**Call for Proposals (CFP) – round III**

**to implement actions in Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine aimed at overcoming and addressing gender stereotypes and discriminatory social norms through behavioral change at the individual and community levels in the framework of the “EU 4 Gender Equality: Together against gender stereotypes and gender-based violence" project, funded by the European Union, implemented jointly by UN Women and UNFPA**

**Section 1**

**CFP No. UNW-ECA-CFP-2022-001**

1. **CFP Letter for Responsible Parties**

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

Proposals must be received by UN Women at the address specified no later **than 6:00 pm, Istanbul time on 1 July 2022**

**The budget range for this proposal should fall between a minimum indicative amount of USD 60,000 and a maximum amount of USD 100,000.**

|  |  |
| --- | --- |
| **This UN Women Call For Proposals consists of two sections:** | **Documents to be completed by proponents and returned as part of their proposal (mandatory)** |
| **Section 1**   1. CFP Letter for Responsible Parties 2. Proposal Data Sheet for Responsible Parties 3. UN Women Terms of Reference 4. Acceptance of the terms and conditions outlined in the template Partner Agreement 5. **Annex B-1** Mandatory Requirements/Pre-Qualification   Criteria and Contractual Aspects | **Annex B-1** Mandatory Requirements/Pre-Qualification  Criteria and Contractual Aspects |
| **Section 2**   1. Instructions to Proponents, which include 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 attach most up to date version]**  **Annex B-6** UN Women Anti-Fraud Policy **[UN Women to attach 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: eca.procurement.bids@unwomen.org

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

|  |  |
| --- | --- |
| **Program/Project:** EU 4 Gender Equality: Together against gender stereotypes and gender-based violence | **Requests for clarifications due: 29 June 2022**, Time: 1 pm, Istanbul  time, via email: eca.procurement.bids@unwomen.org |
| **Program official’s name:** Olga Osaulenko | **UN WOMEN clarifications to proponents due: 30 June 2022**; Time: 1 pm, Istanbul time |
| [Email: olga.osaulenko@unwomen.org](mailto:olga.osaulenko@unwomen.org) | **Proposal due: 1 July 2022**; Time: 6 pm, Istanbul time |
| **Issue date: 14 June 2022** | **Planned award date: 22 July 2022** |
|  | **Planned contract start-date:** **1 August 2022** |

1. **Terms of Reference**

**Call for Proposal (CFP)** **– round III**

**to implement actions in Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine aimed at overcoming and addressing gender stereotypes and discriminatory social norms through behavioural change at the individual and community levels in the framework of the “EU 4 Gender Equality: Together against gender stereotypes and gender-based violence" project, funded by the European Union, implemented jointly by UN Women and UNFPA**

**UN Women Terms of Reference**

**CFP No. UNW-ECA-CFP-2022-001** (00119418)

1. **Introduction**
2. **Background**

UN Women and UNFPA Regional Offices for Europe and Central Asia are implementing a three-year joint project (March 2020 – February 2023)in Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine at the national and regional levels. The project is aimed at shifting societal perceptions around gender stereotypes and patriarchal norms limiting women’s rights; improve men’s involvement in care-taking of their children and participation in father’s programmes; and spur the adoption of best practices in perpetrator’s programmes among the ministries of social affairs and Programme for perpetrators in the respective countries. Specifically, the regional component collates global and regional experiences to coordinate activities that aim to have an impact across all six countries within the project. The project is led jointly by UNFPA and UN Women, who are globally recognized as leading agencies in the area of gender equality and prevention of harmful practices against women and girls.

The project targets government bodies, civil society organizations and direct beneficiaries in the respective countries. It envisions a series of intervention strategies designed to promote social change and address the underlying structural gender barriers and norms, with particular emphasis on changing gender-stereotyped behaviour, strengthening men’s involvement in parenting and reducing the number of victims of violence through targeted violence prevention interventions with perpetrators. The project also targets policies related to family, such as parental leave regulation. The project proposes to collaborate, particularly at the local and community level, with government bodies, civil society organizations, different non-traditional partners and other United Nations agencies and multilateral organizations.

Through grants to CSOs in six project countries, the joint project aims to roll out a set of tailored activities aimed at improving equality of opportunities and the realization of women’s rights by tackling gender stereotypes, including men’s responsibility for domestic work and child-care, and women’s employment and empowerment in general. Since 2020, 20 civil society organizations became responsible partners under the project to implement actions aimed at shifting harmful social perceptions and gender stereotypes in six countries of Eastern Partnership, under the first and second round of Call for Proposals. More information about the responsible partners and their project results can be found here - <https://www.unwomen.org/en/about-us/programme-implementation>.

1. **General Overview of services required/results**

**This is the third round of the Call for Proposals** that addresses civil society organizations of six Eastern Partnership countries (Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine) promoting gender equality, women’s empowerment, prevention and combating gender-based violence. The proponents are invited to submit proposals under the output presented below, to be implemented for a period **of up to 6 months**. The proposals are expected to suggest **cross-country initiatives** to cover two or more project countries. The proposals may be built on the initiatives started under the first and/or second round of the Call for Proposals, and must include cross-country exchanges, experience sharing, partnership building with civil society from at least one more country of the EaP.

The proposals will contribute to addressing and shifting gender stereotypes and adverse social norms as the underlying causes of gender inequality and violence against women as its most pervasive form. The initiatives, supported through this Call for Proposals, will be complementary to the activities implemented by UN Women and UNFPA under the joint project “EU 4 Gender Equality: Together against gender stereotypes and gender-based violence" project, funded by the European Union” in six project countries.

The intersectionality perspectives of discrimination and gender inequality should be also addressed, even though this is not the main objective of the Call for Proposals. The intersectional perspective should consider specific contexts along the axes of sex and age, ethnicity, linguistic or religious identity, displacement, disability, or socio-economic status faced by women (Roma women, internally displaced women, LGBTI, women living with HIV, women with disabilities, young women and other marginalized women) with the purpose of addressing the broader causes of gender inequality and discrimination. Therefore, CSOs working with the rights of marginalized women and men facing multiple forms of discrimination are encouraged to apply.

This Call for Proposal is announced as part of the regional project component to be implemented at the national level in six countries, listed above. The CFP is managed by UN Women ECA RO at the regional level with the required monitoring and oversight, ensured by UN Women and UNFPA at the country level. This is the third and final round of the Call for Proposal for civil society organizations under the joint project.

1. **Description of required services/results**

Through this Call for Proposal, UN Women within the “EU4Gender Equality: Together against gender stereotypes and gender-based violence” project, implemented jointly with UNFPA and funded by the EU, intends to sign Partner Agreements (PAs) with civil society organizations (non-governmental organizations, community-based organizations, women’s organizations, faith-based organizations etc.) from six project countries to act as Responsible Parties for initiatives that will contribute to the fulfilling of the following output of the joint project.

**Output 1.2**. Actions taken and behaviors changed in key areas by targeted audiences and decision-makers to improve equality of opportunities and realization of women’s rights including with regards to employment opportunities:

**Activity 1.2.2**Development and implementation of innovative initiatives addressing gender stereotypes and practices in all spheres (through grants to CSOs) at the grassroot and national levels

The proponents are expected to develop proposals under this output submitting all the mandatory annexes to the proposal (Annex B1.1 –B1.6).   Proposals are expected to show contribution to the delivery of the output-level result and project activity.

**The results under this output will be measured by the indicators including but not limited to:**

* Number of women, men, girls and boys with an increased understanding of gender stereotypes and gender equality
* Number of women and men, girls and boys out of those covered by local initiatives, who are acting as local advocates
* Number of transformative programmes and initiatives implemented by CSOs addressing gender stereotypes and behaviour change (targeting youth, faith-based and grassroots organizations)
* Number of men and women, boys and girls reached by CSO actions

The proponents are highly encouraged to integrate these indicators into the monitoring and evaluation plans under suggested projects.

UN Women is inviting the proponents to submit proposals suggesting creative and efficient solutions to address harmful gender stereotypes and discriminatory social norms through behavioural change at the individual and community levels. **In case a proposal suggests continuation of the initiative started as part of the first and second round of the CfP, the proposal shall provide justification for the continuation**, including indicators of success, as well as demonstrate sustainability of the approach and/or extension of the geographical coverage.

In case the proposal is focused on a new initiative, **the proposal should suggest multi-country cooperation between civil society organizations from the countries covered by the project**. Such multi-country proposals may involve two or more project countries, out of those six (Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine). In such a case, the proposal should be submitted by one leading CSO. The purpose and added value of cross-county cooperation shall also be explained.

The proposals should suggest cross-country exchanges on capacity development, awareness raising, advocacy, communication, social mobilization and/or other creative solutions to address gender stereotypes, social norms and discriminatory practices against women and girls in the areas that include but **are not limited to**:

* Discrimination against vulnerable and marginalized groups of women and men, including people living with HIV, Roma women, labor migrants, persons with disabilities, internally displaced women, asylum seekers, women affected by the war/conflicts, single mothers, mothers of children with disabilities, older women, LGBTI and other marginalized groups
* Distribution of unpaid domestic and care work.
* Responsible parenting and fatherhood.
* Education.
* Harmful practices (gender-biased sex selection).
* Health (including reproductive health).
* Stereotypes faced by women with disabilities.
* Violence against women and girls (including domestic violence).
* Women and girls in STEM and ICT.
* Women in business.
* Women in politics and decision-making in public spheres at the level of their community or society in the country/ies covered by the project
* Women in the security and defense sector, and peace negotiations.
* Women in the labour market (including gender pay gap).
* Women’s empowerment and freedom of choices, including reproductive choices.
* Stereotypes and discriminatory practices around the roles of women and men in the emergencies and war times

The proponents are invited to submit proposals to be implemented in the EU focus regions in project countries listed below:

***Armenia*** –Tavush, Shirak and Lori marzes.

***Azerbaijan*** - across the country.

***Belarus*** - across the country.

***Georgia*** - Guria and Imereti (and the capital Tbilisi).

***Moldova*** - Straseni and Falesti.

***Ukraine[[1]](#footnote-1)*** - Kyiv and Odessa (municipalities); Vinnytsia municipality and region

**SPECIFIC REQUIREMENTS TO THE PROPOSALS**

* Proponents should propose interventions that explore innovative ideas to address and tackle rigid gender norms, gender stereotypes and harmful masculinities.
* As part of the proposal the proponents should submit a risk assessment matrix that will include risks associated with worsening of the COVID-19 pandemic and respective mitigation measures, and other risks, including specific measures and options for realization of proposed actions and results.
* The proposals should suggest instruments to be used to measure the effectiveness of the suggested intervention.
* The proponents[[2]](#footnote-2) are encouraged to cooperate with the national and local authorities on implementation of the suggested initiatives. The proponents may also partner with other relevant organizations to complement its expertise, outreach capacity and build the capacities of grassroots organizations. Partners may be CSOs, but also community-based groups/organizations, individuals, academic institutions or other.
* Proposals shall include documentation of lessons learned of previous interventions and good practices within the intervention. In case a proposal is submitted as a continuation of the initiative started under the first and second round of CfPs, the proposal shall include justification as to why the initiative needs to be continued, what the added value of continuation is and what is new in comparison to what was already done/achieved. Proponents shall also include explanation on the sustainability of the actions and/or expansion of geographical coverage. The proposal shall explain what successes, good practice and lessons learnt were drawn from the first round.
* **The proposed intervention size and budget request will have to fall between a minimum indicative amount of USD 60,000 and a maximum amount of USD 100,000**. All currency exchanges will be calculated using the UN Operational Exchange Rate as per the date of submission of proposal. UN Women will sign contracts with and disburse funds to the applicant organization only. The budget of the proposal shall include communication and visibility actions, that shall amount from 10 to 15% of the total budget. The proponent shall follow the [Communication and Visibility Requirements for EU External Actions](https://ec.europa.eu/international-partnerships/system/files/communication-visibility-requirements-2018_en.pdf), the EU-UN visibility communication guidelines, and UN Women and UNFPA communications and visibility policies and guidelines as well as apply EU4GE project visual identity. Examples of communication and visibility actions may be but not limited to: success stories, life stories, video spots, informative sessions, online campaigns and events, awareness campaigns, etc.

1. **Timeframe**

The foreseen starting date of the project is 1 August 2022.

The implementation period – 6 months (can be extended depending on the funding availability)

1. **Competencies**

To be considered, proponents must meet all the mandatory criteria described in Annex B-1.

1. **Technical/functional competencies required:**

* At least 3 years of documented successful track record in the area of work contained in this Terms of Reference.
* Proven in-house expertise in working on issues around gender equality, women empowerment, ending violence against women and children, combating gender stereotypes and harmful social norms, as well as delivering results in it. It is recommended to have a gender expert/specialist as part of the team.
* At least 3 years’ experience in management of projects with similar size to the one submitted under this Call.
* Knowledge of English is mandatory. Russian is an asset.

1. **The following competences are considered an asset in proponents’ performance:**

* Good knowledge of gender equality and women's rights issues, as well as needs of vulnerable groups of women;
* Experience in establishing and nurturing partnerships with local public authorities, non-governmental, media and other stakeholders towards the achieving of set goals;
* Experience in working at regional level, coordinating the cross-country work

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

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

**Annex B-1**

**Mandatory Requirements/Pre-Qualification Criteria and Contractual Aspects**

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

**Call for Proposal (CFP)**

**to implement actions in Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine aimed at overcoming and addressing gender stereotypes and discriminatory social norms through behavioural change at the individual and community levels in the framework of the “EU4Gender Equality: Together against gender stereotypes and gender-based violence" project, funded by the European Union, implemented jointly by UN Women and UNFPA**

**CFP No. UNW-ECA-CFP-2022-001 (00119418)**

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 are currently or have been provided by the proponent. | Reference #1:  Reference #2: |
| 1. Is the proponent duly registered or does it have the legal basis/mandate as an organization? [Please attach a copy of the official registration here]. | Yes/No |
| 1. Has the proponent as an organization been in operation for at least five (5) years[[3]](#footnote-3)? | Yes/No |
| 1. Does the proponent have a permanent office within the location area? | Yes/No |
| 1. Can UN Women conduct a site visit at a customer location in the location or area with a similar scope of work as the one described in this CFP? | Yes/No |
| 1. Fraud or other wrongdoing: 2. Has the proponent, its employees, personnel, sub-contractor or sub-contractor’s sub-contractor or sub-partner or sub-partner’s partner been the subject of a finding of fraud or any other wrongdoing following an investigation conducted by UN Women, another United Nations entity or otherwise?   OR   1. Is the proponent, its employees, personnel, sub-contractor or sub-contractor’s sub-contractor or sub-partner or sub-partner’s partner currently under investigation for fraud or any other wrongdoing by UN Women, another UN entity or otherwise? | Yes/No |
| 1. Sexual exploitation and abuse: 2. Has the proponent, its employees, personnel, sub-contractor or sub-contractor’s sub-contractor or sub-partner or sub-partner’s partner been the subject of any investigations and/or been charged for any misconduct related to sexual exploitation and abuse (SEA)[[4]](#footnote-4)?   OR   1. Is the proponent, its employees, personnel, sub-contractor or sub-contractor’s sub-contractor or sub-partner or sub-partner’s partner currently under investigation for SEA by UN Women, another UN entity or otherwise? | Yes/No |
| 1. Has the proponent or any of its employees or personnel been placed on any relevant sanctions list including as a minimum the Consolidated United Nations Security Council Sanctions List(s), United Nations Global Market Place Vendor ineligibility and any other donor sanction list that may be available for use, as applicable? | Yes/No |
| 1. Has the proponent read and accepted the standards set out in section 3 of ST/SGB/2003/13 “Special measures for protection from sexual exploitation and sexual abuse”? | Yes/No |
| 1. Does the proponent acknowledge that SEA is strictly prohibited, and that UN Women will apply a policy of “zero tolerance” in respect to SEA of anyone including the proponent’s employees, agents, sub-partners and sub-contractors or any other persons engaged by the proponent to perform any services? | Yes/No |
| 1. Has the proponent reviewed and taken note of UN Women Anti-Fraud Policy **(Annex B-6)**? | Yes/No |

**Please provide the following information:**

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

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

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

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

**Section 2**

**CFP No. UNW-ECA-CFP-2022-001**

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

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

1. **Eligibility**

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

1. **Mandatory/Pre-Qualification Criteria**

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

4.2 Proponents will receive a pass/fail rating in the mandatory requirements/pre-qualification criteria section. In order to be considered for Phase I, proponents must meet all the mandatory requirements/pre-qualification criteria described in this CFP.

1. **Clarification of CFP Documents**

5.1 A prospective proponent requiring any clarification of the CFP documents may notify UN Women in writing at the UN Women email address indicated in the CFP by the specified date and time. UN Women will respond in writing to any request for clarification of the CFP documents that it receives by the due date for requests for clarification as outlined in **Section 1b of this annex (on page 1)**.

5.2 Written copies of UN Women’s responses to such inquiries (including an explanation of the query but without identifying the source of inquiry) will be posted using the same method as the original posting of this (CFP) document.

5.3 If the CFP has been advertised publicly, the results of any clarification exercise (including an explanation of the query but without identifying the source of inquiry) will be posted on the advertised source.

**6. Amendments to CFP Documents**

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

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

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

**8. Submission of Proposals**

8.1 Technical and financial proposals should be submitted as part of the template for proposal submission (**Annex B2**) in one email with the CFP reference and the clear description of the proposal by the date and time stipulated in this document. If the emails and email attachments are not marked as instructed, UN Women will assume no responsibility for the misplacement or premature opening of the proposals submitted. The email text body should indicate the name and address of the proponent. **All proposals should be sent by email to the following secure email address:** [eca.procurement.bids@unwomen.org](mailto:eca.procurement.bids@unwomen.org).

8.2 Proposals should be received by the date, time and means of submission stipulated in this CFP. Proponents are responsible for ensuring that UN Women receives their proposal by the due date and time. Proposals received by UN Women after the due date and time will be rejected.

8.3 When receiving proposals by email (as is required for the CFP), the receipt time stamp shall be the date and time when the submission has been received in the dedicated UN Women inbox. UN Women shall not be responsible for any delays caused by network problems, etc. It is the sole responsibility of proponents to ensure that their proposal is received by UN Women in the dedicated inbox on or before the prescribed CFP deadline.

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

**9. Clarification of Proposals**

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

1. **Proposal Currencies**

10.1 All prices shall be quoted in (local currency) for Armenia – Armenian Dram; for Azerbaijan – Azerbaijan Manat; for Belarus – Belarusian Ruble; for Moldova - Moldovan lei; for Georgia – Georgian Lari; for Ukraine – Ukrainian Hryvnia.

10.2 UN Women reserves the right to reject any proposals submitted in a currency other than the mandatory currency for the proposal stated above. UN Women may accept proposals submitted in another currency than stated above if the proponent confirms during clarification of proposals, see item (9) above in writing, that it will accept a contract issued in the mandatory proposal currency and that for the purposes of conversion, the official United Nations operational rate of exchange of the day of CFP deadline (as stated in the CFP letter) shall apply.

10.3 Regardless of the currency stated in proposals received, the contract will always be issued and subsequent payments will be made in the mandatory currency for the proposal (as stated above).

1. **Evaluation of Technical and Financial Proposals**

**11.1 PHASE I – TECHNICAL PROPOSAL** (**70 points**)

Only proponents meeting the mandatory criteria will advance to the technical evaluation in which a maximum of 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 achieve a minimum cumulative technical score of 50 points.

**Suggested table for evaluating technical proposal**

|  |  |  |
| --- | --- | --- |
| **1** | The proposal is compliant with the CFP requirements | **15 points** |
| **2** | The organization’s mandate is relevant to the work to be undertaken in the UN Women Terms of Reference (**component 1)** | **20 points** |
| **3** | The proposal demonstrates a sound understanding of the requirements of the UN Women Terms of Reference and indicates that the organization has the prerequisite capacity to undertake the work successfully (**components 2, 3, 4 and 5)** | **35 points** |
|  | TOTAL | **70 points** |

* 1. **PHASE II - FINANCIAL PROPOSAL (30 points)**

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

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

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

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

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

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

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

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

1. **Format and Signing of Proposals**
   1. The proposal shall be typed or written in indelible ink and shall be signed by the proponent or a person or persons duly authorized to bind the proponent to the contract. The latter authorization shall be indicated by written power-of-attorney accompanying the proposal.
   2. A proposal shall contain no interlineations, erasures, or overwriting except as necessary to correct errors made by the proponent, in which case such corrections shall be initialled by the person or persons signing the proposal.
2. **Award**

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

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

14.3 The award will be for an agreement with an original term of 6 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 Proposal (CFP)**

**to implement actions in Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine aimed at overcoming and addressing gender stereotypes and discriminatory social norms through behavioural change at the individual and community levels in the framework of the “EU4Gender Equality: Together against gender stereotypes and gender-based violence" project, funded by the European Union, implemented jointly by UN Women and UNFPA**

**CFP No. UNW-ECA-CFP-2022-001 (00119418)**

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

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

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

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| --- |
| **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 demonstrates that the proponent has the capacity and commitment to implement the proposed activities and produce results successfully. Key elements to be covered in this section include:

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

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

This section should articulate the proponent’s understanding of the UN Women Terms of Reference (TOR). It should contain a clear and specific statement of what the proposal will accomplish in relation to the UN Women Terms of Reference. This should include:

1. The **problem statement** or challenges to be addressed given the context described in the UN Women Terms of Reference.
2. The specific **results** expected (e.g., outputs) through engagement of the proponent. The expected results are the measurable changes which will have occurred by the end of the planned intervention. Propose specific and measurable indicators which will form the basis for monitoring and evaluation. These indicators will be refined, and will form an important part of the agreement between the proponent and UN Women.

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

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

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

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

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

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

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

**Implementation Plan**

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

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

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

* how the performance of the activities will be tracked in terms of achievement of the steps and milestones set forth in the Implementation Plan, including data collection tools (e.g pre and post questionnaires)
* 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.

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

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

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

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

|  |
| --- |
| **Component 6: Results-Based Budget** (max. 1.5 pages) |

The development and management of a realistic budget is an important part of developing and implementing successful activities. Careful attention to issues of financial management and integrity will enhance the effectiveness and impact of activities. The following important principles should be kept in mind in preparing a project budget:

* Include costs which relate to efficiently carrying out the activities and producing the results which are set forth in the proposal. Other associated costs should be funded from other sources.
* The budget should be realistic. Find out what planned activities will actually cost, and do not assume that they would cost less.
* The budget should include all costs associated with managing and administering the activity or results, particularly the cost of monitoring and evaluation.
* 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%. 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% – support costs including (utilities, rent etc.).

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Result 1 (e.g., Output)** Repeat this table for each result[[5]](#footnote-5). | | | | | |
| **Expenditure Category** | **Quarter 1,**  **[Local currency]** | **Quarter 2,**  **[Local currency]** | **Total,**  **[local currency]** | **US$** | **% Total** |
| 1. Personnel |  |  |  |  |  |
| 2. Equipment / Supplies |  |  |  |  |  |
| 3. Training/Seminars/Travel Workshops |  |  |  |  |  |
| 4. Contracts / experts |  |  |  |  |  |
| 5.Communicational costs |  |  |  |  |  |
| 6. Other costs [[6]](#footnote-6) |  |  |  |  |  |
| 7.Support Cost (not to exceed 7%) |  |  |  |  |  |
| **Total Cost for Result 1** |  |  |  |  |  |

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

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

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

(Signature)

(Printed Name and Title)

(Date)

**Annex B-3**

**Format of Resume for Proposed Personnel**

**Call for Proposal (CFP)**

**to implement actions in Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine aimed at overcoming and addressing gender stereotypes and discriminatory social norms through behavioural change at the individual and community levels in the framework of the “EU4Gender Equality: Together against gender stereotypes and gender-based violence" project, funded by the European Union, implemented jointly by UN Women and UNFPA**

**CFP No. UNW-ECA-CFP-2022-001 (00119418)**

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 the 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 Proposal (CFP)**

**to implement actions in Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine aimed at overcoming and addressing gender stereotypes and discriminatory social norms through behavioural change at the individual and community levels in the framework of the “EU4Gender Equality: Together against gender stereotypes and gender-based violence" project, funded by the European Union, implemented jointly by UN Women and UNFPA**

**CFP No. UNW-ECA-CFP-2022-001 (00119418)**

|  |  |
| --- | --- |
| **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 the organization to its employees and associated personnel on prevention and response to SEA. | Mandatory |
| Organization’s policy and procedure documents in respect to grant-making (if grant-making activities are included in the UN Women Terms of Reference of the CFP) | Mandatory |
| Organization’s policy and procedure for selecting partners (if sub-partner/s are going to be used) | Mandatory |
| **Administration and Finance** | |
| Administrative and financial rules of the organization | Mandatory |
| Details of the organization’s internal control framework | Mandatory |
| Audited statements of the organization during last 3 years | Mandatory |
| List of banks with which organizational bank accounts are held | Mandatory |
| Name of external auditors of organization | Optional |
| **Procurement** | |
| Organization’s procurement policy/manual | Mandatory |
| Templates of the solicitation documents for procurement of goods/services (e.g., request for quotation (FRQ), request for proposal (RFP) etc.) used by organization | Mandatory |
| List of main suppliers/vendors of organization and copies of their contract(s) including evidence of their selection processes | Mandatory |
| **Client Relationship** | |
| List of main clients/donors of organization | Mandatory |
| Two references for organization | Mandatory |
| Past reports to clients/donors of organization for last 3 years | Mandatory |

**Annex B-5**

**UN Women template Partner Agreement**

**Annex B-6**

**UN Women Anti-Fraud Policy**

1. The proposals suggesting interventions across the country will also be considered subject to special approval from the European Union. [↑](#footnote-ref-1)
2. This requirement is not applicable for the proponents from Belarus. [↑](#footnote-ref-2)
3. In exceptional circumstances, three (3) years of history registration may be accepted and it must be fully justified. [↑](#footnote-ref-3)
4. [Secretary General’s Bulletin, 9 October 2003 on “Special measures for protection from sexual exploitation and sexual abuse](http://www.un.org/Docs/journal/asp/ws.asp?m=ST/SGB/2003/13)” (ST/SGB/2003/13), and United Nations Protocol on Allegations of Sexual Exploitation and Abuse involving Implementing Partners. [↑](#footnote-ref-4)
5. If the budget is for grant-making activities, add a field for grants. For grant-making, (i) only up to 50% of the Partner proposal amount may be used to fund grants, (ii) not more than 25% of the Partner Agreement value can be issued per individual grant. [↑](#footnote-ref-5)
6. “Other costs” refers to any other costs that are not listed in the results-based budget. Please specify what they are in the footnote. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ [↑](#footnote-ref-6)