



International Foundation
for Electoral Systems

INTERNATIONAL FOUNDATION FOR ELECTORAL SYSTEMS (IFES)

**REQUEST FOR APPLICATIONS (RFA) for
She Leads Women's Leadership Program in Indonesia**

RFA-21-044

Date: May 20, 2021

1. Request for Application (RFA)

1.5. Purpose

The purpose of this Request for Applications (RFA) is to invite civil society organizations to submit applications to implement a project that will broaden the participation of women in Indonesia's electoral and political processes through women's leadership programming.

[She Leads](#) is a flagship program of IFES that works to empower women with the skills and knowledge to participate and take on leadership roles in political and electoral processes through a series of trainings. To date, She Leads has trained over 2,600 women in four countries and continues to expand. Each program is tailored to the cultural and contextual needs of the country and reflects lessons learned from successful "She Leads" alumnae. As a result of the program, "She Leads" alumnae have developed formal and informal personal networks, increased their self-confidence and taken on leadership roles to advance women's political participation.

The implementing partner will work collaboratively with IFES to review and update the existing *She Leads* curriculum to an online format and will lead the implementation of the program. The curriculum will include soft skills on leadership, communication, building self-confidence and decision-making. The program aims to empower locally elected women to perform their roles as elected representatives and meaningfully participate in political decision making. The RFA provides prospective organizations with the relevant operational and performance requirements.

IFES plans to issue a subaward from approximately June 2021 to February 2022.

1.5. RFA Schedule

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

Issuance of RFA	May 20, 2021
Questions Due	May 24, 2021; by 17:00 Washington DC (EST)
Response from IFES	May 25, 2021; by 17:00 Washington DC (EST)
RFA Closes—All Applications Due	June 7, 2021; by 17:00 Washington DC (EST)
Implementation Period	June 2021 – February 2022

2. General Information

2.5. 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

3.5. 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.

3.5. 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.

3.5. 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.

3.5.1. Applicant Inquiries

Inquiries, questions, and requests for clarification related to this RFA should be submitted in writing, **no later than May 24, 2021; by 17:00 Washington DC (EST)** and be submitted to the representatives listed below.

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 [Devex.com](#).

3.5.2. 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

3.5.3. 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

Applications are limited to locally registered Civil Society Organizations (CSOs), Non-Governmental

Organizations (NGOs), Community Based Organizations (CBOs), Non-Political Party Organizations or other similar not-for-profit institutions.

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 **IDR**, with applicable taxes/charges clearly identified. The submitted budget should have all related tax included. 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 budget ceiling is IDR 750,000,000 to 810,000,000.
- 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 as outlined in Attachment C.

3.5.4. Additional documentation

- A completed pre-award survey as included in Attachment D
- A copy of the organization's most recent final, signed audits/financial statements
- Proof of organization's registration in Indonesia
- Any other supporting document that will strengthen the application

3.5. Application Submission

Applicants must send final applications in electronic copy via e-mail, on or **prior to June 4, 2021—by no later than 17:00 Washington DC (EST) time** —to aabdullah@ifes.org and knaz@ifes.org.

3.5. 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' needs
Soundness and feasibility of technical approach | |
| 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 | |
| 3. Past Performance and Organizational Capacity | 30 points |
| Extent to which personnel proposed have relevant qualifications and experience
Demonstrated capability to organize, manage and implement the full range of activities required to achieve the program's goals and objectives.
Demonstrated flexibility to adjust implementation to reflect changing environment
Demonstrated strong past performance in implementing programs of similar scope and complexity | |

3.5. 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

The 2021 election cycle for senior election administrator positions represents an important opportunity to engage women in Indonesia's electoral and political processes. Building on the successful *She Leads* program, IFES is seeking a local partner to address the low level of women's leadership in political and decision-making processes at all levels. The objective of this project is to ensure that women in Indonesia develop the skills necessary to become leaders in their communities and understand the importance of women's political participation.

The implementing partner will implement the program through the following activities:

- a. Organize and facilitate a national assessment to identify the training needs, understand the availability, and determine the logistics and capacity of the potential women trainees. This assessment may take the form of focus group discussions, key informant interviews and/or other approaches conducted virtually.
- b. Work collaboratively with IFES to review and update the existing *She Leads* curriculum to a virtual learning curriculum model that consists of multiple modules. The curriculum will equip participants with the skills and knowledge to apply effectively for national and provincial election administrator positions. The curriculum should draw on:
 - i. Results from the national assessment

- ii. Expectations of Indonesian EMBs for prospective candidates; and
 - iii. Best practices for leadership training.
 - iv. Additional impacts of COVID-19, including compounded gender discrimination in the workspace and barriers to women's political participation.
- c. Organize and facilitate a four-day virtual Training of Facilitators (ToF) event to standardize the trainers' capacity to implement the "She Leads" modules and curriculum virtually.
 - d. Develop a recruitment plan and select at least 150 women participants from throughout 34 provinces of Indonesia). Participants should meet the existing requirements for the electoral administration exam and must commit to participating in all online sessions.
Please note: lack of prior leadership experience should not be a barrier to participation.
 - e. Organize and conduct the virtual "She Leads" curriculum (expected around early August-September 2021) before the registration period begins for national-level election administrators that most likely happens in September-November 2021. Between training modules, the implementing partner will also capture success stories, share multimedia content and monitor participant progress.
 - f. Establish an advocacy plan targeting Members of Parliament responsible for appointing selection committees to establish the need for equal opportunity for women and support advocacy efforts to advance women's leadership in politics and elections, including but not limited to targeting MPs for election administration.
 - g. Raise public awareness of the importance of gender equality by conducting media briefings and/or press conferences to announce the newly trained participants. This activity may also include a video of the trainings, or other digital materials or events to demonstrate the importance of women's leadership. Digital materials should capture success stories and participant progress in between training modules.
 - h. In cooperation with IFES, develop and implement a strong monitoring and evaluation (M&E) strategy.
 - i. In coordination with IFES, develop a strategy to maintain a network for training participants to compare experiences and lessons learned – this will allow the program to form an ongoing network of women leaders. Implementation of the strategy will be discussed in coordination with IFES and the training participants.
 - j. Provide IFES with information regarding systemic and cultural barriers amidst COVID-19 pandemic in the Indonesian context that limit women's participation in politics, election administration and the election process, based on the studies gathered during "She Leads."
 - k. Produce a final report covering the selection process, development and implementation of the curriculum, outcomes (incorporating M&E data), and lessons learned, challenges and recommendations moving forward.

This scope of work will be conducted in close consultation with IFES at every stage, including consultations and communication with IFES Indonesia staff. Organizations will also be expected to work closely with other IFES Indonesia partners and stakeholders, as required. IFES reserves the right to approve any key personnel working on the project and any changes in key personnel throughout the program.

Required Expertise and Experience

The implementing partner must meet the following requirements:

- The partner organization shall be local non-governmental and non-partisan organization or institution.

- Possess in-house institutional expertise in women’s leadership and political participation.
- Have experience developing and implementing training curricula, preferably related to women’s leadership and/or political participation.
- Demonstrate an extensive knowledge of women’s leadership election administration and/or political participation and gender inclusion issues.
- Have past experience advocating for the inclusion of women in the electoral process.
- Demonstrate capacity to develop full-length reports that incorporate M&E data and lessons learned.
- Be familiar with international donors’ reporting requirements and M&E methodologies.
- The partner organization should submit the application in English.

Activities and Deliverables

- The implementing partner will be responsible for the delivery, content, quality, and accuracy of its deliverables. All activities must be designed following health protocols standards as stipulated by the existing regulations. All deliverables must be written in English and submitted to IFES Indonesia for approval by its program team.

The implementing partner is expected to submit the following deliverables:

1. A detailed work plan and M&E strategy (within the first month of the project) outlining activities to be undertaken in support of the project’s goals and objectives.
2. The research design, list of participants, and a summary of the national assessment result to identify the necessary modification for the She Leads curriculum and training module.
3. Draft and finalize versions of the updated She Leads training modules, including lessons plans, handouts, PowerPoint presentations and other materials for each training sessions, for IFES’ review and approval. Final versions will incorporate IFES’ feedback on the draft modules.
4. Complete the design of supplementary She Leads digital modules through online platforms or apps.
5. Recruitment plan for three (3) She Leads trainings, for IFES’ review and approval.
6. List of proposed candidates/participants for the She Leads training, for IFES’ review and approval, and final list of accepted participants.
7. Participant attendance list for each of the three (3) She Leads training sessions.
8. Present a plan to track the progress and participation of She Leads alumni in the election administration selection process.
9. Written advocacy strategy to generate public awareness of the She Leads program and its result, and to encourage selection committees to consider the skills gained by participants.
10. Products used to generate public awareness, such as press releases, opinion articles, posters, promotional videos or other items.
11. Written strategy to maintain a network for training participants to share experiences after the trainings are completed.
12. Report on M&E data and analysis
13. Bi-monthly program narrative report (using IFES’ suggested template)
14. Monthly financial reports (using IFES’ suggested template)
15. A detailed and concise final narrative report covering the selection process, implementation of the curriculum, outcomes (incorporating M&E data), lessons learned, and recommendations that emerge.

4.5. Timeline:

- Activities should take place between June 2021 and February 2022. Please include an illustrative timeline in the grant chart format.

4.5. 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.
- The implementing partner will be expected to provide monitoring and evaluation data and supporting documentation during their subaward as outlined in their strategy plan, which will be reviewed and approved by IFES. Data will include the following indicators: attendance for all trainings; total number of women trained; percentage of She Leads alumnae expressing increased confidence/skills; and percent of She Leads training alumnae applying for EMB leadership positions at the national level. Supporting documents may include: attendance lists, pre-/post-tests, surveys, etc. Additional indicators may be added during the program as needed.

4.5. Deliverables:

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

5. Additional Terms & Conditions**5.5. Non-Disclosure Agreement**

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

5.5. 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.

5.5. 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.

5.5. 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.

5.5. 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.

5.5. 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.

5.5. Entire RFA

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

5.5. 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), including zip code

Office Telephone Number(s), including area code

E-Mail Address(es)

Director of Organization

Project Manager/Contact Person

Project Dates (month/year – month/year)

Project Title

DUNS Number

PAN Number

II. Technical Approach:

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

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

III. Implementation Timeline

Please use the following format to provide an implementation timeline

Project Month	Activity	Expected Result	Involved Stakeholders

IV. Results Framework

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

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

Attachment B: Budget Template

Please download the Budget template from below links

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

Attachment C: Organizational Capacity and Past Performance Template

I. Summary

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

II. Human Resources

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

III. Past Performance

- A. *Briefly describe how your organization’s previous experience prepares it to successfully implement the proposed project; highlight the organization’s relationship and work experience with lawmakers, political parties or government officials if applicable.*
- B. *Please specify previous work in Province 2 (if any)*
- 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.