

## Call for Proposal (CFP) Template for Responsible Parties (For Civil Society Organizations- CSOs)

### Section 1

CFP No. 2021/02

#### a. CFP letter for Responsible Parties

UNWOMEN Rwanda Country Office plans to engage Responsible Parties as defined in accordance with these documents. UN-WOMEN now invites sealed proposals from qualified proponents for providing the requirements as defined in the UN-WOMEN Terms of Reference.

Proposals must be received by UNWOMEN at the address specified not later than **5:00 PM on 10<sup>th</sup> March 2021.**

**The budget range for this proposal should be (49,250,000 Rwf - 98,500,000 Rwf ) equivalent to \$50,000 -\$100,000 using February 2021 UN Exchange rate)**

This UN-Women Call for Proposals consists of <u>Two</u> sections:	Annexes to be completed by proponents and returned with their proposal (mandatory)
<p><u>Section 1</u></p> <ul style="list-style-type: none"> <li>a. CFP letter for Responsible Parties</li> <li>b. Proposal data sheet for Responsible Parties</li> <li>c. UN Women Terms of Reference</li> </ul> <p><b>Annex B-1</b> Mandatory requirements/pre-qualification criteria</p> <p><u>Section 2</u></p> <ul style="list-style-type: none"> <li>a. Instructions to proponents</li> </ul> <p><b>Annex B-2</b> Template for proposal submission  <b>Annex B-3</b> Format of resume for proposed staff  <b>Annex B-4</b> Capacity Assessment minimum Documents</p>	<p><b>Annex B-1</b> Mandatory requirements/pre-qualification criteria  <b>Annex B-2</b> Template for proposal submission  <b>Annex B-3</b> Format of resume for proposed staff  <b>Annex B-4</b> Capacity Assessment minimum Documents</p>

Interested proponents may obtain further information by contacting this email address: [rwanda.offers@unwomen.org](mailto:rwanda.offers@unwomen.org)

#### b. Proposal data sheet for Responsible Parties

Programs/Projects: Joint Programme on Accelerating Progress towards the Economic Empowerment of Rural Women (JPRWEE) and Fostering Women and Girls Dignified life through GBV prevention, response and women economic autonomy in Rwanda

Requests for clarifications due:

Date: 05<sup>th</sup> March 2021 Time: 12:00 PM

Program official's name: **Not disclosed**

(via e-mail) :

[rwanda.offers@unwomen.org](mailto:rwanda.offers@unwomen.org)

Email: \_

Telephone number:

Issue date:

UNWOMEN clarifications to  
proponents due: [if applicable]

Date: 08<sup>th</sup> March 2021  
Time: 5: 00 PM

Proposal due:

Date: 10<sup>th</sup> March 2021 Time:  
5:00PM local time

Planned award date: 15<sup>th</sup> March  
2021

Planned contract/agreement start-  
date : on or before 20<sup>th</sup> March 2021

### c. UN Women Terms of Reference

1. **Introduction [Please elaborate]**
  - a. **Background/Context for required services/results**

UN Women, grounded in the vision of equality enshrined in the Charter of the United Nations, works for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security. The organization works globally to make the vision 2030 of the Sustainable Development Goals a reality for women and girls and strives for women's equal participation and access to opportunities in all aspects of life.

The UN Women Rwanda Country Office is part of UN Women's presence in the East and Southern Africa Region. The Office works alongside other UN agencies and development partners to support the Government of Rwanda in achieving national development priorities and international development aspirations, including the Sustainable Development Goals (SDGs). Rwanda's medium-term national development priorities are set out in its National Strategy for Transformation 2017 - 2024 (NST1), UNDAP II pillars of transformational governance, Economic and social transformation and in the Rwanda Vision 2050. Through the implementation of these strategies, Rwanda aims at transitioning to a middle-income country status while manifesting a strong commitment to achieving the SDGs through a rapid, sustainable and inclusive economic and social growth.

Since 2015, UN Women Rwanda together with WFP, IFAD, FAO is implementing the Joint Programme on Rural Women Economic Empowerment (JP-RWEE) with its goal of Accelerating Progress towards the Economic Empowerment of Rural Women to secure rural women's livelihoods and rights in the context of sustainable development based on four outcome areas namely: improved food and nutrition security; increased income to secure their livelihoods; enhanced women's leadership and participation in rural institutions and in shaping laws, policies and programs; and gender responsive policy environments for the economic empowerment of rural women in its 3 districts of interventions namely Nyaruguru of Southern Province, Ngoma and Kirehe Districts of Eastern Province. In addition, since 2019, UN Women in collaboration with the Swiss Development Cooperation (SDC) is implementing the project "Fostering women and girls dignified lives through GBV Prevention, response and women's economic autonomy in Rwanda" combining both components of GBV Prevention and women's economic empowerment. The high economic dependency of women on men leaves them with no option other than remaining silent or disrupt the pursuit in justice by attempts to withdraw cases or conceal evidence with fear of failing to respond to household's livelihood while the male partner perpetrator is serving the sentence. High economic dependency to men also puts women in a difficult position with minimal or no bargaining power over households' decision making over the access and use of economic opportunities. In the same line, there has been

evidence purporting significant link between women's economic autonomy with the dignity she is subject to from her male partner and the community in general. When a woman is economically empowered, she progressively regains voice, confidence and consideration in the society

Since 2017, the JP RWEE has focused on 18 cooperatives and supported them through capacity building on cooperative management, cooperative laws, leadership, financial management, food security, nutrition and Post-Harvest Handling and Storage (PHHS); all of which enhanced the groups' ability to work as legally registered cooperatives and to understand the concept of working as business-oriented entities. UN Women promoted rural women entrepreneurship among rural cooperatives, financial inclusion, leadership management and gender equality inclusion among cooperatives and VSLAs.

Under "Fostering women and girls dignified lives through GBV Prevention, response and women's economic autonomy in Rwanda" project, UN Women has planned for capacity enhancement of vulnerable women and girls including street vendors and hawkers in entrepreneurship, business skills, cooperative management and financial literacy targeting those in the City of Kigali and other urban areas in other secondary cities for their increased economic resilience and self-esteem especially in the current context of Covid 19 pandemic and recovery process. In addition to that, the women active in the informal economic sector/informal businesses need to be facilitated to formalize their businesses, to be linked to financial institutions and get necessary support for sustainable businesses. Furthermore, the advantage and opportunities coming with the growing urbanization in Rwanda may be at risk of perpetuating gender based inequalities if the process is not accompanied by women's economic empowerment opportunities to ensure women are safely part and parcel of the rapid expansion of Cities (City of Kigali and Secondary Cities) in Rwanda and equally leverage from the economic opportunities it represents.

It is within this context that UN Women Rwanda (UNW) is looking for the implementing partners/responsible parties to implement JPRWEE interventions in Nyaruguru, Kirehe and Ngoma districts and Fostering women and girls dignified lives through GBV Prevention, response and women's economic autonomy in Rwanda" project's activities focusing mainly on its economic component as highlighted above with the City of Kigali and secondary Cities as the main geographical targets. The implementing partners/responsible parties will join other implementing partners/responsible parties to strengthen entrepreneurship among urban and rural women cooperatives/self-help groups and VSLAs through innovative approach that strengthen the existing initiatives as well as comply with the principle of living no one behind. The approach should also respond to the socio-economic challenges of COVID-19 for the both urban and rural women proposed cooperatives/self-help groups and VSLAs.

#### **Purpose**

UN Women Rwanda Country Office seeks potential Implementing Partners/Responsible Parties to implement some interventions which will lead toward achieving the programme goal of Accelerating Progress towards the Economic Empowerment of Rural Women to secure rural women's livelihoods and rights in the context of sustainable development in Nyaruguru district of southern province and Kirehe and Ngoma districts of eastern province, Rwanda guided by the approved JPRWEE (Joint Programme toward accelerating rural women economic empowerment) programme document. In the same vein, potential Implementing Partners/Responsible Parties are also needed to implement some economic related interventions of the project on "Fostering women and girls dignified lives through GBV Prevention, response and women's economic autonomy in Rwanda" as highlighted above targeting vulnerable women in the City of Kigali and other secondary cities to ensure that their businesses are strengthened and their economic resilience improved.

## **2. Description of required services/results**

The Joint Programme on Accelerating Progress towards the Economic Empowerment of Rural Women (JPRWEE) in Rwanda aims to secure rural women's livelihoods and rights in the context of sustainable development goals 2030 based on four outcome areas: (1) improved food and nutrition security; (2) increased income to secure their livelihoods; (3) enhanced leadership and participation in rural institutions and in shaping laws, policies and programmes; and (4) gender-responsive policy environment for the economic empowerment of rural women.

The JPRWEE would like to observe the following changes:

- Rural women have increased income to secure their livelihoods
- Rural women have a greater capacity to enhance and control local food security reserves and their production
- Women have improved food and nutrition security
- Increased access to climate-resilient and other key information by the female workforce
- Rural women have enhanced leadership and participation in their communities and in their rural institutions and in shaping laws, policies and programmes
- A more gender responsive policy environment is secured for the economic empowerment of rural women

Under the project on “Fostering women and girls dignified lives through GBV Prevention, response and women’s economic autonomy in Rwanda”, UN Women wish to see an increase of economic empowerment of women and girls for their increased resilience, self-esteem and decision making through the following aspects:

- Build the capacity of vulnerable women and girls in entrepreneurship, business skills, cooperative management and financial literacy including the culture of saving and investment.
- Facilitate the formalization of businesses for women active in the informal economic sector.
- Support the women to transform their self-help groups into formal cooperatives.
- Support the vulnerable women in businesses to access financial products and services.
- Provide business advisory services/coaching and mentorship to ensure that the women businesses grow and sustain;
- Identify key challenges of vulnerable women in business and advocate for changes.
- Develop knowledge products on women’s entrepreneurship and Women in Trade for policy dialogue and advocacy;
- Support these women to be more competitive, grow their businesses and income

#### **Expected deliverables**

The work shall be undertaken by CSOs with the required competencies as per this CFP.

#### **The CSOs are expected :**

- A) To provide professional services which includes technical expertise to ensure following deliverables under JPRWEE within the timeframe of this project:

The JPRWEE intervention will be implemented among 18 women cooperatives/groups involved in agribusiness especially in horticulture, maize and beans, etc. and/or 95 village saving and loans associations doing saving and lending activities, individual income generating activities and VSLA common income generating activities. Without being exhaustive in order to promote innovative approaches that respond to Covid-19 socio-economic recovery from the applicant CSOs, the following are indicative lists of priority areas of interventions along which the proposals could be formulated:

#### **Outcome 1.2: Women are perceived as equally legitimate and effective leaders as men throughout all spheres of society**

- Support gender analysis of policies, incentives and measures to improve position of rural women, and increase capacities of rural women to apply for these programmes and funds through training and mentoring
- Support gender equality and human rights awareness campaigns at community level led by men engage pioneers
- Train local Authorities in the production and utilization of disaggregated data for gender responsive planning and reporting for Rural Livelihood

#### **Outcome 2.1: New opportunities are unlocked for women to benefit from Rwanda’s expanding private sector market**

- Avail coaching and business advisory services in favor of cooperatives and /or groups recipient of matched start-up capital
- Support capacity development of rural women related to their social and economic rights and gender equality, and trainings on entrepreneurship and innovation in agricultural production

#### **Outcome 2.3: Women farmers and cooperatives’ engagement in higher segments of the food and agricultural value chains is increased**

- In Close collaboration with the Ministry of Agriculture (MINAGRI) Identify, train female agriculture extension workers in three districts and facilitate their outreach in the JP-RWEE project sites by training women farmers and facilitating them to access and use best agricultural practices and technology
- Provide support for rural women’s business start-ups and support improvement of rural women economic position through provision of equipment and small-scale items necessary for the growth of women’s cooperatives led agribusiness enterprises or initiatives whilst preserving the environment
- Organize and conduct a Multi-stakeholders policy dialogue to sensitize partners and agree on the accountability framework in implementing and monitoring of implementation of the new 5-year gender strategy in Agriculture for 2019-2023

**Impact 2: Women have income security, decent work and economic autonomy**

**UN Women Outcome 2.1: New opportunities are unlocked for women to benefit from Rwanda's expanding private sector markets**

**Output 2.1.2: Women's capacity and opportunities to access remunerated off-farm employment increased**

**UN Women Outcome 2.3: Women farmers and cooperatives' engagement in higher segments of the food and agricultural value chains is increased**

**Output 2.3.1: Women agripreneurs' access to productive and transformative inputs, technologies and services strengthened**

**Output 2.3.2: Women farmers benefit from dedicated production and marketing platforms linking them to national, regional and international supply chains.** (There is Buy from women platform for marketing and linkages available that market update information (profiling the platform with maximum information, women product database, buyers and service providers information, etc.) and there is a need also of capacity building, dissemination, market linkage, etc.) to women

**N.B:** Eligible proposal have to include a strong situation analysis with possible causality, implementation strategies that enshrine gender equality, leave no one behind and human rights principles, a detailed account of activities to be implemented to reach the stated objectives as well as the Results and Resource Framework.

Each proposal must apply to **one of the two projects either in support to rural women's economic empowerment for groups and cooperatives located in Kirehe, Ngoma and Nyaruguru OR in support of women's entrepreneurship in the City of Kigali and/or selected 2 secondary cities in Rwanda** and their listed deliverables /interventions which must align with at least one of the project outputs.

**B)** Under the project on **"Fostering women and girls dignified lives through GBV Prevention, response and women's economic autonomy in Rwanda"**

This project is under the framework of the overall Gender Joint programme on "Leveraging the Full Potential of Gender Equality and Women's Empowerment to Achieve Rwanda's Transformation (2018-2023) and the economic component will respond to its output 3.1 "Women have enhanced entrepreneurial skills increased access to finance and markets to leverage business opportunities".

The main objective is to address barriers faced by women in terms of accessing business opportunities, finance and markets through targeted advocacy and capacity building initiatives. It will support women's access to formal finance to support an emerging pool of aspiring women entrepreneurs as well as to facilitate the expansion of already existing women-owned enterprises and small businesses and help them to sustain in challenging Covid-19 world. Within the framework of the Leave No One Behind principle, special focus will be placed on including most vulnerable women to better benefit from unlocked opportunities and achieve economic autonomy, such as women with disabilities, women affected by HIV among others.

**3. Timeframe: Start date and end date for completion of required services/results**

**A) JP-RWEE**

The total duration of the agreement to be signed with successful applicants' organizations/institutions will be between 3-6 months with possibility of extension starting from the agreements dates but it must be within the 2021 calendar year.

**B) Fostering women and girls dignified lives through GBV Prevention, response and women's economic autonomy in Rwanda Project:**

The total duration of the agreement to be signed with successful applicants' organizations will be between 2 to 2.5 years starting from the agreements dates but it must start in 2021 calendar year and end not later than June 2023.

**4. Competencies:**

Organizations or institutions submitting a proposal are required to demonstrate the following competencies/meet the following criteria:

**Track record of Organizational performance and of its staff:**

- Documented successful track record (Adequate number of professional staff with adequate qualifications and experience (for newly formed organizations, the personnel to be assigned to the UN Women project should have a proven track record of five years in the relevant subject matters).

- Programme staff with Graduate degrees in the areas of Development Studies, Social Sciences, economics, management, project management, Gender, Agribusiness, Cooperative management or any other relevant field
- A proven commitment to results (able to provide records of successful projects).
- Proven credibility in the country or targeted districts in terms of working towards women economic empowerment, gender equality, community outreach on behavior change to address social and cultural norms perpetuating gender inequalities and discrimination, or proven experience in women's economic empowerment depending on the output results that the submitting organization would like to address.
- Proven experience on women's entrepreneurship, business advisory services, financial inclusion, job creation, marketing linkages, etc. as well as proven experience on economic empowerment approach that leaving no one behind for example women living with disability, people living with HIV, vulnerable people, etc.
- Proven approach that respond to economic recovery response for rural women grouped into cooperatives and village saving and loans associations (VSLAs) and ability to provide proximity coaching and mentoring services of cooperatives, VSLAs and women entrepreneurs.
- Experience working in a difficult context particularly experience in delivering results despite COVID-19 pandemic context
- Track record in advocacy for women issues.

**General Organizational Capability:**

- Strength of project management on creating or managing knowledge networks, convening a wide range of stakeholders, and generating policy advice.
- Track record of working with governments, civil society, UN, and other major multilateral or bilateral actors.
- Record and evidence of organizational culture of accountability, such as a written code of conduct, measures on anti-corruption, sexual harassment policy, privacy, and data protection policy.
- A track record of delivering quality and timely project results.
- Clearly outlined organizational governance and management structures
- Administrative and financial capacity to manage budgets of more than \$50,000 annually supported with a track record of quality and timely project results and audit reports in the preceding 2 years.
- Demonstrable capacity – human, financial and technical to deliver results at national and sub-national levels.

**Organizational expertise in the area of specified programme:**

- Evidence that the organization has previous experience and expertise of successfully managing projects of women economic empowerment, entrepreneurship development, Job creation, business advisory service, market linkage, financial inclusion, agribusiness, gender equality and women leadership,

**Accountability and Financial Control:**

- A functioning internal control framework and process to deliver quality and timely project results.
- Evidence of written and transparent financial and administrative rules and regulations
- A clear system for procurement, subcontracting, with appropriate checks and balances.
- An established organizational culture of accountability and commitment to delivery of results

**Grassroots presence/Outreach**

- Evidence of the organization having grassroots presence in the district of JPRWEE interventions and or affiliation with other similar strong qualified organizations in the country.
- The organization must have presence/links in Nyaruguru District of southern province, Kirehe and Ngoma districts of Eastern Province of Rwanda as result of minimizing the challenge of COVID-19 context

**Annex B-1 Mandatory requirements/pre-qualification criteria**

**[To be completed by proponents and returned with their proposal]**

Call for proposal  
Description of Services:  
CFP No.

Proponents are requested to complete this form and return it as part of their submission. Proponents will receive a pass/fail rating on this section. To be considered, proponents must meet all the mandatory criteria described below. All questions should be answered on this form or an exact duplicate thereof. UN WOMEN reserves the right to verify any information contained in 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
1.1. Confirm that the services being requested are 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 is currently or has been provided by the proponent.	Reference #1: Reference #2:
1.2. Confirm proponent is duly registered or has the legal basis/mandate as an organization	Yes/No
1.3. Confirm proponent as an organization has been in operation for at least five (5) years <sup>1</sup>	Yes/No
1.4. Confirm proponent has a permanent office within the location area	Yes/No
1.5. Proponent must agree to 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
1.6 Confirm that proponent has not been the subject of a finding of fraud or any other relevant misconduct following an investigation conducted by UN Women or another United Nations entity. The Proponent must indicate if it is currently under investigation for fraud or any other relevant misconduct by UN Women or another United Nations entity and provide details of any such investigation	Yes/No
1.7 Confirm that proponent has not been the subject of any investigations and/or has not been charged for any misconduct related to sexual exploitation and abuse (SEA) <sup>2</sup> .	
1.8 Confirm that proponent has not 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 the EU consolidated Sanction list	Yes/No

## Section 2

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

### a. Instructions to proponents (Responsible Parties)

#### 1. Introduction

- 1.1 UN-WOMEN invite qualified parties to submit Technical and Financial Proposals to provide services associated with the UN-WOMEN requirement for Responsible Party/Implementing Partner.

<sup>1</sup> In exceptional circumstances three (3) years of history registration may be accepted and it must be fully justified.

<sup>2</sup> [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 Partners

- 1.2 UN-Women is soliciting proposals from Civil Society Organizations (CSOs). **Women's organizations or entities are highly encouraged to submit their proposals.**
  - 1.3 A description of the services required is described in CFP Section 1- C "Terms of Reference".
  - 1.4 UNWOMEN 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 submission of proposals. No proposal may be modified after the deadline for submission of proposal. 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, UNWOMEN 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 UNWOMEN, by email at [rwanda.offers@unwomen.org](mailto:rwanda.offers@unwomen.org) . Proponents must not communicate with any other personnel of UNWOMEN 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 proponents, 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. To be considered, proponents must meet all the mandatory criteria described in **Annex B-1**. 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 mandatory requirements/pre-qualification criteria have been designed to assure that, to the degree possible in the initial phase of the CFP selection process , only those proponents with sufficient experience, the financial strength and stability, the demonstrable technical knowledge, the evident capacity to satisfy UNWOMEN requirements and superior customer references for supplying the services envisioned in this CFP will qualify for further consideration. UNWOMEN 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 affect your evaluation.
  - 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 UNWOMEN in writing at UNWOMEN email address indicated in the CFP by the specified date and time. UNWOMEN will respond in writing to any request for clarification of the CFP documents that it receives by the due date outlined on section 2. Written copies of UNWOMEN response (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.
  - 5.2 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, UNWOMEN 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, UNWOMEN may, at its discretion, extend the deadline for the submission of proposal.

## 1. Language of proposal

7.1 The proposal prepared by the proponent and all correspondence and documents relating to the proposal exchanged between the proponent and UNWOMEN, shall be written in English.

7.2 Supporting documents and printed literature furnished by the proponent may be in another language provided they are accompanied by an appropriate translation of all relevant passages in English. In any such case, for interpretation of the proposal, the translation shall prevail. The sole responsibility for translation and the accuracy thereof shall rest with the proponent.

## 2. Submission of proposal

8.1 Technical and financial proposals should be submitted as part of the template for proposal submission (Annex B2-3) 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, UNWOMEN 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:

[rwanda.offers@unwomen.org](mailto:rwanda.offers@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 UNWOMEN receives their proposal by the due date and time. Proposals received by UNWOMEN after the due date and time may 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 UNWOMEN inbox. UNWOMEN 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 UNWOMEN in the dedicated inbox on or before the prescribed CFP deadline.

8.4 **Late proposals:** Any proposals received by UNWOMEN after the deadline for submission of proposals prescribed in this document, may be rejected.

## 9. Clarification of proposals

9.1 To assist in the examination, evaluation and comparison of proposals, UNWOMEN 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. UNWOMEN will review minor informalities, errors, clerical mistakes, apparent errors in price and missing documents in accordance with the UNWOMEN Policy and Procedures.

## 10. Proposal currencies

10.1 All prices shall be quoted in local currency (**Rwandan Francs**)

10.2 UNWOMEN reserves the right to reject any proposals submitted in another currency than the mandatory currency for the proposal stated above. UNWOMEN may accept proposals submitted in another currency than stated above if the proponent confirms during clarification of proposals, see item (8) above in writing, that it will accept a contract issued in the mandatory proposal currency and that for 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 of proposals received, the contract will always be issued, and subsequent payments will be made in the mandatory currency for the proposal above.

## 11. Evaluation of technical and financial proposal

### 11.1 PHASE I - TECHNICAL PROPOSAL (70 points)

11.1.1 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 UNWOMEN 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.

1	Proposal is compliant with the Call for Proposal (CfP) requirements	15 points
2	The Organization's mandate is relevant to the work to be undertaken in the TORs ( <b>component 1</b> )	20 points
3	The Proposal demonstrates a sound understanding of the requirements of the TOR and indicates that the organization has the prerequisite capacity to undertake the work successfully ( <b>components 2, 3 and 4</b> )	35 points
	<b>T O T A L</b>	70 points

### 11.2 PHASE II - FINANCIAL PROPOSAL (30 points)

Financial proposals will be evaluated 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 proposal

12.1 You are expected to examine all terms and instructions included in the CFP documents.

Failure to provide all requested information will be at proponent's own risk and may result in rejection of proponent's proposal.

12.2 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 proponent understands and confirms acceptance of UNWOMEN 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 the same 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 UNWOMEN established requirements. Acceptance of such changes is at the sole discretion of UNWOMEN.

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

12.6 Proponent's proposal shall 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	<b>Annex B-1</b> Mandatory requirements/pre-qualification criteria
Part of proposal	<b>Annex B-2</b> Template for proposal submission
Part of proposal	<b>Annex B-3</b> Format of resume for proposed staff
Part of proposal	<b>Annex B-4</b> Capacity Assessment minimum Documents

13. 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 proposal**

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 initiated 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. UNWOMEN 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 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 UNWOMEN 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 between 3- 6 months starting from the agreements dates but it has to be within the 2021 with the option to renew under the same terms and conditions for an additional period or periods as indicated by UNWOMEN.

## Annex B-2 Template for proposal submission

Call for proposal Description  
of Services:  
CFP No.

### Mandatory requirements/pre-qualification criteria

Proponents are requested to complete this form (**Annex B-2**) and return it as part of their submission. 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. To be considered, proponents must meet all the mandatory criteria described in Annex B-1. 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.

### 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 proposing organization has the capacity and commitment to implement successfully the proposed activities and produce results. Key elements to be covered in this section include:

1. Nature of the proposing organization - Is it a community-based organization, national or sub-national NGO, research or training institution, etc.?
2. Overall mission, purpose, and core programmes/services of the organization
3. Target population groups (women, indigenous peoples, youth, etc.)
4. Organizational approach (philosophy) - how does the organization deliver its projects, e.g., gender-sensitive, rights based, etc.
5. Length of existence and relevant experience
6. Overview of organizational capacity relevant to the proposed engagement with UN Women (e.g., technical, governance and management, and financial and administrative management)

### 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 TOR. This should include:

1. The **problem statement** or challenges to be addressed given the context described in the TOR.
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 proposing organization and UNWOMEN.

**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.

**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 in the Implementation Plan all required milestone reports and monitoring reviews.

**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 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
- 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). Describe how such risks are to be mitigated.

Include in this section also the key **assumptions** on which the activity plan is based on. In this case, the assumptions are mostly related to external factors (for example, government environmental policy remaining stable) which are anticipated in planning, and on which the feasibility of the activities depend

**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. 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 would cost less.

- The budget should include all costs associated with managing and administering the activity or results, particularly include the cost of monitoring and evaluation.
- The budget could include “Support Costs”: 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, over-head costs and general costs connected to the normal functioning of an organization/business, such as cost for support staff, office space and equipment that are not Direct Costs.
- “Support Cost Rate” means the flat rate at which the Partner will be reimbursed by UN Women for its Support Costs, as set forth in the Partner Project Document and not exceeding a rate of 8% or the rate set forth in the Donor Specific Conditions, if that is lower. The flat rate is calculated on the eligible Direct Costs.
- The budget line items are general categories intended to assist in thinking through where money will be spent. If a planned expenditure does not appear to fit in any of the standard line item categories, list the item under other costs, and state what the money is to be used for.
- The figures contained in the Budget Sheet should agree with those on the proposal header and text.

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

<sup>3</sup> “Other costs” refers to any other costs that is not listed in the Results-Based Budget. Please specify in the footnote what they are: \_\_\_\_\_

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 Technical 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 Partner Agreement template (Document  
attached).

\_\_\_\_\_  
(Signature) (Seal)

(Printed Name and Title)

(Date)

**Annex B-3 Format of resume for proposed staff**

**Call for proposal**  
**Description of Services:**  
**CFP No**

Name of Staff: \_\_\_\_\_

Title: \_\_\_\_\_



Years with NGO: \_\_\_\_\_ Nationality: \_\_\_\_\_

**Education/Qualifications:** (Summarize college/university and other specialized education of staff 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. List all positions held by staff member since graduation, giving 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 potential Responsible Parties and submission assessed by the reviewer)**

Call for proposal Description  
of Services:  
CFP No.

**Governance, Management and Technical**

<b>Document</b>	<b>Mandatory / Optional</b>
Legal registration	Mandatory
Rules of Governance / Statues of the organization	Mandatory
Organigram of the organization	Mandatory
List of Key management	Mandatory
CVs of Key Staff proposed for the engagement with UN Women	Mandatory
Anti-Fraud Policy Framework which is consistent with UN women's one or adoption of UN Women anti-fraud policy	Mandatory
Sexual Exploitation and Abuse (SEA) policy consistent with the UN SEA bulletin <a href="#">ST/SGB/2003/13</a>  Where RP has adopted UN Women SEA Protocol, RP has to ensure to have developed a SEA policy;	Mandatory

**Administration and Finance**

<b>Document</b>	<b>Mandatory / Optional</b>
Administrative and Financial Rules of the organization	Mandatory
Internal Control Framework	Mandatory
Audited Statements of last 3 years	Mandatory
List of Banks	Mandatory
Name of External Auditors	

**Procurement**

<b>Document</b>	<b>Mandatory / Optional</b>
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.	Mandatory
List of main suppliers / vendors and copy of their contract(s) including evidence of their selection processes	

**Client Relationship**

<b>Document</b>	<b>Mandatory / Optional</b>
List of main clients / donors	Mandatory
Two references	Mandatory
Past reports to clients / donors for last 3 years	