

Call for Proposals

Community Rehousing and Neighbourhood Upgrading Project in Unplanned Settlements in Kigali, Rwanda |

Technical Support to Community Communication, Mobilization & Organization, to Participatory Housing & Settlement Design and to Training & Capacity Building in Participatory Project Implementation

March 2021

Reference: CFP/2-2021-PSUP-KIGALI

Size of Grant: Up to 50.000 USD

Published: 8 March 2021

Submission Deadline: 5 April 2021, 06:00 PM, East Africa Time

Submission: Applicants shall submit their CFP response by email until the specified deadline above to the attention of Anna Sobczak to this E-mail address: anna.sobczak@un.org. Please **submit the financial proposal and the technical proposal in two separate emails using** the following e-mail subjects:

- 1) For the Technical Proposal: 'CFP/2-2021-PSUP-KIGALI - TECHNICAL PROPOSAL - NAME OF APPLICANT ORGANIZATION'
- 2) For the Budget / Financial Proposal: 'CFP/2-2021-PSUP-KIGALI – FINANCIAL PROPOSAL - NAME OF APPLICANT ORGANIZATION'

Project Key Information

UN-Habitat Programme:	Participatory Slum Upgrading Programme (PSUP)
Lead Organization Unit:	Land, Housing & Shelter Section; Urban Practices Branch
Region/Country:	City of Kigali, Rwanda
Project:	Rehousing and Construction of Low-Cost Housing Condominiums in Unplanned Settlements in Kigali, Rwanda
Maximum proposed value:	Up to 50.000 USD
Project Partners:	The City of Kigali and Skat (Swiss Resource Centre and Consultancies for Development)
Anticipated start date:	May 2021
Estimated duration of project:	Feb 2022 (10 Months)

Purpose of the Call for Proposals

The purpose of the Call for Proposals is to solicit proposals from interested non-profit and/or civil society organizations to provide technical support the project “Community Rehousing and Neighborhood Upgrading Project in Unplanned Settlements’ in the area of Participatory Planning, Community Mobilization and Community-Based Management for the Construction of Low-Cost Housing and Settlement Planning in contribution to the Sustainable Development Goal 11 for Cities, Target 1 “By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums”. The project aims at improving the current living conditions in the unplanned settlement of Mpazi in Nyarugenge District of Kigali by transforming it into a more decent living place with improved new urban housing and upgraded settlement infrastructure, including improved access roads, water supply, power supply, communication networks, sanitation, waste management and including the creation of new public and green spaces.

Applicant organizations should wish to participate in UN-Habitat operations and should be able to contribute complementary in-kind resources (human resources, knowledge, funds, in-kind contributions, supplies and/or equipment) to achieving the common objectives of the project as outlined below and subsequently agreed in an Agreement of Cooperation between UN-Habitat and the organization. This call for proposals is addressing organizations that are specialized to carry out participatory planning, community mobilization and capacity building in community-based management and in community managed funds, and who can provide the following support:

- Stakeholder Identification & Data Collection | Additional Data Collection about the settlement targeting 450 households | Community groups and stakeholders are identified and their roles for the participatory planning proposed
- Training in Participatory Project Implementation to Local Authorities & Community Cooperatives
- Manage the Community Communication, Mobilization and Organization: Community Involvement Strategy, Participation Process & Action Plan
- Participatory Planning with community participation and other stakeholders to inform the housing and settlement design process through a participatory housing design and neighborhood planning

- Support community-based management: Provide training to community-based organizations and cooperatives on community-based settlement management and on the implementation of a Community Managed Fund

Applications from local non-profit and civil society organizations are highly encouraged. International organizations are highly encouraged to partner with local organizations.

Who we are

About UN-Habitat

UN-Habitat, the United Nations agency for human settlements, helps the urban poor by transforming cities into safer, healthier, greener places with better opportunities where everyone can live in dignity. UN-Habitat works with organizations at every level, including all spheres of government, civil society and the private sector to help build, manage, plan and finance sustainable urban development. Our vision is cities without slums that are liveable places for all, which do not pollute the environment or deplete natural resources. At the dawn of a new urban era, with most of humanity now living in cities, UN-Habitat is at the frontline of the battle against fast growing urban poverty and the scourge of climate change that is caused by poorly planned urbanization and threatens the lives and livelihoods of entire cities and communities. As the United Nations gateway for cities, UN-Habitat is constantly improving its focus and responsiveness to the aspirations of cities and their residents. Please visit the UN-Habitat website [here](#).

About the Participatory Slum Upgrading Programme (PSUP)

The United Nations Human Settlements Programme (UN-Habitat) together with the European Commission (EC), and the Secretariat of the African, Caribbean and Pacific Group of States (ACP) entered a tripartite partnership to address the challenge of slums in the African, Caribbean and Pacific countries through the launch of the [Participatory Slum Upgrading Programme \(PSUP\)](#) in 2008. The PSUP is funded by the European Commission (EC) and slum upgrading projects are implemented through the programme and with co-financing contributions from the ACP partner governments. The PSUP implements strategies, policies and projects to address the widespread and chronic urban poverty in slums and informal settlements, in contribution to the Sustainable Development Goal 11 for Cities, Target 11.1 “By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums”. Please visit the Participatory Slum Upgrading Programme (PSUP) [here](#). Download the PSUP Brochure [here](#).

About the Project

UN-Habitat, through its Participatory Slum Upgrading Programme (PSUP), has been requested by the [City of Kigali](#) and its project implementing partner, the Swiss Resource Centre and Consultancies for Development ([Skat](#)) through the [PROECCO Programme](#), to provide technical support in participatory planning to the ‘Community Relocating and Neighbourhood Upgrading Project in Unplanned Settlements’ in Kigali.

The Project Partners and Main Stakeholders

City of Kigali:

The City of Kigali as the project owner is responsible for overall project coordination with all stakeholders and sister projects, and to inform and share the information of project progress and monitoring. It is City of Kigali's role to organize regular project coordination and decision-making meetings with key stakeholders.

Local District Authority of Nyarugenge District:

The local authorities have the role of approving the necessary building permits, land deeds and documentation. During the housing construction they will undertake site visits and ensure that the development is in line with the country development plan, the district master plan and the district development strategy.

Skat Consulting via the PROECCO Programme:

Skat will provide the architectural, engineering and settlement planning drawings, designs and documents to the housing and settlement development and ensure the technical backstopping to a local contractor responsible for the construction. They will provide routine monitoring at all stages of the project implementation. They will train managers of the contractor to provide on the job skills training for the building methodology to the locally hired workers and construction workers of the district to support job creation.

UN-Habitat:

UN-Habitat in collaboration with its implementation partner will provide technical support to the project in participatory planning, community mobilization and capacity building in community-based management and in community managed funds.

The Residents of Mpazi in Nyarugenge District:

The residents of Mpazi are the key stakeholders of the project, consisting of landowners and renters and the business community. They shall be involved at every stage of the project into the planning, design and implementation and onward settlement and housing management to ensure maximum ownership and sustainability of the participatory model.

The Main Goal of the Project

The project aims at improving the current living conditions in the unplanned settlement of Mpazi in Nyarugenge District of Kigali by transforming it into a more decent living place with improved new housing and upgraded settlement infrastructure, including improved access roads, water supply, power supply, communication networks, sanitation, waste management and the creation of new public and green spaces. The Mpazi settlement is the first of a total of three settlement sites in which the City of Kigali will implement low-cost housing using the 'Proecco' building method.

Project Background

The provision of decent homes especially for the lowest income households who reside in unplanned settlements is a challenge in many cities across Africa. In Rwanda, a country with the highest population density in Africa, high cost of construction, limited options for affordable construction technologies, and limited availability of land make the provision of decent housing at scale very difficult. The population in the country is highly dispersed and is growing rapidly, land scarcity is of high concern and therewith also the need for good urban planning and for increase of urban density in existing urban centres. The continuous influx of the rural population seeking employment opportunities in Kigali will continue to put high pressure on the housing market. With a lack of sufficient affordable and formal housing options, the proliferation of unplanned settlements will continue. With the tremendous shortage of housing, the city sees the provision of affordable housing as one of the solutions that can contribute to better urban development.

The Kigali Housing Market Study of 2018 revealed that informal settlements occupy 63% of Kigali's developed area. The same report showed that around 310.000 additional housing units are needed until 2032. This represents an addition of 18,000 housing units per year, and out of those 86% should be affordable housing and mid-range housing, 13% should be social housing, while only less than 1% should be high-end housing.

The housing and urbanization related policies in Rwanda have gradually encouraged and attracted the public and private sector active in housing and the construction industry to play a substantial role and to find solutions in provision of affordable housing options. The Swiss Agency for Development and Cooperation (Skat), through its PROECCO project, has piloted a cost-effective construction method using optimized burned bricks that saves up to 40% of construction cost compared to conventional techniques.

The City of Kigali in partnership with Skat successfully completed the construction of a demonstration housing block in Nyarugenge District in 2019. This demonstration housing enabled to transform 3 existing plots with 3 housing structures into 8 new housing units with an indoor kitchen, sanitation facilities and outdoor space each. The pilot building has demonstrated the significant building cost reduction and prompted the City of Kigali to plan the replication of the rehousing method using the Skat/Proecco building technology in three unplanned settlements.

Rehousing means the government or private developers temporarily houses a community off-site, clears an existing settlement and builds new housing units on the same land that are given to the original landowners and residents. In the first phase of the project, rehousing will be done entirely by the government using public funds. In the following phases, rehousing is planned to involve both the government and private developer.

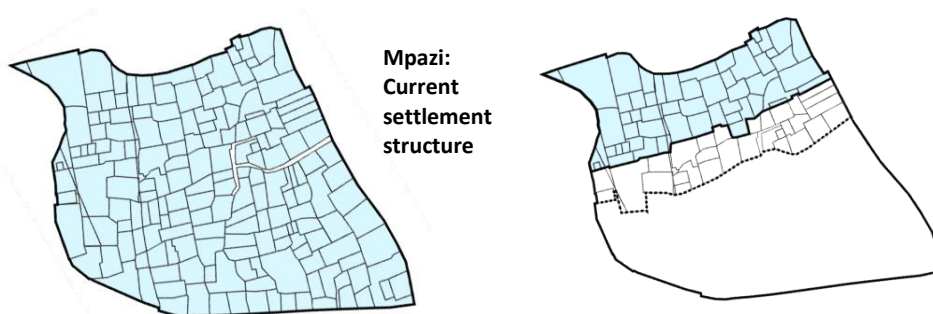
The present project will redevelop the land at the Mpazi Settlement in Nyarugenge District. Landowners with adjacent parcels will be grouped together into a cooperative to allow for the reallocation of the new housing units based on current land and property ownership. Expropriation will be avoided through a consultative process with all landowners to agree to cede their current land to the public domain in exchange for a new housing unit. In summary, the following will guide the project:

- New decent housing units will be provided to plot owners and the most vulnerable

- Community participation is a fundamental principle for the project
- Avoid expropriation and gentrification
- Compensation will be done in kind by giving plot owners new housing units depending on their household sizes in exchange for their land and property
- Settlement design will be in line with the city master plan and aim to maximize density
- Construct cost-efficient housing with minimum costs respecting all codes and standards
- Allocation of surplus housing units will undergo a consultative and participatory process with the concerned stakeholders
- Both landowners and tenants will be considered for the allocation of new housing units
- Infrastructure network will be improved, and its implementation funded under the Rwanda Urban Upgrading Project II (RUDP II)
- The property owners affected by new infrastructure will also be offered housing units in exchange

Project Location

The Mpazi sub-catchment area in Nyarugenge district of Kigali is the location of the first pilot settlement of the project:



**Mpazi:
Current
settlement
structure**

Implementation Process

There are specific activities associated with each phase of the rehousing project:

Preparation Phase: Completed

Socio-economic survey, slope study with soil analysis and topographic survey will be carried out to examine physical and social conditions of the site to support the rehousing project. – This phase is completed.

Planning Phase: May to June 2021

The wider community as well as the plot owners will be involved in consultation and negotiation. Community engagement is considered as a key for success of the project. The participation of the community shall be ensured already in the planning phase, including land valuation, formation of project steering committee, participatory housing design and allocation plan, coordination with RUDP II are among the activities in this phase. – This phase requires the support under this call for proposals. The activities are specified in the section on activities and outputs.

Construction Phase: July to Dec 2021

Actual construction will begin upon completing a safe temporary relocation of residents. Joint monitoring with community representatives is planned to be carried out to check the progress. – This phase requires the support under this call for proposals. The activities are specified in the section on activities and outputs.

Rehousing Phase: Jan 2022

The beneficiaries will move back to the neighbourhood into the agreed upon and allocated new housing units. – This phase requires the support under this call for proposals. The activities are specified in the section on activities and outputs.

Neighbourhood Maintenance: From Jan 2022 onwards

New building blocks and public space require maintenance. Joint effort and community engagement in the form of cooperatives to maintain green and clean public space / neighbourhood is required. – This phase requires the support under this call for proposals in the area of community management, training and establishment of the community managed fund. The activities are specified in the section on activities and outputs.

Whom we are looking for

This call for proposals is addressing organizations with teams that are specialized to carry out participatory planning, community mobilization and capacity building in community-based management, and who have work experience in the following:

Stakeholder Identification & Data Collection | Additional Data Collection about the settlement targeting 450 households | Community groups and stakeholders are identified and their roles for the participatory planning proposed

- ✓ Stakeholder Identification and Analysis based on the socio-economic survey conducted by Skat
- ✓ Carry out complementary data collection | Define the type categories of additional data required for the project | Support the finalization of the database of residents, owners, renters, occupants: Identification of individuals and families who will be beneficiaries of the project in close coordination with the City of Kigali
- ✓ Review of the project plan and adjust the participatory process plan based on additional data obtained

Training in Participatory Project Implementation to Local Authorities & Community Cooperatives

- ✓ Assess local capacity in participatory planning methods targeting the local government technical/responsible staff & the community-based organizations
- ✓ Identify Government Technical Staff and Register as Participants for the PSUP E-Learning to Authorities in participatory planning methods
- ✓ Provide Bilateral face-to-face Training to Local Authorities & to Community Cooperatives

Manage the Community Communication, Mobilization and Organization: Community Involvement Strategy, Participation Process & Action Plan | Review and Consultation with the community

- ✓ Carry out Community Consultation to agree & to develop the Community Involvement Strategy (Participation Process & Action Plan) for the project
- ✓ Carry out the Community Involvement Strategy | Participation Process & Action Plan; Information/Communication Campaign and Visibility; Public Information Event and presentations to the Mpazi Community
- ✓ Management and operation of a 'Community Project Office' as an Info Point for the residents to contact for questions/feedback/concerns
- ✓ Support the organization and registration of current residents into groups based on the settlement construction phases plan; Provide information to community stakeholders on the process, the organization and roll out of the replotting through community consultation with (all) representative groups
- ✓ Support to the Establishment of the Project Steering Committee (PSC) focusing on the selection of community representatives (the plot owners and renters and other resident groups)
- ✓ Creation of chain of communication with the participation of the CoK allowing project steering committee members to keep in touch, reporting back and sharing info's on real time, including coordination.
- ✓ Through a consultative process develop ToRs for the Community Managed Fund (CMF), the Housing Community Cooperative and for the Community Organization Structure; Support to draft a proposed District Performance Contract
- ✓ Integration of the community planning outcomes and priorities for settlement management into the District Performance Contract

Participatory Planning with community participation and other stakeholders to inform the housing and settlement design process through a participatory housing design and neighborhood planning

- ✓ From 'Plot to Apartment' | Support in the development of selection and housing allocation criteria and for the surplus housing units; Carry out the Consultation with the Community
- ✓ Carry out community planning workshops to deliver the community inputs to: 1) the housing design catalogue in a participatory manner to reflect the physical and cultural and spatial needs of the community for the new housing (type of spaces, required sizes, floor layouts, type of usages of the new housing, interior and exterior floor layouts and functionality, privacy aspects etc.) and for 2) neighborhood / settlement spatial plans to deliver the community inputs to reflect the needs of the community for the new settlement plan layout (outdoor areas, room for roads, business activity, parks, sports areas, walkways and public spaces etc.)

✓

Support community-based management: Provide training to community-based organizations and cooperatives on community-based settlement management and on the implementation of a Community Managed Fund (CMF)

- ✓ Identify specific areas of community-based settlement management in coordination with the City of Kigali
- ✓ Provide training to community-based organizations on community-based settlement management and the implementation of the Community Managed Fund (CMF)
- ✓ Establish a Community Managed Fund (CMF) as revolving local community fund to support selected community priorities (i.e. community-based maintenance of the settlement, ownership and maintenance of common spaces/facilities and community services - priorities to be designed through consultative and participatory process)

Interested applicants should present their portfolio and experience in the above areas.

Main Activities & Outputs

The implementing partner (IP) will be undertaking the following activities and outputs specified under 'UNHAB IP' in the below project logframe:

#	Activity	Available Resources	Outcomes Outputs	Required Resources	Responsible Partner	Timeplan / Months																	
1	Procurement of Implementing Partner		Proposals Evaluated and IP selected		UNHAB																		
2	Drafting and Approval of Agreement of Cooperation with IP		AoC with IP signed		UNHAB																		
3	Duration of Agreement of Cooperation (AoC)	50.000 USD Grant from EU through the UNHAB PSUP Programme	Signed AoC	In-Kind additional resources from UNHAB IP	UNHAB IP with PSUP																		
Stakeholder Identification & Data Collection Additional Data Collection about the settlement targeting 450 households Community Groups and Stakeholders are identified and their roles for the participatory planning proposed:							May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb							
4*	Stakeholder Identification and Analysis based on the socio-economic survey conducted by Skat	Socio-economic survey done by Skat	Existing Data reviewed and gaps identified	IP Human Resources	UNHAB IP																		
5*	Carry out complementary data collection Define the type categories of additional data required for the project Support the finalization of the database of residents, owners, renters, occupants: Identification of individuals and families who will be beneficiaries of the project	Socio-economic survey done by Skat, University can support additional surveys	Additional Data Collection about the settlement targeting 450 households (incl. 170 plot owners) Community Groups and Stakeholders are identified and their roles for the participatory planning proposed	Enumerators / Data Collectors, Smartphones for app-based survey or other to be proposed	UNHAB IP																		
6*	Review of the project plan and adjust the participatory process plan based on additional data obtained		Adjust the participatory process plan for the project Present Proposed Participation Process & Action Plan	IP Human Resources	UNHAB IP																		
PSUP MENUE M0 - Global learning, knowledge and experiences: 1. Informed PSUP network members with continuous access to MyPSUP platform for e/learning and exchange; 2. Innovative tools, data, and guidelines fine-tuned with EGMs to strengthen capacities of the Country Teams and governments																							
Training in Participatory Project Implementation to Local Authorities & Community Cooperatives:							May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb							
7	Assess local capacity in participatory planning methods targeting the local government technical / responsible staff & the community-based organizations	PSUP Guidance; PSUP Capacity Needs Assessment Online Template (to be adapted to Kigali)	Capacity Needs Assessment and Proposal for Training Agenda with Topics and Proposed Training Methods	IP Human Resources	UNHAB IP with PSUP																		
8	Identify Government Technical Staff and Register as Participants for the PSUP E-Learning to Authorities in participatory planning methods	PSUP Guidance		IP Human Resources	UNHAB IP with PSUP																		

Covid-19 Health & Safety Requirements

The health and safety of the community and all stakeholders involved in the project are a priority. When carrying out the project and the participatory consultations it is required to follow all up to date regulations of the [Rwanda Ministry of Health](#) and the recommendations of the [World Health Organization \(WHO\)](#). Activities and support cost for the protection from infection and prevention of Covid-19 should be listed in the proposal, where they are necessary and required to carry out activities.

Cross-Cutting Requirements

Activities in the logframe marked with an (*) require including the following requirements.

Gender Equality and Youth

- Ensure the participation of women, girls and youth in the project implementation across all activities and outcomes, and ensure that their voices, needs and requirements are heard, consulted and considered for the decision-making, the project design and its outcomes.
- Ensure an equal gender balance in all consultations and trainings, the community representative bodies, the project steering committee members, housing cooperatives and in the management of the community-managed fund
- **Ensure a 50% representation of women and youth in all decision-making, project activities and outcomes.**

Inclusiveness

- Data Collection: Ensure that the additional data collection looks also at disability-related data, including qualitative and disaggregated data, and the needs of the community members with disabilities and those most marginalized, and their families.
- Accessibility to the Participatory Planning and Consultations: Ensure the consultation with persons with disabilities and that they have access to the participatory process in terms of means of communication and consultation (for the visually and hearing impaired) and spatial accessibility (short distance and no barriers for persons with walking disabilities).
- **Ensure the inclusion of people with disabilities, the most disadvantaged and vulnerable community members and their families in all decision-making, project activities and outcomes. Barriers to accessibility to take part in the project should be properly identified, addressed and avoided or removed.**

Required Qualifications of Technical Staff

The applying organization shall make the below human resources and expertise available to carry out the project support. The required expertise can be combined or split, for example the project manager can have the combined role of community mobilization specialist. An alternative team can be proposed.

Project Manager | Community Planning Specialist

The project manager will lead and manage all activities specified in the project logframe. He/she will be responsible the delivery of all outputs of the participatory process:

- Stakeholder Identification & Data Collection | Additional Data Collection about the settlement targeting 450 households | Community groups and stakeholders are identified and their roles for the participatory planning proposed
- Training in Participatory Project Implementation to Local Authorities & Community Cooperatives
- Manage the Community Communication, Mobilization and Organization: Community Involvement Strategy, Participation Process & Action Plan
- Participatory Planning with community participation and other stakeholders to inform the housing and settlement design process through a participatory housing design and neighbourhood planning
- Support community-based management: Provide training to community-based organizations and cooperatives on community-based settlement management and on the implementation of a Community Managed Fund (CMF)
- Support coordination meetings
- Document activities including the meeting minutes of community sessions / consultations
- Regular reporting to the City of Kigali

He/She will provide substantial technical support and technical inputs to all outputs.

Data Collectors

Data Collectors will carry out complementary data collection to support the finalization of the database of residents, owners, renters, occupants, individuals and families who will be beneficiaries of the project. The additional data will target households and be based on the socio-economic study already conducted by Skat.

Data Enumerator

The Data Enumerator will consolidate the additional collected data on the residents to the database held by Skat.

Community Mobilizer

The community mobilizer shall carry out the following activities:

- Carry out Community Consultation to agree & to develop the Community Involvement Strategy (Participation Process & Action Plan) for the project
- Carry out the Community Involvement Strategy | Participation Process & Action Plan; Information/Communication Campaign and Visibility; Public Information Event and presentations to the Mpazi Community and other activities
- Support the organization and registration of current residents into groups based on the settlement construction phases plan; Provide information to community stakeholders on the process, the

organization and roll out of the replotting through community consultation with representative groups

- Support the organization and registration of current residents into groups based on the settlement construction phases plan; Provide information to community stakeholders on the process, the organization and roll out of the replotting through community consultation with representative groups
- Establishment of a 'Community Project Office' as an Info Point for the residents to contact for questions/feedback/concerns
- Support to the Establishment of the Project Steering Committee (PSC) focusing on the selection of community representatives (the plot owners and renters and other resident groups)
- From 'Plot to Apartment' | Support in the development of selection and housing allocation criteria and for the surplus housing units; Carry out the Community Consultation
- Carry out community planning workshops to deliver the community inputs to: 1) the housing design catalogue in a participatory manner to reflect the physical and cultural and spatial needs of the new community for the new housing (type of spaces, required sizes, floor layouts, type of usages of the new housing, interior and exterior floor layouts and functionality, privacy aspects etc.) and for 2) neighbourhood / settlement spatial plans to deliver the community inputs to reflect the needs of the new community for the new settlement plan layout (outdoor areas, room for roads, business activity, parks, sports areas, walkways and public spaces)
- Through a consultative process develop ToRs for the future Community Managed Fund (CMF) and the Housing Community Cooperative or other form of Community Organization Structure & Support to draft Proposed District Performance Contract
- Establish a Community Managed Fund (CMF) as revolving local community fund to support selected community priorities (i.e. community-based maintenance of the settlement, ownership and maintenance of common spaces/facilities and community services - priorities to be designed through consultative and participatory process)

The community mobilizer shall support the following activities:

- Carry out complementary data collection | Define the type categories of additional data required for the project | Support the finalization of the database of residents, owners, renters, occupants: Identification of individuals and families who will be beneficiaries of the project
- Establishment of a 'Community Project Office' as an Info Point for the residents to contact for questions/feedback/concerns
- Creation of mobile WhatsApp (or similar) group with participation of the CoK allowing project steering committee members to keep in touch, reporting back and sharing info's on real time, including coordination.
- Integration of the community planning outcomes and priorities for settlement management into the district performance contract
- Provide training to community-based organizations and cooperatives on community-based settlement management and the implementation of the Community Managed Fund (CMF)
- Establish a Community Managed Fund (CMF) as revolving local community fund to support selected community priorities (i.e. community-based maintenance of the settlement, ownership and maintenance of common spaces/facilities and community services - priorities to be designed through consultative and participatory process)

Eligibility Criteria

The applicant’s response should provide complete information and documents as outlined below. The proposal failing to fulfil this eligibility criteria will be considered as non-responsive.

Criteria	Submission Details/ Documents Required
Legal Status	<input type="checkbox"/> Certificate of registration/incorporation i.e., <input type="checkbox"/> Proof of registration in Country of Origin. <input type="checkbox"/> Proof of registration of Country of operation <input type="checkbox"/> Proof of country operational presence
Organization profile and details	<input type="checkbox"/> Clear organization profile and structure of the organization indicating: <input type="checkbox"/> Organization’s vision, mission and objectives <input type="checkbox"/> Management structure <input type="checkbox"/> Members of the Governing Board and their Designations duly certified by the Corporate Secretary, or its equivalent document <input type="checkbox"/> Proof of membership to professional associations if any
Financial Capacity	<input type="checkbox"/> Audited company financial statements (balance sheet and income statement) and auditors report for the last two years
Exclusive bank account	<input type="checkbox"/> Is the organization willing and able to have a separate bank account for the funds provided by UN-Habitat?
Integrity and Governance	<input type="checkbox"/> The organization should complete and submit a signed Partner Declaration Form (Annex A) <input type="checkbox"/> Provide the profiles of the Chairperson of the Board of Directors, Head of the Organization and Chief of Finance

Selection & Evaluation Criteria

- 1) A two-stage procedure will be utilized in evaluating the proposals, with evaluation of the Technical Proposal (comprising of technical capacity, financial and administrative management capacity, and the technical proposal) being completed prior to any Financial Proposal being opened and compared. Applicant’s submission of technical proposal and accompanying documents submitted in template Annex B and financial proposal in Annex C will be evaluated using the below criteria.
- 2) All shortlisted applicants will be notified, and their respective projects managers / community mobilization specialists asked to participate in the community planning sessions organized by Skat to help evaluate the applicant team.

Criteria	Submission Details/ Documents Required
1. Technical capacity (Score Weight 20%)	
1.1 Does the organization have the relevant experience and proven track record in implementing activities in the areas of the project? Has it managed in the past projects of similar technical	<input type="checkbox"/> List of projects executed in the last 2 years (value, location, donors, nature of projects, execution stage – completed or ongoing).

<p>complexities and financial size? Is the project linked with the core business of the implementing partner?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Demonstrate how the experiences in past projects are relevant in the execution of the current proposal <input type="checkbox"/> References from past financial and cooperation partners
<p>1.2 Does the organization have qualified technical staff with the experience and the technical skills required by the project? What is the staff size, type, qualification and education background?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Provide a list of the staff proposed for the project using the template inside Annex B <input type="checkbox"/> CVs of key management staff, technical and non-technical staff that will be involved on the project <input type="checkbox"/> How many technical staff do you have in the concerned Country for implementing the project? Is there reasonable assurance that such technical staff required by the project will continue to be available as needed in the Project?
<p>1.3 Does the organization have a clear and strong link with an identifiable constituency relevant to the targeted population of the project? Does the organization impact on the targeted population and on the issues? Does it have strong presence in the field and for how long? Does it have adequate capacity to work in key work areas and locations where the proposed activities will be implemented? Does the organization represent women, youth, people with disabilities, minorities or local communities?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Demonstrate, describe and provide proof of local operational presence, including link and ability to impact the targeted population.
<p>1.4 Does the organization possess adequate physical facilities, human resources, office equipment, transport, etc. to implement the activities?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Provide location and list of office facilities, vehicles and office equipment locally available to implement the project.
<p>1.5 Does the organization have formal procedures to monitor project execution (e.g. milestones, outputs, expenditures...)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Provide formal project monitoring policies and procedures
<p>2. Financial and administrative capacity (Score Weight 10%)</p>	
<p>2.1 Has the organization been in operation over a period of at least 2 years to demonstrate its financial sustainability and relevance?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> State the years of operation <input type="checkbox"/> Provide financial statements for the last 2 years
<p>2.2 Does the organization have qualified staff in Finance? Is the current accounting system computerized and does have the capacity to collect and provide separate financial reports on the activities executed under the Agreement of Cooperation? Does it have systems and practices to monitor and report whether the project deliverables and expenditures are within agreed time and budget? Does it have minimum segregation of duties in place (separation between project management, finance/accounting and executive office)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> CVs of key finance and accounting staff <input type="checkbox"/> Description and key features and controls of the accounting system used <input type="checkbox"/> Organization structure / Organogram
<p>2.3 Does the organization have the capacity to procure goods and services on a transparent and competitive basis?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Copies of procurement policies and procedures. The procedures should show how you procure locally and internationally.
<p>2.4 Does the organization have formal procedures and controls to mitigate fraud such as multiple signature signatories on bank accounts, reporting and prosecution of incidences of fraud?</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Describe anti-fraud controls and provide formal procedures

<p>2.5 Does the organization have capacity to provide in-kind, financial, personnel contribution as UN-Habitat Implementing Partner in this present project? Please give details of contribution nature and size and equivalent USD value.</p>	<p><input type="checkbox"/> Describe nature and value of contribution (in-kind or cash). The applicant must submit in-kind contribution proposal in the template provided in Annex C – Budget Template.</p>
<p>3. Financial Proposal (Score Weight 20%)</p>	
<p>3.1 Is the budget for each component of the activity to be performed by the Implementing Partner</p> <p>(i) cost-effective (i.e. the cost should be economical and prudently estimated to avoid any under/over estimation)</p> <p>(ii) justifiable/well supported and</p> <p>(iii) accurate and complete</p>	<p><input type="checkbox"/> Budget Proposal (Annex C) - The applicant must submit a budget proposal in the template provided in Annex C (Budget Template - Financial Proposal)</p>
<p>4. Technical Proposal (Score Weight 50%)</p>	
<p>4.1 The technical proposal is sound and responds adequately to the specifications and requirements and is assessed on a comparative basis against the below criteria. A High-quality portfolio of similar projects that the applicant implemented in the area of activities of the project logframe is to be submitted. For every below category 5% points are allocated each. Mandatory Fail/Pass Criteria are marked with (*):</p>	<p><input type="checkbox"/> The applicant must submit a technical proposal using this template: Technical Proposal Document (Annex B)</p>
<p>4.1.1 Stakeholder Identification and Mobilization: Registration of Beneficiaries</p>	
<p>4.1.2 Data Collection of socio-economic community data and infrastructure data using mapping and survey tools</p>	
<p>4.1.3 Experience in community involvement, community mobilization and community communication *</p>	
<p>4.1.4 Experience in community-based management and community organization *</p>	
<p>4.1.5 Experience in participatory process planning and action planning with communities, in the design and carrying out of community planning workshops using participatory planning methods *</p>	
<p>4.1.6 Experience in housing projects</p>	
<p>4.1.7 Experience in providing training / capacity building to community-based organizations in the area of community management and self-organization *</p>	
<p>4.1.8 Establishment and community-based management of community managed funds *</p>	
<p>4.1.9 Experience in working with national & local governments and community-based organizations and/or associations in urban settings in Rwanda*</p>	
<p>4.1.10 Capacity to carry out the support in the timeframe specified in the logframe*</p>	

Instruction to Applicants

1. Proposals received after the deadline will not be considered.
2. Applicants shall submit their proposal by email until the specified deadline above to the attention of Anna Sobczak to this E-mail address: anna.sobczak@un.org. Please **submit the financial proposal and the technical proposal in two separate emails using** the following e-mail subjects:
 - i. For the Technical Proposal: 'CFP/2-2021-PSUP-KIGALI - TECHNICAL PROPOSAL - NAME OF APPLICANT ORGANIZATION'
 - ii. For the Budget / Financial Proposal: 'CFP/2-2021-PSUP-KIGALI – FINANCIAL PROPOSAL - NAME OF APPLICANT ORGANIZATION'
3. Please use the templates provided in the Annex
4. Proposals and accompanying documents submitted to a different email addresses will not be considered.
5. Any clarification queries and correspondences should be sent by email.
6. Proposals failing to provide the requested information will be disregarded.
7. All prices must be in USD
8. The proposal language is English
9. Applications from local non-profit and civil society organizations are highly encouraged. International organizations are highly encouraged to partner with local organizations. We highly encourage applications from women group organizations, youth group organizations and community-based organizations.
10. The technical proposal will be evaluated based on that is responds adequately to the specifications and requirements of the call for proposals. All proposals will be assessed on a comparative basis against the criteria specified in the call for proposals document. Interested Organizations must provide information indicating that they are qualified to perform the services (brochure, description of similar assignments, experience in similar conditions, availability of appropriate skills among staff, etc). Along with this technical proposal please submit a visual and or narrative portfolio of similar projects that the applicant implemented in the area of activities of the project logframe. **We have specified mandatory experience which must be demonstrated marked with an (*) under 'Selection & Evaluation Criteria'. Please submit relevant supporting documents verifying your organizations experience in the required areas.**
11. A two-stage procedure will be utilized in evaluating the proposals, with evaluation of the Technical Proposal (comprising of technical capacity, financial and administrative management capacity, and the technical proposal) being completed prior to any Financial Proposal being opened and compared. Applicant's submission of technical proposal and accompanying documents submitted in template Annex B and financial proposal in Annex C will be evaluated using the criteria specified in the call for proposals.
12. All shortlisted applicants will be notified, and their respective projects managers / community mobilization specialists asked to participate in the community planning sessions organized by Skat to help evaluate technical performance of the applicant organization.
13. Only successful applicant organizations will be notified.
14. Organizations will be selected in accordance with the procedure set out in the UN-Habitat IP Management policy and Standard Operating Procedures.

15. This Call for Proposals does not entail any commitment on the part of UN-Habitat, either financial or otherwise. UN-Habitat reserves the right to accept or reject any or all Proposals without incurring any obligation to inform the affected applicant(s) of the grounds.

Annexes

You can download the key documents below:

1. Full text of this [Call for Proposals](#)
2. Annex A - [Partner Declaration Form](#)
3. Annex B - [Technical Proposal](#)
4. Annex C - [Budget Template / Financial Proposal](#)

For more information contact

Anna Sobczak

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