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

Section 1

CFP No. 001-2026

a. CFP Letter for Responsible Parties

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

Proposals must be received by UN Women at the address specified not later than 11:30 PM (Beirut Time) on 10 July 2026.

Proposals should be submitted within a range of 480,000 USD to 600,000 USD. Proposals budgets should be submitted in USD.

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 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
Section 2 a. Instructions to Proponents, which includes the following: **Annex B-2** Template for Proposal Submission **Annex B-3** Format of Resume for Proposed Personnel **Annex B-4** Capacity Assessment Minimum Documents **Annex B-5** UN Women template Partner Agreement **Annex B-6** UN Women Anti-Fraud Policy	**Annex B-2** Template for Proposal Submission **Annex B-3** Format of Resume for Proposed Personnel **Annex B-4** Capacity Assessment Minimum Documents

Interested proponents may obtain further information by contacting this email address: yara.nassar@unwomen.org, adding in cc cfp.lebanon@unwomen.org. Requests for information not submitted this way will not be considered.

b. Proposal Data Sheet for Responsible Parties

Program/Project:	**Requests for clarifications due:**	
Governance and Participation in Public Life	**Date: 26 June 2026**	**Time: 11:30 PM**
Programme Officer's name: Yara Nassar	**(Via e-mail)** yara.nassar@unwomen.org, keeping in cc **cfp.lebanon@unwomen.org**	
Email: yara.nassar@unwomen.org	**UN Women clarifications to proponents due: [if applicable]**	
Telephone number: 81-478315	**Date: 1 July 2026**	**Time: 11:30 PM**
	Proposal due:	

Issue date: 8 June 2026		**Date: 10 July 2026**	**Time: 11:30 PM (Beirut Time)**
Pre-proposal conference with proponents		**Planned award date:**	**3 August 2026**
Location:	**Online**	**Planned contracts start-date/delivery date (on or before):**	**3 August 2026**
Date:	**2 July 2026**		
Contact:	**Yara.nassar@unwomen.org**		

c. UN Women Terms of Reference

Call for Proposal (CFP) for Responsible Parties

1. **Introduction**

   a. **Background/context for required services/results**

UN Women is the United Nations entity dedicated to gender equality and the empowerment of women. Guided by the UN Women Strategic Plan 2026–2029, UN Women works to advance four global impact areas: (i) women's leadership and decision-making; (ii) women's economic empowerment in resilient economies; (iii) women and girls free from violence; and (iv) women, peace and security and humanitarian action. Through its unique triple mandate; supporting normative frameworks, coordinating the UN system, and delivering operational programmes, UN Women works with governments, civil society, women-led organizations, the private sector, and other stakeholders to advance gender equality and women's rights.

In Lebanon, UN Women's programme is primarily organized around three interconnected thematic areas: women's leadership and decision-making; women's economic empowerment; and women, peace and security and humanitarian action, while integrating prevention of and response to violence against women and girls across all areas of work. Through these interventions, UN Women supports gender-responsive governance and policy reforms, women's political participation and leadership, economic resilience and livelihoods, gender in humanitarian action, conflict prevention, peacebuilding, and implementation of the Women, Peace and Security agenda. Across all programming, UN Women is committed to the principle of Leaving No One Behind and prioritizes the inclusion of women and girls facing multiple and intersecting forms of discrimination.

Women's Leadership and Decision-Making:

Achieving gender equality and the empowerment of women and girls requires their equal and meaningful participation in decision-making. UN Women supports women's leadership and representation at all levels of governance and across public, political, economic, and peacebuilding institutions. Global evidence demonstrates that women's participation in decision-making contributes to more inclusive, representative, and effective policies, institutions, and development outcomes.

Despite obtaining the right to vote and stand for election in 1952, women remain significantly underrepresented in political and public decision-making in Lebanon. Women currently hold only 8 of 128 parliamentary seats (6.3 per cent), while five women serve in the current 24-member Cabinet. In the 2025 municipal elections, women's representation in municipal councils increased from 5.4 per cent to 10.37 per cent, while women secured 16.4 per cent of seats on mukhtar councils.

Women also remain underrepresented in senior leadership positions across public institutions. While women comprise approximately 58 per cent of judges across the civil judiciary, they occupy only 10 per cent of seats on the Constitutional Council. Women represent 27.5 per cent of ambassadors and 18.8 per cent of counsellors in the diplomatic corps. In the security sector, women account for approximately 4 per cent of Internal Security Forces personnel, 5 per cent of Lebanese Armed Forces personnel, and 23 per cent of General Security personnel, with particularly low representation in senior leadership positions.

General Overview of services required/results

UN Women Lebanon seeks to partner with a **consortium of at least two organizations to establish and operationalize a Women in Leadership Academy.** The Academy will service as a sustainable platform for capacity development, mentorship, networking and leadership advancement for diverse women leaders across the public, political, economic and peacebuilding spheres.

The selected consortium will be expected to consult and coordinate closely with the National Commission for Lebanese Women (NCLW) during the development of their proposal to ensure alignment with national priorities and existing initiatives related to women's leadership and participation. Proposals should include clear targets, a well-described methodology, and practical ideas for sustainability.

Guidelines for applicants:

- Only consortia comprising one lead applicant and at least one sub-partner are eligible to apply for this Call for Proposals (CFP).
- Each organization may submit only one application as a lead applicant. Organizations may participate as sub-partners in more than one consortium application.
- The subject line of the submission e-mail must clearly indicate the reference number of the Call for Proposals.

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

Output: Establish and institutionalize Lebanon's first Women in Leadership Academy as a nationally owned platform for developing a pipeline of women leaders in politics, public administration, civil society, and public life.

The institutional model for this Output is based on a **strategic partnership between a consortium selected under this CFP, preferably led by a university, in coordination and consultation with the National Commission for Lebanese Women (NCLW) and UN Women. The model aims to** bring together academic excellence, national ownership, and good international practices in women's leadership, governance, and public service.

To ensure the multidisciplinary expertise required to establish and operationalize the Academy, **applications under this Output must be submitted by a consortium comprising at least two entities. For the purposes of this Calll, two academic centres, institutes, faculties, schools, or departments within the same university may apply jointly and will be considered eligible as a consortium, provided they demonstrate distinct and complementary areas of expertise and clearly defined roles and responsibilities.**

Consortia should demonstrate complementary expertise in leadership development, executive education, gender equality and women's empowerment, governance and public policy, mentoring and coaching, institutional capacity development, and stakeholder engagement. Partnerships with national, regional, and internationally recognized academic institutions and executive education providers are encouraged.

The Academy shall build on existing national initiatives, institutions, and expertise to advance women's full, equal, effective and meaningful participation and leadership in political, public, economic, civic, and peacebuilding decision-making at all levels. It shall contribute to expanding the pipeline of diverse women leaders, addressing structural barriers to women's leadership, and strengthening the capacities, networks, visibility, and influence of women across sectors.

The Academy should be designed not as a standalone training programme, but as a sustainable leadership platform that fosters long term leadership pathways for women. Through a combination of high-quality learning, mentorship, coaching, networking, peer exchange, practical leadership experience, and alumni engagement, the Academy should support current and emerging women leaders to access and exercise leadership roles, influence decision-making processes, and contribute to more inclusive governance, sustainable development, social cohesion, and peace.

Component 1: Academy Design and Institutionalization

The consortium shall establish the Women in Leadership Academy as a sustainable national platform for women's leadership development. As part of this process, the consortium shall:

- Conduct a **needs assessment and stakeholder consultations** with relevant institutions and potential participants to inform the design of the Academy and ensure responsiveness to national priorities and leadership gaps;
- Develop the **Academy's vision, theory of change, institutional model, governance framework**, and operational arrangements to support its long-term sustainability and institutionalization, including clearly define roles and responsibilities of key stakeholders and mechanisms for coordination, decision-making, accountability and oversight;
- Establish an **Academy Advisory Board** comprising representatives from NCLW, the host university, UN Women, and other relevant stakeholders;
- Develop the **Academy's branding, i**dentity, visibility strategy, and communications materials;
- Develop **participant selection mechanisms**, eligibility criteria, and outreach strategies to ensure transparency, diversity, and inclusion;
- Develop a **competency-based curriculum framework and learning methodology** aligned with good international practices in leadership development and executive education;
- Develop a **certification and quality assurance framework** for the Academy;
- Establish an **alumni network** and mechanisms for continued engagement, mentoring, peer learning, and collaboration among Academy graduates;
- Develop a **sustainability strategy**, including governance, financing, partnership, and institutionalization arrangements, to support the long-term continuation and growth of the Academy beyond the project period.

Applicants are encouraged to propose innovative models that strengthen the Academy's long-term sustainability, regional profile, and positioning as a national center of excellence for women's leadership development.

Component 2: Leadership Development Programme

The Academy shall deliver a structured, cohort-based Women in Leadership Programme designed to strengthen a diverse pipeline of women leaders and support their advancement into leadership and decision-making roles across political, public, economic, civic, and peacebuilding spheres.

Participants may include women political leaders, current and prospective candidates for elected office, elected representatives, municipal councilors, political party members, public servants, syndicate representatives, entrepreneurs, peacebuilders, academics, youth leaders, and civil society leaders.

The **curriculum shall be competency-based and structured around a clearly defined leadership competency framework.** The selected consortium shall identify the core competencies required for women leaders across different sectors and design learning pathways, assessment methods, mentoring, and coaching arrangements, and experiential learning activities that contribute to the progressive development and application of these competencies.

The programme should be **practical, experiential, and action-oriented, strengthening participants' ability to apply human rights, gender equality, and inclusive leadership principles within their respective institutions, sectors, and spheres of influence**. It should move beyond theoretical learning by incorporating interactive and participatory methodologies that promote critical reflection, peer learning, problem-solving, collaboration, and the practical application of knowledge and skills to real-world leadership challenges.

Applicants are encouraged to **propose differentiated leadership tracks** or learning pathways that respond to the specific needs, experiences, and aspirations of women at different stages of their leadership journeys across diverse sectors.

Applicants shall propose:

- The number of cohorts and participants to be reached;
- Cohort size, participant profiles, and any proposed leadership tracks;
- The duration, structure, and sequencing of each programme cycle;
- Learning modalities and delivery approaches;
- Participant selection criteria and outreach strategy;
- Expected competencies, leadership outcomes, and mechanisms for measuring results;
- Mechanisms to support participants' progression into leadership roles, decision-making spaces, and professional networks.

The Programme shall be **organized around a competency-based leadership framework** rather than a series of standalone training courses. At a minimum, the framework should address competencies related to: (i) personal leadership and resilience; (ii) strategic and adaptive leadership; (iii) human rights, gender equality, and inclusive leadership; (iv) communication, influence, and coalition-building; (v) policy and institutional leadership; and (vi) digital leadership and innovation.

Applicants should define the specific competencies, behavioral indicators, and proficiency levels associated with each domain and demonstrate how learning activities, mentoring, coaching, and assessments will contribute to their development.

Component 3: Mentorship, Leadership Development, and Professional Networking

The consortium shall establish a structured mentorship programme to support participants' professional development, leadership growth, and access to professional networks. The programme shall connect emerging women leaders with experienced leaders and practitioners from politics, public administration, academia, civil society, media, the private sector, and other relevant sectors.

The programme should include:

- Mentor identification and matching;
- Structured mentoring engagements between participants and experienced leaders;
- Opportunities for peer learning and exchange;
- Networking opportunities with leaders, practitioners, and decision-makers;
- Activities that support participants' professional growth and leadership development.

The consortium shall **establish a roster of mentors drawn from diverse sectors and backgrounds**. Applicants are encouraged to engage accomplished women leaders from Lebanon, the Lebanese diaspora, the Arab region, and the international community, as appropriate, to facilitate knowledge exchange, exposure to diverse leadership experiences, and access to broader professional networks.

Applicants are encouraged to incorporate approaches that strengthen participants' visibility, leadership trajectories, and access to professional opportunities and networks.

Particular emphasis should be placed on fostering intergenerational learning, knowledge exchange, and sustained engagement between established and emerging women leaders.

Inclusion and Accessibility

The Academy shall adopt an inclusive and intersectional approach to leadership development.

Particular efforts shall be made to ensure the participation of:

- Women with disabilities;
- Young women;
- Women from marginalized and underrepresented areas and groups;

The Academy shall adopt a **bilingual Arabic-English approach** to maximize accessibility while facilitating access to regional and international leadership expertise, networks, and learning resources. Applicants shall propose appropriate language arrangements for programme delivery, learning materials, mentoring, and engagement activities. The consortium shall ensure that language does not constitute a barrier to participation.

The consortium shall ensure that all Academy activities, materials, facilities, and communication approaches are accessible and inclusive.

Applicants shall submit a detailed proposal including:

- Vision and theory of change for the Academy;
- Institutional model, governance framework, and operational arrangements;
- Needs assessment and stakeholder engagement approach;
- Branding, visibility, and communications approach;
- Curriculum framework, leadership competency model, and learning methodology;

- Proposed programme structure, including the number of cohorts, cohort size, participant profiles, and any proposed leadership tracks;
- Participant selection criteria and outreach strategy;
- Mentorship and professional networking approach;
- Partnerships with academic institutions, leadership networks, executive education providers, and other relevant stakeholders;
- Certification and accreditation arrangements;
- Alumni network model and mechanisms for continued engagement, mentoring, peer learning, and collaboration beyond programme completion;
- Sustainability, institutionalization, and resource mobilization strategy;
- Monitoring, evaluation, and learning framework, including proposed indicators and mechanisms for measuring leadership outcomes;
- Detailed implementation timeline and workplan;
- Proposed team composition and CVs of key experts, trainers, mentors, and facilitators;
- Relevant organizational and consortium experience in leadership development, executive education, governance, public policy, and gender equality programming.

Participation in all Academy activities, including training, mentoring, networking, and related programme components, shall be provided at no cost to selected participants.

The Academy shall establish a transparent outreach, recruitment, and selection process targeting a diverse pool of approximately 500–600 women leaders and aspiring leaders from across political, public, economic, civic, academic, and peacebuilding sectors. Outreach efforts should seek to ensure diversity in terms of age, geographic location, professional background, and leadership experience.

Based on established eligibility and selection criteria, approximately 150–200 participants shall be selected to participate in the Academy's Women in Leadership Programme. The selection process should identify women who demonstrate leadership potential, commitment to public engagement and community impact, and the ability to benefit from and contribute to the Academy's learning and leadership network.

Participants who successfully complete the Programme shall receive certification in accordance with the Academy's certification framework.

Indicative Targets

- Number of women identified through the Academy's outreach and recruitment process and considered for selection: approximately 600;
- Number of women selected and enrolled in the Women in Leadership Programme: approximately 150–200;
- Percentage of participants from marginalized and underrepresented groups: minimum 30%;
- Number of leadership cohorts successfully completed: to be proposed by applicants;
- Number of mentors engaged: minimum 20;
- Number of participants benefiting from structured mentorship opportunities: minimum 60;
- Number of mentorship cycles completed: minimum 3;
- Alumni network established and operational: 1;
- Percentage of participants demonstrating improved leadership competencies and confidence upon completion of the Programme: minimum 80%;
- Percentage of participants reporting application of acquired knowledge, skills, and competencies within their institutions, organizations, communities, or sectors of engagement within six months of programme completion: minimum 70%.

Indicative Duration

24 months

Indicative Budget

USD 480,000-600,000

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

The proposed intervention is expected to commence in September 2026 and be completed by September 2028, for an indicative implementation period of 24 months. Applicants should present a realistic workplan and implementation schedule demonstrating how all required outputs and results will be achieved within the proposed timeframe.

4. **Competencies:**

UN Women invites proposals from consortia of no fewer than two organizations. Civil society organizations (CSOs), academic institutions, and women's organizations or similar entities are highly encouraged to apply.

Prior to evaluating the proposals received, UN Women will verify that proponents meet the minimum technical/functional competencies indicated below. UN Women reserve 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.

Minimum Technical/Functional Competencies Required:

- Only consortia are eligible to apply.
- The lead applicant must demonstrate at least five years of experience in designing and delivering leadership development, executive education, capacity-building, or professional development programmes.
- The consortium must demonstrate complementary expertise and clearly defined roles and responsibilities among consortium members.
- At least one consortium member must demonstrate substantive experience in gender equality and women's empowerment programming.
- Applicants must provide examples of at least three relevant programmes, projects, or initiatives demonstrating experience in leadership development, executive education, capacity-building, mentoring, coaching, networking, or related fields.

General Organizational Capability:

- The lead applicant must be an officially registered legal entity with full legal capacity to act;
- The lead applicant must have had an external independent audit for the least 3 years;
- The applicant must demonstrate experience in delivering and implementing similar services, including planning, monitoring, and reporting (please provide a list of relevant projects and activities, particularly those similar to the scope of this Terms of Reference);
- Proven financial capacity to implement the activities required under this Terms of Reference;
- Full and unconditional acceptance of the Contract General Terms and Conditions.

All proponents must also meet all mandatory requirements/pre-qualification criteria as set out in Annex B-1.

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

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

Annex B-1
Mandatory Requirements/Pre-Qualification Criteria and Contractual Aspects
[To be completed by proponents and returned with their proposal]

Call For Proposals
Women in Leadership Academy
CFP No. 001-2026

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 ii. Is the proponent, its employees, personnel, sub-contractor or sub-contractor's sub-contractor or sub-partner or sub-partner's partner currently under investigation for SEA by UN Women, another UN entity or otherwise?	Yes/No
8. Has the proponent or any of its employees or personnel been placed on any relevant sanctions list including as a minimum the Consolidated United Nations Security Council Sanctions List(s), United Nations Global Market Place Vendor ineligibility and any other donor sanction list that may be available for use, as applicable?	Yes/No
9. Has the proponent read and accepted the standards set out in section 3 of ST/SGB/2003/13 "Special measures for protection from sexual exploitation and sexual abuse"?	Yes/No

[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.

10. Does the proponent acknowledge that SEA is strictly prohibited, and that UN Women will apply a policy of "zero tolerance" in respect to SEA of anyone including the proponent's employees, agents, sub-partners and sub-contractors or any other persons engaged by the proponent to perform any services?	Yes/No
11. Has the proponent reviewed and taken note of UN Women Anti-Fraud Policy **(Annex B-6)**?	Yes/No

Please provide the following information:

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

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

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

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

Section 2

CFP No. 001-2026

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 yara.nassar@unwomen.org, keeping in the correspondence cfp.lebanon@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.

3. Eligibility

3.1 Proponents must meet the Minimum Technical/Functional Competencies Required indicated in Section 4 – Competencies of the Terms of Reference. Applicants that will not meet the Minimum Technical/Functional Competencies will not be considered.

3.2 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. **All proposals should be sent by email to the following secure email address: cfp.lebanon@unwomen.org** by 10 July 2026 at 11.30pm (Beirut time)**.**

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 USD

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.

Table for evaluating technical proposal

1	Demonstrated experience of the lead applicant and consortium members in designing and delivering leadership development, executive education, capacity-building, mentorship, coaching, networking, or professional development programmes, including experience relevant to women's leadership, public leadership, governance, or gender equality	**20 points**
2	Quality, relevance, and complementarity of the consortium, including the expertise of consortium members, proposed governance arrangements, and clearly defined roles and responsibilities	**10 points**
3	Relevance of the applicant's organizational mandate, track record, and previous experience to the objectives of the Women in Leadership Academy(**component 1)**	**5 points**
4	Quality and feasibility of the proposed methodology and technical approach, including: (i) the Academy's vision, institutional model, and sustainability strategy; (ii) the competency-based curriculum framework and learning pathways; (iii) the outreach, recruitment, and participant selection approach; (iv) the mentorship, networking, and alumni engagement model; and (v) the monitoring, evaluation, and certification framework(**components 2, 3, 4 and 5)**	**35 points**
	TOTAL	**70 points**

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

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

Formula for computing points: Points = (A/B) Financial Points

Example: Proponent A's price is the lowest at $10.00. Proponent A receives 30 points. Proponent B's price is $20.00. Proponent B receives ($10.00/$20.00) 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

In addition, applicants are expected to attach supporting documentation to their application, in particular 5 different training curriculums.

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 initial term as indicated under each activity.

Annex B-2
Template for Proposal Submission

Call For Proposals
Women in Leadership Academy
CFP No. 001-2026

Mandatory Requirements/Pre-Qualification Criteria

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

	Proponent's Eligibility Confirmation and Information	**Proponent's Response**
1	What year was the organization established?	
2	In what province/state/country has the organization been established?	
3	Has the organization ever been adjudged bankrupt, or been liquidated, or been insolvent, or applied for a moratorium or stay on any payment or repayment obligations, or applied to be declared insolvent? (If YES, explain in detail the reasons why, filing date, and current status.)	Yes/No
4	Has the organization ever been terminated for non-performance on a contract? If YES, describe in detail.	Yes/No
5	Has the organization or any of its employees and personnel ever been: a. suspended or debarred by any government, a UN agency or other international organization; b. placed on any relevant sanctions list including the - https://www.un.org/sc/suborg/en/sanctions/un-sc-consolidated-list, United Nations Global Market Place Vendor ineligibility or any other Donor Sanction List; and/or c. been the subject of an adverse judgment or award? If YES, provide details, including date of reinstatement, if applicable. (If proponent is currently on any relevant sanctions list this should be disclosed in Question 8 of the Mandatory Requirements/Pre-Qualification Criteria above and is grounds for immediate rejection.)	Confirm Yes/No
6	It is UN Women policy to require that proponents and their sub-contractors and sub-partners observe the highest standard of ethics during the selection and execution of contracts. In this context, any action taken by a proponent, a sub-contractor or a sub-partner to influence the selection process or contract execution for undue advantage is improper. The proponent must confirm that it has reviewed and taken note of UN Women Anti-Fraud Policy (**Annex B-6**). The proponent must also confirm that the proponent and its sub-contractors and sub-partners have not engaged in any conduct contrary to that policy including in competing for this CFP.	Confirm Yes/No
7	Officials not to benefit: The proponent must confirm that no official of UN Women has received or will be offered any direct or indirect benefit arising from this CFP or any resulting contracts by the proponent or its sub-contractors or its sub-partners.	Confirm Yes/No
8	The proponent must confirm that the proponent is not engaged in any activity that would put it, if selected for this assignment, in a conflict of interest with UN Women.	Confirm Yes/No
9	The proponent must confirm that the proponent, its sub-partners or sub-contractors have not been associated, or involved in any way, directly or indirectly, with the preparation of the design, terms of references and/or other documents used as a part of this CFP.	Confirm Yes/No
10	UN Women policy restricts organizations from participating in a CFP or receiving UN Women contracts if a UN Women personnel or their immediate family are an owner, officer, partner or board member or in which the personnel or their immediate family has a financial interest in the organization. The proponent must confirm that no UN Women personnel or their immediate family are an owner, officer, partner or board member or have a financial interest in either the proponent, or its sub-partners or its sub-contractors.	Confirm Yes/No

Proponent's Eligibility Confirmation and Information	Proponent's Response

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.

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

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

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

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

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

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

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

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

Component 4: Implementation Plan (max 1.5 pages)

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

Implementation Plan

Project No:	Project Name:
Name of proponent organization:	
Brief description of project	
Project start and end dates:	
Brief description of specific results (e.g., outputs) with corresponding indicators, baselines and targets. Repeat for each result.	

List the activities necessary to produce the results and indicate who is responsible for each activity		Duration of Activity in Months (or Quarters)											
Activity	Responsible	1	2	3	4	5	6	7	8	9	10	11	12
1.1													
1.2													
1.3													
1.4													

Monitoring and Evaluation Plan (max. 1 page)

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

- how the performance of the activities will be tracked in terms of achievement of the steps and milestones set forth in the Implementation Plan;
- how any mid-course correction and adjustment of the design and plans will be facilitated on the basis of feedback received; and
- how the participation of community members in the monitoring and evaluation processes will be achieved.

Component 5: Risks to Successful Implementation (1 page)

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

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

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

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

The development and management of a realistic budget is an important part of developing and implementing successful activities. Careful attention to issues of financial management and integrity will enhance the effectiveness and impact of

activities. The following important principles should be kept in mind in preparing a project budget:

- Include costs which relate to efficiently carrying out the activities and producing the results which are set forth in the proposal. Other associated costs should be funded from other sources.
- The budget should be realistic. Find out what planned activities will actually cost, and do not assume that they would cost less.
- The budget should include all costs associated with managing and administering the activity or results, particularly the cost of monitoring and evaluation.
- Support Costs mean those indirect costs that are incurred to operate the Partner as a whole or a segment thereof and that cannot be easily connected or traced to implementation of the Work, i.e., operating expenses, overhead costs and general costs connected to the normal functioning of an organization/business, such as cost for support staff, office space and equipment that are not Direct Costs.
- If the partner has a Support Cost Policy that specifies a rate, the partner can include this rate to not exceed a rate of 8% or the rate set forth in the Donor Specific Conditions, if that is lower).
- If the Partner does not have a Support Cost Policy, the partner must provide a break-down of support costs (not exceeding a rate of 8% or the rate set forth in the Donor Specific Conditions, if that is lower).
- The budget line items are general categories intended to assist in thinking through where money will be spent. If a planned expenditure does not appear to fit in any of the standard line-item categories, list the item under other costs, and state what the money is to be used for.
- The figures contained in the budget sheet should agree with those on the proposal header and text.
- Depending on the results to be delivered, following suggestive thresholds could be followed for costs:
  - maximum for personnel related costs on a proposal - 20% of programming costs;
  - between 3-5% for audits (to be retained by UN Women for Responsible Party audits) (may change as per the annual audit cost);
  - 3% for monitoring and evaluation; and
  - up to 8% (or as per relevant donor agreement) – support costs including (utilities, rent etc.).

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

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

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

_____ (Seal)

(Signature)

(Printed Name and Title)
(Date)

[3] 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.

[4] "Other costs" refers to any other costs that is not listed in the results-based budget. Please specify what they are in the footnote.

Annex B-3

Format of Resume for Proposed Personnel

Call For Proposals
Women in Leadership Academy
CFP No 001-2026

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
Women in Leadership Academy
CFP No. 001-2026

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

Two references for organization	Mandatory
Past reports to clients/donors of organization for last 3 years	Mandatory

Annex B-5
UN Women template Partner Agreement

Partner Agreement English.pdf

Annex B-6
UN Women Anti-Fraud Policy

Anti-Fraud Policy.pdf