**Annex B**

**Call For Proposals (CFP) Template for Responsible Parties**

**Civil Society Organizations/ Consortium (national or international) to deliver comprehensive business capacity building & export support services for women entrepreneurs in Moldova**

**Section 1**

**CFP No. UNW-ECA-MDA-2025-002**

1. **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 18:00 (Moldova Time) on 24 February 2025.

**The budget range for this proposal is of up to 150,000.00 USD** [[1]](#footnote-2)

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| --- | --- |
| **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** 1. CFP Letter for Responsible Parties
2. Proposal Data Sheet for Responsible Parties
3. UN Women Terms of Reference
4. Acceptance of the terms and conditions outlined in the template Partner Agreement
5. **Annex B-1** Mandatory Requirements/Pre-Qualification

Criteria and Contractual Aspects | **Annex B-1** Mandatory Requirements/Pre-Qualification  Criteria and Contractual Aspects |
| **Section 2**1. 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
 | **Annex B-2** Template for Proposal Submission**Annex B-3** Format of Resume for Proposed Personnel**Annex B-4** Capacity Assessment Minimum Documents |

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

1. **Proposal Data Sheet for Responsible Parties**

|  |  |
| --- | --- |
| **Program/Project:** | **Requests for clarifications due:** |
| **Women for Peace and Prosperity** | **Date: 21 February 2025** | **Time: 18:00** |
| **Programme Officer’s name: Natalia Manea** | **(Via e-mail)** natalia.manea@unwomen.org |
| **Email:** natalia.manea@unwomen.org | **UN Women clarifications to proponents due: [if applicable]** |
| **Telephone number:** +373069705373 | **Date:** 21 February 2025 | **Time: 18:00** |
| **Issue date: 30 January 2025** | **Proposal due:** |
|  | **Date:** 24 February 2025 | **Time: 18:00** |
| **Pre-proposal conference with proponents:**  | **Planned award date:** 15 March 2025 |
| **Location:** <https://unwomen.zoom.us/j/95390105102?pwd=wzxx6A57B7W6gagFgfGwFjEUuUx8M1.1>**Date:** 14 February 2025, 14:30 – 15:30 | **Planned contract start-date/delivery date (on or before):**March 2025 |
| **Contact:** natalia.manea@unwomen.org |  |

1. **UN Women Terms of Reference**

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| --- |
| 1. **INTRODUCTION**

Women represent only one third of entrepreneurs and only 7.5% of all enterprises which operate in foreign markets are led by women. Nevertheless, more women (90,3% women comparing to 82.3% men) own micro-companies, and a smaller percentage of women (1,3% vs. 3.3% respectively) own small and medium-sized companies. Women-owned businesses generate 2.6 times less profits than companies owned by men, twice as much revenue and obtain by 17.5% less in labor productivity. Moreover, female-owned companies are struggling to survive more than male-owned companies. This could be due to a lack of self-confidence, skills, and competencies needed to start a business, as well as societal stereotypes.**Moldova's export landscape** over the past decade is marked by an encouraging growth trend, especially in **sectors where female leadership and ownership are present**. Data from the State Tax Service highlights a positive trajectory in female participation in Moldova's export sector. Between 2013 and 2023, the number of female-owned exporting companies increased by approximately 60.2%. This growth outpaces the overall expansion rate of export companies, indicating effective initiatives aimed at boosting women's entrepreneurship in trade. As of 2023, women own 780 exporting companies, reflecting a steady presence in the sector. Despite this, female-owned companies continue to represent **just over 28% of all exporting firms**, showing that while absolute numbers are growing, proportional representation remains relatively stable.**The economic impact of women in the export sector** is considerable. From 2013 to 2023, the turnover of female-owned companies surged from 14.1 million lei to 52.4 million lei, significantly outpacing overall market growth. The export value of these companies increased from 5.6 million lei to 14.4 million lei, reflecting a growth rate of approximately 160%. This indicates not only successful penetration into new markets but also an enhanced capacity for revenue generation. Furthermore, the **influence of women in executive roles** within the broader business community has been similarly impactful. Companies with women in leadership positions have demonstrated a robust growth in turnover, climbing from 18.8 million lei to 44 million leiDespite these advancements, women-led businesses face challenges such as limited access to export knowledge, financial resources, and international networks, especially women from rural areas. Refugee women and women from the left side of Nistru River face additional challenges including language barriers, unclear procedures around opening and expanding businesses.The Accelerator Program for Women Entrepreneurs aims to bridge these gaps by providing targeted support to women-led businesses, enhancing their capacity to enter and succeed in new markets. This initiative aligns with the Sustainable Development Goals (SDGs), particularly Goal 5 (Gender Equality) and Goal 8 (Decent Work and Economic Growth).**The Accelerator Program seeks to establish a comprehensive initiative tailored to the unique needs of women entrepreneurs from both banks of the Nistru River, including women refugees and women from UTA Gagauzia.** The required services include designing, implementing, and monitoring a structured program that offers training, mentorship, access to financial resources, and market linkage opportunities. The ultimate goal is to enable women entrepreneurs to scale their businesses and successfully access to new markets, driving economic development and cross-community collaboration in the region. **General Overview of Services Required/Results**Aligned with the principle of “leaving no one behind”, the responsible party will ensure enhanced access to export-oriented business development services and market expansion opportunities for at least 100 women entrepreneurs. These interventions will have nationwide reach, including areas with limited access to such services and economic opportunities and will target women entrepreneurs from both banks of the Nistru River, including women from UTA Gagauzia,women refugees, women entrepreneurs from underrepresented groups, women in rural areas. The program will establish an export accelerator to empower women entrepreneurs by offering (NOTE: the applicant is encouraged to suggest additional activities deemed necessary):* Comprehensive Training and Mentorship
* Financial and Technical Support
* Global Market Access and Networking
* Marketing and Branding Services
* Business Development Services
* Leadership Development
* Monitoring and Impact Evaluation
* Advocacy and Ecosystem Building

The program goal is to enable women entrepreneurs and MSMEs to integrate into EU and other high-value markets while fostering sustainable and scalable business practices. These activities align with and supports the successful implementation of the **Women for Peace and Prosperity Project**, funded by the Swiss Cooperation Agency. By achieving these objectives, the project will directly contribute to the following outcomes and outputs:**Outcome:** Women, including those from disadvantaged and marginalized groups, gain improved access to economic opportunities, decent employment, and entrepreneurship.* **Indicator 2.1:** Number of women-led businesses demonstrating improved performance and/or increased income as a result of UN Women support (revenue growth, profit margins, etc).

**Output:** Women-led enterprises, including those from the left bank of the Nistru River, effectively utilize resources, generate decent employment opportunities, and foster innovation to enhance productivity and competitiveness.* **Indicator 2.3.2:** Number of women accessing information, goods, resources, and/or services through UN Women-supported platforms and programs in both humanitarian and development settings, including refugee women.
 |
| * 1. **DESCRIPTION OF REQUIRED SERVICES/RESULTS**

**1. Comprehensive Training and Mentorship*** 1. Business upscale development services, including export readiness and certification (but not limited to):

Specialized training on international trade regulations, customs procedures, and export logistics.In-depth guidance on obtaining certifications (e.g., ISO, HACCP, GLOBALG.A.P.) to meet EU and global market requirements.Financial support (up to 10 vouchers) to cover costs associated with certification, product testing, and process adjustments to meet international standards (ISO, GLOBAL G.A.P, green certification.Tailored support (mentoring) for adjusting production processes to comply with EU technical, sanitary, phytosanitary, and national and international quality standards.Financial support (up to 10 vouchers, 10% entrepreneurs’ contribution) to enhance product quality, development of new products through endowment with necessary equipment. Group and individual mentorship sessions with export professionals, business experts and successful women entrepreneurs.Expert consultancy to help participants refine sales strategies, including pricing optimisation, distribution, and product adaptation.Market research including specific products per market, consultancy, and strategic support to identify comparative advantages, assess competitiveness, and refine market entry strategies.Financial support (up to 10 vouchers) to improve branding, packaging redesign, and digital marketing activities.* 1. Sustainable Practices & environment compliance:

Trainings on eco-friendly production methods and compliance with environmental standards to align with global green economy trends.Support businesses in meeting international environmental standards and certifications, aligning with global green economy trends.*Financial support and the number of vouchers are not limited to those listed above but will be granted in accordance with the methodology outlined by the offeror, ensuring flexibility to address participants' specific needs.***Indicators**: I1 – Number of women-led businesses who enhanced their technical knowledge and demonstrate improved capacity to navigate international trade requirements. I2 – Share of participants who improved product quality, achieved certification, developed new products, strengthened their branding and digital marketing strategies, resulting in better market positioning, higher sales potential. 1. **Global Market Access**

Organize visits to international markets to connect women entrepreneurs with buyers, distributors, and trade partners.Facilitate participation in global trade fairs and virtual expos to showcase Moldovan women-led businesses.Enable participants to establish connections with international supply chains focused on sustainable sourcing (B2B matching events, digital platforms and marketplaces, etc).**Indicators**: I3 – Number of export missions I4 – Number women participating in international and national exhibitions, I5 – Number of women entrepreneurs engaged in direct networking opportunities with global trade partners.I6 – Number of new contracts and partnerships, with a measurable increase in export volume and revenue. 1. **Leadership Development**

Conduct sessions focused on (but not limited to) negotiation skills, public speaking, and decision-making to empower women entrepreneurs.Facilitate peer-to-peer learning and bring in successful women entrepreneurs as role models for inspiration and practical advice.**Indicators**: I7 - at least **80% of participants** will report a measurable increase in confidence levels, demonstrated through their ability to successfully pitch their products, negotiate contracts, or lead public presentations, as evidenced by pre- and post-program self-assessments and performance evaluations. 1. **Monitoring and Impact Evaluation**

Develop a dashboard to track progress on expected results Regularly assess the effectiveness of program components to refine approaches and ensure long-term sustainability.**Indicators:** I8 - A real-time monitoring tool developed and operational within the first 2 months of the program, tracking key performance indicators I9 - At least 3 periodic internal evaluations during the program (mid-term, end-of-program, and 6 months post-program), with at least 80% of program components demonstrating effectiveness in meeting targeted outcomes.1. **Policy analysis and recommendations**

Assessment of relevant current policies to identify gaps, opportunities and recommendation for gender mainstreaming aimed at empowering women entrepreneurs to scale their businesses and access new markets.**Indicators:** I10 - Number of policy recommendations developed1. **Ecosystem Building**

Establish a national women export network for collaboration, resource sharing, and collective problem-solving among women exporters. Collaborate with business associations, chambers of commerce, and international organizations to amplify outreach efforts and foster ongoing collaboration in support of women entrepreneurs in export.**Indicators**: I11 - A supportive and enabling Network for women entrepreneursI12– Number of women entrepreneurs engaged in resource-sharing activities, collaborative initiatives and collective problem-solving efforts to promote sustainable export growth and collaboration.I13 – Number of collaborations established1. **Communication and Promotion**

Design and establish the branding of the program, including visual identity, logos, and marketing materials to ensure a unified, recognizable presence. Create a tagline and promotional materials to highlight the program's mission and objectives.Actively promote the Accelerator Programme as a flagship initiative for women in export.Launch social media campaigns targeting relevant stakeholders, including women entrepreneurs, policymakers, and international trade partners. Develop press releases, newsletters, success stories, case studies, testimonials, video interviews and media partnerships to increase visibility across local and international platforms.Organize milestone events, roundtables, and webinars to showcase the program's impact. **Indicators:** I14 – One branding package, including visual identity, logo, tagline, and communication and visibility materials and products, within the first 2 months of the programI15 – Number ofpromotional events (e.g., launch events, webinars, roundtables) within 24 months, engaging a wide variety of stakeholders, including business associations, women entrepreneurs, policymakers, and international trade partners.I16 - One social media campaign, including SM posts, reels, press releases, success stories to ensure visibility on local and international platforms.**The size of the financial support (vouchers), the number of beneficiaries, the eligibility criteria, the methodology of awarding vouchers will be established according to the budget and the Programme developed by the Responsible Party and is a subject to UN Women’s approval prior implementation.** |
| 1. **TIMEFRAME: START DATE AND END DATE FOR COMPLETION OF REQUIRED SERVICES/RESULTS**

Start date: March 2025End date March 2027 |
| 1. **SPECIFIC REQUIREMENTS TO THE PROPOSAL**
* **Copy-pasting directly from this call for proposals is strictly prohibited and could be a subject of project proposal rejection**. Applicants are strongly recommended to adopt innovative and personalized approaches when designing their proposals. The activities and indicators outlined in this call (Chapter II - DESCRIPTION OF REQUIRED SERVICES/RESULTS) are intended to serve as guidance and should be considered indicative, providing a directional framework rather than a prescriptive set of actions. Proposals should reflect the unique perspective and expertise of the offerors, ensuring originality and relevance to the program objectives.
* The proposed intervention size and budget request is for up to equivalent in MDL of USD 150,000.00. The proposal amounts shall be quoted in Moldovan Lei. All currency exchanges will be calculated using the UN Operational Exchange Rate as per the date of submission of proposal.
* The activities, the scale of financial support (vouchers), the number of beneficiaries, eligibility criteria, and the implementation methodology will be developed by the offerors in alignment with the available budget and expected outcome. The proposal will be subject to review and approval by UN Women prior to implementation, ensuring compliance with program objectives and standards.
* UN Women will sign a contract with applicant organisations and disburse funds to the applicant organizations only. Results based budget should be prepared using zero VAT rate.
* Partners and sub-contractors will benefit from respective fiscal arrangements upon signature of Partnership Agreement with UN Women Moldova.
* The proponent shall follow the [UN Women Branding Guidelines and Identity Standards](https://www.ungm.org/UNUser/Documents/DownloadPublicDocument?docId=340359) throughout the implementation process;
 |
| 1. **COMPETENCIES:**

Proponents must meet all mandatory requirements/pre-qualification criteria as set out in **Annex B-1**. 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. * 1. **Technical/functional competencies required:**
		+ Knowledge and experience of for **at least 5 years[[2]](#footnote-3) in implementing business development support activities**.
		+ Team of experts (team leader, business development specialists, export specialists, trainers, consultants, mentors, and/or other relevant staff) **with at least 3 years of experience in the areas of expertise for which they were contracted**.
		+ Proposals that are **collaboratively designed** and submitted, or those incorporating a methodology emphasizing **strong partnerships with CSOs from the left bank of the Nistru River including in a formal format if the case**, will be given priority.
		+ The applying organization may be either **national or international**, and demonstrates the capacity and expertise to deliver the required outcomes effectively and has expertise and knowledge of the national context of doing business in the Republic of Moldova.
	2. **Other competencies, which while not required, can be an asset for the performance of services:**
		+ Experience in managing and implementing business financing instruments (vouchers, grants, seed capital, etc.);
		+ Proven in-house experience in inclusion and economic empowerment Programmes of women/girls in all their diversity.
		+ Experience of supporting refugees, migrants, vulnerable and/or underrepresented groups.
		+ Experience in working with business associations and entrepreneurs from the left bank of Nistru River and UTA Gagauzia, or proven success in implementing joint programs that foster collaboration and development across both sides of the Nistru River. This includes a deep understanding of the regional economic context, cultural nuances, and the ability to build trust and partnerships that drive impactful outcomes.
		+ Previous experience managing grants/partner agreements from UN agencies, INGOs or international organizations.
		+ Presence in the region and/or experience of working at local and community level, in partnership with community-based organisations from different regions of the country.
 |

1. **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. UNW-ECA-MDA-2025-002**

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.**

|  |  |
| --- | --- |
| **Mandatory requirements/pre-qualification criteria** | **Proponent’s response** |
| 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: |
| 1. 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 |
| 1. Has the proponent as an organization been in operation for at least five (5) years[[3]](#footnote-4)?
 | Yes/No |
| 1. Does the proponent have a permanent office within the location area?
 | Yes/No |
| 1. 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  |
| 1. Fraud or other wrongdoing:
2. 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 1. 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  |
| 1. Sexual exploitation and abuse:
2. 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)[[4]](#footnote-5)?

OR1. 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 |
| 1. 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  |
| 1. 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  |
| 1. 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  |
| 1. Has the proponent reviewed and taken note of UN Women Anti-Fraud Policy **(Annex B-6)**?
 | Yes/No  |

**Please provide the following information:**

|  |  |
| --- | --- |
| 1. Is the highest executive (e.g., Director, CEO, etc.) in the proponent organization a female?
 | Yes/No |
| 1. What is the female to male ratio in the proponent’s board?
 |  |

**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.

|  |  |
| --- | --- |
| **Requirements** | **Proponent’s response** |
| Acceptance of the terms and conditions outlined in the template Partner Agreement. | Yes/No |
| Indicate any reservations or objections to the terms and conditions outlined in the template Partner Agreement. |  |

**Section 2**

**CFP No. UNW-ECA-MDA-2025-002**

1. **Instructions to Proponents**
2. **Introduction**
	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.
	2. UN Women is soliciting proposals from Civil Society Organizations (CSOs). **Women’s organizations or entities are highly encouraged to apply.**
	3. A description of the services required is described in CFP **Section 1 – c) “UN Women Terms of Reference”**.
	4. UN Women may, at its discretion, cancel the services in part or in whole.
	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.
	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.

Effective with the release of this CFP, all communications must be directed only to UN Women, by email at natalia.manea@unwomen.org . Proponents must not communicate with any other personnel of UN Women regarding this CFP.

1. **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.

1. **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.

1. **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.

1. **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.

1. **Language of Proposals**
	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.
	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:** **tender.md@unwomen.org****.**

8.2 Proposals should be received by the date, time and means of submission stipulated in this CFP. Proponents 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.

1. **Proposal Currencies**

10.1 All prices shall be quoted in (local currency) MDL.

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).

1. **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**

|  |  |  |
| --- | --- | --- |
| **1** | The proposal is compliant with the CFP requirements  | **15 points** |
| **2** | The organization’s mandate is relevant to the work to be undertaken in the UN Women Terms of Reference (**component 1)** | **20 points** |
| **3** | 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)** | **35 points** |
|  | TOTAL | **70 points** |

* 1. **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.

1. **Preparation of Proposals**
	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.
	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.
	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.
	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.
	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.
	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.
	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.

|  |  |
| --- | --- |
| Part of proposal | **Annex B-1** Mandatory Requirements/Pre-Qualification Criteria and Contractual Aspects |
| Part of proposal | **Annex B-2** Template for Proposal Submission |
| Part of proposal | **Annex B-3** Format of Resume for Proposed Personnel |
| Part of proposal | **Annex B-4** Capacity Assessment Minimum Documents |

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.

1. **Format and Signing of Proposals**
	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.
	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.
2. **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 24 months with the option to renew under the same terms and conditions for an additional period or periods as indicated by UN Women.

**Annex B-2**

**Template for Proposal Submission**

**Call For Proposals**

**Description of Services**

**CFP No. UNW-ECA-MDA-2025-002**

|  |
| --- |
| **Mandatory Requirements/Pre-Qualification Criteria**  |

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

| **Proponent’s Eligibility Confirmation and Information** | **Proponent’s Response** |
| --- | --- |
| 1. What year was the organization established?
 |  |
| 1. In what province/state/country has the organization been established?
 |  |
| 1. 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.)
 | Yes/No  |
| 1. Has the organization ever been terminated for non-performance on a contract? If YES, describe in detail.
 | Yes/No  |
| 1. Has the organization or any of its employees and personnel ever been:
2. suspended or debarred by any government, a UN agency or other international organization;
3. placed on any relevant sanctions list including the - <https://www.un.org/sc/suborg/en/sanctions/un-sc-consolidated-list>, United Nations Global Market Place Vendor ineligibility or any other Donor Sanction List; and/or
4. 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.)  | ConfirmYes/No  |
| 1. 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.
 | ConfirmYes/No  |
| 1. 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.
 | ConfirmYes/No  |
| 1. 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.
 | ConfirmYes/No  |
| 1. 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.
 | ConfirmYes/No  |
| 1. 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.
 | ConfirmYes/No  |
|  |  |

|  |
| --- |
| **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:
	1. describe what measures are in place to prevent SEA;
	2. describe reporting and monitoring mechanisms and procedures;
	3. describe what capacity exists to investigate SEA allegations;
	4. describe past allegations of SEA, if any, and how they were handled, including the outcome;
	5. describe what SEA training the people (employees or otherwise) who will perform the services have completed; and
	6. describe what reference and background checks have been done for employees and associated personnel.
8. details relating to grant-making work, if applicable:
9. 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);
10. describe relevant history in managing resources through grant awards;
11. describe the proponent’s grant portfolio;
12. describe relevant history in working with small organizations including experience in providing technical assistance;
13. describe the proponent’s programmatic capacity, including monitoring and evaluation capacity; and
14. describe the proponent’s capacity to assess and manage risks.

|  |
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| **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.

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| **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**

|  |  |
| --- | --- |
| Project No: | Project Name: |
| Name of proponent organization: |  |
| Brief description of project |  |
| Project start and end dates: |  |
| Brief description of specific results (e.g., outputs) with corresponding indicators, baselines and targets. Repeat for each result. |  |
| List the activities necessary to produce the results and indicate who is responsible for each activity  | Duration of Activity in Months (or Quarters)  |
| Activity | Responsible  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| 1.1 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.2 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.3 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.4 |  |  |  |  |  |  |  |  |  |  |  |  |  |

**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-contactors 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.
* Support Costs mean those indirect costs that are incurred to operate the Partner as a whole or a segment thereof and that cannot be easily connected or traced to implementation of the Work, i.e., operating expenses, overhead 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.
* If the partner has a Support Cost Policy that specifies a rate, the partner can include this rate to not exceed a rate of 8% or the rate set forth in the Donor Specific Conditions, if that is lower).
* If the Partner does not have a Support Cost Policy, the partner must provide a break-down of support costs (not exceeding a rate of 8% or the rate set forth in the Donor Specific Conditions, if that is lower).
* 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.).

|  |
| --- |
| **Result 1 (e.g., Output)** Repeat this table for each result[[5]](#footnote-6). |
| **Expenditure Category**  | **Year 1 [Local currency]**  | **Year 2 (Local currency), If applicable** | **Total [local currency]** | **Total (US$)**  | **Percentage Total**  |
| 1. Personnel  |  |  |  |  |  |
| 2. Equipment/Materials  |  |  |  |  |  |
| 3. Training/Seminars/Travel Workshops  |  |  |  |  |  |
| 4. Contracts  |  |  |    |  |  |
| 5. Other costs [[6]](#footnote-7) |  |  |  |  |  |
| 6. Incidentals  |  |  |  |  |  |
| 7. Other support requested  |  |  |    |  |  |
| 8. Support costs (not to exceed 8% or the relevant donor percentage) |  |  |  |  |  |
| **Total Cost for Result 1**  |  |  |  |  |  |

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)

(Printed Name and Title)

(Date)

**Annex B-3**

**Format of Resume for Proposed Personnel**

**Call For Proposals**

**Description of Services**

**CFP No. UNW-ECA-MDA-2025-002**

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. UNW-ECA-MDA-2025-002**

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

**Annex B-5**

**UN Women template Partner Agreement**

[Note: UN Women to **attach** most up to date version of the template Partner Agreement (including its annexes) here. It is located in the PPG Portal.]

**Annex B-6**

**UN Women Anti-Fraud Policy**

[Note: UN Women to **attach** most up to date version of the Anti-Fraud Policy here. It is located in the PPG Portal.]

**Link to the policy:**

[**https://unwomen.sharepoint.com/:w:/r/management/LF/\_layouts/15/Doc.aspx?sourcedoc=%7BF330C66D-5C63-4F5A-B228-2EB6EFD6994E%7D&file=Anti-Fraud%20Policy.docx&action=default&mobileredirect=true&DefaultItemOpen=1**](https://unwomen.sharepoint.com/%3Aw%3A/r/management/LF/_layouts/15/Doc.aspx?sourcedoc=%7BF330C66D-5C63-4F5A-B228-2EB6EFD6994E%7D&file=Anti-Fraud%20Policy.docx&action=default&mobileredirect=true&DefaultItemOpen=1)

1. If the proposed budget is beyond the maximum range, the proposal will be rejected. [↑](#footnote-ref-2)
2. In exceptional circumstances, three (3) years of history registration may be accepted and it must be fully justified [↑](#footnote-ref-3)
3. In exceptional circumstances, three (3) years of history registration may be accepted and it must be fully justified. [↑](#footnote-ref-4)
4. [Secretary General’s Bulletin, 9 October 2003 on “Special measures for protection from sexual exploitation and sexual abuse](http://www.un.org/Docs/journal/asp/ws.asp?m=ST/SGB/2003/13)” (ST/SGB/2003/13), and United Nations Protocol on Allegations of Sexual Exploitation and Abuse involving Implementing Partners. [↑](#footnote-ref-5)
5. 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. [↑](#footnote-ref-6)
6. “Other costs” refers to any other costs that is not listed in the results-based budget. Please specify what they are in the footnote. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ [↑](#footnote-ref-7)