



REQUEST FOR PROPOSALS (RFP)

Independent Review of Information Management Systems (IMS) with Special Focus on SAP Business One Enterprise Resource Planning (ERP) System

Assignment/ position:	IMS Consultant with focus on SAP ERP systems.
Location/ Country	Nairobi/ Kenya
Duration	20 consultancy days
RFP Reference Number	FNT/RFP/36/2026/INST
Dated of Issue	7 th August 2026.
Procuring Entity	African Women's Development and Communication Network (FEMNET)
Proposal Submission Deadline	12 th September 2026 at 18:00 Hours (East Africa Time)

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1. REQUEST FOR PROPOSALS

The African Women's Development and Communication Network (FEMNET) invites eligible and qualified consulting firms to submit Technical and Financial Proposals for undertaking an independent review of its Information Management Systems (IMS), with particular emphasis on the SAP Business One Enterprise Resource Planning (ERP) System.

The assignment seeks to assess the adequacy, effectiveness and operational readiness of FEMNET's current information management environment, identify functional and operational gaps, and recommend practical improvements to strengthen organisational effectiveness, governance, internal controls and digital transformation.

Interested firms shall submit proposals in accordance with the requirements contained in this Request for Proposals (RFP).

2. ABOUT FEMNET

The **African Women's Development and Communication Network (FEMNET)** is a pan-African, membership-based feminist network established in 1988 to advance women's rights, gender equality, and the human rights of women and girls across Africa. FEMNET works with a diverse membership of national women's networks, civil society organisations, and strategic partners in over fifty (50) African countries to strengthen women's leadership, influence public policy, and promote social justice.

Headquartered in Nairobi, Kenya, FEMNET serves as a regional platform for knowledge sharing, advocacy, movement building, capacity strengthening, and strategic partnerships. Through its programmes and institutional initiatives, the Network supports evidence-based advocacy and contributes to policy development at national, regional, continental, and global levels.

Over the years, FEMNET has invested significantly in strengthening its institutional systems, policies, governance frameworks, and operational processes to support effective programme delivery, accountability, compliance, and sustainable organisational growth. As part of its ongoing digital transformation agenda, the Network is implementing **SAP Business One Enterprise Resource Planning (ERP)** as its integrated Information Management System (IMS) to enhance business process automation, organisational efficiency, internal controls, data management, reporting, and decision-making.

To support the successful operationalisation of this investment and ensure alignment with organisational needs and international best practices, FEMNET seeks to undertake an independent review of its Information Management Systems with particular emphasis on SAP Business One ERP and its supporting business processes.

For more information about FEMNET, prospective bidders may visit www.femnet.org.

3. PURPOSE OF THE ASSIGNMENT

FEMNET is implementing **SAP Business One Enterprise Resource Planning (ERP)** as its integrated Information Management System (IMS) to strengthen organisational efficiency, enhance internal controls, improve decision-making, and support effective programme and corporate service delivery. While significant progress has been made in the implementation and migration process, the Network recognises the need for an independent assessment to determine whether the current system configuration, supporting business processes, and operational environment adequately meet its present and future institutional requirements.

The purpose of this consultancy is to undertake a comprehensive and independent review of FEMNET's Information Management Systems, with particular emphasis on the SAP Business One ERP platform, to assess its **functionality, effectiveness, integration, governance, and operational readiness**. The review will evaluate the extent to which the system supports the Network's programme management, financial management, procurement, grants management, human resource management, information governance, compliance, internal control framework, and strategic decision-making processes.

The consultant shall identify functional, technical, operational, and governance gaps affecting the effective utilisation of the ERP system and related information management processes. The review shall also assess opportunities for process optimisation, automation, systems integration, improved data governance, and enhanced reporting capabilities in line with international good practice and FEMNET's strategic objectives.

The assignment is expected to culminate in practical, prioritised, and implementable recommendations that will guide FEMNET in optimising its Information Management Systems, strengthening institutional effectiveness, mitigating operational risks, and maximising the value derived from its investment in SAP Business One ERP.

4. OBJECTIVES OF THE ASSIGNMENT

The overall objective of this consultancy is to undertake an independent and comprehensive review of FEMNET's Information Management Systems (IMS), with particular emphasis on the SAP Business One Enterprise Resource Planning (ERP) System, and to recommend practical improvements that enhance organisational efficiency, governance, internal controls, and digital transformation.

The specific objectives of the assignment are to:



- a. Assess the adequacy, effectiveness, functionality, and operational readiness of the existing SAP Business One ERP system in supporting FEMNET's strategic, programme, financial, and operational requirements.
- b. Evaluate the extent to which the ERP system supports organisational governance, internal controls, regulatory compliance, risk management, and accountability.
- c. Review the alignment between SAP Business One ERP, existing organisational policies, business processes, operational procedures, and the Network's strategic objectives.
- d. Identify functional, technical, operational, process, and governance gaps that affect the effective utilisation of the Information Management System.
- e. Assess the effectiveness of information governance, data management, cybersecurity, data protection, disaster recovery, business continuity, and system security arrangements.
- f. Evaluate the adequacy of system integration, workflow automation, reporting capabilities, management dashboards, and decision-support tools across programme and corporate service functions.
- g. Assess the suitability and level of implementation of key ERP modules, including finance, procurement, inventory, grants and contract management, programme management, human resource management, document management, and other relevant operational modules.
- h. Recommend practical, prioritised, and cost-effective improvements to optimise the Information Management Systems and strengthen organisational performance.
- i. Develop a phased implementation roadmap, including indicative resource requirements, timelines, and estimated implementation costs for the recommended improvements.
- j. Provide strategic recommendations to support FEMNET's long-term digital transformation agenda and maximise the return on investment in the IMS.

5. SCOPE OF SERVICES

The Consultant shall undertake a comprehensive review of FEMNET's Information Management Systems (IMS), with particular emphasis on the SAP Business One Enterprise Resource Planning (ERP) System, supporting business processes, governance structures, and information technology environment.

The scope of the assignment shall include, but not be limited to, the following areas:

5.1 Enterprise Resource Planning (ERP) System Assessment

Review the design, implementation status, functionality, configuration, integration, operational readiness, and utilisation of SAP Business One ERP to determine its adequacy in supporting FEMNET's strategic and operational requirements.

5.2 Business Process Review

Assess the alignment between organisational business processes, operational procedures, policies, and the ERP system to identify opportunities for process optimisation, workflow automation, standardisation, and efficiency improvements.

5.3 Governance, Risk Management and Internal Controls

Evaluate the effectiveness of governance structures, internal control mechanisms, segregation of duties, approval workflows, compliance controls, user access management, and risk mitigation measures embedded within the Information Management System.

5.4 Financial and Operational Management

Assess the extent to which SAP Business One ERP supports financial management, budgeting, procurement, inventory management, grants and contract management, programme management, reporting, management dashboards, and decision-making.

5.5 Information Governance and Technology Environment

Review information governance practices, data management, cybersecurity, data protection, disaster recovery, business continuity, document management, system administration, and overall ICT infrastructure supporting the ERP environment.

5.6 Organisational Performance and Digital Transformation

Assess the extent to which the current Information Management Systems support organisational effectiveness, institutional learning, innovation, collaboration, performance management, and FEMNET's broader digital transformation agenda.

5.7 Gap Analysis and Improvement Roadmap

Identify functional, technical, operational, governance, and process gaps affecting the effectiveness of the Information Management Systems and develop practical, prioritised, and costed recommendations for improvement, including an implementation roadmap.

The Consultant shall employ internationally recognised methodologies and best practices in conducting the assignment and shall engage relevant stakeholders throughout the review process to ensure that the recommendations are practical, evidence-based, and aligned with FEMNET's strategic priorities.

6. TERMS OF REFERENCE (ToR)

The Consultant shall undertake a comprehensive assessment of FEMNET's Information Management Systems (IMS), with particular emphasis on SAP Business One Enterprise Resource Planning (ERP), supporting business processes, governance structures, policies, and organisational systems. The review shall include, but not necessarily be limited to, the following areas:

6.1 Institutional Governance and Organisational Framework

The Consultant shall review the extent to which the Information Management System supports FEMNET's institutional governance, legal and regulatory obligations, organisational structure, strategic objectives, and operational framework.

The review shall include:

- a. Alignment of the ERP system with FEMNET's governance structure and institutional mandate.
- b. Adequacy of organisational roles, responsibilities and approval hierarchies within the system.
- c. Alignment between organisational policies, business processes and ERP workflows.
- d. Assessment of governance controls that support transparency, accountability and institutional effectiveness.

6.2 Enterprise Resource Planning (SAP Business One ERP)

The Consultant shall undertake a comprehensive review of the SAP Business One ERP implementation and assess its functionality, configuration, integration and operational readiness.

The assessment shall include, but not be limited to:

- a. System implementation status and completeness.
- b. Functional utilisation of implemented modules.
- c. Configuration of business processes.
- d. Workflow automation.
- e. User roles and access rights.
- f. Segregation of duties.
- g. Approval workflows.
- h. Integration between modules.
- i. Reporting functionality and management dashboards.
- j. System performance and scalability.
- k. User adoption and operational effectiveness.

- I. Suitability of the ERP to support FEMNET's future organisational growth.

6.3 Organisational Policies, Business Processes and Internal Controls

The Consultant shall assess the alignment between SAP Business One ERP and FEMNET's existing governance documents, operational procedures and internal control framework.

The review shall include, but not be limited to, the following:

- a. Finance Policy and Procedures Manual
- b. Human Resource Policies
- c. Procurement Policy
- d. ICT and Data Protection Policy
- e. Travel Policy
- f. Membership Strategy
- g. Investment Policy
- h. Resource Mobilisation Policy
- i. Risk Management Framework
- j. Business Plan
- k. Strategic Plan

The Consultant shall evaluate whether these policies are adequately reflected within the ERP environment and identify opportunities for improved automation, compliance and operational efficiency.

6.4 Financial Management

The Consultant shall evaluate the effectiveness of SAP Business One ERP in supporting financial management and organisational accountability.

The assessment shall include:

- a. General Ledger structure.
- b. Chart of Accounts.
- c. Budget preparation and monitoring.
- d. Budget variance analysis for specific projects and organisational
- e. Shared cost allocation.
- f. Absorption costing.
- g. Co-financing management.
- h. Cash flow management.
- i. Electronic journal controls.
- j. Financial reporting.



- k. Financial dashboards.
- l. Internal financial controls.
- m. Audit trail functionality.

6.5 Procurement, Inventory and Supply Chain Management

The Consultant shall assess the effectiveness of procurement and inventory management processes within SAP Business One ERP.

The review shall include the complete procurement lifecycle from:

- a. Internal requisition
- b. Approval workflows
- c. Supplier management
- d. Purchase Orders
- e. Goods receipt
- f. Inventory management
- g. Store management
- h. Asset management
- i. Supplier performance monitoring
- j. Procurement Planning and reporting

Recommendations shall be provided to strengthen end-to-end automation and internal controls throughout the procurement process/ value chain.

6.6 Programme, Grants and Contract Management

The Consultant shall assess the suitability of SAP Business One ERP in supporting programme implementation and donor-funded operations.

The review shall include:

- a. Programme planning.
- b. Activity implementation.
- c. Budget management.
- d. Donor reporting.
- e. Grant management- back office
- f. Sub-grant management- downstream partners
- g. Funding agreements.
- h. Contract management.
- i. Project close-out.

Where modules have not yet been implemented, the Consultant shall assess their suitability and provide recommendations for implementation.

6.7 Information Governance, ICT and Data Protection

The Consultant shall review FEMNET's information governance framework and supporting ICT environment.

The assessment shall include:

- a. Information governance.
- b. Data management.
- c. Records management.
- d. Data protection.
- e. Cybersecurity.
- f. Backup procedures.
- g. Disaster Recovery.
- h. Business Continuity.
- i. System administration.
- j. Document management.
- k. Information security controls.
- l. Compliance with applicable data protection legislation and organisational policies.

6.8 Performance Reporting and Decision Support

The Consultant shall evaluate the adequacy of reporting capabilities within SAP Business One ERP.

The assessment shall include:

- Executive dashboards.
- Programme dashboards.
- Financial dashboards.
- Operational reporting.
- Key Performance Indicators (KPIs).
- Management reporting.
- Decision-support tools.

Recommendations shall focus on improving the quality, accessibility and usefulness of organisational reporting.

6.9 Gap Analysis and Recommendations

Based on the findings of the review, the Consultant shall:

- a. Identify functional, operational, governance and technical gaps.

- b. Assess associated organisational risks.
- c. Prioritise recommendations based on business impact.
- d. Recommend practical and cost-effective improvements.
- e. Prepare a phased implementation roadmap.
- f. Provide indicative implementation costs and resource requirements.
- g. Where significant system limitations are identified, recommend appropriate alternative solutions together with a comparative assessment of their advantages, disadvantages, implementation implications, and estimated costs.

7. EXPECTED DELIVERABLES

The Consultant shall produce the following deliverables to the satisfaction of FEMNET within the agreed assignment period.

No.	Deliverable	Description
1	Inception Report	A detailed work plan outlining the Consultant's understanding of the assignment, proposed methodology, implementation schedule, key stakeholder engagement plan, data collection tools, quality assurance approach, and risk management measures.
2	Current State Assessment Report	A comprehensive assessment of FEMNET's existing Information Management Systems, SAP Business One ERP implementation, business processes, governance arrangements, and ICT environment, including key findings and observations.
3	Gap Analysis Report	A detailed analysis identifying functional, technical, operational, governance, compliance, and process gaps within the current Information Management Systems together with an assessment of associated risks and their organisational impact.
4	Recommendations and Optimisation Plan	Practical, prioritised and cost-effective recommendations for improving SAP Business One ERP, business processes, governance arrangements, internal controls, information management, reporting, and organisational efficiency.
5	Implementation Roadmap	A phased implementation plan detailing recommended activities, priorities, estimated timelines, indicative resource requirements, responsibilities, estimated implementation costs, and key milestones.
6	Management Presentation	A presentation of the assignment findings, recommendations, and implementation roadmap to FEMNET Management and any other stakeholders designated by FEMNET.

No.	Deliverable	Description
7	Final Consultancy Report	A consolidated report incorporating comments received from FEMNET and containing the final assessment, recommendations, implementation roadmap, and supporting annexes.

7.1 Report Submission

Unless otherwise agreed in writing, all reports shall be submitted in both editable Microsoft Office format and searchable PDF format.

All reports, supporting working papers, analytical models, presentations, datasets, and other materials developed under this assignment shall become the property of FEMNET upon acceptance of the Final Consultancy Report.

The Consultant shall address all comments provided by FEMNET on draft deliverables before submission of the final versions.

8. DURATION, REPORTING ARRANGEMENTS AND LEVEL OF EFFORT

8.1 Duration of the Assignment

The consultancy is expected to be completed within a period not exceeding **two (2) calendar months** from the date of contract signature.

The estimated level of effort for the assignment is **twenty (20) consultancy days**, distributed across the assignment in accordance with the Consultant's approved work plan.

The Consultant shall propose a detailed implementation schedule as part of the Technical Proposal, indicating the allocation of personnel, level of effort, and timelines for each major activity and deliverable.

8.2 Reporting Arrangements

The Consultant shall report directly to the **Executive Director** or an officer designated by FEMNET for the administration of the contract.

The Consultant shall work closely with FEMNET's Management Team and other designated staff throughout the assignment to facilitate access to information, validate findings, and ensure effective stakeholder engagement.

FEMNET shall designate a Contract Manager who shall be responsible for:

- (i) Coordinating communication between FEMNET and the Consultant;
- (ii) Facilitating access to relevant documentation, systems, and personnel;
- (iii) Reviewing and providing comments on draft deliverables;
- (iv) Coordinating stakeholder consultations and validation meetings; and
- (v) Certifying satisfactory completion of deliverables.

9. CONSULTANT QUALIFICATIONS, EXPERIENCE AND COMPETENCIES

9.1 Eligibility

This Request for Proposal (RFP) is open to legally registered consulting firms with demonstrated experience in enterprise resource planning (ERP) systems, information management systems, organisational systems reviews, business process improvement, governance, risk management, and advisory services.

Joint ventures or consortiums may submit proposals, provided that one applicant is designated as the Lead Consultant and assumes overall responsibility for contract performance.

9.2 Firm/ Consultant Experience

The Consulting Firm or team member shall demonstrate:

- a. A minimum of **seven (7) years** of continuous experience in providing consultancy services relating to enterprise resource planning (ERP), information systems, organisational systems reviews, business process re-engineering, governance, internal controls, audit advisory, or digital transformation.
- b. Successful completion of at least **five (5)** assignments of similar nature and complexity within the last **five (5) years**.
- c. Demonstrated experience working with international non-governmental organisations (INGOs), public benefit organisations (PBOs), development partners, regional institutions, or other comparable organisations. Experience working with women's rights organisations, feminist organisations, or human rights organisations will be an added advantage.
- d. Demonstrated financial capacity and organisational stability to undertake the assignment.

9.3 Key Personnel

The Consulting Firm shall propose a multidisciplinary team with expertise appropriate to the assignment. At a minimum, the proposed team shall include the following key personnel.

(a) Team Leader

The Team Leader shall possess:

- A minimum of a bachelor's degree in accounting, Finance, Information Systems, Business Administration, Computer Science, Economics, or another relevant discipline.
- A master's degree in a relevant field will be an added advantage.
- Relevant professional qualifications such as CPA, ACCA, CISA, CIA, PMP, or equivalent.
- At least **ten (10) years** of relevant professional experience.
- Demonstrated experience leading organisational systems reviews, ERP advisory engagements, or institutional strengthening assignments.
- Excellent report writing, stakeholder engagement, and project management skills.

(b) ERP / Information Systems Specialist

The specialist shall demonstrate experience in:

- SAP Business One ERP or comparable ERP solutions.
- ERP implementation, configuration, optimisation, and integration.
- Workflow automation and business process analysis.
- Information systems architecture.
- Systems security and user access management.

(c) Financial Management Specialist

The specialist shall demonstrate expertise in:

- Financial management systems.
- Budgeting and forecasting.
- Grant and donor financial management.
- Internal controls.
- Cost allocation methodologies.
- Financial reporting and management dashboards.

Professional accounting qualifications shall be an added advantage.

(d) Procurement and Operations Specialist

The specialist shall demonstrate experience in:

- Procurement systems.
- Inventory management.
- Contract management.
- Supply chain management.
- Organisational operations and internal controls.

Professional procurement qualifications will be an added advantage.

(e) Information Governance and Data Protection Specialist

The specialist shall demonstrate expertise in:

- Information governance.
- Data protection and privacy.
- Cybersecurity.
- Disaster Recovery.
- Business Continuity Planning.
- Records and document management.

9.4 Technical Competencies

The proposed team should collectively demonstrate competency in:

- SAP Business One ERP.
- Enterprise Resource Planning (ERP) systems.
- Information Management Systems.
- Business Process Re-engineering.
- Governance, Risk Management and Internal Controls.
- Organisational Development.
- Strategic Planning.
- Programme and Grant Management.
- Financial Management.
- Procurement and Supply Chain Management.
- ICT Governance.
- Data Protection and Information Security.
- Change Management.
- Digital Transformation.
- Monitoring, Evaluation, Accountability and Learning (MEAL).
- Facilitation of stakeholder workshops and executive presentations.

9.5 Professional Standards



The Consultant shall perform the assignment in accordance with internationally recognised professional standards and best practices applicable to information systems advisory, governance, organisational systems reviews, ERP consulting, and management consulting.

The Consultant shall maintain independence, objectivity, professional integrity, and confidentiality throughout the assignment.

9.6 Supporting Documentation

The proposal shall include, at a minimum:

- Certificate of Incorporation or Registration.
- Valid Tax Compliance Certificate (or equivalent in the country of registration).
- Company Profile.
- Profiles and Curriculum Vitae (CVs) of proposed key personnel.
- Copies of relevant professional certifications and licences.
- At least five (5) reference assignments completed within the last five (5) years, including client contact details.
- Audited financial statements for the last three (3) financial years or other evidence demonstrating financial capacity.

10. PROPOSAL SUBMISSION REQUIREMENTS

10.1 General Instructions

Interested consultants are invited to submit **separate Technical and Financial Proposals** prepared in accordance with the requirements of this Request for Proposals (RFP).

The Technical Proposal and the Financial Proposal shall be prepared independently. The Financial Proposal shall not contain any technical information, and the Technical Proposal shall not contain any pricing information.

All proposals shall be submitted in the English language.

The proposal shall remain valid for a period of **ninety (90) calendar days** from the proposal submission deadline.

10.2 Technical Proposal

The Technical Proposal shall demonstrate the Consultant's understanding of the assignment, proposed methodology, technical capability, and experience in undertaking similar assignments.

The Technical Proposal shall not exceed **fifteen (15) pages**, excluding annexes and supporting documentation.

At a minimum, the Technical Proposal shall include;

- Firm Profile,
- Understanding of the Assignment,
- Proposed Methodology and Approach (Consultants are encouraged to propose internationally recognised methodologies and best practices relevant to organisational systems reviews and ERP assessments)
- Work Plan and Implementation Schedule
- Experience of the Firm
- Proposed Team
- References (Provide at least **five (5)** references for assignments of similar nature and complexity completed within the last five (5) years.

10.3 Financial Proposal

The Financial Proposal shall be submitted separately from the Technical Proposal and shall include:

- A detailed breakdown of professional fees by personnel category.
- Level of effort (consultancy days) for each proposed team member.
- Reimbursable expenses, where applicable.
- Applicable taxes.
- Total proposed contract price in **United States Dollars (USD)** *(or Kenya Shillings (KES), depending on FEMNET's preferred contracting currency)*.

The Financial Proposal shall clearly indicate whether the proposed price is **inclusive or exclusive of applicable taxes**.

10.4 Mandatory Supporting Documents

The proposal shall include the following supporting documents:

- Certificate of Incorporation or Registration.
- Valid Tax Compliance Certificate (or equivalent).
- Certificate of Tax Registration (where applicable).
- Company Profile.
- Audited Financial Statements for the last three (3) financial years.
- Relevant professional licences and certifications.

10.5 Proposal Submission

Proposals shall be submitted electronically by email to recruitment@femnet.or.ke

The subject line of the email shall clearly state:

"RFP – Independent Review of IMS – Reference No. FNT/RFP/36/2026/INST."

For hard copy applications, bidders shall submit:

- One (1) Original Technical Proposal.
- One (1) Copy of the Technical Proposal.
- One (1) Original Financial Proposal in a separately sealed envelope.

All applications to be addressed and/ delivered to:

The Executive Director

African Women's Development and Communication Network (FEMNET)
FEMNET Offices, Next to Forest Plaza, Off Kolobot Road, Parklands
P.O. Box 54562 – 00200
Nairobi, Kenya

10.6 Submission Deadline:

Proposals must be received no later than 18:00 Hours (East Africa Time) on Tuesday, 12th September 2026. Late submissions shall not be accepted and shall not be considered during the evaluation process.

12. PROCUREMENT PROCESS AND CONTRACT AWARD

This procurement shall be conducted through an **Open Competitive Request for Proposals (RFP)** process. The procurement shall be administered in accordance with FEMNET's Procurement Policy and Procedures, principles of fairness, transparency, value for money, equal treatment, and accountability, and any other applicable internal policies.

13. ETHICAL STANDARDS, SAFEGUARDING, COMPLIANCE AND SUSTAINABILITY.

FEMNET is committed to prevention of any type of unwanted behaviour including sexual harassment, exploitation, abuse, and lack of integrity as well as other ethical breaches. All staff and consultants are expected to share this commitment through our code of conduct and Safeguarding Policy. Offers of engagement will be subject to satisfactory references and appropriate screening checks, which can include criminal records and fraud.

We welcome people from the widest possible diversity of backgrounds, culture, and



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experience. We will make any practical adjustments to enable people with disability participate fully in an inclusive working environment. By submitting your application, you acknowledge that you have given consent to the collection, use and/or disclosure of your data by us for the purposes set out in this RFP.

Only complete applications will be reviewed, and only selected firms will be contacted. All applications will be kept for immediate future use, where possible. Firms observing sustainability in their operations are encouraged to indicate so and apply.