Annex B
Call For Proposals (CFP) Template for Responsible Parties
(For Civil Society Organizations - CSOs)

Section 1

CFP No. _SCE Global -001-2022________

a. CFP Letter for Responsible Parties

UN Women plans to engage a Responsible Party as defined in accordance with these documents. UN Women now invites sealed proposals from qualified proponents to provide the requirements as defined in the UN Women Terms of Reference.

Proposals must be received by UN Women at the address specified not later than (time) 17hrs CET Time Zone on (date) 4 August 2022.

The budget range for this proposal should be between: USD 400,000- USD 650,000

| This UN Women Call For Proposals consists of two sections: |
| Documents to be completed by proponents and returned as part of their proposal (mandatory) |
| --- | --- |
| Section 1 |  |
| a. CFP Letter for Responsible Parties |  |
| b. Proposal Data Sheet for Responsible Parties |  |
| c. UN Women Terms of Reference | Annex B-1 Mandatory Requirements/Pre-Qualification Criteria and Contractual Aspects |
| d. Acceptance of the terms and conditions outlined in the template Partner Agreement |  |
| e. Annex B-1 Mandatory Requirements/Pre-Qualification Criteria and Contractual Aspects |  |
|  |
| Section 2 |  |
| a. Instructions to Proponents, which includes the following: |  |
| Annex B-2 Template for Proposal Submission |  |
| Annex B-3 Format of Resume for Proposed Personnel |  |
| Annex B-4 Capacity Assessment Minimum Documents |  |
| Annex B-5 UN Women template Partner Agreement |  |
| Annex B-6 UN Women Anti-Fraud Policy |  |

Interested proponents may obtain further information by contacting this email address: procurement.hacro@unwomen.org

b. Proposal Data Sheet for Responsible Parties

<table>
<thead>
<tr>
<th>Program/Project:</th>
<th>Requests for clarifications due:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Second Chance Education and Vocational Learning (SCE) – Outcome Based Approach Executable Design</td>
<td>Date: 26 July 2022 Time: 5pm CET</td>
</tr>
<tr>
<td>Programme Officer’s name: Anna Parini</td>
<td></td>
</tr>
<tr>
<td>Email: <a href="mailto:anna.parini@unwomen.org">anna.parini@unwomen.org</a></td>
<td></td>
</tr>
<tr>
<td>Telephone number: +41 792994198</td>
<td>Date: 28 July 2022 Time: 5pm CET</td>
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<tr>
<td></td>
<td></td>
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<tr>
<td>Issue date: 20 July 2022</td>
<td>Proposal due:</td>
</tr>
<tr>
<td>Planned award date: 20 August 2022</td>
<td>Date: 4 August 2022 Time: 5pm CET</td>
</tr>
<tr>
<td>Planned contract start-date/delivery date (on or before): 20 August 2022</td>
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</tr>
</tbody>
</table>
c. UN Women Terms of Reference

1. Introduction

UN Women, grounded in the vision of equality enshrined in the Charter of the United Nations, works for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security.

UN Women partnered with BHP Foundation in 2018 to develop and pilot the Second Chance Education and Vocational Learning (SCE) program to fill the gap in support for young and adult women who have missed out on education to get a second chance to find pathways to economic empowerment. The partnership brings together Governments, the BHP Foundation and UN Women to drive equality of opportunity for marginalized people through innovation and specifically on the empowerment of women.

The SCE program is now in its fourth year of the innovative pilot Phase I, including a 12-month cost extension due to the impact of the COVID-19 pandemic on program implementation, ending 30 June 2022. To date (September 2021 data), the total number of women enrolled was 72,894 out of the target 67,000 (Table 1). The number of graduates has reached 28,031 women with 15,846 starting to earn an income, mostly through self-employment/entrepreneurship.

In early 2020, UN Women commissioned an independent mid-term program evaluation. The mid-term evaluation concluded that the SCE program is robust and appropriate in design including emerging data of impact. Both the mid-term evaluation and a test of the SCE program design against current research on innovation and scale up models confirm that SCE is a clear example of innovation for scale done right, highlighting its testing across multiple country contexts, in depth inception phase with needs assessment, strong partnership approach, and capacity building of Implementing Partners (IPs). Knowledge products to standardize the SCE model and a final program evaluation will complete the evidence-base by end June 2022.

UN Women is currently planning the design of a 5-year Phase II of the SCE program to transition the successful components of the program to sustainable scale by integration into institutional and policy frameworks in the initial pilot countries, mobilizing resources for scale up by other stakeholders including by governments, foundations, impact and institutional investors, as well as continuing to expand the use of the model geographically through new UN Women Country Offices adopting it into their wider women’s economic empowerment programs in both humanitarian and development contexts.

It is anticipated that the six pilot countries from Phase I will adopt a diverse range of financing approaches for delivering Phase II scaling-up and sustainability plans. One of the options that UN Women is looking at to transition the SCE program to sustainable scale, with support from BHP Foundation, is a pay-for-outcomes funding mechanism for Phase II of the SCE program. This is part of the exploration of different financing models to ensure scale up and sustainability of the program, in parallel to traditional grants and direct government adoption.

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1 If including 10,000 nurses upskilled for COVID-19 emergency response, the number of graduates is 25,846.
2 https://gate.unwomen.org/Evaluation/Details?evaluationId=11474
3 UN Women has explored SCE program innovation and scale up design with Tinkr, a Norwegian Consulting Firm linked with the Ministry of Foreign Affairs and Innovation Norway, which specializes in structured scientific approaches to creativity and innovation. According to Tinkr’s analysis, the SCE program is a clear example of innovation for scale done right.
In its Strategic Plan (2022-25), UN Women states its ambition to advance public-private partnerships and complement efforts to increase national-level financing with new and innovative financing approaches. In this context, a feasibility study for the SCE program was conducted in October-December 2021 to determine the potential for using an outcomes-based approach (OBA) as one of the ways to transition the SCE program to sustainable scale.

Outcomes-based approaches – also known as Pay-for-Performance or Payment-by-Results – tie funding to outcomes, rather than activities or inputs. At their core, outcomes-based contracts help to align incentives between governments, donors, service providers and, where needed, impact investors around a shared definition of success. Contracting for outcomes, rather than activities, gives service providers greater scope to adapt their delivery approach to maximise outcomes for programme participants. Outcomes-based approaches can also be attractive to governments and other Outcomes Funders (typically philanthropies and/or institutional donor agencies) as they help to ensure value for money by tying payments directly to results. Impact Bonds are a sub-set of outcomes-based contracts that involve investment, typically from impact investors, to provide upfront funding for the delivery of services, with repayments from Outcomes Funders based on the successful delivery of outcomes.

The feasibility study found that there is a compelling rationale to use an OBA to fund the tangible outcomes of the SCE program. This is based on the need to continue to promote operational flexibility for country programmes to tailor their activities to the needs of individual women; the opportunity to strengthen the evidence base connecting SCE activities with key outcomes for women; and the opportunity to attract new funders who may find payment for results a compelling way to ensure value for money. The role that UN Women would play in an OBA structure needs to be explored further as UN agencies are currently not able to hold repayable capital. The feasibility study therefore recommended a 2-phased approach to an OBA design process. First, a 6-month executable design period where UN Women, together with the service provider, would determine what roles it might play, starting with two countries. During this period, options for contracting structures and funding flows would need to be assessed as well as gauging interest and commitment from funders, investors, and government ahead of progressing to a possible 12-18 months Detailed Design and Contracting phase.

This Terms of Reference is for call of proposals for the 6-month Executable Design period, with more detailed methodology and scope outlined below. The purpose of this executable design phase is two-fold; 1) to explore a pay-for-outcomes funding mechanism as one financing option to bring the SCE program solutions for marginalized women to access education and employment to sustainable scale, and 2) to provide other examples of innovation in financing approaches for scaling UN Women program solutions to new countries with the SCE program as a model.

2. Description of required services/results

UN Women seeks a registered non-government organization (or joint application from several organizations) to provide a OBA Executable Design Phase which will provide a framework for scaling the SCE program and the innovative finance mechanism through new UN Women Country Offices. OBA feasibility study recommends a 2-phased approach to an OBA design process. This Terms of Reference is for call for proposals for the initial 6-month Executable Design phase, but the proposal should also outline how the plan for the following detailed design and contracting phase and the linkages between the two phases.

The aim of the 6-month Executable Design Phase is to reach agreement among key partners around what an outcomes-based SCE should look like in each of the selected countries including target population, payment metrics and contractual structure as well as obtaining initial soft funding commitments from partners.

The executable co-design phase will comprise of two processes:

1. **Partner outreach** to form a design committee of funders, UN Women and investors, who are committed to progressing a executable design and then to secure its funding through the detailed design and contracting phase.

2. **Co-design period** during which the technical aspects of the country level design are developed, such as the definition of the target population, referral pathways, outcomes metrics, program implementation costs, and indicative outcomes pricing. Exploring and agreeing the contract structure will also be important and depend on funder priorities as well as the regulatory context of the country. The role of UN Women at country level will be clarified during these discussions.

The two country executable design processes will encompass the following workstreams:

a) **Preparation of Country OBA options papers for partner outreach:** The selected firm will work with each UNW Country Office team supported by UNW HQ team to develop a detailed overview of the potential outcome funder landscape, relevant government policies and strategy, data analysis of SCE country program achievements, and wider contextual indicators. Based on this information, an OBA options paper for each country will be developed with possible defined target populations, outcomes metrics and pricing, indicative outcomes verification approach and timing, and legal and contracting structures for presentation and discussion with potential partners.

b) **Partner outreach:** Detailed outreach conversations, jointly led by the Firm and UNW at HQ and country levels, are held with potential outcomes funders, government and impact investors with a view to securing a commitment of time from interested parties to participate in a co-design process, alongside UNW. Initial alignment around priority population(s), geographic area(s) and definitions of success will also be sought at this stage. Partners will be invited to participate in a Steering Committee and will jointly agree on a Terms of Reference for the co-design phase, which would include regular consultation on and contributions to the executable design process.

c) **Defining outcomes:** The aim is to reach agreement in the co-design committee on key programme design elements including target population, outcomes metrics, indicative
outcomes verification approach and timing. Through data analysis, literature reviews and conversations with government and potential outcomes funders, this workstream will more tightly define the target population, outcome metrics, baseline outcome levels and likely outcomes payment triggers. This will include work on how each outcome should be measured, considering in the first instance what datasets are already held by government, implementing partners, or others that could be used to measure outcomes. Based on the discussion of outcomes measures, the Firm will provide initial recommendation for the kinds of program evaluation(s) that would be needed. Each major design element would be the subject of a co-design committee workshop to ensure that agreement is reached, and feedback incorporated into the overall executable design.

d) **Market consultation:** Potential implementing partners for SCE have a wealth of experience which should be leveraged in designing the outcomes-based programme. Consultation with service providers who are currently implementing SCE, as well as other potential providers, will help to inform how referral pathways into the programme can operate and so how the target population can be defined. As the target population is established, it is also important to explore the experience of implementing partners capable of delivering services. Consulting with them on their delivery model, appetite to participate in an outcomes-based programme, current costs and impact will all help to inform the cost base for the outcomes-based program and what a reasonable scale of ambition might be for outcomes achievement.

e) **Outcomes pricing:** The aim is to reach broad agreement on the range of possible outcomes price(s) (a ceiling and a floor) to be further refined through the detailed design and contracting phases.

f) **Indicative payment mechanism:** The Firm will recommend indicative payment mechanism to show the indicative operational and financial flows through the outcomes-based structure. Operational flows would include the anticipated enrolment of participants, resources required, and anticipated outcomes achieved, while the financial flows translate these into associated costs and revenues (as outcome payments are made).

g) **Contracting structure:** This workstream will explore the kinds of contracting structures available to the parties involved in the co-design and what that means for the flow of funds through the structure. The emphasis in the executable design phase will be on understanding the preferences of partners as well as constraints, both for funders and in terms of legal regulations in each country. The role of UNW in the contracting structure options would need to be clearly defined, including exploring the roles of UNW acting as the intermediary or implementation manager in the structure.

h) **Agreement:** The co-design steering committee will be involved in a series of workshops throughout the executable design phase. This workstream will bring those together to summarise the executable design and test parties’ commitment to committing funding to the program through the detailed design and contracting phase.

I. **OBA structuring options for exploration**

The proposal should contain options for an OBA structure at both country level and global program (multi-country) level, outlining visually the flow of funds between all needed roles in a structure including investors, outcome funders, intermediary, implementation manager, and service providers, using the footnoted Brookings⁵ research framework of four types of impact bond structures as a presenting framework. The proposal should outline how a special purpose vehicle (SPV) may be created as a conduit for funds (in which case the outcome payment contract is with

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the SPV) and how a SPV can be used to facilitate UNW playing different roles in an OBA structure in view of UN agencies currently are not able to hold repayable capital.

At global level, structuring options outlining all stakeholder roles with a clear funded UNW role to be explored should include:

1. Multi-donor trust fund hosted by UNW
2. Outcomes fund with UNW as Secretariat with an external fiscal host
3. Outcomes Fund with UNW as co-manager of implementation, working in partnership with an independent fund manager which holds the contracts and funds, UNW may act as a technical advisor to support effective implementation of interventions
4. Outcomes Fund with UNW as Lead IP, working in partnership with an independent fund manager which holds the contracts and funds
5. Other outcome-based models that would support the scale-up SCE with different UN and public-private sector partnerships

The options should also be considered used in a phased approach with a long-term perspective of what could be developed over time within an ambitious agenda for how UNW can leverage innovative finance mechanisms for large scale impact for gender equality. A review of existing UNW fund structures, UN sister agencies UNDP, UNCDF and UNICEF exploration of impact bonds to date, including the UNICEF housed independent trust fund ‘the Education Outcomes Fund (EOF)’ should be considered in options for discussion. Each option should also be analyzed in view of cost effectiveness, drawing on footnoted research on impact bonds conducted by Brookings.

II. Deliverables

The deliverables of this contract include the following:

- **Inception Report:** Based on discussions with UNW HQ and two selected UNW Country Offices on the Executable Design Phase proposal (in response to this ToR) and the SCE OBA feasibility study conducted in 2021, to provide an Inception Report with a detailed work plan for the 6-month Executable Design Phase outlining processes for securing partner engagement both at HQ and country levels. The Inception Report should also outline the process for the expected following 12-month detailed design phase.

- **OBA CO options papers:** Based on discussions with UNW HQ and two selected UNW Country Offices on the Executable Design Phase proposal (in response to this ToR) and the SCE OBA feasibility study conducted in 2021, to provide an OBA options paper for each country with defined target populations, outcomes metrics and pricing, indicative outcomes verification approach and timing, and legal and contracting structures for presentation and discussion with potential partners.

- **Workshop Agendas and ppts** with visuals of target populations, outcomes metrics and pricing, legal and contracting structuring options for discussion during consultation workshops.

- **Draft OBA Co-design Committee Terms of Reference** for discussion and agreement in consultation workshops.

- **Revised OBA CO options papers** based on outreach and consultation workshops providing detailed legal and contracting structuring options with visuals illustrating possible stakeholder roles.

- **Report of final workshop** of the co-design committee agreeing the executable design.

- **Memorandum of Information** summarizing the executable design.

- **Roadmap of next steps** summarizing the expectations of partners in the detailed design and contracting phase.

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III. Scope
The 6-month OBA Executable Design Phase will include the SCE programs in two countries, as well as OBA Executable Design at global program level that will provide a framework for scaling the SCE program and the innovative finance mechanism through new UN Women Country Offices.

IV. Stakeholders
Based on consultations with the Head of UN Women Office in Geneva, PPID directorate, SCE Global Programme Manager, and SCE Country Project Managers, the main stakeholder groups for this review are women participating in the SCE Programme, Implementing Partners/NGOs, Government partners, and private sector stakeholders.

### 3. Timeframe: Start date and end date for completion of required services/results [Please elaborate]

<table>
<thead>
<tr>
<th>Activities</th>
<th>Product</th>
<th>Indicative Dates</th>
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<tbody>
<tr>
<td>Submission of Inception Report</td>
<td>Inception report with detailed work plan of processes at both HQ and CO levels</td>
<td>10 August 2022</td>
</tr>
<tr>
<td>Draft OBA CO options papers, workshop agenda and ppts, and draft OBA co-design Committee Terms of Reference for discussion with UNW teams in preparation for partner outreach and consultation workshops in each country</td>
<td>Two OBA CO options papers, workshop agenda and ppts, OBA Co-design Committee</td>
<td>30 August 2022</td>
</tr>
<tr>
<td>Revised OBA CO options papers based on outreach and consultation workshops providing detailed legal and contracting structuring options with visuals illustrating possible stakeholder roles.</td>
<td>Revised OBA CO options papers</td>
<td>1 October 2022</td>
</tr>
<tr>
<td>Report of final workshop of the co-design committee agreeing the executable design; Memorandum of Information summarizing the executable design</td>
<td>Workshop report; Memorandum of executable design for each CO</td>
<td>1 November 2022</td>
</tr>
<tr>
<td>Roadmap of next steps summarizing the commitments and expectations of partners in the detailed design and contracting phase</td>
<td>Final report with summary of processes and recommendations for the 12-month detailed design phase</td>
<td>30 November - 15 December 2022</td>
</tr>
</tbody>
</table>

4. Competencies: [Please elaborate]
   a. Technical/functional competencies required
      - The organization must have at least 10 years’ experience in the area of Social Impact Bonds and outcomes-based approaches
      - Previous engagement with UN agencies in the area of Innovative Finance, and in the technical areas of education and women’s economic empowerment, will be an advantage.
      - Organizational experience and credibility in design outcome based financing model for development and education for women and girls,
      - Proven experience in having worked on a programme model in one of the SCE countries
• Has internal programmatic, administrative and financial processes in place to ensure delivery of quality, cost-effective and timely programme results
• Has grassroots networks/outreach in relevant communities • Has adequate numbers of professional staff with adequate qualifications and experience Governance and management structures
• Officially registered and has no conflict of interest between staff in the organization and UN Women.
• Has an anti-fraud and corruption policy and consistently implements the policy
• Has in place policies and procedures regarding data privacy and data

b. Other competencies, which while not required, can be an asset for the performance of services

The team composition is expected to include at least an overall team leader and team members.

The overall **Team Leader** should have Minimum of 5 years relevant experience in area of innovative finance; social impact bonds. Work experience in educational social impact bonds and financing in development context is desirable. Bachelor’s degree can be considered with minimum ten years professional experience media engagement.

Project **team members** should have at least 3 years’ experience in working in innovative finance; social impact bonds. At least one project team member should have background in gender equality, education and women’s economic empowerment.

**Administrative and Finance Staff** should have at least one Administrative & Finance Staff supporting the project implementation. S/he should have minimum 3 years’ experience in administrative and finance functions, especially in preparing financial reports for donors.

d. Acceptance of the terms and conditions outlined in the template Partner Agreement

• Proponents must include an acceptance of the terms and conditions outlined in the template Partner Agreement or their reservation or objections thereto.
• Submission of any such reservations or objections does not mean that UN Women will automatically accept them should the proponent be selected as a Responsible Party.
• UN Women will evaluate any reservation or objection during its evaluation of the proposal and may accept or reject any such reservation or objection.
Annex B-1
Mandatory Requirements/Pre-Qualification Criteria and Contractual Aspects
[To be completed by proponents and returned with their proposal]

Call For Proposals
Description of Services
CFP No.

Proponents are requested to complete this form and return it as part of their submission. Proponents will receive a pass/fail rating on this section. To be considered, proponents must meet all the mandatory criteria described below. All questions should be answered on this form or an exact duplicate thereof. UN Women reserves the right to verify any information contained in a proponent’s response or to request additional information after the proposal is received. Incomplete or inadequate responses, lack of response or misrepresentation in responding to any questions will result in disqualification.

<table>
<thead>
<tr>
<th>Mandatory requirements/pre-qualification criteria</th>
<th>Proponent’s response</th>
</tr>
</thead>
</table>
| 1. Are the services being requested part of the key services that the proponent has been performing as an organization? This must be supported by a list of at least two customer references for which similar service has currently or has been provided by the proponent. | Reference #1:  
Reference #2: |
| 2. Is the proponent duly registered or does it have the legal basis/mandate as an organization? [Please attach a copy of the official registration here]. | Yes/No |
| 3. Has the proponent as an organization been in operation for at least five (5) years? | Yes/No |
| 4. Does the proponent have a permanent office within the location area? | Yes/No |
| 5. Can UN Women conduct a site visit at a customer location in the location or area with a similar scope of work as the one described in this CFP? | Yes/No |
| 6. Fraud or other wrongdoing:  
  i. Has the proponent, its employees, personnel, sub-contractor or sub-contractor’s sub-contractor or sub-partner or sub-partner’s partner been the subject of a finding of fraud or any other wrongdoing following an investigation conducted by UN Women, another United Nations entity or otherwise?  
  OR  
  ii. Is the proponent, its employees, personnel, sub-contractor or sub-contractor’s sub-contractor or sub-partner or sub-partner’s partner currently under investigation for fraud or any other wrongdoing by UN Women, another UN entity or otherwise? | Yes/No |
| 7. Sexual exploitation and abuse:  
  i. Has the proponent, its employees, personnel, sub-contractor or sub-contractor’s sub-contractor or sub-partner or sub-partner’s partner been the subject of any investigations and/or been charged for any misconduct related to sexual exploitation and abuse (SEA)?  
  OR  
  ii. Is the proponent, its employees, personnel, sub-contractor or sub-contractor’s sub-contractor or sub-partner or sub-partner’s partner currently under investigation for SEA by UN Women, another UN entity or otherwise? | Yes/No |
| 8. Has the proponent or any of its employees or personnel been placed on any relevant sanctions list including as a minimum the Consolidated United Nations Security Council Sanctions List(s), United Nations Global Market Place Vendor ineligibility and any other donor sanction list that may be available for use, as applicable? | Yes/No |
| 9. Has the proponent read and accepted the standards set out in section 3 of ST/SGB/2003/13 “Special measures for protection from sexual exploitation and sexual abuse”? | Yes/No |

7 In exceptional circumstances, three (3) years of history registration may be accepted and it must be fully justified.
10. Does the proponent acknowledge that SEA is strictly prohibited, and that UN Women will apply a policy of “zero tolerance” in respect to SEA of anyone including the proponent’s employees, agents, sub-partners and sub-contractors or any other persons engaged by the proponent to perform any services? | Yes/No

11. Has the proponent reviewed and taken note of UN Women Anti-Fraud Policy (Annex B-6)? | Yes/No

Please provide the following information:

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<tbody>
<tr>
<td>1</td>
<td>Is the highest executive (e.g., Director, CEO, etc.) in the proponent organization a female?</td>
</tr>
<tr>
<td>2</td>
<td>What is the female to male ratio in the proponent’s board?</td>
</tr>
</tbody>
</table>

**Acceptance of the terms and conditions outlined in the template Partner Agreement.**

- Proponents must include an acceptance of the terms and conditions outlined in the template Partner Agreement or their reservations or objections thereto.
- Submission of any such reservations or objections does not mean that UN Women will automatically accept them should the proponent be selected as a Responsible Party.
- UN Women will evaluate any reservation or objection during its evaluation of the proposal and may accept or reject any such reservation or objection.

<table>
<thead>
<tr>
<th>Requirements</th>
<th>Proponent’s response</th>
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<tbody>
<tr>
<td>Acceptance of the terms and conditions outlined in the template Partner Agreement.</td>
<td>Yes/No</td>
</tr>
<tr>
<td>Indicate any reservations or objections to the terms and conditions outlined in the template Partner Agreement.</td>
<td></td>
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Section 2

CFP No. (To be filled in by UN Women)

a. Instructions to Proponents

1. Introduction
   1.1 UN Women invite qualified parties to submit Technical and Financial Proposals to provide services associated with the UN Women requirements for a Responsible Party.
   1.2 UN Women is soliciting proposals from Civil Society Organizations (CSOs). Women’s organizations or entities are highly encouraged to apply.
   1.3 A description of the services required is described in CFP Section 1 – c) “UN Women Terms of Reference”.
   1.4 UN Women may, at its discretion, cancel the services in part or in whole.
   1.5 Proponents may withdraw the proposal after submission, provided that written notice of withdrawal is received by UN Women prior to the deadline prescribed for the submission of proposals. No proposal may be modified subsequent to the deadline for the submission of proposals. No proposal may be withdrawn in the interval between the deadline for submission of proposals and the expiration of the period of proposal validity.
   1.6 All proposals shall remain valid and open for acceptance for a period of 90 calendar days after the date specified for receipt of proposals. A proposal valid for a shorter period may be rejected. In exceptional circumstances, UN Women may solicit the proponent’s consent to an extension of the period of validity. The request and the responses thereto shall be made in writing.
   1.7 Effective with the release of this CFP, all communications must be directed only to UN Women, by email at procurement.hacro@unwomen.org. Proponents must not communicate with any other personnel of UN Women regarding this CFP.

2. Cost of Proposal
   2.1 The cost of preparing a proposal, attendance at any pre-proposal conference, meetings or oral presentations shall be borne by the proponent, regardless of the conduct or outcome of the CFP process. Proposals must offer the services for the total requirement. Proposals offering only part of the services will be rejected.

3. Eligibility
   3.1 Proponents must meet all mandatory requirements/pre-qualification criteria as set out in Annex B-1. See point 4 below for further explanation. Proponents will receive a pass/fail rating on this section. UN Women reserves the right to verify any information contained in proponent’s response or to request additional information after the proposal is received. Incomplete or inadequate responses, lack of response or misrepresentation in responding to any questions will result in disqualification.

4. Mandatory/Pre-Qualification Criteria
   4.1 The evaluation of technical and financial proposals by UN Women is conducted in two phases (see section 11 below) and the mandatory requirements/pre-qualification criteria have been designed to ensure that, to the degree possible in the initial stages of the CFP selection process, only those proponents with sufficient experience, financial strength and stability, demonstrable technical knowledge, evident capacity to satisfy UN Women requirements and superior customer references for supplying the services envisioned in this CFP will qualify for further consideration. UN Women reserves the right to verify any information contained in proponent’s response or to request additional information after the proposal is received. Incomplete or inadequate responses, lack of response or misrepresentation in responding to any questions will result in disqualification.
   4.2 Proponents will receive a pass/fail rating in the mandatory requirements/pre-qualification criteria section. In order to be considered for Phase I, proponents must meet all the mandatory requirements/pre-qualification criteria described in this CFP.

5. Clarification of CFP Documents
   5.1 A prospective proponent requiring any clarification of the CFP documents may notify UN Women in writing at UN Women email address indicated in the CFP by the specified date and time. UN Women will respond in writing to any request for clarification of the CFP documents that it receives by the due date for requests for clarification as outlined in Section 1b of this annex (on page 1).
   5.2 Written copies of UN Women’s responses to such inquiries (including an explanation of the query but without identifying the source of inquiry) will be posted using the same method as the original posting of this (CFP) document.
   5.3 If the CFP has been advertised publicly, the results of any clarification exercise (including an explanation of the query but without identifying the source of inquiry) will be posted on the advertised source.

6. Amendments to CFP Documents
   6.1 At any time prior to the deadline for submission of proposals, UN Women may, for any reason, whether at its own initiative or in response to a clarification requested by a prospective proponent, modify the CFP documents by
amendment. All prospective proponents that have received the CFP documents will be notified in writing of all amendments to the CFP documents. For open competitions, all amendments will also be posted on the advertised source.

6.2 In order to afford prospective proponents reasonable time in which to take the amendment into account in preparing their proposals, UN Women may, at its discretion, extend the deadline for the submission of proposal.

7. Language of Proposals
7.1 The proposal prepared by the proponent and all correspondence and documents relating to the proposal exchanged between the proponent and UN Women, shall be written in English.
7.2 Supporting documents and printed literature furnished by the proponent may be in another language provided they are accompanied by an appropriate translation of all relevant passages in English. In any such case, for interpretation of the proposal, the English translation shall prevail. The sole responsibility for translation and the accuracy thereof shall rest with the proponent.

8. Submission of Proposals
8.1 Technical and financial proposals should be submitted as part of the template for proposal submission (Annex B2) in one email with the CFP reference and the clear description of the proposal by the date and time stipulated in this document. If the emails and email attachments are not marked as instructed, UN Women will assume no responsibility for the misplacement or premature opening of the proposals submitted. The email text body should indicate the name and address of the proponent. All proposals should be sent by email to the following secure email address: procurement.hacro@unwomen.org
8.2 Proposals should be received by the date, time and means of submission stipulated in this CFP. Proposers are responsible for ensuring that UN Women receives their proposal by the due date and time. Proposals received by UN Women after the due date and time will be rejected.
8.3 When receiving proposals by email (as is required for the CFP), the receipt time stamp shall be the date and time when the submission has been received in the dedicated UN Women inbox. UN Women shall not be responsible for any delays caused by network problems, etc. It is the sole responsibility of proponents to ensure that their proposal is received by UN Women in the dedicated inbox on or before the prescribed CFP deadline.
8.4 Late proposals: Any proposals received by UN Women after the deadline for submission of proposals prescribed in this document, will be rejected.

9. Clarification of Proposals
9.1 To assist in the examination, evaluation and comparison of proposals, UN Women may, at its discretion, ask the proponent for a clarification of its proposal. The request for clarification and the response shall be in writing and no change in the price or substance of the proposal shall be sought, offered or permitted. UN Women will review minor informalities, errors, clerical mistakes, apparent errors in price and missing documents.

10. Proposal Currencies
10.1 All prices shall be quoted in (local currency) **USD**.
10.2 UN Women reserves the right to reject any proposals submitted in a currency other than the mandatory currency for the proposal stated above. UN Women may accept proposals submitted in another currency than stated above if the proponent confirms during clarification of proposals, see item 9 above in writing, that it will accept a contract issued in the mandatory proposal currency and that for the purposes of conversion, the official United Nations operational rate of exchange of the day of CFP deadline (as stated in the CFP letter) shall apply.
10.3 Regardless of the currency stated in proposals received, the contract will always be issued and subsequent payments will be made in the mandatory currency for the proposal (as stated above).

11. Evaluation of Technical and Financial Proposals
11.1 PHASE I – TECHNICAL PROPOSAL (70 points)
Only proponents meeting the mandatory criteria will advance to the technical evaluation in which a maximum possible 70 points may be determined. Technical evaluators who are members of an Evaluation Committee appointed by UN Women will carry out the technical evaluation applying the evaluation criteria and point ratings as listed below. In order to advance beyond Phase I of the detailed evaluation process to Phase II (financial evaluation) a proposal must have achieved a minimum cumulative technical score of 50 points.

**Suggested table for evaluating technical proposal**

<table>
<thead>
<tr>
<th></th>
<th>The proposal is compliant with the CFP requirements</th>
<th>15 points</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>The organization’s mandate is relevant to the work to be undertaken in the UN Women Terms of Reference (component 1)</td>
<td>20 points</td>
</tr>
<tr>
<td>3</td>
<td>The proposal demonstrates a sound understanding of the requirements of the UN Women Terms of Reference and indicates that the organization has the prerequisite capacity to undertake the work successfully (components 2, 3, 4 and 5)</td>
<td>35 points</td>
</tr>
</tbody>
</table>
11.2 PHASE II - FINANCIAL PROPOSAL (30 points)

Financial proposals will be evaluated (using component 6) following completion of the technical evaluation. The proponent with the lowest evaluated cost will be awarded 30 points. Other financial proposals will receive pro-rated points based on the relationship of the proponents’ prices to that of the lowest evaluated cost.

Formula for computing points: Points = (A/B) Financial Points

Example: Proponent A’s price is the lowest at $10.00. Proponent A receives 30 points. Proponent B’s price is $20.00. Proponent B receives ($10.00/$20.00) x 30 points = 15 points.

12. Preparation of Proposals

12.1 Proponents are expected to examine all terms and instructions included in the CFP documents. Failure to provide all requested information will be at the proponent’s own risk and may result in rejection of the proponent’s proposal.

12.2 The proponent’s proposal must be organized to follow the format of this CFP. Each proponent must respond to every stated request or requirement and indicate that the proponent understands and confirms acceptance of UN Women’s stated requirements. The proponent should identify any substantive assumption made in preparing its proposal. The deferral of a response to a question or issue to the contract negotiation stage is not acceptable. Any item not specifically addressed in the proponent’s proposal will be deemed as accepted by the proponent. The terms “proponent” and “contractor” refer to those organizations that submit a proposal pursuant to this CFP.

12.3 Where the proponent is presented with a requirement or asked to use a specific approach, the proponent must not only state its acceptance, but also describe, where appropriate, how it intends to comply. Failure to provide an answer to an item will be considered an acceptance of the item. Where a descriptive response is requested, failure to provide one will be viewed as non-responsive.

12.4 The terms of reference in this document provides a general overview of the current operation. If the proponent wishes to propose alternatives or equivalents, the proponent must demonstrate that any such proposed change is equivalent or superior to UN Women established requirements. Acceptance of such changes is at the sole discretion of UN Women.

12.5 Proposals must offer services for the total requirement, unless otherwise permitted in the CFP document. Proposals offering only part of the services will be rejected unless permitted otherwise in the CFP document.

12.6 Proponents may use the services of sub-contractors or sub-partners to partially perform the work except if the proponent is providing grant-making work. The proponent’s Technical Proposal shall indicate clearly if the proponent is intending to use sub-contractors or sub-partners and their names. If it is not possible to include the names of sub-partners and sub-contractors in the proposal, the names must be submitted to UN Women as soon as possible.

12.7 The proponent’s proposal shall state the following and include all of the following labelled annexes:

**CFP submission (on or before proposal due date):**

As a minimum, proponents shall complete and return the below listed documents (annexes to this CFP) as an integral part of their proposal. Proponents may add additional documentation to their proposals as they deem appropriate.

Failure to complete and return the below listed documents as part of the proposal may result in proposal rejection.

<table>
<thead>
<tr>
<th>Part of proposal</th>
<th>Annex B-1 Mandatory Requirements/Pre-Qualification Criteria and Contractual Aspects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Part of proposal</td>
<td>Annex B-2 Template for Proposal Submission</td>
</tr>
<tr>
<td>Part of proposal</td>
<td>Annex B-3 Format of Resume for Proposed Personnel</td>
</tr>
<tr>
<td>Part of proposal</td>
<td>Annex B-4 Capacity Assessment Minimum Documents</td>
</tr>
</tbody>
</table>

If after assessing this opportunity you have made the determination not to submit your proposal, we would appreciate it if you could return this form indicating your reasons for non-participation.

13 Format and Signing of Proposals

13.1 The proposal shall be typed or written in indelible ink and shall be signed by the proponent or a person or persons duly authorized to bind the proponent to the contract. The latter authorization shall be indicated by written power-of-attorney accompanying the proposal.

13.2 A proposal shall contain no interlineations, erasures, or overwriting except as necessary to correct errors made by the proponent, in which case such corrections shall be initialled by the person or persons signing the proposal.

14 Award

14.1 Award will be made to the responsible and responsive proponent with the highest evaluated proposal following negotiation of an acceptable contract. UN Women reserves the right to conduct negotiations with the proponent regarding the contents of their proposal. The award will be in effect only after acceptance by the selected proponent of the terms and conditions of the agreement and the terms of reference. The agreement will reflect the name of the
proponent whose financials were provided in response to this CFP. Upon execution of agreement UN Women will promptly notify the unsuccessful proponents.

14.2 The selected proponent is expected to commence providing services as of the date and time stipulated in this CFP.

14.3 The award will be for an agreement with an original term of 6 months with the option to renew under the same terms and conditions for an additional period or periods as indicated by UN Women.
## Call For Proposals

**Description of Services**

**CFP No.**

### Annex B-2

**Template for Proposal Submission**

#### Mandatory Requirements/Pre-Qualification Criteria

Proponents are requested to complete this form (Annex B-2) and return it as part of their submission.

<table>
<thead>
<tr>
<th>Proponent’s Eligibility Confirmation and Information</th>
<th>Proponent’s Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. What year was the organization established?</td>
<td></td>
</tr>
<tr>
<td>2. In what province/state/country has the organization been established?</td>
<td></td>
</tr>
<tr>
<td>3. Has the organization ever been adjudged bankrupt, or been liquidated, or been insolvent, or applied for a moratorium or stay on any payment or repayment obligations, or applied to be declared insolvent? (If YES, explain in detail the reasons why, filing date, and current status.)</td>
<td>Yes/No</td>
</tr>
<tr>
<td>4. Has the organization ever been terminated for non-performance on a contract? If YES, describe in detail.</td>
<td>Yes/No</td>
</tr>
<tr>
<td>5. Has the organization or any of its employees and personnel ever been:</td>
<td>Confirm Yes/No</td>
</tr>
<tr>
<td>a. suspended or debarred by any government, a UN agency or other international organization;</td>
<td></td>
</tr>
<tr>
<td>b. placed on any relevant sanctions list including the - <a href="https://www.un.org/sc/suborg/en/sanctions/un-sc-consolidated-list">https://www.un.org/sc/suborg/en/sanctions/un-sc-consolidated-list</a>, United Nations Global Market Place Vendor Ineligibility or any other Donor Sanction List; and/or</td>
<td></td>
</tr>
<tr>
<td>c. been the subject of an adverse judgment or award? If YES, provide details, including date of reinstatement, if applicable. (If proponent is currently on any relevant sanctions list this should be disclosed in Question 8 of the Mandatory Requirements/Pre-Qualification Criteria above and is grounds for immediate rejection.)</td>
<td></td>
</tr>
<tr>
<td>6. It is UN Women policy to require that proponents and their sub-contractors and sub-partners observe the highest standard of ethics during the selection and execution of contracts. In this context, any action taken by a proponent, a sub-contractor or a sub-partner to influence the selection process or contract execution for undue advantage is improper. The proponent must confirm that it has reviewed and taken note of UN Women Anti-Fraud Policy (Annex B-6). The proponent must also confirm that the proponent and its sub-contractors and sub-partners have not engaged in any conduct contrary to that policy including in competing for this CFP.</td>
<td>Confirm Yes/No</td>
</tr>
<tr>
<td>7. Officials not to benefit: The proponent must confirm that no official of UN Women has received or will be offered any direct or indirect benefit arising from this CFP or any resulting contracts by the proponent or its sub-contractors or its sub-partners.</td>
<td>Confirm Yes/No</td>
</tr>
<tr>
<td>8. The proponent must confirm that the proponent is not engaged in any activity that would put it, if selected for this assignment, in a conflict of interest with UN Women.</td>
<td>Confirm Yes/No</td>
</tr>
<tr>
<td>9. The proponent must confirm that the proponent, its sub-partners or sub-contractors have not been associated, or involved in any way, directly or indirectly, with the preparation of the design, terms of references and/or other documents used as a part of this CFP.</td>
<td>Confirm Yes/No</td>
</tr>
<tr>
<td>10. UN Women policy restricts organizations from participating in a CFP or receiving UN Women contracts if a UN Women personnel or their immediate family are an owner, officer, partner or board member or in which the personnel or their immediate family has a financial interest in the organization. The proponent must confirm that no UN Women personnel or their immediate family are an owner, officer, partner or board member or have a financial interest in either the proponent, or its sub-partners or its sub-contractors.</td>
<td>Confirm Yes/No</td>
</tr>
</tbody>
</table>
Component 1: Organizational Background and Capacity to implement activities to achieve planned results (max 1.5 pages)

This section should provide an overview (with relevant annexes) that clearly demonstrate that the proponent has the capacity and commitment to implement the proposed activities and produce results successfully. Key elements to be covered in this section include:
1. the nature of the proponent – whether it is a community-based organization, national or sub-national NGO, research or training institution, etc.;
2. the overall mission, purpose, and core programmes/services of the organization;
3. the organization’s target population groups (women, indigenous peoples, youth, etc.);
4. the organizational approach (philosophy) - how the organization delivers its projects (e.g., gender-sensitive, rights-based, etc.);
5. the organization’s length of existence and relevant experience;
6. an overview of the organization’s capacity relevant to the proposed engagement with UN Women (e.g., technical, governance and management, and financial and administrative management);
7. details of the following relating to prevention of SEA:
   a. describe what measures are in place to prevent SEA;
   b. describe reporting and monitoring mechanisms and procedures;
   c. describe what capacity exists to investigate SEA allegations;
   d. describe past allegations of SEA, if any, and how they were handled, including the outcome;
   e. describe what SEA training the people (employees or otherwise) who will perform the services have completed; and
   f. describe what reference and background checks have been done for employees and associated personnel.
8. details relating to grant-making work, if applicable:
   a. describe the proponent’s institutional capacity to manage grants, including appropriate grant award management, system/framework for undertaking grant proposal evaluation, due diligence and, appropriate governance and risk management (including composition and terms of reference of the independent designated steering committee or grant selection committee);
   b. describe relevant history in managing resources through grant awards;
   c. describe the proponent’s grant portfolio;
   d. describe relevant history in working with small organizations including experience in providing technical assistance;
   e. describe the proponent’s programmatic capacity, including monitoring and evaluation capacity; and
   f. describe the proponent’s capacity to assess and manage risks.

Component 2: Expected Results and Indicators (max 1.5 pages)

This section should articulate the proponent’s understanding of the UN Women Terms of Reference (TOR). It should contain a clear and specific statement of what the proposal will accomplish in relation to the UN Women Terms of Reference. This should include:
1. The problem statement or challenges to be addressed given the context described in the UN Women Terms of Reference.
2. The specific results expected (e.g., outputs) through engagement of the proponent. The expected results are the measurable changes which will have occurred by the end of the planned intervention. Propose specific and measurable indicators which will form the basis for monitoring and evaluation. These indicators will be refined, and will form an important part of the agreement between the proponent and UN Women.

Component 3: Description of the Technical Approach and Activities (max 2.5 pages)

This section should describe the technical approach and should be able to show the soundness and adequacy of the proposed approach, what will actually be done to produce the expected results in terms of activities. There should be a clear and direct linkage between the activities and the results at least at the output level. Specific strategies should also be described to support the achievement of results, such as building partnerships, etc.

Activity descriptions should be as specific as necessary, identifying what will be done, who will do it, when it will be done (beginning, duration, completion), and where it will be done. In describing the activities, an indication should be made
regarding the organizations and individuals involved in or benefiting from the activity.

This narrative is to be complemented by a tabular presentation that will serve as Implementation Plan, as described in Component 4.

This section should also include the details of all proposed sub-contracting and sub-partnering.

**Component 4: Implementation Plan (max 1.5 pages)**

This section is presented in tabular form and can be attached as an annex. It should indicate the sequence of all major activities and timeframe (duration). Provide as much detail as necessary. The Implementation Plan should show a logical flow of activities. Please include all required milestone reports and monitoring reviews in the Implementation Plan.

**Implementation Plan**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Responsible</th>
<th>Duration of Activity in Months (or Quarters)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td></td>
<td>1 2 3 4 5 6 7 8 9 10 11 12</td>
</tr>
<tr>
<td>1.2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.4</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Monitoring and Evaluation Plan (max. 1 page)**

This section should contain an explanation of the plan for monitoring and evaluating the activities, both during its implementation (formative) and at completion (summative). Key elements to be included are:

- how the performance of the activities will be tracked in terms of achievement of the steps and milestones set forth in the Implementation Plan;
- how any mid-course correction and adjustment of the design and plans will be facilitated on the basis of feedback received; and
- how the participation of community members in the monitoring and evaluation processes will be achieved.

**Component 5: Risks to Successful Implementation (1 page)**

Identify and list any major risk factors that could result in the activities not producing the expected results. These should include both internal factors (for example, the technology involved fails to work as projected) and external factors (for example, significant currency fluctuations resulting into changes in the economics of the activity, risk of sub-contractors or sub-partners not performing). Describe how such risks are to be mitigated.

In this section also include the key assumptions on which the activity plan is based on. In this case, the assumptions are mostly related to external factors (for example, the assumption that the relevant government’s environmental policy will remain stable) which are anticipated in planning the activity, and on which the feasibility of the activities depend.

Please attach a risk register to capture the above risk factors and risk mitigation measures.

**Component 6: Results-Based Budget (max. 1.5 pages)**
The development and management of a realistic budget is an important part of developing and implementing successful activities. Careful attention to issues of financial management and integrity will enhance the effectiveness and impact of activities. The following important principles should be kept in mind in preparing a project budget:

- Include costs which relate to efficiently carrying out the activities and producing the results which are set forth in the proposal. Other associated costs should be funded from other sources.
- The budget should be realistic. Find out what planned activities will actually cost, and do not assume that they would cost less.
- The budget should include all costs associated with managing and administering the activity or results, particularly the cost of monitoring and evaluation.
- The budget could include “support costs”, being those indirect costs that are incurred to operate the Responsible Party as a whole or a segment thereof and that cannot be easily connected or traced to implementation of the work, i.e., operating expenses, over-head costs and general costs connected to the normal functioning of an organization/business (such as cost for support staff, office space and equipment that are not direct costs).
- “Support cost rate” means the flat rate at which the Responsible Party will be reimbursed by UN Women for its support costs, as set forth in the Partner Project Document and not exceeding a rate of 8% or the rate set forth in the Donor Specific Conditions, if that is lower. The flat rate is calculated on the eligible direct costs.
- The budget line items are general categories intended to assist in thinking through where money will be spent. If a planned expenditure does not appear to fit in any of the standard line-item categories, list the item under other costs, and state what the money is to be used for.
- The figures contained in the budget sheet should agree with those on the proposal header and text.
- Depending on the results to be delivered, following suggestive thresholds could be followed for costs:
  - maximum for personnel related costs on a proposal - 20% of programming costs;
  - between 3-5% for audits (to be retained by UN Women for Responsible Party audits) (may change as per the annual audit cost);
  - 3% for monitoring and evaluation; and
  - up to 8% (or as per relevant donor agreement) – support costs including (utilities, rent etc.).

<table>
<thead>
<tr>
<th>Expenditure Category</th>
<th>Year 1 [Local currency]</th>
<th>Year 2 [Local currency], if applicable</th>
<th>Total [local currency]</th>
<th>Total (US$)</th>
<th>Percentage Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Personnel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Equipment/Materials</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Training/Seminars/Travel Workshops</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Contracts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Other costs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Incidentals</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Other support requested</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Support costs (not to exceed 8% or the relevant donor percentage)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Cost for Result 1</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

I, (Name) ___________ certify that I am (Position) ___________ of (Name of Organization) _________; that by signing this proposal for and on behalf of (Name of Organization) ___________, I am certifying that all information contained herein is accurate and truthful and that the signing of this proposal is within the scope of my powers.

I, by signing this proposal, commit to be bound by this proposal for carrying out the range of services as specified in the CFP package and respecting the terms and conditions stated in the UN Women template Partner Agreement.

__________________________________________  (Seal)

(Signature)

*If the budget is for grant-making activities, add a field for grants. For grant-making, (i) only up to 50% of the Partner proposal amount may be used to fund grants, (ii) not more than 25% of the Partner Agreement value can be issued per individual grant.

“Other costs” refers to any other costs that is not listed in the results-based budget. Please specify what they are in the footnote.
Annex B-3
Format of Resume for Proposed Personnel

Call For Proposals
Description of Services
CFP No

Name of personnel: _____________________________________________

Title: _______________________________________________________

Years with CSO: ______________ Nationality: _______________

Education/Qualifications:

Summarize college/university and other specialized education of personnel member, giving names of schools, dates attended, and degrees-professional qualifications obtained.

Employment Record/Experience

Starting with present position, list in reverse order, every employment held:

– For all positions held by personnel member since graduation: List each position and provide dates, names of employing organization, title of position held and location of employment.

– For experience in last five years: Detail the type of activities performed, degree of responsibilities, location of assignments and any other information or professional experience considered pertinent for this assignment.

References

Provide names and addresses for two (2) references.
Annex B-4
Capacity Assessment Minimum Documents
[To be submitted by proponents and assessed by the reviewer]

Call For Proposals
Description of Services
CFP No.

<table>
<thead>
<tr>
<th>Document</th>
<th>Governance, Management and Technical</th>
<th>Mandatory / Optional</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization’s legal registration documentation</td>
<td></td>
<td>Mandatory</td>
</tr>
<tr>
<td>Rules of governance of the organization</td>
<td></td>
<td>Mandatory</td>
</tr>
<tr>
<td>Organigram of the organization</td>
<td></td>
<td>Mandatory</td>
</tr>
<tr>
<td>List of key management at organization</td>
<td></td>
<td>Mandatory</td>
</tr>
<tr>
<td>CVs of key personnel of organization who are proposed for the engagement with UN Women</td>
<td></td>
<td>Mandatory</td>
</tr>
<tr>
<td>Details of organization’s anti-fraud policy framework (which shall be consistent with UN Women’s anti-fraud policy)</td>
<td></td>
<td>Mandatory</td>
</tr>
<tr>
<td>Details of organization’s PSEA policy framework</td>
<td></td>
<td>Optional</td>
</tr>
<tr>
<td>Documentation evidencing training offered by organization to its employees and associated personnel on prevention and response to SEA.</td>
<td></td>
<td>Mandatory</td>
</tr>
<tr>
<td>Organization’s policy and procedure documents in respect to grant-making (if grant-making activities are included in the UN Women Terms of Reference of the CFP)</td>
<td></td>
<td>Mandatory</td>
</tr>
<tr>
<td>Organization’s policy and procedure for selecting partners (if sub-partner/s are going to be used)</td>
<td></td>
<td>Mandatory</td>
</tr>
<tr>
<td>Administrative and financial rules of the organization</td>
<td></td>
<td>Mandatory</td>
</tr>
<tr>
<td>Details of the organization’s internal control framework</td>
<td></td>
<td>Mandatory</td>
</tr>
<tr>
<td>Audited statements of the organization during last 3 years</td>
<td></td>
<td>Mandatory</td>
</tr>
<tr>
<td>List of banks with which organizational bank accounts are held</td>
<td></td>
<td>Mandatory</td>
</tr>
<tr>
<td>Name of external auditors of organization</td>
<td></td>
<td>Optional</td>
</tr>
<tr>
<td>Organization’s procurement policy/manual</td>
<td></td>
<td>Mandatory</td>
</tr>
<tr>
<td>Templates of the solicitation documents for procurement of goods/services (e.g., request for quotation (FRQ), request for proposal (RFP) etc.) used by organization</td>
<td></td>
<td>Mandatory</td>
</tr>
<tr>
<td>List of main suppliers/vendors of organization and copies of their contract(s) including evidence of their selection processes</td>
<td></td>
<td>Mandatory</td>
</tr>
<tr>
<td>List of main clients/donors of organization</td>
<td></td>
<td>Mandatory</td>
</tr>
<tr>
<td>Two references for organization</td>
<td></td>
<td>Mandatory</td>
</tr>
<tr>
<td>Past reports to clients/donors of organization for last 3 years</td>
<td></td>
<td>Mandatory</td>
</tr>
</tbody>
</table>
Annex B-5
UN Women template Partner Agreement

[Enclosed as Annex B5 to the CFP.]