

## PROCUREMENT CONTRACT

NUMBER: 26-MR5075

OBJECT OF THE CONTRACT: PROMOTE STEM CAREERS WITH A GENDER PERSPECTIVE LINKED TO THE ENERGY TRANSITION IN URUGUAY, IN COLLABORATION WITH ANEP, FOR THE 'INCLUSIVE SOCIETIES IN LATIN AMERICA AND THE CARIBBEAN' PROJECT

☒ SERVICE

Between

**EXPERTISE FRANCE SAS**

40, Boulevard de Port-Royal – 75005 Paris – France

SIRET no.: 808 734 792 00035

A simplified joint-stock company with share capital of €828,933

Intra-community VAT number: FR36 808734792

And

**Asociación Profundación para las Ciencias  
Sociales** (hereafter the "Contractor")

Address: MARTINEZ TRUEBA ANDRES 1300 0, MONTEVIDEO

Registration number: 214761300018

Represented by Midaglia Souto Maria Del Carmen Y Domingo

Balestra Maria Rosario

**AWARD DATE:** 24/06/2026

This Contract is subject to the French Public Procurement Code (CCP) in its applicable version as promulgated under Ordinance no. 2018-1074 of 3 December 2018 covering the legislative elements of the Public Procurement Code and its Implementing Decree no. 2018-1075 of 3 December 2018, covering the regulatory elements of the aforementioned code.

The Contract is placed in accordance with the adapted procedure under Articles L. 2123-1 and R. 2123-1 to R. 2123-8 of the CCP.

## **CONTRACT AMOUNT AND BREAKDOWN**

The total Contract amount is:

€25 000 Inc. VAT

1 164 023.5 UYU Inc. VAT<sup>1</sup>

The applicable VAT rate is: 0 %

The Contract covers a single item and is subject to a performance obligation. The total Contract amount covers all services, supplies and works due hereunder.

## **DECLARATIONS**

The Contractor, its affiliates, suppliers, service providers, consultants and subcontractors (including directors, employees and agents of such entities) hereby declares :

- 1/ that the Contractor is not subject to the prohibitions set out in Articles L.2141-1 to 6 of the French Public Procurement Code or any equivalent prohibition issued in another country ;
- 2/ that the commitments made by the Contractor within the scope of the Contract do not create a situation of conflict of interest that may affect the execution of the Contract ;
- 3/ that the tender submitted only binds the Contractor if its acceptance by Expertise France is notified within 120 days of the tender submission deadline.

Furthermore,

4/ the Contractor, its affiliates, suppliers, contractors, consultants and subcontractors (including directors, employees and agents of such entities) certify that:

- they do not acquire and don't supply/will not acquire or supply equipment and do not intervene/will not intervene in sectors under embargo by the United Nations, the European Union or France. For information, the list can be found at: <https://www.sanctionsmap.eu> ;
- they are not included in the lists of financial sanctions adopted by the United Nations, the European Union, France and/or the United States, notably in the fight against the financing of terrorism and against attacks on national peace and security. For information, the lists can be consulted at the references below:
  - for the United Nations, the United Nations Security Council sanctions lists: <https://www.un.org/sc/suborg/fr/sanctions/un-sc-consolidated-list>,
  - for the European Union, the lists can be consulted at the following address: <https://www.sanctionsmap.eu>,
  - for France, see: [http://www.tresor.economie.gouv.fr/4248 Dispositif-National-de-Gel-Terroriste](http://www.tresor.economie.gouv.fr/4248_Dispositif-National-de-Gel-Terroriste),
  - for the United States, see: <https://home.treasury.gov/policy-issues/financial-sanctions/sanctions-programs-and-country-information>;
- they are not subject to a World Bank exclusion order and are not on the list published by the World Bank. For information, the list can be consulted at the following address: <https://www.worldbank.org/en/projects-operations/procurement/debarred-firms>

<sup>1</sup> According to the [Infocure](#) exchange rate as of June 11, 2026

**PROCUREMENT CONTRACT**

*In the hypothesis of such a decision of exclusion, we can join to the present declaration on honor the additional information which would allow to consider that this decision of exclusion is not relevant within the framework of the market.*

5/ The Contractor, its affiliates, suppliers, contractors, consultants and subcontractors (including directors, employees and agents of such entities) acknowledge and accept that the above-mentioned situations may lead to the automatic termination of the contract.

6/ They undertake to inform Expertise France without delay of any change in our situation during the execution of the Contract with regard to the present declaration.

**ADVANCE**

I waive the benefit of the advance payment :  
(see "Financial provisions" article)

☐ YES

**SIGNING OF THE CONTRACT**

| For the CONTRACTOR                   | For EXPERTISE FRANCE                    |
|--------------------------------------|-----------------------------------------|
| Last name: DOMINGO BALESTRA          | Last name: LAKMAD                       |
| First name: MARIA ROSARIO            | First name: Yasmina                     |
| Role: PRESIDENT                      | Role: SPO, Inklusives Societies Program |
| In , on / /                          | In Paris , on 24/06/2026/               |
| MARIA ROSARIO<br>EXECUTIVE SECRETARY |                                         |

## SPECIAL ADMINISTRATIVE CLAUSES

### CONTRACTUAL DOCUMENTS

|                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
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| Description of the contractual documents <u>in decreasing order of priority</u> | <ol style="list-style-type: none"> <li>1. This Contract no 26-MR5075 and its special administrative clauses</li> <li>2. CCAG - General administrative clauses applicable to public procurement for intellectual services as applicable on the date the Contract is signed by Expertise France</li> <li>3. Annex I Technical Offer</li> <li>4. Annex II: Terms of references</li> <li>5. Annex III : Infoeuro</li> </ol> <p>Acceptance of this Contract by the Contractor entails its unreserved acceptance of these conditions; the Contractor waives its own general terms and conditions of sale where they are contrary to any of the aforementioned contractual documents.</p> |
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### OBJECT

|          |                                                                                                                                                                                                                                                                                     |
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| Services | <p>The object of the contract: Promote STEM Careers With A Gender Perspective Linked To The Energy Transition In Uruguay, In Collaboration With ANEP, For The 'Inclusive Societies In Latin America And The Caribbean' Project</p> <p>The detailed object is set out in Annex 1</p> |
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### SPECIFYING DEPARTMENT

|                                                                        |                                                                                                                                                                |
|------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Expertise France department managing the Contract                      | Capital Humain et Développement Social                                                                                                                         |
| Name and contact details of the contact person (project manager, etc.) | <p>Yasmina Lakmad_ Senior Program Officer</p> <p>Contact details: <a href="mailto:yasmina.lakmad@expertisefrance.fr">yasmina.lakmad@expertisefrance.fr</a></p> |

### PERIOD

|                                    |                                                                                                                                     |
|------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|
| Period of validity of the contract | The contract is concluded for a period running from notification until acceptance of the last service and after acceptance thereof. |
|------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|

### DEADLINE FOR PERFORMANCE OF SERVICES

|                          |                                                                                                                                      |
|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| Deadline for performance | The period for performance of the services under this Contract shall be eight months from the date of notification of this Contract. |
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### VERIFICATION AND ACCEPTANCE ACTIVITIES

|                                                                                                                                                                                                                                                  |                                                                                                                                                                |
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| Transfer of ownership only occurs after unreserved acceptance of the services, supplies and/or works by the designated public person, to be issued after quantitative and qualitative verification as stipulated in the applicable CCAG clauses. |                                                                                                                                                                |
| Verification activities performed by:                                                                                                                                                                                                            | <p>Yasmina Lakmad, Senior Program Officer</p> <p>Contact details: <a href="mailto:yasmina.lakmad@expertisefrance.fr">yasmina.lakmad@expertisefrance.fr</a></p> |

|                               |                                                                                                                                                   |
|-------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|
| Receipt/validation issued by: | Charlène Pauget, Assistant Projet,<br>Contact details: <a href="mailto:charlene.pauget@expertisefrance.fr">charlene.pauget@expertisefrance.fr</a> |
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TERMS OF PERFORMANCE

|                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
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| Details of the required services/supplies: | <p><b>General objective</b></p> <ul style="list-style-type: none"> <li>• To help raise the profile of female role models and increase awareness within educational settings in order to encourage STEM careers among girls and young women in the field of decarbonisation, from a gender equality perspective.</li> <li>• The consultancy will seek to translate the opportunities associated with the energy transition into narratives and awareness-raising initiatives that inspire girls and young women and broaden their educational and professional horizons.</li> </ul> <p><b>Specific objectives</b></p> <ul style="list-style-type: none"> <li>• To design an awareness-raising strategy aimed at girls, teenagers, families and teachers to promote STEM careers from a gender equality perspective, in conjunction with the educational and professional opportunities associated with emerging productive sectors linked to decarbonisation.</li> <li>• Identify and mobilise female role models in STEM fields and in productive sectors linked to the energy transition.</li> <li>• Generate gender-sensitive inputs and recommendations that contribute to strengthening the ANEP's STEM Plan and to greater coordination between the education system and emerging productive sectors.</li> </ul> |
| Place of performance                       | Uruguay                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Environmental protection measures          | <p>The Contractor agrees to abide by the Environment Code, in particular the provisions regarding waste. The Contractor's attention is drawn to the fact of its ownership of the wastes it produces, regardless of the type, whether inert, non-hazardous industrial, special industrial or packaging, until their complete disposal.</p> <p>Within the framework of the policy to combat imported deforestation and in the hypothesis of the use of raw materials or processed products, the Contractor undertakes to evaluate precisely the quantities really necessary and to study alternatives to the products at risk listed below:</p> <ul style="list-style-type: none"> <li>- Meat;</li> <li>- Eggs ;</li> <li>- Dairy products ;</li> <li>- Ready-made meals, margarine, spreads;</li> <li>- Leather shoes ;</li> <li>- Automotive upholstery ;</li> <li>- Household and cleaning products ;</li> <li>- Agrofuels ;</li> <li>- Lumber ;</li> </ul>                                                                                                                                                                                                                                                                                                                                                          |

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|  | <ul style="list-style-type: none"> <li>- Solid wood or particle;</li> <li>- Fuels ;</li> <li>- Paper ;</li> <li>- Cardboard ;</li> <li>- Textiles ;</li> <li>- Coffee, chocolate ;</li> <li>- Exotic fruits ;</li> <li>- Electronics.</li> </ul> <p>For more information, the guide Engaging in Zero Deforestation Public Procurement is available at the following email address:<br/> <a href="https://www.ecologie.gouv.fr/sites/default/files/Guide_politique_achat_public_zero_deforestation.pdf">https://www.ecologie.gouv.fr/sites/default/files/Guide_politique_achat_public_zero_deforestation.pdf</a></p> |
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#### FINANCIAL PROVISIONS

|                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
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| Nature of prices     | Prices are firm, final and non-modifiable.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Advance              | A advance of 30%, €7 500 (349 207 UYU) is made to the Contractor after the Contract award date. The advance is made on one occasion after the Contract has been awarded. The advance is deducted from the total.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Down payment/Balance | <p>Down payment:</p> <ul style="list-style-type: none"> <li>- 40% of the total contract amount (€10 000/ 465 609.4 UYU), upon submission and validation of the Awareness-Raising Strategy Document and Mapping of Female Role Models</li> </ul> <p>Balance:</p> <ul style="list-style-type: none"> <li>- The remaining 30 % of the total contract amount €7 500 (349 207 UYU), after submission and validation of the A brief note on systematization, with recommendations for strengthening the promotion of STEM careers with a gender-sensitive approach.</li> </ul>                                                                                                                                                                                                                                    |
| Taxes and duties     | The Contractor shall directly bear the cost of all taxes, fees and duties, regardless of type, that may be levied as part of the CONTRACT, both in the Contractor's home country and in the country or countries where the services are performed.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Payment terms        | The payment terms for amounts due under the Contract are 30 days maximum from date of invoice acceptance or the date of service acceptance (if a later date).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Invoicing            | <p>In addition to the legal notices (intracommunity VAT no.), invoices relating to the Contract must contain the following information:</p> <ul style="list-style-type: none"> <li>- Company name, address and registered office of the Contractor;</li> <li>- Registration number of the Contractor (SIRET or equivalent);</li> <li>- Bank account details;</li> <li>- Reference number of the Contract;</li> <li>- The reference and title of the cooperation project if applicable;</li> <li>- Clear and accurate description of the equipment/supplies sold and/or services performed.</li> <li>- If the Contractor's bank details are not stated on invoices, it must provide a statement or certificate of bank or post office account details, with the form duly completed in all cases.</li> </ul> |

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|  | <p>If the Contractor is not obliged to forward invoices via Chorus, it may submit its invoices to the following address:<br/>charlene.pauget@expertisefrance.fr</p> |
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DATA PROTECTION

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| Confidentiality | <p>The Contractor shall treat as private and maintain the confidentiality of all documents and information received or of which it becomes aware in the context of the Project. It shall maintain the secrecy thereof and not use them for any purpose other than execution of the Contract.</p> <p>In this regard, the Contractor undertakes:</p> <ul style="list-style-type: none"> <li>- To protect and maintain the confidentiality of information considered or presented as such;</li> <li>- To handle confidential information it receives with the same degree of care and protection as it applies to its own confidential information;</li> <li>- Only to reveal confidential information to its personnel and third parties involved in performance of the Contract after having received prior written and express approval from Expertise France;</li> <li>- To take all necessary steps such that its personnel and third parties involved in execution of the Contract, who become aware of confidential information, undertake to treat such information with the same level of confidentiality as set out in this clause;</li> <li>- As and when required, to reiterate the confidential nature of such information to its personnel and third parties involved in the execution of the Contract, as soon as said confidential information is communicated to the aforementioned persons;</li> <li>- To reiterate the confidential nature of confidential information prior to any meeting during which confidential information is communicated.</li> </ul> <p>Apart from where necessary for the purposes of service delivery, the Contractor may not disclose any element of the Contract without prior written consent from the other party.</p> |
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| Intellectual property of results | <p>As an exception to Chapter 6 of the applicable GCC, the following provisions apply:</p> <p>For the services of study, reflection, design, consultancy or expertise, the production of reports, recommendations, diagnoses or any other resulting document, whether physical, digital or dematerialised, gives rise to the full and complete transfer of all intellectual and industrial Property rights attached to them and the technical solutions and information contained therein to Expertise France by virtue of the present contract.</p> <p>This Cession covers only the so-called economic copyrights, in accordance with the conditions set out below.</p> <p>By acquiring ownership of the results developed by the Contractor, Expertise France becomes the owner of all the so-called economic copyrights attached to these results. As such, and without this list being exhaustive, Expertise France is likely to use these results for internal communication purposes (with its staff or any other collaborators including the lessor or final beneficiary), public distribution, reproduction or modification (including translation). Any use of the results by the service provider must be expressly authorised in advance by written request from the service provider.</p> <p><b>Territory and period:</b></p> <p>The transfer of the rights referred to above is deemed to take place as and when the "results" are produced by the contractor.</p> <p>This cession is valid throughout the world, for the entire legal duration of intellectual property rights as set out in the provisions of the French Intellectual Property Code.</p> <ul style="list-style-type: none"> <li>- <b>Price of the cession:</b></li> </ul> <p>It is agreed between the parties that, unless the cession is granted free of charge, the price of the present cession of rights, concluded for a consideration, is included in the global and fixed remuneration that Expertise France owes for the performance of the present contract.</p> <ul style="list-style-type: none"> <li>- <b>Warranty :</b></li> </ul> <p>When delivering the results, the Contractor warrants that they are free of rights and claims from authors and third parties, including pre-existing rights, for all uses envisaged by Expertise France.</p> <p>At the first request of Expertise France, the Contractor must be able to demonstrate by means of tangible and effective evidence the ownership or the rights of exploitation of all the pre-existing rights and rights of third parties listed, except as regards the rights held by Expertise France.</p> |
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**Personal data protection**

The Contract may require the processing of personal data. The parties undertake to comply with regulations on the processing of personal data in accordance with amended law no. 78-17 of 6 January 1978 relating to data processing, files and liberties and regulation (EU) 2016/679, known as the General Data Protection Regulation (GDPR).

The Contractor notably undertakes to:

- Process personal data solely for the purposes of the Contract;
- Ensure that persons authorised to process personal data undertake to maintain its confidentiality or are bound by an appropriate legal obligation of confidentiality;
- Implement appropriate technical and organisational measures to guarantee a level of security commensurate with the risks resulting from the Contract, notably with regard to data encryption, confidentiality and integrity;
- Notify Expertise France, via any means, of any personal data breach within 24 hours of becoming aware of any such event;
- Assist Expertise France in its obligation to respond to requests it may receive from data subjects;
- Delete all personal data or return it to Expertise France on conclusion of the services covered by the Contract, as specified by the latter, unless EU law or that of the member state requires such data to be retained;
- Make available to Expertise France all information it may require to demonstrate compliance with the obligations set out in this article and to enable audits to be conducted by the latter or by any other person of its choice.

Expertise France notably undertakes to:

- Ensure compliance, prior to and throughout the term of the Contract, by the Contractor with the obligations of GDPR and those set out in French data protection legislation;
- Provide the Contractor with the personal data required for execution of the Contract;
- Notify the Contractor in writing of any special instruction relating to necessary data processing.

Where the Contractor uses a data processor to process personal data during execution of the Contract, it must obtain prior written authorisation from Expertise France. Similarly, the Contractor shall notify Expertise France of any planned change concerning the addition or replacement of processors, thereby enabling Expertise France to issue any objections it may have in this regard.

The same obligations concerning data protection as those set out in the Contract are mandatory for processors, notably regarding the provision of adequate guarantees for the implementation of appropriate technical and organisational measures ensuring the protection of personal data. Should any processor fail to meet its obligations, the Contractor shall

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|  | <p>remain fully responsible vis-à-vis the Expertise France for the fulfillment of the processor's obligations.</p> <p>In the event of non-compliance with the aforementioned provisions, the Contractor is reminded that its liability may be invoked. In the event of any breach of professional secrecy or non-compliance with the aforementioned provisions, Expertise France may immediately terminate the Contract without compensation for the Contractor.</p> |
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#### INSURANCE

The Contractor shall take out and maintain at its own expense civil and professional liability insurance policies covering any personal injury, material and/or immaterial damage that may arise from the performance of the services.

The Contractor shall take out and maintain, at its own expense, insurance policies covering its liability in the event of illness or accident at work occurring to its employees assigned to the performance of the services.

#### AUDIT

The CONTRACTOR may be submitted to an audit concerning compliance with the regulations and contractual obligations applicable to the performance of the present CONTRACT. This audit may be carried out by EXPERTISE FRANCE or by a third party appointed by EXPERTISE FRANCE and may not be refused by the CONTRACTOR. If the audit is carried out by a third party, the appointed third party must not be a direct competitor of the CONTRACTOR. Scheduled audits may be carried out periodically or spontaneously at the request of EXPERTISE FRANCE or a third party. In all cases, the CONTRACTOR will be informed at least 5 working days in advance.

The CONTRACTOR therefore undertakes to:

- Allow EXPERTISE FRANCE or the appointed entity, and facilitate their access to the information required to carry out the audits, including interviews with the people involved and on-site visits;
- Submit documents relating to the performance of the present CONTRACT as well as any documents required by the auditors;
- Demonstrate transparency and respond to auditors' requests;
- Implement any corrective measures that may be necessary.

EXPERTISE FRANCE will notify the CONTRACTOR of the identity of the audit structure selected in the case of an external firm, the purpose of the assignment, the planned duration of the assignment and the names of the experts assigned.

The CONTRACTOR also undertakes to allow EXPERTISE FRANCE, or any other third party mandated by EXPERTISE FRANCE, to carry out an investigation in the case of an allegation of a prohibited practice<sup>2</sup> relating to the present CONTRACT, under the conditions set out above.

The conclusions of the audit report will be sent to each of the PARTIES by any means deemed appropriate by EXPERTISE FRANCE.

The conclusions may prescribe the implementation of actions and a deadline for completion.

<sup>2</sup> Prohibited practices as defined by the Agence Française de Développement group are defined below:  
<https://www.afd.fr/en/ressources/afd-groups-policy-prevent-and-combat-prohibited-practices-2020>

Any refusal by the CONTRACTOR to comply with the audit exercises and/or their conclusions gives as of right to EXPERTISE FRANCE the possibility to terminate the present contract without compensation.

#### RISK PREVENTION AND CODE OF CONDUCT

|                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|---------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Safety and security measures and responsibilities | <p>The Contractor is solely responsible for the safety of the people and property mobilized for the execution of this contract and takes all necessary measures in this regard. The Contractor commits to ensuring that all safety instructions he issues are followed at all times by all his employees, as well as by his subcontractors.</p> <p>In the event of an incident and/or direct or indirect harm to the safety of persons mobilized directly or indirectly by the Contractor or to his equipment, EXPERTISE FRANCE shall not be held liable in any manner whatsoever.</p> |
| Code of Conduct                                   | <p>The Contractor further undertakes to familiarise itself with the <a href="#">Expertise France Code of Conduct</a> and to strictly comply with said code (accessible on the Expertise France website: <a href="http://www.expertisefrance.fr">www.expertisefrance.fr</a>).</p> <p>Any breach the Code of Conduct may lead to termination of the Contract and invoke the liability of the Contractor.</p>                                                                                                                                                                             |

#### CONTRACT AMENDMENT AND TERMINATION

- Amendment:

Any substantial modification of the contract shall be made by conclusion of an amendment.

- Termination:

The CONTRACT is subject to the termination clauses as defined in Articles 29 to 36 of the CCAG.

By way of derogation from Article 40 of the CCAG PI termination for reasons of general interest is not applicable to this contract. However, the parties agree on the possibility of terminating the contract by mutual consent.

In the event of early termination, the CONTRACTOR shall immediately return to EXPERTISE FRANCE all documents it may have received for the purposes of execution of the CONTRACT.

#### DISPUTE RESOLUTION

Any dispute between the parties regarding the existence, validity, interpretation, execution or termination of the Contract (or any of its clauses), which the parties are unable to settle amicably within thirty days of the dispute having been notified by the complainant to the other party, shall be referred to the jurisdiction of the competent Court.

The Contract shall be governed by French law.

## ANNEX I – TECHNICAL OFFER

### Presentación

El presente documento es presentado ante la Administración Nacional de Educación Pública (ANEP) y la Unión Europea en el marco del Programa Sociedades Inclusivas.

La misma incluye una propuesta de trabajo que aporte a las acciones realizadas en aras de la promoción de la participación de mujeres en el área STEM, contribuyendo a la visibilización de referentes femeninas y a la sensibilización de entornos educativos para impulsar vocaciones STEM entre niñas y adolescentes en el ámbito de la descarbonización, desde un enfoque de igualdad de género.

### Equipo

El equipo está integrado por el Dr. Leonel Rivero, la Dra. Sol Scavino, la Lic. Mariana Palermo y la Lic. Sara González, cuatro profesionales de las ciencias sociales con más de quince años de experiencia académica y profesional en educación y género, trabajando con organismos internacionales e instituciones nacionales, y orientados a aportar a la política pública.

Su conformación combina los requisitos expresados en la presente convocatoria: formación en ciencias sociales, educación, comunicación y estudios de género, enfatizando la experiencia de trabajo con actores del sistema educativo y del mundo del trabajo, organismos y organizaciones con competencia en materia de género, el conocimiento del sector público y privado vinculado a la energía, el diseño de campañas, y la elaboración talleres y materiales didácticos y de sensibilización para promover la participación de mujeres en el área STEM.

La coordinación es realizada por el Dr. Leonel Rivero, quien será el enlace del grupo y las contrapartes.

### Propuesta técnica

La propuesta de trabajo se orienta a generar información, desde un enfoque de género, de utilidad para el fortalecimiento del Plan STEM de la ANEP y para la acción de instituciones participantes de la presente convocatoria.

Tomando en cuenta el Términos de Referencia, se plantea la siguiente hoja de ruta:

#### Actividad 1

Para la elaboración de una estrategia de sensibilización para promover vocaciones STEM con enfoque de género en el ámbito de la transición energética, se propone el análisis de acciones institucionales con competencia en STEM, con el siguiente detalle:

a) la consulta a referentes institucionales (pertenecientes a ANEP, Ministerios públicos, sector productivo, sistema científico y universitario) sobre las acciones que identifican en relación a STEM, sus características y eventual impacto; b) la exploración de iniciativas de menor orden que revistan interés y potencial de escalabilidad, a través de información de actores clave, webscraping, análisis de documentos y sondeo exploratorio a referentes ANEP; c) análisis documental de acciones de articulación entre la institucionalidad educativa y el mundo del trabajo. Además, en aras de identificar públicos clave para la implementación de políticas, se prevé la producción de información sobre trayectorias educativas, identificando obstáculos y desafíos para la promoción de mujeres en STEM; en particular d) estudios de segregación horizontal y vertical, con el fin de reconocer e) nodos clave de las trayectorias para incidir en las desigualdades de género en relación a STEM; y f) el análisis documental sobre oferta formativa relevante para la promoción de STEM.

Por último, se planifica un estudio de percepciones sobre mensajes clave para promover la participación de mujeres en STEM, incluyendo g) análisis comunicacionales de las políticas realizadas y, h) focus groups para el estudio de: testeo de figuras relevantes, mensajes comunicacionales y análisis de factores clave para la promoción de una cultura libre de violencias basadas en género (en particular, estereotipos de género y profesionales; aplicación de protocolos y uso de mecanismos de denuncias ante experiencias de violencia)

#### Actividad 2

Para la identificación de referentes femeninas en áreas STEM y sectores vinculados a la transición energética, se propone: i) un mapeo de referentes mujeres en STEM, construido en base a listados de empresas, bases de datos sobre investigación e innovación, y de referentes universitarias pertenecientes a los ámbitos públicos y privados.

Asimismo, se analizará su potencialidad de participación, a partir de la cual se realizará, j) una caracterización de sus perfiles para integrar a una estrategia global de promoción de la participación de mujeres en STEM (en particular en relación a transición energética y descarbonización)

Finalmente, se propondrá, k) un diseño de campaña de fomento de las mujeres en STEM, movilizando mensajes clave estudiados en la Actividad 1, e integrando las figuras referentes previamente testeadas. Ello incluirá propuestas de diseño de encuentros y talleres, propuestas de contenidos para mensajes institucionales, y propuestas de contenidos para campañas digitales.

#### Actividad 3

Con el objetivo de apoyar la organización de actividades de sensibilización, se realizarán, l) tres actividades piloto donde testear los contenidos diseñados en la Actividad 2, así como generar un espacio de aprendizajes para su replicabilidad futura por parte de diferentes actores involucrados en el proceso de la consultoría.

#### Actividad 4

Se elaborará, m) una nota breve de sistematización de la experiencia recomendaciones para fortalecer la promoción de vocaciones STEM con enfoque de género, desagregado para los diferentes actores con competencia en la temática. El mismo se hará a partir de del análisis descriptivo de la situación de las mujeres en STEM en Uruguay en la educación y el mundo del trabajo (Actividad 1); la propuesta metodológica para la promoción de la participación de mujeres en STEM en Uruguay (Actividad 2); y la sistematización de las experiencias, participación y resultados (Actividad 3).

El cronograma de trabajo está previsto según las fechas establecidas en el TdR.

La propuesta técnica es detallada en la tabla 1, desagregando las actividades, acciones, técnicas de producción de datos y productos esperados.

PROCUREMENT CONTRACT - ANNEXES

Tabla 1. Sistematización de propuesta técnica de consultoría

| Actividad                                                                                                                                         | Tarea                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Resultados                                                                                                                           | Técnica de producción de datos                                               | Coordinación                                               | Productos                                                                                                                                                                                                                                                                                                                                                    |
|---------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| A1. Elaboración de una estrategia de sensibilización para promover vocaciones STEM con enfoque de género en el ámbito de la transición energética | • Analizar iniciativas existentes en Uruguay orientadas a la promoción de vocaciones STEM y a la igualdad de género                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | a) Consulta a referentes institucionales (directivos ANEP) sobre las acciones que identifican sus características y eventual impacto | Entrevistas semiestructuradas                                                | 30 (a convenir con ANEP)                                   | Documento de estrategia de sensibilización incluyendo: • Análisis breve del contexto y de iniciativas existentes                                                                                                                                                                                                                                             |
|                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | b) Exploración de iniciativas de menor escala que visibilicen roles y potencial de escalabilidad                                     | Entrevistas semiestructuradas<br>Análisis de documentos                      | Bolsa de mano                                              |                                                                                                                                                                                                                                                                                                                                                              |
|                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | c) Análisis de acciones de articulación entre la institucionalidad educativa y el mundo del trabajo                                  | Consulta exploratoria web a través de literatura estructurada<br>Webcrawping | Muestra a convenir con ANEP en base a listados disponibles |                                                                                                                                                                                                                                                                                                                                                              |
|                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | d) Estudios de segregación horizontal y vertical                                                                                     | Análisis de documentos                                                       | N                                                          |                                                                                                                                                                                                                                                                                                                                                              |
|                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | e) Selección de nodos clave de trayectorias                                                                                          | Análisis estadísticos                                                        | N                                                          |                                                                                                                                                                                                                                                                                                                                                              |
|                                                                                                                                                   | • Identificar públicos objetivo, contextos territoriales prioritarios y mensajes clave<br>• Definir mensajes clave sobre oportunidades educativas y laborales vinculadas a la transición energética.<br>• Integrar en la estrategia consideraciones vinculadas a la prevención de las violencias basadas en género (VBG) y a la promoción de entornos educativos seguros e inclusivos<br>• Elaborar un mapa actualizado de la oferta educativa en STEM y de oportunidades formativas vinculadas a la transición energética basado en información existente, diseñado en un formato accesible para niñas y jóvenes (versión "comunicación") | f) Análisis sobre oferta formativa relevante para la promoción de STEM                                                               | Análisis curricular (programas de cursos)                                    | 200                                                        | • Sistema del mapa de la oferta educativa en STEM y de oportunidades formativas vinculadas a la transición energética, presentada en un formato accesible para niñas y sus familias.<br>• Integración de consideraciones relacionadas con la prevención de las violencias basadas en género (VBG) y la promoción de entornos educativos seguros e inclusivos |
|                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | g) Análisis comunicacional de políticas                                                                                              | Webcrawping / Análisis comunicacional de discursos con Big data              | N                                                          |                                                                                                                                                                                                                                                                                                                                                              |
|                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | h) Estudios de trayectorias: historias de figuras, mensajes y VBG                                                                    | Focos grupo o entrevistas grupales                                           | 8 o +                                                      |                                                                                                                                                                                                                                                                                                                                                              |
|                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | i) Mapas de referentes mujeres                                                                                                       | Mapas de referentes                                                          | 20 (según adecuación)                                      |                                                                                                                                                                                                                                                                                                                                                              |
|                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | j) Caracterización de perfiles para categorización a estrategia global STEM                                                          | Análisis comunicacional                                                      | A convenir                                                 |                                                                                                                                                                                                                                                                                                                                                              |
| A2. Identificación de referentes femeninas en áreas STEM y sectores vinculados a la transición energética                                         | • Identificar mujeres referentes, redes y organizaciones vinculadas a áreas STEM y al sector energético<br>• Analizar posibles modalidades de participación en acciones de sensibilización (encuentros, contenidos, campañas)                                                                                                                                                                                                                                                                                                                                                                                                              | k) propuesta de diseño de campaña de lanzamiento de las STEM                                                                         | Diseño de campaña                                                            |                                                            | • Mapa de referentes femeninas, incluyendo: • Lista de referentes identificados<br>• Propuesta de integración de estas referentes en acciones de sensibilización                                                                                                                                                                                             |
| A3. Apoyo a la organización de actividades de sensibilización                                                                                     | • Apoyar la organización de al menos tres encuentros con estudiantes, docentes y profesionales del sector científico, tecnológico y energético<br>• Coordinar con ANEP, empresas y redes identificadas                                                                                                                                                                                                                                                                                                                                                                                                                                     | l) generación de actividades piloto de sensibilización                                                                               | Organización de espacios de sensibilización                                  |                                                            | Realización de actividades piloto de sensibilización y breve reporte de cada encuentro realizado                                                                                                                                                                                                                                                             |
| A4. Sistematización y recomendaciones                                                                                                             | • Sistematizar aprendizajes de las actividades realizadas                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | m) nota breve de sistematización de la experiencia con recomendaciones                                                               | Policy brief                                                                 |                                                            | Nota breve de sistematización con recomendaciones para fortalecer la promoción de vocaciones STEM con enfoque de género                                                                                                                                                                                                                                      |

Propuesta financiera

La propuesta financiera incluye todos los costos asociados a (1) el diseño de la propuesta; (2) el trabajo de campo y producción de datos; (3) el trabajo de análisis cuantitativo y cualitativo de la información; (4) el análisis desde una perspectiva de comunicación estratégica y diseño de acciones institucionales; (5) el diseño de instancias de encuentro con referentes y contenidos de trabajo (talleres); (6) el desarrollo de informes de análisis y recomendaciones; (7) la coordinación de actividades con las diferentes contrapartes.

El costo total por todo concepto es de 25.000 € (veinticinco mil euros), incluyendo tasas e impuestos aplicables.

Los métodos de facturación previstos (a convenir entre partes) son a través de empresa unipersonal, convenio con Pro-fundación, asociación civil o cooperativa de trabajo.

## ANNEX II – TERMS OF REFERENCES

## ANNEX III – INFOEURO

### INFOEURO

Monthly accounting rate of the euro

(Currency converter)

[List of countries](#) | [List of currencies](#) | [More about InforEuro](#) | [Webservices](#)



Monthly rates

2026

6

Direct access by currency (ISO code) or by country (geonomenclature)

#### CURRENCY CONVERTER

Year

2026

Month

6

Amount

25000

From

EUR (Euro)

To

UYU (Uruguayan peso)

**25000 EUR = 1164023.5 UYU**

Please note that the converted value is rounded after the 5th decimal.

## INFOREURO

Monthly accounting rate of the euro

Currency converter

[List of countries](#) | [List of currencies](#) | [More about InforEuro](#) | [Webservices](#)



Monthly rates

2026 ▾

6 ▾

Direct access by currency (ISO code) or by country (geonomenclature)

### CURRENCY CONVERTER

|                     |                                |       |     |
|---------------------|--------------------------------|-------|-----|
| Year                | 2026 ▾                         | Month | 6 ▾ |
| Amount              | <input type="text" value="1"/> |       |     |
|                     | From                           |       |     |
|                     | UYU (Uruguayan peso) ▾         |       |     |
|                     | To                             |       |     |
|                     | EUR (Euro) ▾                   |       |     |
| 1 UYU = 0.02148 EUR |                                |       |     |

Please note that the converted value is rounded after the 5th decimal.