

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

[Section 1](#)

The Measuring Opportunities for Women in Peace Operations (MOWIP) Assessment for the Armed Police Force, Nepal (APF, Nepal)

CFP No. UNW-AP-NPL-CFP-2024-010

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 proposals from qualified proponents to provide the requirements as defined in the UN Women Terms of Reference.

Proposals must be received by UN Women at the address specified not later than (time) 5.00 pm Nepal Standard Time October 20, 2024

The budget range for this proposal is (approx.) NPR-14,500,000.00- 14,800,000.00 Please send applications to the technical-bid.np@unwomen.org

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 [UN Women to <u>attach</u> most up to date version] Annex B-6 UN Women Anti-Fraud Policy [UN Women to <u>attach</u> most up to date version]	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: technical-bid.np@unwomen.org

b. Proposal Data Sheet for Responsible Parties

Program/Project:	Requests for clarifications due:	
The Measuring Opportunities for Women in Peace Operations (MOWIP) Assessment for the Armed Police Force, Nepal (APF-Nepal)	Date: 9 October 2024	Time: 5 Pm
Programme Officer's name: NA	(Via e-mail) technical-bid.np@unwomen.org	
Email: technical-bid.np@unwomen.org	UN Women clarifications to proponents due: [if applicable]	
Telephone number : +977 1 4290000	Date: 10 October 2024	Time: 5 pm
	Proposal due:	
Issue date: 24 September 2024	Date: 20 October 2024	Time: 5 PM
Pre-proposal conference with proponents:	Planned award date:	January 2025

Location: If anyone interested to join online pre-proposal meeting, please send your request with email and names of person attending through the technical-bid.np@unwomen.org by 6 October 2024	Planned contract start-date/delivery date (on or before):	January 2025 (approx.)
Date for pre-proposal meeting: 7 October 2024		
Contact: technical-bid.np@unwomen.org		

c. UN Women Terms of Reference

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: The Measuring Opportunities for Women in Peace Operations (MOWIP) Assessment for the Armed Police Force, Nepal (APF, Nepal)

CFP No. UNW-AP-NPL-CFP-2024-010

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 ¹ ?	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) ² ? OR	Yes/No

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

² [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.

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?	
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
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.	

Terms of Reference

The Measuring Opportunities for Women in Peace Operations (MOWIP) Assessment for the Armed Police Force, Nepal (APF, Nepal)

1. Background

Grounded in the vision of equality enshrined in the Charter of the United Nations, UN Women is dedicated to eliminating discrimination against women and girls, empowering women, and achieving equality for all, regardless of gender. UN Women strives for equal partnership and benefits in development, human rights, humanitarian action, peace, and security. By placing women's rights at the centre of its efforts, UN Women leads and coordinates United Nations System efforts to ensure that commitments on gender equality and gender mainstreaming are translated into action globally. It provides strong and coherent leadership to support national priorities and efforts, building effective partnerships with governments, civil society, development partners, and other relevant actors.

UN Security Council Resolution 1325 (UNSCR 1325, 2000) is the landmark resolution on Women, Peace, and Security (WPS) that connects gender equality with maintaining international peace and security. The WPS agenda is a crucial international normative and policy framework as it addresses the gender-specific impacts of conflict, political crises, displacement, disasters, violent extremism, and mass atrocities on women and girls. Two decades and nine resolutions later, the WPS agenda continues to expand its influence in global policy making.

Nepal is a key UN Member State in advancing the WPS agenda, demonstrating a strong commitment to enhancing the leadership and participation of women in peace and security, particularly within UN Peacekeeping Operations. Recognising the meaningful involvement and contribution of women, and in line with the UN Security Council resolution 2242 (2015) to improve the participation and leadership of women in peace and security, the Government of Nepal actively supported efforts to increase the number of female peacekeepers.

Nepal is ranked first in deploying women peacekeepers, with 689 women among 6,119 personnel in July 2024,³ making up 11 percent of the total deployment. This is the highest percentage among Troop or Police Contributing Countries (T/PCC). Since Nepal's engagement in 1958, it has deployed 2,554 women peacekeepers. According to the APF, Nepal, as of June 2024, the Armed Police Force – Nepal has deployed 8508 in peace operation, including 461 women, accounting for 5.41 percent of APF-Nepal's deployment. This presents a significant opportunity for Nepal to work towards the 2028 UN Gender Parity Strategy target of 28 percent women in field missions.

With support from the Elsie Initiative Fund (EIF), UN Women in Nepal will support the implementation of the Measuring Opportunities for Women in Peace Operations (MOWIP) Project. In this connection, the MOWIP assessment will examine the capacity of Armed Police Force, Nepal (APF, Nepal) through the ten issue areas in support of its current effort to increase women's participation in UN peace operations. It uses three data collection tools – a comprehensive fact-finding form (FFF), key decision-maker interviews (KDMIs), and survey. Through this framework, the MOWIP assessment seeks to further understand and address specific barriers in the ten issues areas with the aim to promote and increase the meaningful participation of women in UN peace operations. The MOWIP assessment follows the standard MOWIP methodology that has been applied in other countries where MOWIP has been carried out. Conducting the MOWIP assessment in Nepal presents a valuable opportunity to align with global efforts and contribute to advancing women's participation in the security sector, joining the ranks of the countries that have already completed this important study.

In this connection, UN Women Nepal seeks to partner with a **national non-profit/non-government organisation/Responsible Party (RP)** to conduct the MOWIP assessment of the APF, Nepal, to ensure the successful data collection, analysis (based on data analysis provided by Cornell University's GSS Lab) and preparing final report after validation of preliminary findings – with dedicated recommendations on the identified barriers that can be actioned in future by the APF, Nepal, to strengthen the meaningful participation of uniformed women to deploy to and participate in peace operations. The selected RP will work in close collaboration with the Cornell GSS Lab for data collection, data analysis, and reporting and validation of the

³See, https://peacekeeping.un.org/sites/default/files/02_country_ranking_76_july_2024.pdf.

research findings. This assessment will apply MOWIP Partnership Model A (<https://www.dcaf.ch/mowip>: read Explainer 01 of this toolbox).

2. Contribution to UN Women Strategic Note (2023-2027) and relevant programmes

This initiative will contribute to identifying key barriers, opportunities and way forward to ensure their meaningful participation in United Nations peace operations across ten issue areas. It will also contribute to UN Women's Strategic Note as follows:

SN Outcome NPL_D_1.4: By 2027, more people, especially women, youth, and the most marginalized and poor increasingly participate in and benefit from coordinated, inclusive, accessible, participatory, transparent, and gender-responsive governance, access to justice and human rights at federal, provincial, and local levels.

Ouptut_NPL_D_1.4.1: Government officials (including justice actors) and elected representatives have adequate capacities to formulate or reform gender-responsive laws, policies and plans for the advancement of human rights and inclusive governance in line with international/national normative frameworks, in support of Nepal's transition to federalism, and with the participation of the most marginalized and poorest population.

SN Indicator NPL_D_1.4.2B: Number of knowledge products and tools on gender responsive and inclusive governance and human rights developed and disseminated with UN Women support.

3. Objectives

The Measuring Opportunities for Women in Peace Operations Project, also known as MOWIP assessment for the Armed Police Force, Nepal, aims to examine the APF's capacity to deploy women personnel in peace operations and ensure their meaningful participation in United Nations peace operations across ten issue areas.

The main objective of MOWIP assessment, under this call for proposal (CFP) is to conduct the Measuring Opportunities for Women in Peace Operations Project (MOWIP) assessment and prepare a comprehensive assessment report using the standard MOWIP methodology.

3. Scope of Work

Under the overall guidance the RP will undertake the following tasks: The main output level result of the project is: **"Measuring Opportunities for Women in Peace Operations Project (MOWIP) assessment report is developed using the standard MOWIP methodology."**

Activity 1: Develop a detailed work plan in coordination with UN Women

- Conduct preliminary consultations/meetings - RP, along with other relevant agencies such as UN Women, the GSS Lab, and APF, Nepal. The frequency of meetings with APF, Nepal, UN Women and relevant agencies will be discussed and finalized in consultation with UN Women.
- Develop a detailed work plan with activities to be undertaken along with timeline.

Please note, this activity should be completed during the first month of the first quarter of the project period.

Activity 2: Organize localization and piloting of MOWIP research tools with Cornell University, UN Women and APF, Nepal.

- Organize and participate in a two-week training on the MOWIP methodology facilitated by the GSS Lab. The training will be organized in close consultation with UN Women. A team including a Team Leader, Lead Researcher, and 15 enumerators/research associates will take part in the training. This training will be divided into two parts:
 - Localization: During the **first week** of the training (5 days), the RP and its team (consisting of a Team Leader, Lead Researcher, and 15 enumerators), along with APF, Nepal, UN Women and the GSS Lab will work through the generic survey, factfinding form, and key decision makers interview and amend it to make it suitable for the local context. **This will involve translating all three data collection tools into Nepali and rewording questions and answers to reflect the local context, terminology, and environment. Translation of the tools should be factored**

into the proposal. Please note that translation should be completed simultaneously by the end of the localization process in the first week as this is followed by piloting. APF senior officials from various departments (e.g., legal, research, human rights and gender, and complaint handling, and staff college) will attend the localization process. Approximately, 35 participants including research team (including enumerators), APF, Nepal, representatives from Cornell University and the UN Women will participate the localization.

Please note the following:

- **The APF, Nepal will not participate in the rest of the training and piloting of the survey, which will take place during the second week.**
- Training: All enumerators, Lead Researcher, and Team Leader involved in the MOWIP assessment will participate in the training session. The Lead Researcher will conduct at least one-day training, as discussed with and include an introduction to the purpose of the MOWIP methodology, research ethics, the sampling process, the survey, and using the survey software.
- Piloting the survey: A two-day pilot of the survey will be conducted after the training to test the survey instruments. Piloting will be conducted with approx. 45 individuals other than the populations under assessment. These people can include veterans (who are no longer part of the security agency), university students or college affiliated with the security agency, civil society organization or other university students. These individuals can either be invited to the training venue or enumerators can meet them at a location of their preference.

Please note the following:

- **When selecting the venue, it is essential to ensure that it is both decent and conducive for engaging with APF, Nepal officials. Necessary space should be factored in to conduct piloting for participants/respondents coming to the venue.**
The GSS Lab will provide assistance and capacity-building to the RP on the technical aspects of the MOWIP methodology and support the RP in meeting the minimum standards of the MOWIP methodology. This includes the following:
- Provide training on filling the Fact- Finding Form, support the RP in adapting the Fact- Finding Form to the national context, and provide guidance and feedback to the team completing the FFF.
- Provide training and guidance on selection of KDMIs and conducting interviews.
- Support the RP to localize the survey to the context by adjusting and adapting questions so that they gain approval from the APF, Nepal, determining the sample size and sampling strategy for the survey, training enumerators, troubleshooting any issues, and answering questions during survey implementation, and programming the survey software, overseeing the survey pilot, and incorporating adjustments.

The RP will consult with UN Women while organizing and planning the training. The training should be completed within the first month of the project period.

4

Activity 3: Implement data collection using MOWIP methodology

- In consultation with UN Women and APF, Nepal, RP will implement data collection using MOWIP data collection tools including Fact- Finding Form; Key Decision-Makers Interviews and Survey. **Please note that the data collection should begin during the second month of the first quarter of the project period. All fact-finding forms, 18 KDMIs, and 200 or more (out to 380) surveys should be completed during the second and third month of the first quarter. The remaining 12 KDMIs and 180 surveys will need to be completed within the first month of the second quarter, which is the fourth month of the project period.**
- Secure access and permission to implement assessment, specifically for all three data collection tools, which include:
 - Complete Fact Finding Form which includes 200 questions designed to collect qualitative and quantitative data from official sources on country-specific facts about each issue area. Lead Researcher and Team leader will conduct the FFF.

4 You can find the questions for the Fact-Finding Form at the following link: <https://www.dcaf.ch/mowip>.

- Conduct 30 (18 in Bagmati province and remaining 12 in other 6 provinces) key decision-makers interviews (KDMIs) with senior officials of APF Nepal who have a role in relation to decisions about UN peace operations deployments and also high-level personnel in the government. A team consisting of either a Lead Researcher and an enumerator; or a Team Leader and an enumerator will conduct the KDMIs. Each interview may take between 30-90 minutes.
- Conduct a survey with a minimum of 380 APF personal engaging 50% each male and female (140 in Bagmati province and the remaining 240 in other remaining provinces) to gather information on perceptions of the issue areas and actual experiences of officers. 15 enumerators recruited by the RP will conduct the survey in seven provinces. Each survey may take between 60-90 minutes. The respondents and their distribution to meet the sample for the survey will be provided by APF, Nepal.
- Transcribe 30 KDMIs into English language. Manage/oversee implementation (programming survey into tablets, using software) of the surveys and analysis.
- Ensure confidentiality of data and all information gathered during the assessment.

Please note that:

- **RP must take necessary steps to obtain all applicable ethics approvals required to conduct this assessment. Additionally, RP will need to adhere to all ethical standards outlined in the MOWIP methodology.**
- **Cornell University GSS Lab will require approx. three months (fifth, sixth and seventh months of the project period) for data analysis and developing a skeleton report. During this period, the RP will work on gathering and preparing background information and relevant sections (i.e. chapter 3 of the report) of assessment report.**
- **All data collected will be stored securely by Cornell University in New York, USA with the option to use the Cornell Restricted Access Data Center. Cornell University's ethical guidelines require safeguards that prevent any survey or interview respondents from facing reprisals from any colleagues as a result of their involvement in the project. For this reason, survey data (typically collected using portable devices) cannot be accessed by enumerators once the survey has been completed. The data is uploaded to Cornell University's secure servers and is not stored on devices. To safeguard all data collected during the MOWIP assessment, RP needs to sign a [Data Agreement with the Cornell University Data Agreement](#)⁵.**

Activity 4: Develop a draft MOWIP assessment report containing an analysis of the data, findings, challenges and recommendations.

- Based on the skeleton report prepared by the GSS Lab, the RP will contribute to a comprehensive draft report following the suggested MOWIP structure. Drafting of the report should begin as soon as skeleton report is made available to the RP by GSS Lab and must be completed in 3 months thereafter (Approximately between 8th to 11th month of the workplan). The GSS Lab will provide a statistical analysis of the data and its outcomes. The MOWIP assessment report prepared by the RP will be structured in standard MOWIP format as follows:
 1. Executive Summary: This section summarizes the report in one to two pages, highlighting the key findings regarding good practices, main barriers and opportunities, and the key recommendations.
 2. Introduction and rationale: This section outlines the primary motivations for the APF, Nepal to undergo a MOWIP assessment, an outline of the aims of the MOWIP assessment, and justification on how this assessment will support the APF, Nepal in fulfilling its commitments and objectives.
 3. Country profile: This section provides an overview of trends in the APF's past contributions to peace operations, and the meaningful participation of women, explanation of factors that have affected the supply and demand of peace operations historically; the current status of the APF's contributions to peace operations and both internal and external factors that likely to influence participation; characteristics of the APF, Nepal (its history, recent reforms, structure, specific national gender-related policies and practices that apply to the institution, etc.); and trends in the

⁵ See the link, [Explainer 01 Options Implementation Modalities 26.05.2023.pdf \(dcf.ch\)](#)

participation of women in APF, Nepal, including overall levels of participation and the kinds of roles that women hold, and specific policies and practices framing the role of women within the APF.

4. Methodology: This section includes an overview of the MOWIP barrier assessment methodology, introduction to the RP; and detailed information on how the MOWIP assessment was implemented in practice.
 5. Results of the MOWIP assessment: This is the main section of the report and is where the data is incorporated. It addresses each indicator for all ten of the issue areas. For each indicator, the assessment team should provide the information from the FFF, and/or survey analysis, and KDML. This will analyze the issue area supported by a selection of graphs, figures, and quotes from key decision-maker interviews. The analysis can be organized into two categories: good practices and the main barriers. The skeleton report prepared by GSS Lab forms the basis of the section. However, the RP will further elaborate and enrich the skeleton report with further analysis from the country context and specific reference to the APF, Nepal information and situation on the ground.
 6. Recommendations and topics for further investigations: This will present a summary outlining the main barriers, presenting gaps and highlighting gaps in views between the various groups within the APF, Nepal; best practices to consolidate and scale up; and key recommendations to overcome barriers at institutional, national and international (if relevant); and topic for further investigations.
 7. Annex with recommendations per barrier.
- Conduct follow-up KDMLs if and where necessary and include recent updates on policies and laws, if relevant for preparing the report.

Please note that the GSS Lab will assist the RP in analysing the data collected through the FFF, KDMLs, and survey to complete the MOWIP indicator form. The GSS Lab will take approx. 3 months to prepare the skeleton report after which the RP will have approx. three months to complete the draft report. The skeleton report will contain a list of findings under each issue area, a spreadsheet with a descriptive analysis of the survey, scales and scores from the MOWIP indicator form; interviews quotes that can be used, and related descriptive statistics from the survey (involving some statistical analysis using software). The RP will be working on the draft report during the eighth to eleventh month of the project period, developing recommendations, conducting an oral presentation to obtain inputs from the APF, Nepal on the draft, conducting validation and finalizing the report. The report will be finalized by 12th month, and the briefs in Nepali and English should be prepared by 13th month.

Activity 5: Conduct an oral presentation and validation workshop for the assessment report

- Conduct an oral presentation for APF, Nepal, UN Women, the Project Steering Committee members, and the APF Working Group to gather inputs and develop recommendations based on the initial findings of the assessment. This presentation should be done during the eighth month (approx.) of the project period. The Lead researcher is responsible for making the presentation and collecting the response that will inform the final draft of the assessment report.
- Design, plan and conduct a three-day validation workshop in close consultation with UN Women and APF, Nepal, moderate and facilitate the discussions to validate and contextualize findings (after incorporating inputs from an oral presentation). The RP will be responsible for formulating the recommendations based on the analysis of findings during the validation workshop. The Lead Researcher will facilitate the validation workshop during the 10 month (approx.) of the project period.
- Finalize and submit a detailed validated draft MOWIP assessment report (in English) that identifies major barriers to the deployment of Nepali female soldiers in peacekeeping operations, provides recommendations to overcome these barriers, as well as opportunities and challenges following the standard reporting guidelines. The RP will have two months to incorporate recommendations based on the validation workshop and prepare the final draft of the report. APF, Nepal, and UN Women will review and provide inputs to the draft versions for quality assurance before finalization.

UN Women will consult with APF, Nepal to use their venue for the oral presentation and validation workshop. However, the RP should ensure that the budget adequately covers proper meals, snacks, and other related logistics.

All participants of the KDMIs and members of the APF Working Group (final names of various groups will be finalized in consultation with APF) must participate in the validation workshop. The GSS Lab will join the workshop remotely.

DSA for members of the APF, Nepal and government participants travelling from outside of Kathmandu (i.e., 12 KDMIs respondents from 6 provinces other than Bagmati province and 1 participant from Nuwakot district) should be budgeted according to the government rate.

Activity 6: Finalize the report and prepare a synopsis of the external report and translate into Nepali language

- Finalize report incorporating inputs from the validation workshop, Project Steering Committee, EIF and UN Women.
- Prepare 10-page (approximately) brief/synopsis of the MOWIP assessment report in consultation with UN Women and APF, Nepal.
- Translate the brief report into Nepali language.

Please note that the report should be shared with EIF for their input. The finalization of the report and the development of the briefs (in English and Nepali) of the MOWIP report should be completed by thirteen months of the project period.

Please note that the RP should present the findings of the assessment during the public launch event, which will take place in the thirteenth month (tentatively) of the project period. This event will be conducted directly by UN Women in close coordination with RP and APF, Nepal.

5. Methodology/Approaches

The RP engaging in the MOWIP assessment will apply the MOWIP methodology⁶. This methodology was developed in partnership with the Cornell University Gender and Security Sector Lab (GSS Lab) and Geneva Center for Security Sector Governance (DCAF). The MOWIP methodology uses indicators and a set of questions that measure barriers and opportunities across eight thematic and two cross-cutting issue areas. It will quantitatively and qualitatively analyze the issue areas using the following three different data collection tools:

- Completing the fact-finding form (FFF)⁷ - 200 questions designed to collect qualitative and quantitative data from official sources about APF, Nepal deployments to UN peace operations. It will require coordination with team members conducting the key decision-maker interviews.
- 30 Key Decision Maker Interviews (KDMIs)⁸ with transcripts from interviews involving high-ranking officers responsible for decision-making about peace operations deployments as well as programme officers who engage in the day-to-day processes; and high-level civilian leaders (e.g., senior staff at the ministries Home Affairs) responsible for decisions about force generation or peace operation personnel, deployment, and procurement or responsible for integrating peace operations into national security strategy as well as programme officers who engage in the day-to-day processes.
- Survey⁹ with 380 APF personnel to gather information on individual perceptions and experiences pertaining to the issue areas and the actual experiences of APF officers. It should include 50% male and 50% female respectively, and both deployed and non-deployed APF personnel. The survey is implemented using an online platform using tablets that allows for the data to be uploaded immediately and for the survey to be collected offline. The survey should be implemented using an online survey platform such as iSurvey or Qualtrics to ensure that there are no errors from paper surveys.

⁶ Link to MoWIP methodology, [MOWIP Methodology 4.pdf \(dcaf.ch\)](#)

⁷ You can find the Fact-Finding Form questions at the following link: <https://www.dcaf.ch/mowip>.

⁸ You can find the Key Decision Makers Interview questions at the following link: <https://www.dcaf.ch/mowip>.

⁹ You can find the survey questionnaire at the following link: <https://www.dcaf.ch/mowip>.

Please note that the survey will be conducted in Nepali, however, the data collectors should be able to understand and record responses into English and accurately mark the correct answers in the tablet/software. Therefore, it will be necessary to form a team of data collectors with proficiency in both English and Nepali language.

Please note that the RP will require at least 15 tablets for use by the 15 enumerators to conduct the survey, along with other necessary equipment such as recorders (if permitted by the ethics/legal department of the APF, Nepal). The RP cannot use mobile phones to record the KDMIs interviews.

6. Geographical location

As mentioned in the aforementioned activities, a total of 30 KDMIs and a minimum of 380 surveys will be conducted across 7 provinces.

30 KDMIs with high-level personnel in government and senior officials in APF, Nepal responsible for decisions related to UN peace operation deployments. Of these, 18 interviews will be conducted in Bagmati Province (covering Kathmandu, Lalitpur, Bhaktapur, and Nuwakot districts), with the remaining 12 interviews spread across the other six provinces.

A survey with a minimum of 380 officials across seven provinces. Of these, 140 surveys will be conducted in Bagmati Province (covering Kathmandu, Lalitpur, Bhaktapur, and Nuwakot districts), with the remaining 240 surveys distributed across the other six provinces. This is required to be conducted with 50 % male officers and 50 % female officers, with the responsibility to meet this requirement with APF, Nepal.

7. Project Period

Duration of the project is 13 months, expected to start from Jan 2025 – Jan 2026. **Please note that the commencement of the assignment is contingent upon availability of funding to UN Women from external sources.**

8. Guiding principles

The assessment will be guided by the following core principles:

- Human Rights-Based Approach (HRBA): This approach ensures that all activities respect, protect and fulfil human rights.
- Participation and Ownership: Stakeholders will be actively involved in the design, implementation, and monitoring of the program, fostering a sense of ownership.
- Ethics and Safety – Do No Harm: The highest ethical standards will be upheld, prioritizing the well-being and safety of all participants.

9. Monitoring, learning and documentation

In consultation with UN Women and APF, Nepal, and in guidance of the Cornell University GSS Lab, the selected RP will implement the data collection, report writing and validation of the findings. Additionally, a project monitoring framework (PMF) will be created by the selected RP to review progress on these indicators periodically. The results framework (or performance monitoring framework) will be refined/finalized for the project in consultation with UN Women.

10. Sustainability

The RP will explore the sustainability of the initiative as it has been articulated in its objective. The technical proposal should include how the interventions will be sustainable and what are the further Course of actions to be followed, to ensure project results are sustained beyond the project period.

11. Technical/functional competencies required for the Responsible Party

Demonstrate technical competence in the area (or areas) where applicant is applying:

- Officially/nationally registered non-governmental organization with a valid registration.
- Minimum of 5 years' experience in conducting research, including research related to gender equality and women's empowerment, women's participation, and leadership in Nepal.
- Demonstrated track record of publishing relevant reports/publications.
- Experience in women, peace and security and security sector in Nepal will be an advantage.
- Expertise of using methodologies for collecting and analyzing both qualitative and quantitative data.
- Robust systems for data collection, management, and analysis to ensure high-quality and reliable research outputs.
- Ability to use advanced program software and using an online platform for data collection.
- Equipped with digital device platform such as recorders and tablets, and with necessary equipment that allows for the data to be uploaded immediately and for the survey to be collected offline. (Please note that at least 15 tablets are required for the 15 enumerators to use for the survey, including during piloting)
- Ability to adhere to ethical standards, especially when researching sensitive topics like gender, intersectionality, security sector, peace operations or related fields.
- Experience in coordinating with various stakeholders, including government, research agencies, for research.
- Previous experience of working with UN agencies or other international organisations is an advantage.

12. Composition of the team

In order to manage, coordinate, and implement the project in an effective and timely, manner, the selected RP is required to form a project team that is also in charge of day-to-day management and operations of the project, timely communication and coordination with UN Women and APF-Nepal, and overall successful completion of the project.

The project team will consist of three members: 1) Team Leader (Research and project); 2) Lead Researcher (Research); and 3) Finance/Admin Officer.

The FFF and KDMIs will be primarily led by the Lead Researcher, with the Team Leader facilitating and engaging in the process.

Additionally, 15 research associates/enumerators with the following qualifications and experience will be contracted specifically for the survey component. The Lead Researcher will guide the research associates/enumerators. The research associates/enumerators should be **50 % women and 50% men**.

As per the MOWIP requirements the data collectors for the three different data tools will have the following qualities and the team should be composed of equal numbers of men and women including variation in age to be able to coordinate and liaise with the APF, Nepal.

Team Leader (Research and Project) (1)

Role

The Team Leader will oversee the overall management of the project in close consultation with UN Women and support the Lead Researcher in conducting the assessment in line with the MOWIP methodology.

- Oversee day-to-day management of the project and the MOWIP assessment, ensuring smooth implementation and adherence to timelines and standards related to the project.
- Organize workshops/trainings/meetings related to the research/project, oversee the budget, logistics for all events and travel of enumerators and researchers.
- Manage timesheets and payments for all enumerators and lead researcher, payments at events, attendance sheets. Hire and manage enumerators/research associates to conduct surveys.
- Support to conduct FFF and KDMIs (led by Lead Researcher), analyze data and draft report.
- Support Lead Researcher to facilitate oral presentation event, validation workshop and finalize report.
- Support Lead Researcher to prepare synopsis of the MOWIP assessment report in English and Nepali.

- Prepare and submit periodic quarterly narrative, financial reports, completion report, Performance Monitoring Framework (PMF), and other related reporting/documents to UN Women.
- Participate in events/trainings and meetings organized by UN Women related to the overall project.
- Coordinate and collaborate with all key stakeholders of the project particularly APF, Nepal, Cornell University, and other relevant organizations.
- Manage all planned activities and fulfil reporting obligations throughout the project period.
- Establish and implement quality control mechanisms to ensure deliverables meet UN Women's standards.
- Any other relevant role as required for the project/research.

Qualification and Experience

- Master's degree in development studies, gender studies, social sciences, human rights/law or any relevant field.
- Knowledge and experience in gender equality and women's empowerment, women, peace and security, and/or inclusive governance will be an advantage.
- Demonstrates strong analytical and writing skills with experience of contributing to key research reports/publications as a team member.
- Excellent understanding of qualitative and quantitative research design and research ethics.
- At least 5 years of demonstrable relevant experience in conducting research and overseeing/managing research projects and studies.
- Experience in conducting interviews with government representatives will be an advantage.
- Excellent communication, strong interpersonal skills, and proficiency in English and Nepali.

Lead Researcher (Research) (1)

Role

Lead the effective implementation of the research in line with the MOWIP methodology in close coordination and consultation with UN Women. Some specific roles are given below:

- Oversee the MOWIP assessment study/research, quality of research tools when being adapted to Nepal's context, sample, training, data collection, report writing, and quality assurance of overall MOWIP assessment study.
- Manage the research team, and associated individuals, for ensuring systematic and timely data collection.
- Conduct FFF and KDMIs (engage Team Leader), analyze data and draft report.
- Coordinate and collaborate with all key stakeholders of the project particularly APF, Nepal, Cornell University, and other relevant organizations.
- Participate effectively in various mechanisms formed in relation to MOWIP assessment (such as meetings related to PMT meetings, Project Steering Committee, and other relevant meetings).
- Participate in event/training and meetings organized by UN Women related to the overall project.
- Organize and facilitate trainings/workshops/meetings/events related to the project in a timely and effective manner.
- Conduct an oral presentation in a meeting with APF, Nepal, UN Women, the Project Steering Committee members, and the APF Working Group to gather inputs and develop recommendations based on the initial findings of the assessment.
- Provide presentations related to the research/project to UN Women and APF, Nepal including during the launch event of the report.
- Lead the validation workshop with the APF, Nepal to formulate recommendations, and incorporate their feedback in a coherent manner.
- Produce a full report with additional details and analysis on the basis of the skeleton report provided by GSS.
- Provide necessary inputs and information to Team Leader for UN Women related to reporting such as quarterly reports and relevant documents.
- Finalize all key deliverables including the comprehensive MOWIP assessment report by incorporating feedback from key stakeholders (APF, Nepal, UN Women, Cornell), and corresponding brief reports.
- Support Team Leader to hire research associates/enumerators.
- Any other relevant role as required for the project/research.

Qualification and Experience

- PhD with at least 7 years' of demonstrable experience, or Masters with at least 10 years' demonstrable experience in:
 - development studies, social sciences, gender and women studies, human rights/ law, Women Peace and Security, or a related field.
 - coordinating and leading research and studies related to gender equality such as women's participation/leadership, gender-based violence, security reform, and inclusive governance.
 - experience in women, peace and security will be an advantage.
- Strong analytical and report writing skills including published research reports and knowledge products.
- Experience overseeing research projects.
- Strong expertise in qualitative and quantitative research and research ethics.
- Demonstrates excellent communication, interpersonal skills, and proficiency in English and Nepali.
- Experience in conducting research engaging the government and/or security sector will be an advantage.
- Prior experience working with UN agencies will be an asset.

Finance/Admin Officer (1)

Role

- Carry out overall finance and administrative work related to the project.
- Ensure timely planning and tracking of expenses of budget, timely financial period reporting, request/advance, and expenditure.
- Ensure proper documentation and recording of finance in compliance with organization's policies and UN Women's guidelines where relevant.
- Documentation of receipts to be submitted to UN Women along with all expense reports.
- Prepare quarterly financial reports to be reviewed and submitted by Team Leader to UN Women.
- Participate in relevant meetings and training as and when organized by UN Women.
- Facilitate audit requirements of UN Women as and when necessary.

Qualification and Experience

- Bachelor's degree in finance, Economics, Business, or a related field.
- At least 3 years of experience in a related field in the development sector as Finance/Admin.
- Fluency in oral and written English & Nepali.

Enumerators (Research Associate) qualifications (15)

Under the overall guidance of the Lead Researcher and Team Leader,

Role

- Participate in training on MOWIP methodology and implement pilot survey.
- Implement survey.
- Adhere to the guidelines and ethics related to the project.
- Coordinate with Team Leader, Lead Researcher and relevant team members for the survey, and communicate effectively.

Qualification and Experience

- Minimum bachelor's degree in development studies, Gender Studies, Social Sciences, or a relevant field.
- Minimum 2 years of experience in conducting research, including qualitative and quantitative/survey-based research.
- Strong understanding of research design and research ethics.
- Prior experience in carrying out research or studies related to gender equality, women's empowerment, leadership and participation, and governance.
- Experience in women, peace and security will be an advantage.

- Experience in using survey platforms on digital devices (tablets), research software, and ability to use online survey platforms such as iSurvey or Qualtrics will be an advantage.
- Ability to record response accurately into English during the survey (survey question will be asked in Nepali).
- Be able to coordinate and liaise with security forces.
- **Excellent communication and written skills in Nepali and English**, skills in any local language will be an advantage.

The RP should also budget for other technical support such as translators or interpreters and editors as/where necessary.

13. Reporting obligations

Reporting requirements will follow the standard contract agreement. RP will need to submit a project progress report on a quarterly basis at the end of each quarter and provide a project completion report within two months after the contract ends.

14. Guideline for the Technical Proposal Submission

In addition to the information requested in Annex B – 2 (Template for Proposal Submission) of this Call for Proposal (CFP), interested RPs will need to provide information to the following questions:

1. **RESEARCH INSTITUTION/PARTNER PROFILE AND ORGANISATIONAL STRUCTURE:** background, strengths, and relevance to support the conduct of the MOWIP. Provide the following information:
 1. **Research and statistical analysis expertise.** Describe previous experience with surveys of personnel/people including the programming of the survey, data cleaning and analysis, and the type of statistical software used.
 2. **Security Sector, gender, and peacekeeping experience.** Describe previous experience working with the security sector and relevant experience working on gender and peacekeeping.
 3. **National/regional perspective:** describe your organisation's national or regional experience.
 4. **Organisational structure and capacity:** describe your organisation's structure and capacity to support the conduct of the evaluation.
 5. **Independence of the research institution/partner to the security institution:** describe steps the **research** institution/partner will take to ensure independence of the process.
 6. **Gender Balance:** Explain how the project team will achieve gender balance.

2. **MOWIP Project Management**

Describe the project management structure as follows, ensuring the gender balance.

Team Structure - establish a team with relevant expertise early, to include:

- i. Lead Researcher, Team Leader, finance/admin office and enumerators/research associates.
- ii. Lead researcher. Advise their competencies and confirm their availability for the duration of the MOWIP.
- iii. Research assistants.

3. **Conduct MOWIP**

Explain how the RP will conduct the MOWIP. This is to demonstrate the understanding of the MOWIP, as well as the resources required for each activity, and how activities should be sequenced and conducted.

- a. This assessment will apply MOWIP Partnership [Model – A](#). Please clearly outline the responsibilities of RP in this MOWIP assessment.
- b. **Data collection**
 - i. **Fact Finding Form (FFF)** – describe who and how the FFF will be completed:
 - a. information from documentary research should be collected first, followed by informal interviews second,
 - b. explain how missing information will be collected through key decision-maker interviews.
 - ii. **Survey** – describe who, and how the survey will be collected.
 - iii. **Geographical locations:** describe how the information will be collected from across the country including national and regional locations and units.
 - iv. **Enumerators:** describe the steps that will be taken to ensure that:
 - a. enumerators will be trained on the survey methodology, software, and survey ethics,
 - b. enumerators will be fully independent of the security institution,
 - c. men and women enumerators are included to enable researchers to interview women more easily.
 - v. **Language:** describe how national/local language requirements will be addressed
 - vi. **Analysis Software type:**
 - a. advise the analysis software that will be used, and how the anonymity and security of data will be ensured,
 - b. confirm that the proposed analysis software is nationally accessible.
 - vii. **Key decision-maker interviews.** Describe who and how the following activities will be conducted:
 - a. stakeholder mapping to identify who should be interviewed,
 - b. identification of decision makers/government agencies etc.,
- c. **Data Analysis and Report Writing:** describe who and how you plan to:
 - i. analyse data from the three data collection tools,
 - ii. complete MOWIP indicator form,
 - iii. write the final report, taking care to ensure that the report author has been involved in the MOWIP process and understands the overall context in detail.
- d. **Validation and Validation Workshop:** describe who and how you plan to complete the following activities:
 - i. **Oral Presentation to the Security Institution** before the Validation Workshop.
 - ii. **Validation workshop:** how will the RP conduct the validation workshop.

4. Ethics and Data Protection

Explain the steps you will take to:

- a. Ensure that all national research ethical standards are adhered to, including the submission of research protocols and data collection tools to the national ethics committee/review board.
- b. Ensure the following minimum information is provided to participants in the survey and key decision-maker interviews:
 - i. briefing on the MOWIP and the assessment they are participating in,
 - ii. information on the risks and benefits of the research,
 - iii. advise that participation in the assessment is voluntary for both survey respondents and interviewees,
 - iv. confirmation that respondents' survey responses will be de-identified and confidential,
 - v. the assessment team will advise on psycho-social support for survey respondents if required (referral pathway), and
 - vi. information on how respondents' data will be stored and how data will be de-identified.
- c. Describe steps the RP will take to ensure independence of the process, particularly the independence of the assessment team to the security institution under the assessment.

- d. Safeguard all data collected during the MOWIP assessment, by signing a Data Agreement (refer to Annex A of DCAF Explainer 1: [EN](#) - [FR](#) - [SP](#) for information on the Cornell University Data Agreement).

15. Guideline for the Budget Proposal Submission

While referring to Component 6. Result Based Budget of **Annex-B2, Template for Proposal Submission in the Call for Proposal (CFP)**, please refer to the additional format below to prepare the detailed breakdown of the budget for the project. The detailed breakdown should be prepared in line with the key milestones or chronological order of the research project.

Activity	Breakdown of Items (e.g. given)
Activity 1: (Personnel)	Lead Researcher
	Team Leader
	Finance/Admin
Activity 2A: Meetings for planning /coordination related to MOWIP assessment	x
	x
Activity 3A: Localization Workshop (5 days)	x
Activity 3B: Training and pilot of the survey (for research team and UN Women, 5 days)	food
	stationery
	Local Travel
Activity 4A: Data Collection Fact Finding Form	x
Activity 4B: Data Collection Survey Implementation	x
	x
Activity 4C: Data Collection Interviews	x
	x
Activity 5: Validation process (including oral presentation, and report finalization)	x
(other categories as relevant)	
x	

[Section 2](#)

CFP No. UNW-AP-NPL-CFP-2024-010

a. Instructions to Proponents

1. Introduction

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

2. Cost of Proposal

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

3. Eligibility

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

4. Mandatory/Pre-Qualification Criteria

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

5. Clarification of CFP Documents

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

6. Amendments to CFP Documents

- 6.1 At any time prior to the deadline for submission of proposals, UN Women may, for any reason, whether at its own initiative or in response to a clarification requested by a prospective proponent, modify the CFP documents by amendment. All prospective proponents that have received the CFP documents will be notified in writing of all amendments to the CFP documents. For open competitions, all amendments will also be posted on the advertised source.
- 6.2 In order to afford prospective proponents reasonable time in which to take the amendment into account in preparing their proposals, UN Women may, at its discretion, extend the deadline for the submission of proposal.

7. Language of Proposals

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

8. Submission of Proposals

- 8.1 Technical and financial proposals should be submitted as part of the template for proposal submission (**Annex B2**) in one email with the CFP reference and the clear description of the proposal by the date and time stipulated in this document. If the emails and email attachments are not marked as instructed, UN Women will assume no responsibility for the misplacement or premature opening of the proposals submitted. The email text body should indicate the name and address of the proponent. **All proposals should be sent by email to the following secure email address: technical-bid.np@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) _NPR
- 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	10 points
2	The organisation has the technical capacity, including previous experience on research, specifically on gender equality and women’s empowerment, women’s participation, and leadership in Nepal, and management capacity to undertake the project. Experience in WPS will be an advantage.	40 points
3	The organization demonstrates strong capacity to implement research projects related to the CFP, and also has experience of engaging/coordinating with government agencies and/or UN agencies/development partners for similar kinds of projects.	20 points
	TOTAL	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) x 30 points = 15 points.

12. Preparation of Proposals

- 12.1 Proponents are expected to examine all terms and instructions included in the CFP documents. Failure to provide all requested information will be at the proponent’s own risk and may result in rejection of the proponent’s proposal.
- 12.2 The proponent’s proposal must be organized to follow the format of this CFP. Each proponent must respond to every stated request or requirement and indicate that the proponent understands and confirms acceptance of UN Women’s stated requirements. The proponent should identify any substantive assumption made in preparing its proposal. The deferral of a response to a question or issue to the contract negotiation stage is not acceptable. Any item not specifically addressed in the proponent’s proposal will be deemed as accepted by the proponent. The terms “proponent” and “contractor” refer to those organizations that submit a proposal pursuant to this CFP.
- 12.3 Where the proponent is presented with a requirement or asked to use a specific approach, the proponent must not only state its acceptance, but also describe, where appropriate, how it intends to comply. Failure to provide an answer to an item will be considered an acceptance of the item. Where a descriptive response is requested, failure to provide one will be viewed as non-responsive.
- 12.4 The terms of reference in this document provides a general overview of the current operation. If the proponent wishes to propose alternatives or equivalents, the proponent must demonstrate that any such proposed change is equivalent or superior to UN Women established requirements. Acceptance of such changes is at the sole discretion of UN Women.
- 12.5 Proposals must offer services for the total requirement, unless otherwise permitted in the CFP document. Proposals offering only part of the services will be rejected unless permitted otherwise in the CFP document.
- 12.6 Proponents may use the services of sub-contractors or sub-partners to partially perform the work except if the proponent is providing grant-making work. The proponent’s Technical Proposal shall indicate clearly if the proponent is intending to use sub-contractors or sub-partners and their names. If it is not possible to include the names of sub-partners and sub-contractors in the proposal, the names must be submitted to UN Women as soon as possible.
- 12.7 The proponent’s proposal shall state the following and include all of the following labelled annexes:

CFP submission (on or before proposal due date):

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

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

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 13 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: The Measuring Opportunities for Women in Peace Operations (MOWIP) Assessment for the Armed Police Force, Nepal (APF, Nepal) **CFP No.** UNW-AP-NPL-CFP-2024-010

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

Proponent's Eligibility Confirmation and Information	Proponent's Response
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	13
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.
- The budget could include “support costs”, being those indirect costs that are incurred to operate the Responsible Party as a whole or a segment thereof and that cannot be easily connected or traced to implementation of the work, i.e., operating expenses, over-head costs and general costs connected to the normal functioning of an organization/business (such as cost for support staff, office space and equipment that are not direct costs).
- “Support cost rate” means the flat rate at which the Responsible Party will be reimbursed by UN Women for its support costs, as set forth in the Partner Project Document and not exceeding a rate of 7 or the rate set forth in the Donor Specific Conditions, if that is lower. The flat rate is calculated on the eligible direct costs.
- The budget line items are general categories intended to assist in thinking through where money will be spent. If a planned expenditure does not appear to fit in any of the standard line-item categories, list the item under other costs, and state what the money is to be used for.
- The figures contained in the budget sheet should agree with those on the proposal header and text.
- Depending on the results to be delivered, following suggestive thresholds could be followed for costs:
 - maximum for personnel related costs on a proposal - 20% of programming costs;
 - between 3-5% for audits (to be retained by UN Women for Responsible Party audits) (may change as per the annual audit cost);
 - 3% for monitoring and evaluation; and
 - up to 7% (or as per relevant donor agreement) – support costs including (utilities, rent etc.).

Result 1 (e.g., Output) Repeat this table for each result ¹⁰ .				
Expenditure Category	Year 1 [Local currency]	Year 2 (Local currency), If applicable	Total [local currency]	Percentage Total
1. Personnel				
2. Equipment/Materials				
3. Training/Seminars/Travel Workshops				
4. Contracts				
5. Other costs ¹¹				
6. Incidentals				
7. Other support requested				
8. Support costs (not to exceed 7% 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.

¹⁰ 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.

¹¹ “Other costs” refers to any other costs that is not listed in the results-based budget. Please specify what they are in the footnote.

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)

Annex B-3
Format of Resume for Proposed Personnel

Call For Proposals

Description of Services: The Measuring Opportunities for Women in Peace Operations (MOWIP) Assessment for the Armed Police Force, Nepal (APF, Nepal)

CFP No UNW-AP-NPL-CFP-2024-010

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: The Measuring Opportunities for Women in Peace Operations (MOWIP) Assessment for the Armed Police Force, Nepal (APF, Nepal)

CFP No. UNW-AP-NPL-CFP-2024-010

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

PARTNER AGREEMENT

This Partner Agreement (the “Agreement”) is between the United Nations Entity for Gender Equality and the Empowerment of Women, a subsidiary organ of the United Nations, established by the General Assembly of the United Nations, with Headquarters at 220 East 42nd Street New York, NY 10017 (“UN Women”) and [Full name and address of partner and legal registration number], (the “Partner”).

UN Women and the Partner hereinafter collectively referred to as the Parties and individually also as a Party.

UN Women has been entrusted by its donors with certain resources that can be allocated for the implementation of its programmes and UN Women is accountable to its donors and its Executive Board for the proper management of these resources.

UN Women is willing to make resources available to engage the Partner to contribute to the implementation of UN Women’s programmes by performing the Work and achieving the Results.

The Parties therefore agree as follows:

ARTICLE I DEFINITIONS

In this Agreement:

“**Direct Costs**” mean costs that can easily be connected and traced to the implementation of the Work. For example, if an employee or consultant is hired to work on the implementation of the Work, either exclusively or for an assigned number of hours, their labor on the implementation of the Work is a direct cost.

“**Donor Specific Conditions**” mean the conditions requested by a donor when making a contribution for the Work to UN Women, which are required to be imposed on the Partner, and accepted by UN Women.

“**FACE Form**” means the Funding Authorization and Certificate of Expenditure Form attached to this Agreement. The FACE Form is used for (i) requests for cash advances, direct payments or reimbursements and (ii) financial reporting by the Partner.

“**Fraud**” is any act or omission whereby an individual or entity knowingly misrepresents or conceals a material fact (i) in order to obtain an undue benefit or advantage for himself, herself, itself, or a third party, and/or (ii) in such a way as to cause an individual or entity to act, or fail to act, to his, her or its detriment.

“Progress Report Form” means UN Women’s standard form for progress reports attached to this Agreement.

“Partner Authorized Official” means the person or persons appointed by the Partner to be its focal point for this Agreement with the authority to and ability to respond to all questions from UN Women and authorized to sign the FACE Forms and Progress Report Forms and other funding authorization forms. In addition, the Partner Authorized Official is authorized to sign the written statement set forth in Article V, section 5 (c).

“Partner Project Document” means the document describing in detail the Work, the Parties’ responsibilities, the expected Results including the work plan, the budget and the installment schedule. The Partner Project Document is the basis for requesting, committing and disbursing funds to carry out the Work and for monitoring and reporting.

“Property” means equipment, supplies, non-expendable materials and other property either provided by UN Women to the Partner for the purposes of this Agreement or purchased by the Partner with the funding provided by UN Women under this Agreement.

“Results” mean the outcomes and outputs described in the Partner Project Document.

“Sexual Exploitation” has the same meaning as set forth in the “Special measures for protection from sexual exploitation and sexual abuse” (“ST/SGB/2003/13”), in which it is defined as follows: “any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from sexual exploitation of another.”

“Sexual Abuse” has the same meaning as set forth in ST/SGB/2003/13, in which it is defined as follows: “the actual or threatened physical intrusion of a sexual nature, whether by force or unequal or coercive condition.”

“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.

“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.

“Work” means the activities, work and services to be performed by the Partner as set forth in this Agreement.

ARTICLE II AGREEMENT DOCUMENTS

1. This Agreement consists of the following documents:
 - (a) This agreement document;
 - (b) [ST/SGB/2003/13 "Special Measures for Protection from Sexual Exploitation and Sexual Abuse"](#) (Annex 1);
 - (c) The [General Terms and Conditions for Partner Agreements](#) (Annex 2);
 - (d) [Donor Specific Conditions, as applicable](#) (Annex 3);
 - (e) The Partner Project Document (Annex 4);
 - (f) The [Face Form](#) (Annex 5); and,
 - (g) The [Progress Rexport Form](#) (Annex 6).
2. The documents listed under section 1 above, form an integral part of this Agreement. All parts of the Agreement are intended to be complementary and what is set forth in any one document is as binding as if set forth in each document. In the event of any conflict, discrepancy, error or omission among any parts of the Agreement, either Party shall immediately notify the other Party. The Parties shall in good faith consult and decide how to remedy such conflict, discrepancy, error or omission including if necessary, making the required amendment to this Agreement.
3. If the Partner is a government entity, this Agreement supplements the relevant provisions of any host country agreement entered into between the Government and UN Women. If there is no such agreement then the Standard Basic Assistance Agreement entered into between the Government and the United Nations Development Programme (UNDP), or any other applicable host country agreement between the Government and UNDP, shall apply *mutatis mutandis* between UN Women and the Partner for the purposes of this Agreement.

ARTICLE III GENERAL RESPONSIBILITIES OF THE PARTNER

1. The Partner shall perform the Work and achieve the Results.
2. The Partner shall use the funds and the Property provided by UN Women under this Agreement exclusively for performing the Work as set forth in this Agreement.
3. The Partner shall not accept funding from any other source than UN Women for performing the Work without UN Women's prior written approval.

The Partner shall inform UN Women in writing of the name of the source and the details of such funding.

4. The Partner shall not use the funds provided under this Agreement to award grants.
5. The Partner's responsibilities include:
 - (a) Commencing the Work in accordance with the timeline but not before both Parties have signed the Agreement;
 - (b) Making its designated contributions of technical assistance, services, equipment, non- expendable materials and other property towards the Work;
 - (c) Completing its responsibilities with diligence and efficiency, and in conformity with the requirements set out in the Partner Project Document (including in connection with the workplan and budget);
 - (d) Providing the reports required under this Agreement in a timely manner and satisfactory to UN Women, and furnishing any other information relating to the Work and the use of any funds and Property that UN Women may reasonably ask for;
 - (e) Exercising a high standard of care when handling and administering the funds and Property provided to it by UN Women;
 - (f) Appointing a Partner Authorized Official to act as the focal point for the Partner with the authority to and ability to respond to all questions from UN Women and sign the FACE Forms, Progress Report Forms and other funding authorization forms or requests required by UN Women on behalf of the Partner. In addition, the Partner Authorized Official/s is authorized to sign the written statement set forth in Article V, section 5 (c).

Full name of Partner Authorized Official:

Name: [enter name]

Title: [enter title]

Sample signature: [_____]

Name: [enter name]

Title: [enter title]

Sample signature: [_____]

It is understood, for the avoidance of doubt, that any removals from or amendments to the (list of) Partner Authorized Official/s identified above shall require a written amendment to this Agreement in accordance with Article 19.0 of the General Terms and Conditions for Partner Agreements.

(g) In relation to Sexual Exploitation and Sexual Abuse:

i. Undertaking that the Partner accepts the standards of conduct set out in section 3 of ST/SGB/2003/13 including, *inter alia*:

1. Acknowledging that Sexual Exploitation and Sexual Abuse are strictly prohibited. The Partner, any of its employees, personnel, sub-contractors and others engaged to perform the Work shall not engage in Sexual Exploitation or Sexual Abuse.
2. Acknowledging the following specific standards:
 - a. Sexual activity with any person less than eighteen years of age (“child”), regardless of any laws relating to the age of majority or to consent, shall constitute the Sexual Exploitation and Sexual Abuse of such person. Mistaken belief in the age of a child shall not constitute a defense under this Agreement.
 - b. The exchange or promise of exchange of any money, employment, goods, services, or other thing of value, for sex, including sexual favors or sexual activities, shall constitute Sexual Exploitation and Sexual Abuse.
 - c. Sexual relationships between Partner’s employees, personnel, sub- contractors and others engaged to perform the Work and beneficiaries of assistance, since they are based on inherently unequal power dynamics, undermine the credibility and integrity of the work of UN Women and are strongly discouraged.
 - d. The Partner must take all appropriate measures to prevent Sexual Exploitation and Sexual Abuse of anyone by it or any of its employees, personnel, sub-contractors and others engaged to perform the Work.
- ii. Acknowledging that UN Women will apply a policy of “zero tolerance” with regard to Sexual Exploitation and Sexual Abuse of anyone by the Partner, its employees, agents or any other persons engaged by Partner to perform any services under this Agreement.
- iii. Reporting to UN Women and investigating any allegation of Sexual Exploitation and Sexual Abuse as such allegations arise in the context of the Work as set forth in 14.3 of the General Terms and Conditions.
- iv. Ensuring that its employees, personnel, sub-contractors and others engaged to perform the Work have undertaken training on prevention and response to Sexual Exploitation and Sexual Abuse, including information on the definition and

s

prohibition of Sexual Exploitation and Sexual Abuse, the requirements for prompt reporting of Sexual Exploitation and Sexual Abuse allegations to the Partner and referral of victims to immediate assistance. Training options include the UN Sexual Exploitation and Sexual Abuse online training that is available for all implementing partners at: <https://agora.unicef.org/course/info.php?id=7380>.

- (h) In relation to Fraud:
 - i. Reviewing and taking note of the [UN Women Anti-Fraud Policy](#) (or such other URL as UN Women may from time to time decide).
 - ii. Having a written fraud prevention and fraud awareness policy in place, which at a minimum shall provide a system to prevent, detect, report, address and follow-up on fraud, corruption and other wrongdoing.
 - iii. Reporting to UN Women any allegation of fraud as such allegations arise in the context of the Work as set forth in 14.3 c of the General Terms and Conditions;
 - iv. Acknowledging that any fraud may lead to the imposition by UN Women of sanctions (including censure or ineligibility/debarment) with regard to future transactions with UN Women, at UN Women's sole discretion and without prejudice to any other right or remedy available to UN Women.
- (i) Opening a separate bank account for the funds, if requested by UN Women.

ARTICLE IV GENERAL RESPONSIBILITIES OF UN WOMEN

- 1. UN Women shall contribute to the Work as set forth in this Agreement, including by:
 - (a) Commencing and completing the responsibilities allocated to it in this Agreement in a timely manner, provided that all necessary reports and other documents are available, and UN Women is satisfied with the same;
 - (b) Making transfers of funds in accordance with the provisions of this Agreement;
 - (c) Making Property available in accordance with the provisions of this Agreement;
 - (d) Undertaking and completing monitoring, evaluation and oversight of the Work;
 - (e) Liaising on an ongoing basis, as needed, with the relevant Government (as applicable), other members of the United Nations Country Team, donors, and other stakeholders;
 - (f) Providing training, if stated in the Partner Project Document, overall guidance, oversight, technical assistance and leadership, as appropriate, for the Work, and making itself available for consultations as reasonably requested; and,

- (g) Reimbursing the Partner for its Support Costs at the Support Cost Rate. The Partner acknowledges and agrees that the Partner is not entitled to any reimbursement for Support Costs exceeding, or any indirect costs in addition to, the agreed Support Cost Rate.

ARTICLE V FUND REQUESTS

1. UN Women shall provide the Partner with funds for the Work, subject to the availability of funds and the terms of this Agreement. UN Women's funding to the Partner shall not exceed the total amount of [fill currency in (NPR) and total amount] as set forth in the Partner Project Document. UN Women shall provide such funding to the Partner utilizing, at its discretion, any of the following three fund transfer modalities:
 - (a) Cash advance by UN Women to the Partner;
 - (b) Reimbursement by UN Women to the Partner; and,
 - (c) Direct payment by UN Women on the Partner's behalf to the Partner's vendor or supplier.
2. The fund transfers shall be made in installments as set forth in the Partner Project Document or more frequently if the criteria set forth in this Agreement have been satisfied. Each fund transfer shall be made utilizing the fund transfer modality decided solely by UN Women. The fund transfers shall be made in the currency used in the country where the Work is taking place.

Terms and conditions applicable to all fund transfer modalities

3. Any request for a fund transfer by the Partner shall fulfill the following criteria to the satisfaction of UN Women, failing which UN Women may decide not to honor the request in whole or in part:
 - (a) The Partner may submit funding requests, using the FACE Form, every three months during the term of the Agreement or more frequently provided that the Work relevant for those months has been completed and the corresponding funds expended, and the relevant criteria in the Agreement are satisfied.
 - (b) The FACE Form shall be signed by a Partner Authorized Officer.
 - (c) The request for fund transfer shall be accompanied by the financial and progress reporting as provided in Article VIII.
 - (d) The amount and purpose of the request shall be consistent with the provisions of this Agreement.

- (e) The request shall be reasonable and justified under principles of sound financial management, in particular the principles of value for money and cost-effectiveness.
- (f) Prior fund transfers shall have been reported on to UN Women's satisfaction in accordance with Article VIII.
- (g) At least 80% or more of the expenditure relating to the immediately preceding fund transfer and 100% of the expenditure relating to all previous fund transfers, if any, have been reported to the satisfaction of UN Women. If the fund transfer request is made more frequently than every three months, all Work relevant for those months has been completed and all corresponding funds expended.
- (h) There shall be no other grounds for believing the expenditure is in contravention of this Agreement, including the Partner Project Document.

Specific procedures for each fund transfer modality

4. Requests for cash advances:

- (a) The Partner may submit funding requests for cash advances, using the FACE Form, every three months during the term of the Agreement except as set forth in sections (b) and (c) below.
- (b) The Partner may submit the first funding request for a cash advance as soon as both Parties have signed this Agreement.
- (c) The Partner may submit requests more frequently than every three months in accordance with section 3 above.

5. Requests for direct payment transfers:

- (a) The Partner may submit to UN Women a written request for direct payment to the Partner's vendor or supplier.
- (b) The request for direct payment must be submitted no later than the three-month period following receipt of the goods or services.
- (c) The request for direct payment shall in all cases include the vendor or supplier's banking information, the original invoice or invoices issued by the vendor or supplier to the Partner, the purchase order, the quotation and a written statement by the Partner Authorized Officer certifying that the vendor or supplier delivered the goods and/or performed the services satisfactorily and in accordance with the terms of the contract between the Partner and the vendor or supplier.

6. Requests for reimbursements:

- (a) Any expenditure by the Partner from its own resources in respect of which the Partner intends to request a reimbursement under this Agreement, shall be subject to prior funding authorization by UN Women. To obtain funding authorization of the Partner's expenditures that will be subject to reimbursement, the Partner shall submit to UN Women a funding authorization request for reimbursement in a form and format as decided by UN Women. This funding authorization request may not exceed the relevant amount set forth in the Partner Project Document and shall be duly signed by a Partner Authorized Officer. If the funding authorization request for reimbursement is in proper form and complete and all the requirements in this Agreement are met, UN Women will determine the amount to be authorized for funding and will authorize that amount by written reply to the Partner.
- (b) Subject to prior authorization under section 6 (a) above, the Partner may submit to UN Women a written request for a reimbursement further to section 3 above. The request for reimbursement shall be submitted in connection with satisfactory financial and proper progress reporting (see Article VIII).

Other provisions relevant for fund transfers

7. Revision of budget by Partner:

The Partner may, without UN Women's approval but with prior written notice to UN Women, revise the budget by re-allocating funds either within an activity or between activities identified by account codes on the FACE Form, as long as the re-allocation is not (i) exceeding twenty (20%) of the total budgeted amount; (ii) negatively impacting the Results; or, (iii) increasing the total budgeted amount. Any other revisions of the budget require an amendment to this Agreement.

8. Payment of fund transfers by UN Women:

- (a) If each request for fund transfer is received in a timely fashion and is in proper form and complete and all the requirements in this Agreement have been met, UN Women will determine the amount to be transferred and will transfer that amount to the Partner, or if the direct payment modality is used, on behalf of the Partner, within reasonable time.
- (b) UN Women may decide to adjust the amount of any fund transfer where it has reason to do so, including:
 - i. To take into consideration the general progress made to the Work to date;
 - ii. To take into consideration any unspent or unsatisfactorily reported balance remaining with the Partner from any previous fund transfer or any amounts paid by UN Women as direct payment, reimbursement or otherwise, lost by the Partner or used by the Partner other than in accordance with this Agreement, including any amounts shown by audits, site/field visits, spot checks or investigations to have been so paid, lost or used;

- iii. To take into consideration any expenditure that is ineligible in accordance with this Agreement;
- iv. To take into consideration interest or income earned by the Partner from a previous fund transfer; and,
- v. To withhold up to 10% of the total budgeted amount for the Work for risk management purposes.

- (c) UN Women is only required to transfer to or, where the direct payment modality is used, on behalf of the Partner the amount UN Women determines is due under the terms of this Agreement. UN Women shall not be liable to the Partner or any third party, including the Partner’s vendor or supplier, for any amounts that UN Women determines are not owing under this Agreement.
- (d) The fund transfers other than direct payments shall be made by UN Women to the following bank account:

Bank name: [] Bank address: [] Account title: [] Account No.: []

Bank contact person: []

ARTICLE VI ADMINISTRATION OF FUNDS AND PROPERTY

Administration of funds

1. The Partner shall administer the funds and carry out the Work under its own financial regulations, rules and procedures to the extent that they are determined to be appropriate by UN Women. Where UN Women determines that the Partner’s financial regulations, rules, policies and procedures are not appropriate, UN Women shall give written notice the Partner. In such cases, UN Women may decide, *inter alia*, to implement the Work or any parts thereof, including procurement activities, directly or transfer the implementation thereof to another partner.
2. Where the Partner buys goods or services from the funds, the Partner shall do so giving due consideration to the following principles:
 - (a) Best value for money;
 - (b) Fairness, integrity and transparency; and,

(c) Competition.

Administration of Property

3. UN Women shall remain the owner of the Property.
4. UN Women may during the term of this Agreement decide that Property shall be reassigned towards the implementation of another UN Women programme or project, which may be implemented by the Partner or by another partner. In the latter case, the Partner shall, upon written instructions by UN Women, transfer the Property to the other partner, as directed. Article IX sets forth the obligations when the Work is completed, or the Agreement ends.
5. The Partner shall be responsible for the care, security, maintenance and physical inventory of the Property.
6. The Partner, unless self-insured, shall maintain insurance for the Property. Upon request, the Partner shall produce documentary evidence of such insurance including self-insurance.
7. The Partner shall place UN Women markings on the Property in consultation with UN Women.
8. In cases of damage, theft or other losses of the Property, the Partner shall provide UN Women with a comprehensive report, including a police report, where appropriate, and any other evidence giving full details of the events leading to the loss of the Property.
9. UN Women shall assist the Partner in clearing the Property through customs at places of entry into the country where the Work is taking place.
10. Detailed inventories shall be taken of the Property by the Partner at the end of every year, or if the Agreement is for less than a calendar year, at the end of the Agreement.

**ARTICLE VII
RECORD KEEPING/ACCOUNTING SYSTEM**

1. The Partner shall establish and maintain, for a period of seven (7) years after this Agreement ends the books and records set forth in this Article in a reasonable accounting system that enables UN Women to readily identify how the funds received under this Agreement have been used, including detailed inventories of the Property, expenditures, costs of goods and services, supporting documentation, all fund transfers received by the Partner and any unspent funds.
2. The Partner's books and records shall clearly show which transactions recorded in its accounting system represent the expenditures reported for each line on the FACE Form.

3. The books and records shall in addition to what is referred to under section 1 of this Article, include, but not be limited to, accounting records, written policies and procedures; sub-contractor files (including proposals of successful and unsuccessful bidders, bid recaps, etc.); all paid vouchers including those for out-of-pocket expenses; other reimbursement supported by invoices; purchase orders; suppliers' invoices; contracts (including employment contracts); delivery notes; leases; airline tickets; gasoline coupons; ledgers; cancelled checks; deposit slips; bank statements; journals; original estimates; estimating work sheets; contract amendments and change order files; backcharge logs; insurance documents; payroll documents; timesheets; memoranda; correspondence and HR records for personnel hired to assist with the Work; and any other relevant supporting documentation.
4. The Partner acknowledges and agrees that a written statement by the Partner that money has been spent is insufficient and cannot replace the original documentation to support expenditures.
5. If any necessary and supporting documentation or detailed inventory of Property is not properly maintained and available for review, or was lost or prematurely destroyed, UN Women may stop any further payment under the Agreement and demand refund of such amounts as set forth in Article 14.1 f of the General Terms and Conditions for Partner Agreements.
6. The Partner acknowledges and agrees that UN Women has the right to conduct audits, site/field visits, spot checks and investigations in accordance with Article 14 of the General Terms and Conditions for Partner Agreements.

ARTICLE VIII REPORTING REQUIREMENTS

Financial reporting

1. The Partner shall submit to UN Women the reports detailed below signed by the Partner Authorized Official. Such reports shall be in English. When UN Women has reviewed the reports, UN Women will determine to what extent it will approve the expenditure and further process fund transfers. UN Women's approval of the expenditure at this stage of the process does not preclude UN Women from claiming refund of the same amount if it is later shown, including by an audit, site/field visit, spot check or investigation, that the initially approved expenditure was not in accordance with this Agreement or relates to misuse of funds including fraud or other wrongdoing.
2. All financial reporting to UN Women shall be performed by the Partner in the currency in which the fund transfer was made.
3. The Partner shall, using the FACE Form, submit financial reports no later than 20 calendar days after the end of every three-month period starting three months after UN

Women disbursed the first fund transfer, or every time the Partner is requesting fund transfers, if the requests are made more frequently than every three-month period.

The FACE Form:

- (a) Shall include only eligible expenditures in the form of Direct Costs that are identifiable and verifiable. Direct Costs are identifiable when the expenditures are recorded in the Partner's accounting system and the accounting system shows which transactions represent the Direct Costs reported for each line on the FACE Form. The Direct Cost is verifiable when the expenditures can be confirmed by supporting documentation as set forth in Article VII;
 - (b) Shall include only expenditures that have been paid by the Partner. The financial report has been designed to reflect transactions on a cash basis. For this reason, unliquidated obligations or commitments should not be reported to UN Women, i.e., the reports should be prepared on a "cash basis", not on an accrual basis, and thus will include only expenses paid by the Partner and not commitments. Any cash disbursement to sub-contractors or vendors can be reported as expenses in the financial report only after the sub-contractor or vendor complete the activities for which these funds have been transferred;
 - (c) Shall not include any expenditures that are ineligible for fund transfer, as stipulated in section 5 below;
 - (d) Shall include the balance of any unspent funds remaining from any previous fund transfers;
 - (e) Shall include any refunds or adjustments received by the Partner against any previous fund transfers;
 - (f) Shall include interest earned on any unspent balance remaining from any previous fund transfers;
 - (g) Shall include any income earned when performing the Work; and,
 - (h) Shall include the Support Costs.
4. The Partner shall submit an Excel sheet listing all documents supporting the liquidation of expenditure in the FACE Form and at a minimum specifying the name of the vendor or supplier, the date and a description of the goods or service and provide any original supporting documentation to UN Women immediately upon written request by UN Women.
5. The following are non-exhaustive examples of ineligible expenditures and, therefore, shall not be included in the FACE Form and UN Women shall be entitled to reject any such ineligible expenditure:

- (a) Expenditures not made for the Work, or not necessary for the Partner to perform the Work as set forth in this Agreement;
- (b) Expenditures for value added tax unless the Partner can demonstrate to the satisfaction of UN Women that it is unable to recover the value-added tax;
- (c) Expenditures paid or reimbursed to the Partner by another donor or entity;
- (d) Expenditures in relation to which the Partner has received an in-kind contribution from another donor or entity;
- (e) Any expenditure for indirect costs in excess of the Support Cost Rate;
- (f) Expenditures that are not verifiable by supporting documentation as provided in Article VII of this Agreement;
- (g) Salaries for Partner's employees, if the Partner is not a government, exceeding the rates payable by UN Women for comparable functions performed by locally recruited staff members at the relevant duty station;
- (h) Salaries for Partner's employees, if the Partner is a government, exceeding the established salary or pay scale rates of the Partner for comparable functions, and in no case exceeding the rates payable by UN Women for comparable functions performed by locally recruited staff members at the relevant duty station;
- (i) Expenditures in respect of fees for individual consultants retained by the Partner exceeding the rates payable by UN Women for comparable services rendered by individual consultants;
- (j) Expenditures for travel, daily subsistence and related allowances for the Partner's employees or consultants exceeding the rates payable by UN Women to its staff members or consultants, as applicable;
- (k) Expenditures that have been incurred but have not actually been paid (see section 3 (b) above);
- (l) Expenditures that merely represent financial transfers between administrative units or locations of the Partner;
- (m) Expenditures that relate to obligations that were entered into before the commencement or after the end date of this Agreement; or,
- (n) Debt and debt service charges.

Progress Reporting

6. The Partner shall, using the Progress Report Form, submit narrative progress reports no later than 20 calendar days after the end of every three-month period starting three months after UN Women disbursed the first fund transfer, or every time the Partner is requesting fund transfers, if the requests are made more frequently than every three-month period.
7. The Partner shall always submit the progress report together with the financial report and such progress reports shall be filled out appropriately and duly signed by a Partner Authorized Official.

Inventory Reporting on Property

8. A detailed inventory report of the Property shall be submitted to UN Women within 30 calendar days after each calendar year, and at the end of the Agreement. If the Agreement is for less than one calendar year, the Partner shall submit the inventory report within 60 calendar days after the end of the Agreement.

ARTICLE IX COMPLETION OF THE WORK

1. The Partner shall, no later than 60 calendar days after the Work has been completed or the Agreement expired or is prematurely terminated, whichever happens first:
 - (a) Submit to UN Women an inventory report of the Property. UN Women may decide that the Property shall be: (i) transferred for use by another partner; (ii) transferred back to UN Women; or (iii) donated to the Partner or a third party. The Partner shall deliver the Property at a reasonable time and place as instructed by UN Women in writing and shall fully cooperate with UN Women in good faith in the transfer and delivery;
 - (b) Submit to UN Women a final financial report, using the FACE Form, including a request for reimbursement of any withheld amount; and,
 - (c) Submit to UN Women a final progress report using the Progress Report Form.
2. UN Women shall when the Work has been completed or the Agreement expired or is prematurely terminated, whichever happens first, make a final liquidation of the funding provided under this Agreement. If UN Women's final liquidation shows that the Partner has received more funds than the Partner is entitled to in accordance with this Agreement, the Partner shall repay such balance within 30 calendar days of receiving a request for repayment. UN Women shall, when making such final liquidation of the funding, consider items, including any unspent funds, interest or income earned, ineligible expenditure or funds used for expenditure not supported by documentation.

ARTICLE X

TERM OF AGREEMENT

This Agreement shall enter into force on the date it is signed by both Parties. It shall expire automatically on [fill in the date the Work shall be completed according to the timeline] unless terminated earlier in accordance with the terms of this Agreement.

IN WITNESS, WHEREOF, the undersigned, duly authorized by the respective Parties, have signed this Agreement.

For the Partner:

Name: []

Title: []

Signature: _____

Date: []

Email: []

For UN Women:

Name: []

Title: []

Signature: _____

Date: []

Email: []

Annex B-6
[UN Women Anti-Fraud Policy](#)

UN WOMEN ANTI-FRAUD POLICY	
Effective Date	20 June 2018
Review Date	20 June 2022
Approved by	Moez Doraid, Director, DMA
Content Owner/s	Lene Jespersen, Deputy Director, DMA

Table of Contents

1	Purpose	Error! Bookmark not defined.
2	Application	Error! Bookmark not defined.
3	Definitions	Error! Bookmark not defined.
4	Roles and Responsibilities.....	Error! Bookmark not defined.
5	Policy	Error! Bookmark not defined.
6	Other Provisions.....	Error! Bookmark not defined.
7	Entry into Force and Other Transitional Measures.....	Error! Bookmark not defined.
8	Relevant documents	Error! Bookmark not defined.
9	Annex I: Reference Matrix for Dealing with Fraud	Error! Bookmark not defined.

Purpose

UN Women, as a potential victim of fraud, is exposed to various risks which may include: **financial risks**, which can be measured in monetary terms; **operational risks**, which cause deficiencies in the implementation and delivery of programmes; and **reputational risks**, which harm the prestige and respect of the Organization.

In respect of fraud risks, UN Women maps its three lines of defense as follows:

Implementation and management of fraud prevention and detection controls designed to manage potential risks that may expose the Entity to fraud. These activities are in accordance with several instruments developed by UN Women, namely its Internal Control Policy and the Delegation of Authority, which are incorporated into manual and automated systems and processes.

Quality assurance and risk management provide an oversight role and the support required to be able to assess the adequacy of governance structures that are in place to manage fraud and make recommendations on the implementation of mitigation actions that may be required to manage fraud related risks.

Internal and external audit carry out agreed upon regular audits, the scope of which includes the consideration of prevention and detective controls to manage fraud risk. The

investigation function is responsible for receiving, analyzing, and investigating all information received on alleged cases of fraud, and making findings based on which action is taken. The output of these assurance activities is then fed back into fraud prevention activities.

UN Women is committed to promoting and adhering to the highest standards of probity and accountability in the use of its resources. To effectively address fraud, UN Women strives to ensure that the three lines of defense respond efficiently and effectively to its operational and administrative environment, while taking advantage of lessons learned and best practices developed during the prevention, detection, and response to fraud.

The purpose of this anti-fraud policy (the “Policy”) is to outline UN Women’s current approach to the prevention, detection and response to incidents of fraud. This Policy compiles existing provisions set out in UN Women regulations, rules, policies and procedures including the UN-Women Policy for Addressing Non-Compliance with UN Standards of Conduct (the “Legal Policy”), the UN-Women Policy for Protection Against Retaliation, and the Delegation of Authority Policy (the “DoA Policy”) A full list of existing regulations, rules, policies and procedures can be found under Annex I. As such, the Policy is a cumulative statement of UN Women’s anti-fraud strategy and does not depart from UN Women’s current approach to confronting fraud.

Application

This Policy applies to any fraud involving UN Women staff members as well as any party, individual or corporate, having a direct or indirect contractual relationship with UN Women or that is funded, wholly or in part, with UN Women resources.

This Policy can apply to:

- a) **Personnel:** staff members of UN Women and persons engaged by UN Women under other contractual arrangements to perform services for UN Women.

Implementing Partners and Responsible Parties: entities engaged by UN Women to carry out programme or project activities including government entities, non-UN inter-governmental organizations, non-governmental organizations, and UN agencies.

Vendors: An offeror or a prospective, registered or actual supplier, contractor or provider of goods, services and/or works to the UN System.

Definitions

“Fraud”

The UN system wide common definition of fraud is "any act or omission whereby an individual or entity knowingly misrepresents or conceals a material fact (a) in order to obtain an undue benefit or advantage for himself, herself, itself, or a third party, and/or (b) in such a way as to cause an individual or entity to act, or fail to act, to his, her or its detriment" (High-Level Committee on Management (HLCM), 33rd Session, March 2017).

“Presumptive Fraud”

The UN system wide common definition of fraud is “allegations that have been deemed to warrant an investigation and, if substantiated, would establish the existence of fraud resulting in loss of resources to the Organization” (High-Level Committee on Management (HLCM), 33rd Session, March 2017).

Roles and Responsibilities

All parties to whom this Policy applies are responsible for safeguarding the resources entrusted to UN Women and have critical roles and responsibilities in ensuring that fraud in relation to UN Women resources and activities is prevented, detected, reported and addressed promptly.

Director, Division of the Internal Evaluation and Audit Services (IEAS)

The Director, IEAS shall act as the corporate manager who is the custodian of this Policy and who is responsible for the implementation, monitoring, and periodic review of this Policy.

In carrying out this role, the Director, IEAS will among other things:

- Serve as the repository of knowledge on fraud risks and controls; and
- Manage the fraud risk assessment process and co-ordinate anti-fraud activities across the Organization.

Personnel

UN Women Financial Rule 203 states, “All personnel of UN-Women are responsible to the Under-Secretary-General/Executive Director for the regularity of actions taken by them during their official duties. Personnel who take any action contrary to these financial regulations and rules or to the instructions that may be issued in connection therewith may be held personally responsible and financially liable for the consequences of such action.”

Staff members

Staff members have a responsibility to report allegations of wrongdoing (allegations of wrongdoing is defined in the Legal Policy as a reasonable belief on factual information that misconduct has occurred. Misconduct is further defined in Section 5.1.3 of the Legal Policy and includes allegations fraud) to the Office of Internal Oversight Services of the United Nations (OIOS) entrusted with the responsibility of providing investigation services to UN Women or to their immediate supervisor or another appropriate supervisor within the operating unit. The supervisor to whom the report was made, shall report the matter to OIOS. If the staff member believes that there is a conflict of interest on the part of the person to whom the allegations of wrongdoing are to be reported, he or she will report the allegations to the next higher level of authority. In addition, as set out above, they are responsible for the regularity of actions taken by them during their official duties.

Failure to report allegations of misconduct, which includes fraud, represents misconduct itself. Staff members are, however, cautioned that using the investigation process in a malicious manner – or otherwise providing information known to

be false or with reckless disregard for its accuracy – may constitute misconduct.

For further information on the responsibilities of staff members, please consult Section 5.1.3- Misconduct and Section 4.9 - Staff members of the Legal Policy and Staff Rule 1.2 (c) of the Staff Rules and Staff Regulations of the United Nations.

Non-staff personnel

Like the responsibilities of staff members, non-staff personnel must understand their role in managing fraud risks and how non-compliance with the Organization's existing policies and rules may create an opportunity for fraud to occur or go undetected. Non-staff personnel should adhere to the provisions of their contractual agreement entered with UN Women. Non-staff personnel are reminded that under no circumstances should they engage in, condone, or facilitate, or appear to condone or facilitate, any fraudulent and corrupt conduct during operations with UN Women. They should also report allegations of wrongdoing to the OIOS.

For further information on the responsibilities of non-staff personnel, please consult the terms of the respective contractual arrangement with UN Women, ST/SGB/2002/9, the UNDP Service Contract Guidelines (which governs UN Women Service Contractors) and the Special Service Agreement Policy.

Managers

Managing the risk of fraud is a crucial part of the Organization's good governance. While it is the responsibility of all personnel to assist in preventing, identifying, and combating fraud, managers are expected to put in place the appropriate controls to prevent and address fraud risks. Furthermore, managers should use sound judgement and act lawfully in compliance with applicable UN Women regulations, rules, policies, and procedures.

Managers have a responsibility to:

- Identify the types of risks to which activities within the area of responsibilities are exposed, including those relating to implementing partnership management and procurement and sub-contracting of goods and services;
- Assess the identified risks and risk mitigation options, and design and implement cost effective prevention and control measures, including to prevent the occurrence and recurrence of fraud and corruption;
- Escalate any risks where the relevant impact or likelihood is assessed to have markedly increased and can no longer be managed within his / her level
- To report any allegations of wrongdoing to OIOS as soon as they become aware of such allegations; and
- Raise awareness of this Policy, inform all those to whom this Policy applies, and reiterate the importance of reporting fraud and the mechanisms for doing so.

For further information on responsibilities of managers, please consult Section 5.1.3 and Section 4.8- Staff members with supervisory role (“managers”) of the Legal Policy and Section 5.3- Exercise of Delegated authority of the DoA Policy.

Implementing partners and Responsible parties

As part of the capacity assessment process of potential partners, it must be assessed whether the organization has an effective policy and system in place to prevent, detect, report, address, and follow-up on fraud and irregularities. Potential partners should also be provided with a copy of this Policy to ensure that they are familiar with reporting obligations and mechanisms.

Implementing partners and Responsible parties are responsible and accountable to UN Women for the management of individual projects and programmes. Implementing partners and Responsible parties must maintain documentation and evidence that describes the proper use of programme resources in conformity with the relevant agreement.

While implementing a UN Women project or programme, implementing partners shall refrain from any conduct that would adversely reflect on UN Women and shall not engage in any activity that is incompatible with the aims and objectives of UN Women. As set out in the Project Cooperation Agreement (PCA), the implementing partner has an obligation to comply with any investigation conducted on behalf of UN Women.

For more information on the responsibilities of implementing partners, please conduct the Programme Formulation Policy, the Implementing Partners and Responsible Parties Due Diligence Procedure, the Sourcing NGO Partners Procedure, the Capacity Assessment of NGOs Procedure, and the terms and obligations of the respective contractual arrangement with UN Women.

Vendors

UN Women expects its vendors to adhere to the highest standards of moral and ethical conduct, to respect international and local laws and not engage in any form of corrupt practices, including extortion, fraud, or bribery, at a minimum.

As set out in the UN Women General Conditions of Contract, vendors have an obligation to comply with any investigation conducted on behalf of UN Women.

For more information on the responsibilities of vendors, please consult the terms and obligations of the respective contractual arrangement with UN Women, Section 21 of the UN Women General Conditions of Contract, and the United Nations Supplier Code of Conduct.

Office of Internal Oversight Services of the United Nations (OIOS)

OIOS has been entrusted with the responsibility of providing investigation services to UN Women as required. OIOS’s Investigation Division will assess and, as needed, investigate allegations of fraud, corruption or other wrongdoing by UN Women personnel or by third parties to the detriment of UN Women. OIOS conducts fact-finding investigations in an ethical, professional and impartial manner, in accordance with the Legal Policy, the Uniform Guidelines for Investigations adopted by the Conference of International Investigators, and OIOS’s Investigation Manual. OIOS will establish the facts that will allow UN Women’s senior management to initiate disciplinary proceedings or other sanctions.

OIOS has established a dedicated reporting mechanism. For more information on reporting procedures, please refer to Section 5.3 of this document.

UN Ethics Office

The UN Ethics Office is responsible for receiving complaints from staff members of retaliation, maintaining confidential records of all complaints, and conducting a preliminary review of the complaint. The UN Ethics Office reviews such complaints under the UN–Women Policy for Protection against Retaliation. For more information on protection from retaliation, please refer to Section 5.4.2 of this document.

Policy

Preventing Fraud

Fraud prevention is a shared responsibility that cuts across functional and managerial and reporting lines and extends to UN Women partners. Successful preventive measures safeguard resources, support the integrity of the Organization, and protect its reputation.

Fraud awareness and training

All personnel, regardless of contract type, must complete the Ethics and Integrity at the United Nations course within 90 days of arrival at UN Women. Staff members must also complete the Legal Policy course within 90 days of their arrival at UN Women. In addition, UN Women provide regular in person training with OIOS on the Legal Policy with a focus on raising fraud awareness. These trainings cover fraud in the context of policies and procedures supporting operational transactions, particularly commercial and procurement transactions. They also highlight every staff member’s personal responsibility and financial liability under the Financial Regulations and Rules.

Internal control systems

Internal controls are a basic element of an effective accountability framework. UN Women’s internal control objectives are to provide assurance regarding the achievement of operation, financial, and compliance objectives. The UN Women Internal Control Policy (ICP) sets out a framework for operationalizing and assigning responsibility for internal controls, based on the principle of segregation of duties which is necessary to implement appropriate levels of checks and balances upon the activities of individuals. This minimizes the risk of error or fraud and helps detect these occurrences (See: UN-Women Internal Control Policy (“ICP”), Separation of Duties, section 5.10).

Fraud risk identification and management (as a part of Enterprise Risk Management [ERM])

The Enterprise Risk Management Framework and the Enterprise Risk Management Policy include mechanisms and measures to identify where the organization should focus its interests in fraud risk management activities by demonstrating the organization’s links to the highest internal and external residual fraud risks as outlined in a fraud risk profile.

UN Women's existing business risk management practices includes the carrying out of fraud risk assessments that include the identification, measurement and reporting on the organization's risk profile based on the key risks identified, the inherent likelihood and impact, the existing controls to manage these risks, the residual fraud risks as well as any planned mitigation activities to manage these risks within the risk tolerance levels.

Programme management controls

When developing a new programme or project, it is important to ensure that fraud risks are fully considered in the programme/project design and processes. This is especially important for high risk programmes/projects, such as those that are complex or operate in high risk environments.

These programme/project risk logs shall be communicated to relevant stakeholders, including donors, implementing partners and responsible parties, together with an assessment of the extent to which risks can be mitigated.

Programme and Project Managers are responsible for ensuring that the risk of fraud is identified during the programme/project design phase. Managers shall consider how easily fraudulent acts might occur and be replicated in the day-to-day operations. They must also evaluate the impact of fraudulent activities, and the effectiveness of the measures taken to mitigate risks, including systemic monitoring actions. Informed decisions can then be made on additional mitigating actions.

Capacity assessments represent a key step in identifying potential partners. As set out above, potential partners must be assessed to determine whether they have an effective policy and system in place to prevent, detect, report, address, and follow-up on fraud and irregularities. Potential partners should also be provided with a copy of this Policy to ensure that they are familiar with reporting obligations and mechanisms.

For further information on programme management controls, please consult the Programme Implementation and Management Policy, the Programme Implementation and Management Procedure, the Knowledge management and learning during Implementation Guidance, including the Implementing Partners and Responsible Parties Due Diligence Procedure, the Sourcing NGO Partners Procedure and the Capacity Assessment of NGOs Procedure, and the Cash Advances and other Cash Transfers to Partners Policy, as well as the relevant agreement.

1.1.1 Procurement management controls

Personnel charged with procurement management responsibilities are required to assess all vendors with which business is conducted and ensure that funds are used for their intended purpose. UN Women has established procurement review committees to ensure compliance with due diligence and due process regulations against procurement fraud.

Furthermore, relevant staff members and other personnel with procurement functions must abide by the procurement management controls and procedures,

including the Procurement and Contract Management Policy and the Separation of Duties section of the ICP.

For further information on programme management controls and procedures, please consult the Procurement and Contract Management Policy and the Separation of Duties section of the ICP.

Asset management controls

Personnel charged with asset management responsibilities shall act in accordance with existing business practices, which are designed to mitigate the risk of fraud and corruption during the asset management cycle. Existing business practices include:

- Purchasing all assets through a purchase order (PO) to ensure they are captured in the asset management module;
- Maintaining segregation of duties with respect to authorization, recording, custody, and disposal of assets; and
- Conducting bi-annual physical verifications.

For further information on asset management controls and procedures, please consult the Asset Management Policy and Vehicle Management Policy.

Financial management controls

Personnel charged with finance roles are required to perform different activities depending on their respective delegations of authority, which are designed to ensure segregation between budget owner, procurement, vendor approvers, and payment approvers. All finance personnel are assigned user profiles in Atlas ARGUS which also ensure segregation of duties.

Procurement, vendor approvals and payment approvals are all subjected to two levels of approvals: Level 1 (verification) and Level 2 (approvals).

The centralized Level 1 (verification) and Level 2 (approval) process within Finance HQ for all general ledger journal entries ensures that all requests are reviewed in terms of accuracy, correctness and validity with focus on the reason for the GLJE request. The verifier and/or approver must reject the GLJE request if none of the above tests are met.

Finance HQ performs monthly general ledger account reconciliations to highlight any exceptional transactions. All general ledger account reconciliations are reviewed and approved by Team Leads and the Chief of Accounts.

Detailed Month-end / Year-end closure instructions are sent to all offices, requiring adherence to timelines and certification of completed tasks by the Head of Office.

For further information on finance management controls and procedures, please consult the Petty Cash Policy, the Revenue Management Policy and the Finance Manual and Standard Operating Procedures (Extract for Field Office).

Human resource management controls

Hiring managers (for purposes of this Policy, a hiring manager shall be defined as an official whom the authority has been delegated to hire staff and non-staff personnel) shall conduct due diligence and exercise due care during any recruitment process for staff and non-staff personnel, regardless of rank or length. For the recruitment of staff, reference checks and review of performance appraisals are required. For non-staff personnel, hiring managers shall ensure that reference checks are carried out, including from past supervisors. The UN Women Personal History Form contains targeted questions whereby applicants must indicate if they have ever been imposed disciplinary measures, including dismissal or separation from service, on the grounds of misconduct.

Detecting Fraud

Effective fraud prevention measures as outlined in Section 5.1 also enable the successful detection of fraud. Specifically, the internal controls UN Women has established in the areas of procurement, asset management, financial management, programme management of implementing partners, and human resources management, as well as fraud awareness training containing various components aimed at enabling UN Women to detect anomalies, or identify areas of high concern. UN Women's complaint mechanism, highlighted in Section 5.3 below, ensures that any persons who detect and identify such anomalies or concerns, may do so through a dedicated "anti-fraud hotline".

UN Women's Audit Unit, also provides UN Women with effective independent and objective internal oversight that is designed to improve the effectiveness and efficiency of UN Women's operations in achieving its development goals and objectives through the provision of internal audit and related advisory services. UN Women's internal audit function plays a key role in anti-fraud activities, including in management's role of preventing, detecting and responding to fraud. Internal audit is responsible for evaluating the design and operating effectiveness of anti-fraud controls and considering the appropriateness of mitigation strategies in place to prevent and detect fraud. The internal audit processes are used by UN Women management to identify and take decisions on improvements needed in UN Women's financial and risk practices.

Reporting Fraud

Any party with information regarding fraud or other corrupt practices is strongly encouraged to report the information to OIOS. OIOS has established a reporting mechanism also known as the "anti-fraud hotline" to ensure that persons wishing to report fraud, corruption or other wrongdoing may do so at any time, free of charge, and confidentially. The "anti-fraud hotline" can be directly accessed worldwide in different ways:

a) **Online referral form**

(<http://www.unwomen.org/en/about-us/accountability/investigations>)

Phone: + 1 212-963-1111 (24 hours a day)

Regular mail:

Director, Investigations Division – Office of Internal Oversight Services
7th Floor 300 East 42nd (Corner Second Avenue)

For further information on reporting procedures, please consult the UN Women Legal Policy and the UN Women Accountability website.

Confidentiality and Protection from Retaliation

Confidentiality

Confidentiality is required for effective investigation and other appropriate action in cases of alleged fraud. Confidentiality is in the interest of the Organization, investigation participants and the subject of the investigation (see OIOS Investigations Manual).

All investigations undertaken by OIOS are confidential and requests for confidentiality by investigation participants will be honored to the extent possible within the legitimate needs of the investigation.

Protection from Retaliation

The UN–Women Policy for Protection against Retaliation establishes a framework and procedure for the protection of staff members from retaliation. Staff members who believe that retaliatory action has been taken against them because they have reported allegations of wrongdoing, or have cooperated with a duly authorized audit or investigation, may forward all supporting information and documentation to the UN Ethics Office. This should be done promptly and in any event, no later than 60 calendar days after the alleged act or threat of retaliation has occurred. The complaint can be made in a variety of ways:

Phone: +1 917-367-9858

Email: ethicsoffice@un.org

If, in the opinion of the UN Ethics Office, there is a prima facie case of retaliation or threat of retaliation, the UN Ethics Office will refer the case to OIOS for investigation and will immediately notify the complainant in writing that a formal investigation has been initiated.

For further information on protection from retaliation, the UN Women Policy for Protection Against Retaliation, including Section 5.3-Reporting Retaliation to the UN Ethics Office. Full details are provided through the Ethics Office web-site on Protection against Retaliation.

Investigations

OIOS has discretionary authority to decide which matters to investigate. All reports received by OIOS will be assessed through an intake process. Where it is determined that the matter warrants an OIOS investigation it will be appropriately assigned.

The investigation is the process of planning and conducting appropriate lines of inquiry to obtain the evidence required to objectively determine the factual basis of allegations. This will include: (i) interviewing people with relevant information and recording their testimony; (ii) obtaining documents and other evidence; (iii) conducting financial and IT analysis; (iv) evaluating information and evidence; and (v) reporting and making

recommendations. OIOS will conduct investigations in accordance with its Investigation Manual.

For further information on OIOS investigations procedures, please consult the OIOS Investigations Manual, the UN Women Legal Policy and the UN Women Accountability website.

Actions based on investigations

Upon completion of the internal reporting of an investigation process and upon receipt of information on the results of the investigation(s), UN Women will determine what further action shall be taken. For staff members, further action may include disciplinary, non-disciplinary, and/or administrative measures, in accordance with the Legal Policy. For other parties covered under this Policy, including non-staff personnel, implementing partners, and vendors, further action may be taken in accordance with the contractual arrangements between UN Women and the party, and may result in termination of the contract.

If there is evidence of improper use of funds as determined after an investigation, UN Women will use its best efforts, consistent with its regulations, rules, policies and procedures to recover any funds misused. This may include administrative action to recover funds from staff members, referral of the matter to the appropriate national authorities of the Member State in accordance with General Assembly resolution 62/63, or, in relation to implementing partners and vendors, acting in accordance with the terms of the relevant contract or agreement.

For further information on disciplinary, non-disciplinary, or administrative measures resulting from investigations, please consult Section 5.4-Disciplinary proceedings of the UN Women Legal Policy for staff members or the respective contractual agreement for non-staff personnel, implementing partners, and vendors.

Disclosing cases of fraud

Fraud and other cases of misconduct investigated by OIOS on behalf of UN Women will be reported to the Executive Board through its established reporting mechanisms, as follows:

Cases of fraud and presumptive fraud are publicly reported to UN Women's Executive Board by the United Nations Board of Auditors through the Report of the Board of Auditors (Section C. Disclosures by management, point 3. Cases of fraud and presumptive fraud). Note that the proposed definition of presumptive fraud is as follows: "Allegations that have been deemed to warrant an investigation and, if substantiated, would establish the existence of fraud resulting in loss of resources to the Organization".

An annual report on internal investigation activities is also provided annually to the Executive Board. As requested by the Executive Board in its decision UNW/2015/4, this report includes complaints received broken down by category including fraud, disposition of cases, and any financial loss as well as information on the actions taken and UN Women management's response to substantiated allegations of misconduct including fraud.

Pursuant to the UN–Women Legal Framework, “in the interests of transparency, the Executive Director shall inform the UN–Women Executive Board of disciplinary decisions taken in the course of the preceding year, and publish an annual report of cases of misconduct (without the individuals’ names) that have resulted in the imposition of disciplinary measures.”

Investigation activities and disciplinary decisions relating to allegations of sexual exploitation and abuse may require additional reporting as mandated by the Secretary General of the United Nations. The Director, Investigations Division, OIOS, may provide additional reports to the Executive Board, and may also provide in person briefings during the course of the year, as he or she deems appropriate, or in response to requests for such a briefing from the President of the Executive Board.

Information relating to allegations of fraud and other misconduct, subsequent investigations and post-investigation actions is to be treated confidentially and with utmost discretion in order to ensure *inter alia* the probity and confidentiality of any investigation, to maximise the prospect of recovery of funds, to ensure the safety and security of persons or assets, and to respect the due process rights of all involved. Any consideration of disclosure to third parties shall give consideration to these principles, in consultation with OIOS as appropriate.

Where OIOS informs UN Women of an investigation into allegations of fraud that are identifiable as allegations relating to any activities funded in whole or in part with specific financial contribution or to specific activities, UN Women may give consideration to the disclosure of information regarding the allegations to third parties, including to the funding source, with due regard to the principles in paragraph 5.7.3 above.

Any such disclosures further to paragraph 5.7.4 shall be made by the Director, IEAS, through the appropriate counter-part unit of the recipient of the information, which has appropriate mechanisms in place to ensure compliance with the principles in paragraph 5.7.3 above.

The report of the outcome of an investigation of any allegations of fraud and other misconduct is a confidential document which forms part of the United Nations archives; neither the report of the investigation, nor any summary of the report, will be disclosed unless it is in the context of a request for judicial cooperation and referral to national authorities. Any such requests for judicial cooperation shall be directed through the UN Women Legal Adviser at Headquarters, in consultation with the Office of Legal Affairs of the Secretariat, which has sole authority on behalf of the Secretary-General for determining such matters.

Other Provisions

Not applicable.

Entry into Force and Other Transitional Measures

The present Policy enters into force on 20 June 2018.

Relevant documents

See Annex I.

Annex I: Reference Matrix for Dealing with Fraud

Area	Regulatory Instrument	Process/Controls	Focal Point
Financial Management	Financial Regulations and Rules of the United Nations (as at 1 May 2018 ST/GB/2003/7 and, ST/SGB/2003/7/Amend.1) UN Women Financial Regulations and Rules (as at 1 May 2018 UNW/2012/6) UN Women, Petty Cash Policy UN Women, Revenue Management Policy UN Women, Cash Advances and other Cash Transfers to Partners Policy	Segregation of duties Transaction approval system Reconciliation of accounts	Chief of Accounts, Division of Management and Administration (DMA)
Programme Management	UN Women, Programme Formulation Policy; Programme Cycle Procedure; Programme Appraisal and Approval Policy; Procedure for Programme Appraisal and Approval; Programme Implementation and Management Policy; Programme Implementation and Management Procedure; Programme Monitoring, Reporting, and Oversight Policy UN Women Capacity Assessments of NGOs Procedure	Programme formulation Capacity assessment	Director, Programme Division
Procurement	UN Women, Contract and Procurement Management Policy; Vendor Protest Procedures	Competitive bidding	Chief of Procurement, DMA
Asset Management	UN Women, Asset Management Policy UN Women, Vehicle Management Policy	Physical verification	Administrative and Facilities Specialist, DMA
Partnerships	UN Women, Audit Approach Policy UN Women, Audit Approach Procedure UN Women approved agreement templates	Project agreement Project audit	Director, IEAS
Staff Conduct	UN Charter Staff Rules and Staff Regulation of the United Nations (as at 1 May 2018 ST/SGB/2018/1) ICSC Standards of Conduct for the International Civil Service (2013)	Staff regulations and rules	Director, DMA Director, Human Resources
Protection	UN Women Policy for Protection Against Retaliation	Protection	Director, Human Resources
Reporting and investigating misconduct, and disciplinary process	Article X and Chapter X of the Staff Rules and Staff Regulation of the United Nations (as at 1 May 2018 ST/SGB/2018/1) UN Women Policy for Addressing Non-Compliance with UN Standards of Conduct OIOS Investigations Manual	Investigation Internal justice system	Director, DMA Director, Human Resources Director, IEAS

Recovery	UN Women Financial Regulations and Rules (as at 1 May 2018 UNW/2012/6)) UN Women Policy for Addressing Non-Compliance with UN Standards of Conduct ST/AI/2004/3 (gross negligence) A/RES/62/63 (Referral to national authorities)	General reconciliations Disciplinary measures	Director, DMA Director, Human Resources
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