational Management and Maintenance of the 1st floor

Package 2: Operational Management and Maintenance of the 2nd floor

Package 3: Operational Management and Maintenance of the 3rd floor

The Ground floor and the Basement will be a common space shared by the three packages, through an agreement between the awarded entities under the committee to be established including the Municipality of Beirut Representative and a representative of each awarded NGO, in close coordination with UNOPS.

## 1.3. Targeted Impact of the Grant/funding

The grant(s) targeted impact is mainly to improve inter-communal relationships and the positive perception of the community on the public services.

The outputs listed below are at a project level and need to be further complemented with the specific monitoring and evaluation plan to be provided by the granted NGO(s) based on their proposed specific activities. The outputs of the available grant for **each package** are:

- Number of social activities addressing inter/intra-communal tensions with active participation of different communities living in the project targeted areas and/or involving municipal authorities.  
  
Target: Minimum of 44 - 2 social activities per month and one exhibition over a period of 22<sup>1</sup> months
- Number of people involved in the CSOs/NGOs grant activities (by age group <15, 15-24,>24, >65, nationality, gender, disability)  
  
Target: Minimum of 40 participants per social activity with a minimum 40% female participants (total of 1,760 participants over the grant period) and minimum of 10,000 participants in the exhibition(s) over a period of 22 months.
- Proportion of people involved in the CSOs/NGOs grant activities report that their perception of inter and intra communal relationship has improved after their participation.
- Proportion of people involved in the CSOs/NGOs grant activities report that their willingness to participate in social activities has increased after their participation.

#### 1.4. Scope of the grant/funding

UNOPS is tailoring the grants component along KfW's requirements and UNOPS guidelines, in close coordination with the Municipality of Beirut based on their prioritized needs within the project's scope and targeted sectors.

Through the operationalization and maintenance of Beit Beirut, UNOPS can support the Municipality of Beirut in bringing social activities to a greater number of marginalized groups hence increasing resilience and building back the trust between citizens and government.

Therefore, with the grant component, access to this space would be strengthened by rebranding and reintroducing Beit Beirut as a more accessible public space to active community groups such as students, scouts and grass root artists. NGO(s) are invited to include an initial outreach and communication plan in their proposals to ensure an inclusive implementation of the activities and can be further developed and coordinated with the Municipality of Beirut once selected.

Furthermore, Beit Beirut can support social activities through the design of inclusive operations and events that not only cater to the needs of specific Lebanese communities but also expand outreach and services to marginalized groups. Social connections and positive relations can also be strengthened between people participating and experiencing the space through events, fairs, and exhibitions that foster social and economic links between different individuals and groups, including youth.

Grant Proposals must follow humanitarian principles. Priority will be given to proposals with special considerations for the inclusion of minorities and marginalized groups including women, migrant workers, youth, elderly, and persons with disabilities.

#### 1.5. Target Beneficiaries

The beneficiaries of the SIMA project are the two targeted municipalities and their population. The direct beneficiaries of this project are the population living in targeted areas of Beirut and Bourj Hammoud. The initial number of 300,000 direct beneficiaries represents the number of residents and potential beneficiaries in the targeted municipal area of Beirut and Bourj Hammoud affected by the Beirut Blast. The project also has an estimate of 2,586,875 indirect beneficiaries, of which 1,177,028 males and 1,409,846 females, including 12.7% under 18.

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<sup>1</sup> The total grant is over 24 months but the first 2 months are expected to be preparatory with no activities conducted.

## 1.6. Activities under Grant/funding

The project aims to promote the positive heritage of Beirut through embracing the challenges previously witnessed and learning from them. A memorial to the civil war with its external facade that is covered with bullet holes, Beit Beirut plays an important role in promoting peace and is a testament to the resilience of Lebanon's culture and heritage. Through UNOPS's support, the museum can alleviate intergenerational trauma and increase resilience. The empowerment this museum can offer through its experience is particularly true to youth and children who are presented with an opportunity to learn about the history of their city, especially knowledge that is not integrated into Lebanon's formal education system. In addition to its impact on resilience, this can help encourage creative and sustainable ways of living in the future. Furthermore, through targeted outreach programs, such as school field visits, local musical events and storytelling for children, social activities can be promoted by designing inclusive programming for different groups of population that might have embedded and deeply rooted conflicts between them. This type of programming can provide a common experience to people and provide an opportunity for equal participation to bring people together through a common positive perception of heritage and history of Beirut.

Potential social activities that could be conducted include, and are not limited to, :

- Theater and Plays
- Exhibitions (cultural, crafts, arts, etc.)
- Workshops
- Storytelling for children
- Local musical events
- School and university field visits
- Exhibitions tour visits
- etc...

Foreseen facility management activities that support the functionality, safety and sustainability of the building, include, but are not limited to:

- Maintenance services (lighting, plumbing, heating, air conditioning, building maintenance, fire safety systems...)  
Building maintenance is limited to a minimum required maintenance, to be approved by UNOPS and the Municipality of Beirut based on Municipality's set specifications for the mechanical and electrical systems in Beit Beirut, noting that potential rehabilitation works might be conducted at a later phase to cover major building maintenance, i.e. waterproofing repairs, rehabilitation of auditorium, rehabilitation of ramp, etc.
- Cleaning / housekeeping services
- Waste management
- Occupancy and space management
- Catering services (when needed)
- Security services (when needed)

The required facility management activities are expected to improve the performance of the facility as a whole, by delivering operational efficiencies, reducing energy consumption costs, reducing the carbon footprint of the estate, creating an environment conducive to productivity, finding and adopting technological solutions, guaranteeing regulatory compliance and minimizing risks to the facility and employees.

UNOPS would help establish a committee, including MoB Representatives and NGO(s)/CSO(s) representatives for the approval of the events program to facilitate operations and keep in line with the vision of Beit Beirut operations. In addition, an MoU will be signed prior to the creation of the committee to establish and elaborate the operational procedure of the site along with the scope of work for the NGO(s)/CSO(s).

After completion of the grant's duration, activities are expected to continue by the NGO(s)/CSO(s) through a self-financing model of operation after an agreement with the Municipality of Beirut (MoB). The proposal would need to clearly state and describe the sustainability of the operation.

UNOPS is planning to also support Beit Beirut with rehabilitation works. The design brief of the rehabilitation works will start nine months after the provision of the grant. NGO(s)/CSO(s) are expected to provide feedback and lessons learned to be considered in the design brief.

### 1.7. Grant/funding Duration

The expected duration of the grant/funding is:

YEAR(S)	2	MONTH(S)	0
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### 1.8. Applicant Eligibility

#### Applicant category(ies)

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

#### **Eligible applicants:**

1. Only officially registered NGOs/CSOs, foundations, and academic institutions - legal status with the Ministry of Interior.
2. Proven capacity to implement projects in the project context (present last 3 projects).
3. Only CSOs and NGOs with an all-inclusive approach to doing business should be eligible.
4. Lebanese CSOs and NGOs, no international organization operating locally.
5. No affiliation to political parties.
6. Organizations can apply as a consortium. The evaluation will be done on the cumulative capacity of the consortium to implement activities.
7. One organization can submit one proposal (application) with multiple options.

#### Applicant country of registration and nationality

Applicants that are included or excluded under this Call for Proposals with regard to country of registration and nationality (for individuals) are as follows: [Included countries](#) Lebanon

#### Additional conditions of ineligibility

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.

### 1.9. Content of Proposal Submissions

Applicants shall include the following:

- [Proposal](#)
- **Annex 1:** [Declarations](#)
- **Annex 2:** [Protection from sexual exploitation and abuse \(PSEA\) capacity assessment tool](#)
- **Annex 3:** [Financial Proposal template](#)

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

### 1.10. Partial Proposals

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

### 1.11. Sub-granting<sup>2</sup> and Contracting<sup>3</sup>

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

Sub-granting	Not Permissible
Contracting	Permissible

### 1.12. Proposal Currency

The proposal budget shall be prepared in the following currency: US Dollars

### 1.13. Language of Proposals

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

English

### 1.14. Proposal Submission

The deadline for the submission of proposals is **Apr 25, 2023**. Proposals shall be submitted using the following method:

e-Mail

Proposals shall be sent to [grantslb@unops.org](mailto:grantslb@unops.org)

Personal Delivery

Personal delivery shall be made between the hours of 09:00 and 14:00 Beirut/Lebanon on UNOPS regular working days by the deadline for proposal submission. ONE hard copy of the duly completed and signed returnable forms marked "Copy" shall be included and titled GRANT PROPOSAL.

UNOPS Address: 13th floor, Qubic Business Center, Daoud Ammoun Street, Sin el Fil, Metn - Lebanon

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

### 1.15. Type of Instrument for Agreement

The applicable legal instrument(s) are identified hereunder.

- [Grant Support Agreement](#)

### 1.16. Contact Information

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

Name	Maryam Nabaa
Title	Communications Senior Associate - Public Relations and Outreach
Email	simalb@unops.org

<sup>2</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>3</sup> Contracting is done when an implementing partner procures services, goods or works using the procurement procedures of the IP.

**1.17. Important Dates and Deadlines**

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

	Date	Time	Timezone
Submission of proposals	Apr 25, 2023	[14:00]	[Beirut- Lebanon]
Request for clarification	Apr 21, 2023	[14:00]	[Beirut- Lebanon]
Expected agreement start date	Jun 1, 2023	[09:00]	[Beirut- Lebanon]

	Date	Time	Type	Additional information
Pre-proposal meeting	Mar 29, 2023	[10:00]	Virtual	Meeting link <a href="#">here</a>

## 2. REQUIREMENTS

### 2.1. Approach and Methodology

The following cross-cutting areas should be covered in the proposal:

- **Health, Safety, Social and Environmental Requirements**  
The Implementing partner (IP) is requested to follow all the health, safety, social and environmental rules and regulations acting in Lebanon and adhere to all UNOPS HSSE requirements applicable as outlined in the [ESMP](#). The IP shall identify and take all necessary measures to ensure that all health, safety, social and environmental risks and impacts arising from their work during the lifetime of the project are managed. The IP shall be responsible for the health and safety of its Personnel.
- **Protection from Sexual Exploitation and Abuse Requirements**  
The Implementing Partner (IP) shall provide documentation with details on how issues of Sexual Exploitation, Abuse, and Harassment are addressed in the organisation - including policies, procedures, and programmes/initiatives implemented to address the issue. Minimum action requirements shall cover, but not be limited to, the following: Protection from Sexual Exploitation and Abuse awareness raising of personnel (through training), Code of Conduct signing, Visibility material for awareness raising and reporting, and procedures for reporting, investigation and corrective action.
- **Sustainability Requirements :**  
The Implementing Partner (IP) shall take into consideration the below specifications as priority will be given to:
  - the inclusion of minorities and marginalized groups including women, refugees, migrant workers, youth, elderly, and persons with disabilities.
  - activities encouraging collaboration on the neighborhood level and project design demonstrating opportunities for mixing and interaction between different population groups.
  - gender equality (addressing/taking into consideration gender-specific needs, including/promoting women in the intervention, etc.), and gender equity practices in place (the existence of written policies on equal opportunities in recruitments and salaries, female representation in the leadership structures etc.).
  - locally established CSOs/NGOs (from the same neighborhood or area).
- **Outreach and Communication Requirements:**  
The Implementing Partner (IP) is expected to develop an outreach and communication plan
- **Grant Management Requirements:**  
The Implementing Partner (IP) is required to demonstrate operational, fiduciary, and safeguards capacity for grant management (including organizational structure, governance and administrative framework).
- **Exit Plan Requirements:**  
The Implementing Partner (IP) is expected to develop an exit plan that supports the operation sustainability of the facility after the end of the grant funding based on suggested income activity analysis, i.e. fund raising, fee collection, etc.

### 2.2. Implementation Plan Requirements

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

### 2.3. Implementing Partner Monitoring Plan Requirements

Complete the Implementing Partner (IP) Monitoring Plan

### 2.4. Budget Requirements

- a. 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
- b. The costs will be eligible only if these are incurred for the purpose of this grant/funding and within the duration mentioned in the agreement instrument (including any amendments)
- c. 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
- d. 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.

### 3. EVALUATION METHOD AND CRITERIA

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

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

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

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

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

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

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

### 3.1. Preliminary Screening

Table 1 FORMAL AND ELIGIBILITY CRITERIA	
Criteria evaluated on a pass/fail basis during the preliminary screening	Documents to establish compliance with the criteria
1. The applicant is eligible as defined in Article 1, "Applicant Eligibility" in the <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 Self-assessment</b></li> </ul>
2. The proposal is complete and includes all completed forms and other documentation requested in the <a href="#">Particulars</a> , 'Content of Proposal Submissions'.	<ul style="list-style-type: none"> <li>● All documentation requested in the <a href="#">Particulars</a>, 'Content of Proposal Submissions'</li> </ul>
3. The applicant accepts the conditions in the template for agreement, as specified in the <a href="#">Particulars</a> 'Type of Agreement Instrument'.	<ul style="list-style-type: none"> <li>● <b>Annex 1: Declarations</b></li> </ul>

### 3.2. Technical Evaluation

Table 2 TECHNICAL CRITERIA	
Criteria evaluated based on scoring during the technical evaluation	Documents to establish compliance with the criteria
<p>The maximum number of technical points obtainable is detailed in <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	15
2.	Proposed methodology, approach and implementation plan	40
3.	Key personnel proposed	7
4.	Past experience	8
<b>Total technical proposal points</b>		<b>70</b>

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

No.	Criteria to be evaluated	Documents to establish compliance with the criteria (not exhaustive)	Points
1.1	The applicant 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> <ul style="list-style-type: none"> <li>• Proposal</li> </ul>	2
1.2	The applicant has relevant specialized knowledge and experience in similar activities.	<ul style="list-style-type: none"> <li>• Proposal</li> </ul>	2
1.3	The applicant has the presence or experience working in the relevant region, country or area.	<ul style="list-style-type: none"> <li>• Proposal</li> </ul>	2
1.4	The applicant has the capacity to undertake the current proposed activities in addition to its current workload.	<ul style="list-style-type: none"> <li>• Proposal</li> </ul>	2
1.5	The applicant's existing projects complement this Grant Support Project Activity(ies).	<ul style="list-style-type: none"> <li>• Proposal</li> </ul>	1
1.6	Lessons learned by the applicant from other projects are factored in the proposal for the implementation of the proposed grant support project activity(ies).	<ul style="list-style-type: none"> <li>• Proposal</li> </ul>	1
1.7	The applicant has been in continuous operation during the last 3 year(s).	Certification of incorporation of the applicant	2
1.8	The applicant has experience successfully delivering similar grant support project activities during the last 3 year(s) prior to this CFP.	<ul style="list-style-type: none"> <li>• Proposal</li> </ul>	3
<b>Total points for Part 1</b>			<b>15</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)	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>• Proposal</li> </ul>	5
2.2	The applicant's proposed approach and methodology is consistent with objectives and targeted outcomes of the grant/funding and the objectives of the UNOPS Project Activities under which this grant/funding opportunity is available.	<ul style="list-style-type: none"> <li>• Proposal, Section 3</li> </ul>	4
2.3	The proposed approach is technically sound.	<ul style="list-style-type: none"> <li>• Proposal, Section 3</li> </ul>	2
2.4	The proposed approach is considered to be an efficient way to deliver the activities and achieve the proposed outputs.	<ul style="list-style-type: none"> <li>• Proposal, Section 3</li> </ul>	4

2.5	The approach is feasible given the operating environment (e.g., access, security, climatic conditions, etc.).	• <b>Proposal</b> , Section 3	4
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> , Sections 3 and 4	3
2.7	The applicant has identified tangible outputs that clearly support the achievement of the expected outcomes.	• <b>Proposal</b> , Section 4	3
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>	3
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>	3
2.10	The IP Monitoring Plan details how different work elements will be monitored, controlled.	• <b>Proposal</b> , Section 5	3
2.11	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	3
2.12	The IP exit strategy is well defined and elaborated	• <b>Exit plan</b>	3
<b>Total points for Part 2</b>			<b>40</b>

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

No.	Criteria to be evaluated	Documents to establish compliance with the criteria (not exhaustive)	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	3
3.2	The applicant describes and justifies its plan for the size and composition of its team.	• <b>Proposal</b> , Section 6	2
3.3	The qualifications and experience of the proposed key personnel meet the established requirements.	• <b>Proposal</b> , Sections 8 and 9	2
<b>Total points for Part 3</b>			<b>7</b>

**3.3. 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>Points</b>
1. Total Budget: A maximum of [insert number] points will be allocated to the lowest total budget. Total budgets of other substantially compliant applicants will be scored according to the following formula: $\text{Points for budget amount} = \frac{[\text{lowest total budget amount}] \times [\text{maximum points allocated for the total budget amount}]}{[\text{total budget amount of the proposal under evaluation}]}$	<ul style="list-style-type: none"> <li>• <b>Annex 3: Financial Proposal</b></li> </ul>	16
2. Applicant organizations comply with the maximum budgets stipulated in the <a href="#">Budget Requirements</a> .	<ul style="list-style-type: none"> <li>• <b>Annex 3: Financial Proposal</b></li> </ul>	3
3. The applicant has provided sufficient justification of budget lines and lump sums.	<ul style="list-style-type: none"> <li>• <b>Annex 3: Financial Proposal</b></li> </ul>	3
4. The allocation of budget among different categories is appropriate, particularly the allocation between activities and the operational budget.	<ul style="list-style-type: none"> <li>• <b>Annex 3: Financial Proposal</b></li> </ul>	3
5. The applicant's cost estimates and the assumptions made for such estimates are reasonable.	<ul style="list-style-type: none"> <li>• <b>Annex 3: Financial Proposal</b></li> </ul>	5
<b>Total financial proposal points</b>		<b>30</b>