

Annex B
Call For Proposals (CFP) for Responsible Parties to implement a curriculum promoting digital inclusion and access to rights.
(For Civil Society Organizations - CSOs)

Section 1

CFP No. 02/2025

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 no later than **23h59 Brasília Time on 3 August 2025**.

The budget range for this proposal should be BRL 50,000.00 e BRL 80,000.00 per territory included in the proposal, and each proposal should include, at least, two territories.

This UN Women Call For Proposals consists of <u>two</u> sections:	Documents to be completed by proponents and returned as part of their proposal (mandatory)
<u>Section 1</u> a. CFP Letter for Responsible Parties b. Proposal Data Sheet for Responsible Parties c. UN Women Terms of Reference 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	Annex B-1 Mandatory Requirements/Pre-Qualification Criteria and Contractual Aspects
<u>Section 2</u> 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	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: setorprivado@unwomen.org

b. Proposal Data Sheet for Responsible Parties

Program/Project:		Requests for clarifications due:	
Implementation of Output 1.2.1 of the UN Women Brazil 2024–2027 Strategic Note, focused on advancing digital inclusion for women in situations of socioeconomic vulnerability across Brazil.		Date: 07 July 2025	Time: 23h59 (Brasília Time)
Programme Officer's name: Daniele Godoy		Via e-mail: setorprivado@unwomen.org	
Email: setorprivado@unwomen.org		UN Women clarifications to proponents due:	
Telephone number: +55 11 97208-3067		Date: 10 July 2025	Time: 23h59 (Brasília Time)
		Proposal due:	
Issue date: 04 July 2025		Date: 03 August 2025	Time: 23h59 (Brasília Time)
Pre-proposal conference with proponents		Planned award date:	28 August 2025
Location:	Zoom Meeting	Planned contract start-date/delivery date (on or before):	08 September 2025
Date:	15 July 2025 às 10h00 (Brasília time)		
Contact:	Link to register here .		

c. UN Women Terms of Reference

1. Introduction

a.

UN Women, grounded in the vision of equality enshrined in the Charter of the United Nations, is committed to eliminating discrimination against women and girls, empowering women, and achieving gender equality as a fundamental component of development, human rights, humanitarian action, and peace and security. With women's rights at the core of its work, UN Women leads and coordinates the UN system's efforts to ensure that commitments to gender equality and gender mainstreaming are translated into tangible actions across the globe. The organization provides strong and coherent leadership in supporting Member States' priorities, while fostering effective partnerships with civil society and other relevant stakeholders.

UN Women focuses on integrated approaches to address the root causes of inequality through a systemic transformation lens, with a peacebuilding-oriented approach. The organization prioritizes:

- Women's voice, leadership, and agency;
- Strengthening global normative frameworks and gender-responsive laws, policies, and institutions at national and subnational levels;
- Effective participation and protection of women in peacebuilding, security, and humanitarian action;
- Equitable access to services, goods, and resources;
- Financing for gender equality and women's economic empowerment;
- Promotion of positive social norms, including engaging men and boys;
- Production, analysis, and use of gender statistics, sex-disaggregated data, and knowledge; and
- UN system coordination for gender equality and women's empowerment.

The UN Women [Strategic Plan](#) guides its actions and its current version for 2022-2025 aims to achieve gender equality, the empowerment of all women and girls, and the full realization of their human rights. It is anchored in [the Convention on the Elimination of All Forms of Discrimination Against Women \(CEDAW\)](#), [the Beijing Declaration and Platform for Action](#), the [UN Security Council Resolutions on Women, Peace and Security](#), the Programme of Action of the International Conference on Population and Development, and other intergovernmental outcomes such as UN General Assembly resolutions and the agreed conclusions of the Commission on the Status of Women (CSW). UN Women supports the gender-responsive implementation of the [2030 Agenda for Sustainable Development](#), with SDG 5 (Gender Equality) at its core and in coordination with all other goals to ensure comprehensive progress.

UN Women recognizes the crucial role played by the private sector and its ecosystem in advancing gender equality. This role has been reaffirmed by the UN Women Executive Board, which identified the private sector as vital to fulfilling the organization's mandate and the objectives of the 2022–2025 Strategic Plan. This includes efforts to ensure that women and girls participate fully and equitably and have voice, agency, and security in the workplace, market, and community.

As UN Women aims to strengthen its strategic commitments with the private sector, it must do so while safeguarding the organization's integrity and independence and maximizing the benefits and impacts of partnerships, with adequate risk management. In Brazil, the Private Sector Unit works in close alignment with UN Women's programmatic areas—Leadership and Participation in Public Life, Economic Empowerment, and Ending Violence Against Women. The unit also leads a local strategy that fosters private investment in ongoing UN Women projects/programs to scale outreach and/or implementation timeframes. It further develops high-impact new initiatives on key themes for both UN Women and private sector partners, adapted to the local context and aligned with UN Women's international agenda.

This call for proposals relates to a private investment initiative between UN Women Brazil and TvSat/Claro S.A., with support from the National Telecommunications Agency (Anatel), aimed at reducing the gender gap in technology through digital inclusion activities and actions called "**Mulher+Tech**".

According to UN Women's guidance note "[Gender Analysis in Technical Areas: Digital Inclusion](#)," digital inclusion is defined as equitable, meaningful, and safe access to the use, leadership, and design of digital technologies, services, and opportunities—everywhere, for everyone. It requires human rights-based policies, intersectional approaches, and engagement of all social actors, accounting for the multiple barriers people face in accessing and using digital technologies. A key aspect is addressing gender disparities in access to resources and capacity to effectively use information and communication technologies (ICTs).

Additionally, the United Nations has established several frameworks to reduce gender inequality in ICT access and use. Key Sustainable Development Goals (SDGs) addressing digital inclusion include:

1. **SDG 1 (No Poverty), Target 1.4:** Ensure equal access to new technologies for all, especially the poor and vulnerable.
2. **SDG 5 (Gender Equality), Target 5.b:** Enhance the use of enabling technology, particularly ICT, to promote women's empowerment.
3. **SDG 9 (Industry, Innovation and Infrastructure), Target 9.c:** Significantly increase access to ICT and provide universal, affordable internet access in least developed countries.

The UN Secretary-General's "[Digital Cooperation Roadmap](#)" outlines five main recommendations to strengthen digital inclusion:

1. Universal and affordable internet access by 2030;
2. Creation of digital public goods (e.g., open-source software, open data);
3. Robust policies to protect online privacy and human rights;
4. Multi-stakeholder collaboration to ensure a safe and inclusive digital environment;
5. Investment in digital education to fully integrate individuals into the digital society.

Gender-sensitive digital literacy can help women access public social services increasingly being digitized. A human rights-based approach is essential to ensure gender equality in the application of digital and automation technologies in social and welfare services. Through the [67th Commission on the Status of Women \(CSW67\)](#), UN Women has advanced the ICT agenda, demonstrating that progress toward gender equality in technology and innovation remains slow. One key strategy emphasizes digital connectivity and user capacity development, as layering digital tools and services onto pre-existing social, cultural, and economic inequalities and gender stereotypes exacerbate marginalization.

The **UN Women Brazil 2024–2027 Strategic Note**¹ with a view to 2030 and achieving the Sustainable Development Goals (SDGs) also prioritizes digital technologies and gender digital exclusion. It states: "As the world becomes increasingly digital, UN Women will leverage digital technologies and innovations to accelerate results in thematic areas. UN Women's innovation and technology efforts focus on sector-wide action and awareness, promoting women as innovators and entrepreneurs, developing tools and methodologies, preventing online violence against women and girls, and investing in technologies that advance gender equality and women's empowerment."

Accordingly, this call for proposals is dedicated to implementing **Output 1.2.1 of UN Women Brazil's Strategic Note 2024–2027**, which aims to ensure that "Women, their groups and organizations, especially those facing multiple and intersecting forms of discrimination, are better able to claim their rights and gain equitable access to services, goods, resources, policies, and strategies that respond to their needs in [...] digital inclusion [...]."

To reach that, the activities will be developed in close collaboration with UN Women and TvSat and are expected to address and reduce the key barriers to women's digital inclusion: **accessibility, digital literacy and skills, employability and entrepreneurship, and safety and well-being**.

The selected organization(s) will be expected to mobilize beneficiaries and implement the curriculum co-developed by UN Women Brazil and a specialized education organization in up to ten cities (Belém/PA, Belo Horizonte/MG, Boa Vista/RR, Cuiabá/MT, Curitiba/PR, Manaus/AM, Recife/PE, Rio de Janeiro/RJ, Salvador/BA, and São Paulo/SP). The objective is to integrate digital literacy education with content on women's rights, targeting a maximum total audience of 1,300 women (between 100 and 150 women per location). Each applicant must specify which cities they are able to serve and structure the proposal budget according to the number of cities selected, with a minimum requirement of two cities. Accordingly, the minimum budget proposal is expected to be BRL 100,000.00, covering at least two cities. The initiative aims to reach up to 1,300 women in diverse situations of socioeconomic vulnerability. The implementation will place particular emphasis on women who have experienced domestic violence, considering a wide range of intersecting social markers such as gender, race, ethnicity, disability, body diversity, religion, migration status, sexual orientation, gender identity, and geographic location. The profile of the beneficiaries will be monitored throughout the process. The estimated distribution of beneficiaries per city is presented in the table below:

Brazilian State	Municipalities	Minimum number of women beneficiaries
Amazonas	Manaus	150
Rio de Janeiro	Rio de Janeiro	150

¹ The UN Women Brazil Strategic Note is the guiding document for UN Women's actions in Brazil. The current one is covering 2024–2027. It results from the combination of global strategic objectives, based on the **UN Women Global Strategic Plan**, and national objectives, derived from the [2023–2027 Sustainable Development Cooperation Framework](#) with the Brazilian Government.

	Paraná	Curitiba	150
	Pará	Belém	150
	Mato Grosso	Cuiabá	150
	Pernambuco	Recife	150
	Minas Gerais	Belo Horizonte	100
	São Paulo	São Paulo	100
	Roraima	Boa Vista	100
	Bahia	Salvador	100

2. Description of required services/results

This Agreement is expected to contribute to the achievement of the output of the “Mulher+Tech” project, which is: “Women, their groups, and organizations, especially those facing multiple and intersecting forms of discrimination, have increased capacity to claim their rights and access services, goods, resources, policies, and strategies that respond to their needs in [...] digital inclusion [...]” (Output 1.2.1 of the UN Women Brazil Strategic Note 2024–2027).

Accordingly, to achieve this outcome, the activities under this Agreement must be aligned with Activity 1.2.1.16 of the Strategic Note: “Provide technical and financial assistance (including through small grants) to unions, associations, and other women’s groups and organizations to support their leadership, participation, and influence in decision-making processes, and to integrate an intersectional approach to promote women’s economic empowerment.” Furthermore, the activities must contribute to the progress of Indicator 0.4.d of the Strategic Note: “Number of women accessing information, goods, resources, and/or services through platforms and programs supported by the UN in humanitarian and development contexts.”

To this end, the applicant shall **provide technical training and information through synchronous and asynchronous sessions, as well as other forms of support, to women in situations of socioeconomic vulnerability (including survivors of domestic violence and migrant and refugee women) to enhance their knowledge of women's human rights and digital skills for the effective use of electronic devices and the safe use of the internet.**

The following activities and services are expected from the applicants:

1. Mobilization of beneficiaries with a socioeconomic vulnerability profile, through networked outreach, for the implementation of the curriculum in both synchronous and asynchronous formats.

- a) The selected Civil Society Organization(s) (CSOs) must mobilize at least 100 to 150 women per territory (totalling 1,300 women) in diverse situations of socioeconomic vulnerability, with a special focus on women who have experienced domestic violence and/or possess intersecting social markers such as gender, race, ethnicity, disability, body diversity, religion, migratory status, sexual orientation, gender identity, and geographic location. These women must reside in the following cities: Belém/PA, Belo Horizonte/MG, Boa Vista/RR, Cuiabá/MT, Curitiba/PR, Manaus/AM, Recife/PE, Rio de Janeiro/RJ, Salvador/BA e São Paulo/SP.

Note: Mobilization must be carried out per city. Proposals for networked implementation with local partner organizations are allowed, as long as the lead applicant is accountable for full implementation in all proposed cities.

2. Participation in mandatory trainings, developed and delivered by UN Women, to implement the digital inclusion and human rights curriculum.

- a) UN Women will be responsible for developing the content and curriculum on digital inclusion and women's human rights to be disseminated across the ten designated locations, ensuring that the core content remains consistent in all locations. This process will take place outside the scope of this Agreement, in collaboration with an education-specialized organization under a separate partnership agreement not related to the present one.
- b) The selected organizations may make methodological, pedagogical, and instructional time adaptations in the delivery of the content, based on the profile of the beneficiaries served, in order to ensure optimal course engagement and learning outcomes.

3. Installation of 10 devices (laptops) with high-speed internet per organization, for full use by project beneficiaries during synchronous classes.

- a) The CSO (Civil Society Organization) will be responsible for receiving, installing, and utilizing the equipment provided by TvSat. TvSat will be responsible for the provision, distribution, and registration of the equipment (laptops) for the implementation of the activities. All equipment will be transferred to the selected CSOs at the beginning of the project and will remain in their possession after its conclusion.
- b) TvSat will also provide high-speed internet access to the CSOs. Therefore, it is essential that the organization has a fixed headquarters (owned or rented), so that internet service can be provided free of charge for a period of one (1) year.

c)	To be eligible, the CSO must be located in an area covered by the Claro/TvSat network. Once the CSO is selected, TvSat will verify network availability in the proposed location.
4. Implementation of the core curriculum on digital inclusion and women's human rights for 100 to 150 women per location, providing retention tools (such as financial aid grants for beneficiaries), conditions to ensure full participation in the classes (such as meals, childcare services, etc.), and the registration, distribution, and monitoring of internet SIM cards with data and voice packages for one year, donated by TvSat, as well as mobile phones.	
a)	The CSOs will be responsible for implementing the content in the field, directly with the beneficiaries. UN Women's support will include: (i) training with the partner organization on the content to be delivered; (ii) technical support during implementation for questions/suggestions regarding content, mandatory pedagogical methodologies, and project monitoring; (iii) ongoing support from specialists in digital literacy and human rights; (iv) administrative and technical support for the execution of contractual stages – programmatic monitoring, financial reporting, etc.
b)	<p>The estimated workload defined by UN Women is a maximum of 70 hours, to be completed over a period of 5 to 7 months, in both synchronous and asynchronous formats, and includes:</p> <p>Module 1: Basic Digital Literacy, covering topics such as the use of electronic devices, awareness of cybersecurity, basic computer skills, use of email, cloud storage, tools for creating documents, spreadsheets, meetings and presentations, use of virtual learning environments, social media, digital safety, fake news, etc.;</p> <p>Module 2: Gender Literacy, including key concepts (gender, gender expression, gender identity, sexual orientation, intersectionality, stereotypes, gender-based violence, online violence);</p> <p>Module 3: Literacy in Basic Life Skills, such as autonomy, leadership, goal setting and planning, economic empowerment, financial education, with practical activities for accessing rights and justice services (e.g., Meu INSS, Gov.br portal, banking apps, support and assistance channels);</p> <p>Module 4: Final Training Track on Entrepreneurship and Employability, with informative activities on career pathways, access to formal labor markets or entrepreneurship, and additional mentoring sessions with Claro S.A. volunteers and UN Women consultants to support access to formal employment (e.g., CV development, online job platforms) and entrepreneurship (e.g., access to training networks for new entrepreneurs).</p>
c)	The CSO must include in its budget and provide the basic conditions for conducting the classes, such as a clean space with lighting, electricity, simple refreshments (coffee break with cake, bread, coffee, tea, vegetarian option, and natural juice), furniture (which may or may not be included in the proposal), and dedicated personnel during class sessions (instructor and assistant) to provide technical support and assist with equipment use, as well as a childcare structure with caregivers for beneficiaries' children up to 10 years old.
d)	The CSO must distribute financial aid grants to all beneficiaries to facilitate their access to the classes (transportation and meals). The amount of the grants is to be defined by the organization and must be clearly stated in the financial proposal submitted under this agreement.
e)	The CSO will receive a donation of SIM cards with internet and data/voice packages to be distributed to all beneficiaries. These SIM cards will ensure access to the project's activities. TvSat will be responsible for providing each mobile internet line to be distributed to the project's beneficiaries. These lines will be activated under the CSO's name and will remain under its responsibility throughout the project duration. The SIM cards will be valid for 12 months and may be donated to the beneficiaries. The CSO will also be responsible for registering and monitoring their use.
f)	The CSO will receive a donation of mobile phones to be distributed to beneficiaries who complete at least 75% of the total course hours. TvSat will be responsible for providing each device. These phones will be donated in the name of the CSO and must be distributed by the CSO to the eligible beneficiaries as described above. The CSO will also be responsible for registering and monitoring their use.
5. Monitoring performance, learning, and implementation indicators among beneficiaries	
a)	The CSO must include in its budget a designated Coordinator who will serve as the focal point for communication and updates with UN Women and TvSat, covering both technical aspects related to equipment and the monitoring of activities.
b)	The CSO must ensure the participation of the expected number of beneficiaries, measuring access to information and capacity development for each module delivered (using a methodology co-developed with UN Women), in order to contribute to the indicator: "Number of women accessing information, goods, resources, and/or services through platforms and programs supported by the UN in humanitarian and development contexts."
c)	The CSO must monitor beneficiary engagement using the following mandatory indicators: (a) Tracking the demographic profile of the participants (age, gender, race, disability, education level, occupation, number of children and/or dependents, monthly household income); (b) Number of women enrolled per module; (c) Number of women completing each module; (d) Number of family members impacted; (e) Percentage of participants reporting satisfaction with the quality of the implemented curriculum; (f) Measurement of self-esteem at the beginning and end of the course, based on a jointly defined methodology.
d)	The CSO must report these indicators to UN Women on a quarterly basis.
3. Timeframe: Start date and end date for completion of required services/results	

01 September 2025 until 30 April 2026

4. Competencies:

- I. Proven experience in mobilizing populations in situations of socioeconomic vulnerability for both in-person and online activities related to human rights is mandatory;
- II. Proven experience in at least two of the ten cities designated for project implementation is mandatory. It is acceptable to submit a proposal in partnership with other local organizations, provided that the lead applicant assumes full responsibility for ensuring the implementation of the project in all proposed locations;
- III. A fixed address (either owned or rented) for conducting the planned in-person activities is mandatory;
- IV. The budget must include a designated Coordinator who will serve as the main point of contact with UN Women;
- V. The applicant must be located in an area covered by the Claro network.

Desirable Qualifications:

- I. Experience with educational, training, and capacity-building activities targeting populations in socioeconomic vulnerability;
- II. Experience with gender-related agendas and women's mobilization;
- III. Experience with digital literacy content;
- IV. Previous experience with Partnership Agreements with UN Women or other UN agencies will be considered an asset.

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. 02/2025

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:
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 ² ?	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) ³ ? 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

² In exceptional circumstances, three (3) years of history registration may be accepted and it must be fully justified.

³ [Secretary General's Bulletin, 9 October 2003 on "Special measures for protection from sexual exploitation and sexual abuse" \(ST/SGB/2003/13\)](#), and United Nations Protocol on Allegations of Sexual Exploitation and Abuse involving Implementing Partners.

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:

1 Is the highest executive (e.g., Director, CEO, etc.) in the proponent organization a female?	Yes/No
2 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. 02/2025

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 setorprivado@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 Portuguese.
- 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 Portuguese. In any such case, for interpretation of the proposal, the Portuguese 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: setorprivado@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.

10. Proposal Currencies

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

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
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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 $(\$10.00/\$20.00) \times 30$ 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.

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.

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 07 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. 02/2025

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?	
2 In what province/state/country has the organization been established?	
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.)	Yes/No
4 Has the organization ever been terminated for non-performance on a contract? If YES, describe in detail.	Yes/No
5 Has the organization or any of its employees and personnel ever been: a. suspended or debarred by any government, a UN agency or other international organization; b. 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 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.)	Confirm Yes/No
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.	Confirm Yes/No
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.	Confirm Yes/No
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.	Confirm Yes/No
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.	Confirm Yes/No
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.	Confirm Yes/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:
 - 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

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-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.
- 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 result⁴.					
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 ⁵					
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.

(Signature) (Seal)

(Printed Name and Title)
(Date)

⁴ 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.

⁵ "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. 02/2025

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. 02/2025

Document	Mandatory / Optional
<u>Governance, Management and Technical</u>	
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
<u>Administration and Finance</u>	
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
<u>Procurement</u>	
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
<u>Client Relationship</u>	
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

template Partner Agreement

**Annex
B-5
UN
Women**

Annex B-6
UN Women Anti-Fraud Policy