

Request for Proposal

Advertised

Consulting firms only

Reference No.: WEE&SL 002 – 2020

End Term Evaluation of the project:
Economic Empowerment of Women Homebased Workers and Excluded
Groups in Pakistan (2017-2020)

06 March 2020

Dear Sir/Madam,

**Subject: Request for Proposal (RFP) for End Term Evaluation of the project,
“Economic Empowerment of Women Homebased Workers and Excluded Groups in Pakistan
(2017-2020)”**

The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) plans to procure “End-term Evaluation of the project, “Economic Empowerment of Women Homebased Workers and Excluded Groups in Pakistan (2017-2020)”

1. as described in this Request for Proposal and its related annexes. UN Women now invites sealed proposals from qualified proposers for providing the requirements as defined in these documents.
2. In order to prepare a responsive proposal, you must carefully review, and understand the contents of the following documents:
 - a. This letter (and the included Proposal Instruction Sheet (PIS)
 - b. Instructions to Proposers ([Annex I](#)) available from this link: <http://www.unwomen.org/-/media/headquarters/attachments/sections/about%20us/procurement/un-women-procurement-rfp-instructions-en.pdf?la=en&vs=3939>
 - c. Terms of Reference (TOR) (Annex 2)
 - d. Evaluation Methodology and Criteria (Annex 3)
 - e. Format of Technical Proposal (Annex 4)
 - f. Format of Financial Proposal (Annex 5)
 - g. Proposal Submission Form (Annex 6)
 - h. Voluntary Agreement for to Promote Gender Equality and Women’s Empowerment (Annex 7)
 - i. UN Women Model Forms of Contract (Annex 8)
 - j. General Conditions of Contract (Annex 8)
 - k. Joint Venture/Consortium/Association Information Form (Annex 9)
 - l. Proposal Security Form ([Annex 10](#)) [copy from [Security instruments](#) and insert if required]
 - m. Submission Checklist (Annex 11)
3. The Proposal Instruction Sheet (PIS) -below- provides the requisite information (with cross reference numbers) which is further detailed in the [Instructions to Proposers \(Annex-I –see above link\)](#).

PROPOSAL INSTRUCTION SHEET (PIS)

Detailed Instruction governing below listed summary of the “instructions to proposers” are available in the Annex I (“Instruction to Proposers”) accessible from this

<http://www.unwomen.org/~media/commoncontent/procurement/rfp-instructions-en.pdf>

Cross Ref. to Annex I	Instruction to Proposers	Specific Requirements as referenced in Annex I
4.2	Deadline for Submission of Proposals	Date and Time: 24 March 2020, COB – 1500 hours City and Country: Islamabad, Pakistan This is an absolute deadline, proposal received after this date and time will be disqualified.
4.1	Manner of Submission	<input checked="" type="checkbox"/> Personal Delivery/ Courier mail/ Registered Mail <input type="checkbox"/> Electronic submission of Proposal
4.1	Address for Proposal Submission	Personal Delivery/ Courier mail/ Registered Mail: Proposals to be sent in sealed envelopes by post to the following: (With clearly written on the envelope): <u>End Term Evaluation of the project, <u>Economic Empowerment of Women Homebased Workers and Excluded Groups in Pakistan (2017-2020)</u></u> Women’s Economic Empowerment Unit (WEE) UN WOMEN Pakistan Plot # 5-11, Diplomatic Enclave #2 Quaid-e-Azam University Road Sector G-4, Islamabad.
3.1	Language of the Proposal:	<input checked="" type="checkbox"/> English <input type="checkbox"/> French <input type="checkbox"/> Spanish
3.4.2	Proposal Currencies	Preferred Currency: <input type="text" value="PKR"/>

3.5	Proposal Validity Period commencing after the deadline for submission of proposals (see 4.2 above)	60 days If other, please indicate: <input type="text"/> days.
2.4	Clarifications of solicitation documents	Requests for clarification shall be submitted <input type="text" value="7"/> days before the deadline for submission of proposal.
	Contact address for requesting clarifications on the solicitation documents	Requests for clarification should be addressed to the e-mail address: registry.pakistan@unwomen.org Proposers must not communicate with any other personnel of UN Women regarding this RFP. <u>This Email Address is for clarifications ONLY.</u> <u>DO NOT SEND OR COPY YOUR PROPOSAL TO THIS E-MAIL ADDRESS, DOING SO WILL DISQUALIFY YOUR PROPOSAL.</u>
2.5	Pre-Proposal/Bid Meeting	Date and time: Location: <input checked="" type="checkbox"/> Not applicable <input type="checkbox"/> Mandatory <input type="checkbox"/> Optional
3.9	Proposal Security	<input type="checkbox"/> Required Amount: Form: <input checked="" type="checkbox"/> Not Required No Proposal Security is required for this RFP at this stage; however UN Women reserve the rights to request a Proposal

		Security from Proposers at any stage before the award of contract.
7.4	Performance Security	<input type="checkbox"/> Required <p>The Performance Security will be equivalent to your total offered price for this assignment. The amount will be determined by your price proposal.</p> <p>Form: See Annex XII</p> <input checked="" type="checkbox"/> Not Required <p>Performance Security is not foreseen to be required by UN Women at this stage; however UN Women reserve the rights to request a Performance Security from the successful proposer at any stage.</p>

4. The Proposer will be selected based on the Evaluation Methodology and Criteria indicated in Annex III.
5. This letter is not to be construed in any way as an offer to contract with your organization.

Yours sincerely,

Aisha Mukhtar
Deputy Country Representative
UN Women, Pakistan

Terms of Reference

End Term Evaluation of the project: Economic Empowerment of Women Homebased Workers and Excluded Groups in Pakistan (2017-2020)

Type of Contract: Professional Service Contract

Based in: Pakistan

Time period: 29th March – 29th May 2020

BACKGROUND

The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) strives to promote gender equality and women's human rights, to strengthen implementation of gender sensitive policy and legislation, and to eliminate all forms of violence against women. The strategy in Pakistan encompasses strengthening the capacity of government, non-governmental organizations and UN system to deliver on Pakistan's national and international commitments on gender equality and women's empowerment by ensuring that voices of women and human rights-based approach is integrated fully in the development agenda of the country.

UN Women identifies the economic empowerment of women as a priority area. The Women's Economic Empowerment (WEE) Programme of UN Women Pakistan has been supporting the implementation of national commitments and international frameworks around economic opportunities for women since 2007 and supporting the development of provincial homebased workers' policies and laws to improve the working conditions of the many rural and urban women in Pakistan undertaking informal homebased work. The main objective of the WEE programme is to empower women to fully participate at all levels of economic activity across all sectors, increased opportunities to earn higher incomes, enhanced access and control over resources, greater security and protection from violence. The WEE programme interventions are aligned with UN Women's global strategic plan results and focus on economic empowerment of excluded women groups in the country. Generating evidence through research and analysis supports program planning and mainstreaming of women's economic empowerment. It becomes important to document WEE specific impacts on women's leadership, access to economic opportunities, assets, markets and other resources.

Description of the intervention:

The programme focuses on supporting women's economic empowerment by strengthening Government's capacities to develop, implement and sustain provincial and national mechanisms aimed at improving access to rights by Home Based Workers (HBWs). This will be achieved through the adoption of policies, legislation and provincial economic frameworks relating to

Home Based Workers in Punjab and Sindh. The programme also envisions an improvement in the collective bargaining skills of HBWs in the provinces, availability of information of referral mechanisms of violence against women to women HBWs and the development of a national gender data coordination mechanism and national women’s economic empowerment alliance providing data on women workers. This three-year project initiated in April 2017 and will be completed in March 2020.

The project was built on UN Women’s Flagship Programming Initiatives (FPIs) with high-impact, scalable programmes that are based on the comprehensive theory of change, which articulates the causal linkages and actions required by the national, CSO, UN and private partners in order to achieve transformative change in the lives of women and girls. The FPI theories of change build on the overall theory of change within UN Women’s Strategic Plan, which highlights that women’s political and economic empowerment, as well as ending violence against women and girls are both causes and consequences of each other.

Under UN Women’s flagship programme focusing on women’s economic empowerment, we believe that access to decent employment opportunities and social security are among the most effective interventions to empower women. These earnings help boost their self-esteem and bargaining power at home and within their communities, delay early marriage and pregnancy and reduce the likelihood for exposure to domestic violence. As substantiated by research, when women are economically empowered, the entire household benefits as women reinvest their earning in children’s education and health and overall wellbeing.

Link to UN Women Global Strategic Plan Development Results Framework, Impact 2: Women, especially the poorest and most excluded, are economically empowered and benefit from development.

The three-year project (2017-2020) has the following results and outcomes:

Project OUTCOME 1:

Government and corporate policies, laws and programs to promote women’s economic empowerment supported in Punjab, Sindh, KP/FATA and Balochistan

Project OUTCOME 2:

Women HBWs and excluded groups¹ are economically empowered and women participate in decision-making processes at the household and community level in Balochistan, KP/FATA and Sindh

Project OUTCOME 3:

¹Excluded groups; such as persons/ women with disabilities, transgender, ethnic minorities and women discriminated due to geography.

Government's capacity to engender the budgeting frameworks strengthened

UN Women requires the services of **A CONSULTING FIRM** to conduct the summative evaluation of the Economic Empowerment of Women Homebased Workers and Excluded Groups in Pakistan (2017-2020). The aim of this evaluation is to learn about the relevance, effectiveness, efficiency, sustainability and contributions towards impact resulting from the mechanisms used in implementation of the programme. It will be used to plan and guide project planning of other UN Women programmes in this area.

Purpose and Use of the Evaluation

The main purposes of the summative evaluation are the following:

Accountability:

- Provide credible and reliable judgements on the project's results, including in the areas of programme design, implementation, contributions towards impact on right holders, partners, and overall results.
- Provide high quality assessments accessible to a wide range of audiences, including UN Women donors, UN Women Programme team, women's rights and gender equality organizations, government agencies and other actors.

Learning:

- Identify novel/unique approaches to catalyse processes toward the development of gender equality commitments.
- Identify approaches and methodologies that are effective in advancing women's economic empowerment.

Improve evidence-based decision making:

- Identify lessons learned from the experience of implementing partners in order to influence policy and practice at sub- national and national levels.
- Inform and strengthen UN Women's planning and programming by providing evidence-based knowledge on what works, why and in what context.

Use of the Evaluation Report

- The Evaluation findings will help to feed into building the WEE portfolio of UN Women Pakistan.
- The report will be used by the implementing organizations and UN Women to make strategic decisions on the future direction and design of the project and its Annual Work Plan.
- The evaluator will provide inputs to design a complete dissemination plan of the evaluation

findings, conclusions and recommendations with the aim of advocating for sustainability, scaling-up, or sharing good practices and lessons learnt at sub- national and national level.

Scope and Objectives of the assignment

The geographic area covered under the project are four provinces and Federal level. Seven selected districts in three provinces of Balochistan, Khyber Pakhtunkhwa (KP)/FATA and Sindh (Outcome 1, 2 ,3) In Punjab (Outcome 1). The consultancy firm will conduct field visits to at least 3 targeted representative districts for assessment of implementing partners. Districts will be selected in consultation with UN Women Programme team and based on criteria.

A Baseline was conducted by the implementing partners in 2017-18. A Mid Term Review of the Project was also carried out in July 2019. The timeframe of the End-Term evaluation will cover from the period of conceptualization to the moment when the evaluation is taking place i.e April 2017 to March 2020

The evaluation objectives are:

- a) The evaluation will examine the relevance, effectiveness, and contributions towards impact of the project outcomes in terms of results achieved against set targets,
- b) The evaluation will also assess the sustainability of the action, including ownership of stakeholders,
- c) The evaluation will explore the extent to which the project has allowed UN Women to work in a more coherent manner with partners.
- d) The evaluation will identify key lessons and propose practical recommendations for follow-up actions.

Stakeholders' Involvement: The evaluation team will reach out to the following principle stakeholders who have been involved in the project at different level:

- **Civil Society Organisations: HomeNet Pakistan (HNP) and Center of Excellence for Rural Development (CERD):** UN Women engaged HNP and CERD to meaningfully mobilize women home based workers and excluded groups; organize them in groups, link them with the relevant institutions and organize market exposure visits to increase their visibility.
- **Akhuwat:** UN Women signed MoU with Microfinance Institutions for increased access to microfinance by women HBWs and excluded groups
- **Government Departments: Provincial Women Development Department, provincial Labour and Human Resource Department, Provincial Chief Ministers' Offices:** UN Women advocated with the Provincial Governments of Pakistan to draft, adopt and implement the HBWs' policies in collaboration with its civil society implementing partners. This enabled the workforce of women informal workers to get coverage under the ambit of social protection that which was only available to formal workers.
- **Private Sector: Private Sector Companies,** (UN Women has worked with the Private sector companies to encourage them to include more women in their workforce. The

companies were encouraged to sign the WEP and to expand women and transgenders' options of availing formal employment opportunities in decent work environments)

- **Women Homebased Workers (WHBs):** At least 5,000 women were provided with life skills trainings including literacy courses while 4,000 women workers and members from excluded groups will get extensive business development trainings and access to microfinance to become entrepreneurs especially in nontraditional sectors.
- **Donor Agency: Royal Norwegian Embassy:** Provided support to UN Women Pakistan Country office to carryout the project which is in line with the government priorities and ON UN Programme II (2013-2017), the programme aimed to promote economic rights of women and excluded group and their access to economic opportunities, resources etc.
- **Evaluation Reference Group (ERG):** UN Women has constituted an ERG to facilitate the participation of relevant stakeholders in the design and scope of the evaluation, raising awareness of the different information needs, quality assurance throughout the process and in disseminating the evaluation results. The ERG will have representatives from relevant Government Departments and other allied stakeholders. (For detail refer the role and responsibilities in Evaluation Governance section)

Evaluation Criteria, Questions and Methodological Approach

The evaluation will address the OECD-DAC criteria of Project Relevance, Effectiveness, Efficiency, Sustainability and Impact. More specifically, the evaluation will address the following key issues:

- **Relevance:** the extent to which the objectives were consistent with beneficiaries' needs, priorities and UN Women's policies;
- **Effectiveness:** extent to which project objectives were achieved, or are expected to be achieved, and What was not achieved in full and why?
- **Efficiency:** measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.
- **Sustainability:** The probability of continued long-term benefits from the project, the resilience to risk of the net benefit flows over time;
- **Impact:** positive and negative, primary and secondary long-term effects produced by programme and, directly or indirectly, intended or unintended; and
- **Human Rights and Gender Equality:** Assess the extent to which UN Women programme is responsive to human rights and gender equality

Evaluation Questions:

The evaluation team should be guided but not limited to the scope of the evaluation questions listed below. The evaluation team will refine the evaluation questions during the inception phase and should raise and address any other relevant issues that may emerge during the evaluation process:

Relevance Questions:

- How relevant is the focus of the programme on home-based workers (i.e. is it aligned with rights holders, National and internationally identified priorities)?
- How the objectives of the programme are consistent with right holders' (beneficiaries') requirements and country-needs; in other words, are programme goals still relevant in Pakistan?

Effectiveness Questions:

- Which of the following programme strategies/interventions have been the most successful in contributing towards the achievement of the programme outcomes?
 - women home based worker policies, laws and economic frameworks;
 - women's home-based workers' rights;
 - HBW's access to economic security and livelihood opportunities;
 - availability of WEE data and its usage at Federal and Provincial level

Efficiency Questions:

- To what extent does the programme efficiently implemented good practice in results-based management or how efficiently monitoring mechanism were developed and used for achievement of project objectives?
- Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outcomes?
- Have UN Women's organizational structure, managerial support and coordination mechanisms effectively supported the delivery of the programme?

Sustainability Questions:

- What mechanisms have been adopted by UN women and its partners to sustain the project results beyond the project duration?

Impact Questions:

- What is the evidence that the program enabled the rights-holders to claim their rights more successfully and the duty-holders to perform their duties more efficiently?

Human Rights and Gender Equality

- To what extent is the programme reaching those HBWs who are the most marginalized in society (i.e. home-based workers, women with disabilities and transgender
- To what extent did UN Women implement an approach that is responsive to human rights, ensuring an inclusive, participatory approach throughout the programme?
- How has the programme contributed to transformative change in the lives of HBW?

Existing Information Sources

Existing information sources of programme include: Project Pro Doc, baseline report, Donor Reports, Mid-term review report, meeting minutes, training reports, mission reports, monitoring visit reports, project IPs' progress reports, quarterly report and previous external review report, etc. The quality of the available data is deemed reliable and the mid-term review was of good quality.

Methodology and Process

This is a summative evaluation of the programme. The evaluation will be a gender-responsive evaluation, which means the principles of human rights will be integrated: the process will be participatory, inclusive, promoting maximum input from all relevant stakeholders, and will actively analyse the structural and cultural barriers that impede the achievement of gender equality and women's human rights. The cultural context and language/s of operation must be taken into consideration in the design of the evaluation approach and data collection methods. This is a non-experimental design, using a theory-based approach with a focus on utilization to ensure that the evaluation provides the most useful information for advancing this area of work. The assessment will use mixed methods, both quantitative and qualitative methods. The evaluation will adhere to [UN Women Evaluation Policy](#) and the accompanying UN Women procedures on evaluation, including the Evaluation Handbook.

During the inception phase, the evaluation team will work closely with UN Women in developing the evaluation methodology and design and finalizing the report adhering to the UN Women evaluation report quality standards throughout the evaluation process (See Annex).

As a first step, the evaluation team will need to conduct an evaluability assessment to determine the quality of existing framework and data collected in order to inform the design and approach of the evaluation. The feasibility of comparing the results for the targeted individuals before and after the group's involvement in the program will be explored. .

During the inception phase, the evaluation team will meet with UN Women staff to discuss the scope, refine the evaluation questions and determine the appropriate methodology, and data collection methods and develop a feasible joint work plan, which should be outlined in the inception presentation for the Evaluation reference group and the inception report. The inception report should describe in detail how the evaluation will be carried out, suggest further clarification on the applied methodology, roles and responsibilities of the participants, specify criteria for selecting field visits, provide draft data collection tools, outline the timeframe for the evaluation, and a protocol for adhering to ethical guidance of the United Nations Evaluation Group, including how it will prevent sexual exploitation and abuse and report the uncovering of any potential cases of wrongdoing.

After the field visit, the evaluation team will provide a debriefing to the UN Women Pakistan Country Office on the issues emerging from the preliminary desk review and field visit. After completing analysis, the evaluation team will present the preliminary findings to the stakeholders to seek input on gaps, misinterpretation of information and factual errors. This workshop is critical for engaging the stakeholders in providing their perspectives and gaining buy-in for the way forward.

The evaluation products will be tailored to the key audiences and include the evaluation report following UN Women branding guidelines in line with the evaluation quality standards, an evaluation brief two-page summary, and a powerpoint that can be used with different audiences. It is pertinent to mentioned that the “Quality Criteria for UN Women evaluation reports” should be followed. These quality criteria are intended to serve as a guide for preparing meaningful, useful and credible evaluation reports.

Specific Tasks / Key deliverables

Stage 1: Preparation and Initial Desk Review

Task	Responsible Party	Remarks
Programme documents initial desk review	Consultants	Home-based
Inception workshop where the theory of change is elaborated	Consultants in cooperation with UN Women	Islamabad
Inception Report, include a proposed schedule of tasks, activities and deliverables, Review tools to be developed) and shared with UN Women.	Consultant	Homebased
Development of evaluation methodology, tools, design and preparation of an Inception Report	Consultants in cooperation with UN Women	Home- based
Presentation to the ERG and UN Women to finalize the strategy and an agreement on the proposed methods.	Consultants in cooperation with UN Women	Islamabad

Stage 2: Data Collection and Analysis

Task	Responsible Party	Remarks
Conduct field trips to project sites, including in-depth interviews and meetings and debriefing after the field visit to identify key emerging issues	Consultants in coordination with UN Women	Punjab Sindh Balochistan

		KP
Conduct in-depth interviews in Islamabad with UN Women and other relevant stakeholders.	Consultants	Islamabad
Data classification, systematization, and analysis and elaboration of evaluation findings	Consultants	Home based
Preliminary finding and thoughts on way forward sharing through PowerPoint presentation with ERG and UN Women	Consultants	Home based
Draft the evaluation report, which summarizes key findings, conclusions and recommendations in line with UN Women GERAAS standards (a minimum of 3 rounds of revisions is required and it is not considered complete until the report meets UN Women quality standards)	Consultants	Home based
Incorporate comments and feedback from UN Women and stakeholders through transparent tracking using the matrix that notes the feedback and how the evaluation team responded. Revise and finalize the detailed report.	Consultants	Home-based

Stage 3: Dissemination of Evaluation Findings

Activity	Responsible Party	Remarks
Produce evaluation brief and edit the final report following UN Editorial Manual and according to UN Women branding guidelines for technical publication	Consultant	As per quality standard criteria provided by UN Women
Present final findings, conclusions and recommendations at a broader stakeholders meeting	Consultants	UN Women will share the list of stakeholders

TIMEFRAME

Time frame for the consultancy is 46 working days. The assignment is spread over approximately two months beginning 25th March – 25th May 2020.

BUDGET

The proposed budget shall include all costs incurred during the assignment period (including travel and accommodation to the 3 project sites).

Evaluation Governance

The consultant will work in close collaboration and consultation with project staff and management structure as per the table below.

Who: Actors and Accountability	What: Roles and Responsibilities
UN Women Evaluation Management Group	<ul style="list-style-type: none"> ▪ Identify information needs, customize objectives and evaluation questions and delimit the scope of the evaluation (TOR), based on a review of the Inception Report ▪ Facilitate the participation of those involved in the evaluation design. ▪ Provide input on the evaluation planning documents. ▪ Facilitate the consultants' access to all information and documentation relevant to the intervention, as well as to key actors and informants who should participate in interviews, focus groups or other information-gathering methods. ▪ Monitor the quality of the process and the documents and reports that are generated, so as to enrich these with their input and ensure that they address their interests and needs for information about the intervention. ▪ Develop and implementing a management response according to the evaluation's recommendations. ▪ Disseminate the results of the evaluation, especially among the organizations and entities within their interest group.
UN Women Evaluation Task Manager (Programme Support Specialist)	<ul style="list-style-type: none"> ▪ Ensure the quality of evaluation and management decisions to be made on time. Facilitate selection of the consulting firm ▪ Monitor the process of evaluation and provide guidance to the consultant ▪ Report any significant deviation from the evaluation plan ▪ Facilitate the preparation, conduct and report

	<p>finalization.</p> <ul style="list-style-type: none"> ▪ Facilitate a management response to all evaluation recommendations and ensure the implementation of committed actions in the management response ▪ Facilitate dissemination of initial and final evaluation findings to relevant stakeholders
UN Women’s Sub Offices (Provincial Level) and Implementing Partners	<ul style="list-style-type: none"> ▪ At provincial level the Head of Sub Office (HoSOs) and IPs with consultation of Programme Officer - WEE will be focal point in identifying and facilitating/coordinating meetings with relevant stakeholders ▪ Considering the provincial/geographical context provide methodological input to the evaluation process if there is any
UN Women Regional Evaluation Specialist	<ul style="list-style-type: none"> ▪ As part of the Independent Evaluation Service, she provides quality assurance on every step of the evaluation process. All evaluation products will be reviewed by the RES. She is part of the evaluation management group and reviews products prior to being externally shared.
Evaluation Reference Group (ERG)	<ul style="list-style-type: none"> ▪ Act as source of knowledge for the evaluation ▪ Act as an informant of the evaluation process ▪ Assist in the collection of pertinent information and documentation ▪ Assist in identifying external stakeholders to be consulted during the process; ▪ Play a key role in disseminating the findings of the evaluation and implementation of the management response ▪ Participate in any meetings of the reference group ▪ Provide input and quality assurance on the key evaluation products: ToR, inception report and draft evaluation report ▪ Participate in the validation meeting of the final evaluation report ▪ Participate in learning activities related to the evaluation report
Programme Officers –WEE	<ul style="list-style-type: none"> ▪ Prepare TORs for the evaluation. ▪ Ensure close communication with the consultant during the whole process ▪ Clarify questions raised during the evaluation process

	<ul style="list-style-type: none"> ▪ Help identify the location to be visited for data collection ▪ Support in reviewing the draft reports shared by consultants ▪
Programme Officer and Admin Assistant –WEE, Islamabad	<ul style="list-style-type: none"> ▪ Provide all the document information sources the consultants require ▪ Clarify questions raised during the evaluation process. ▪ Help to arrange the travel to the project site and other logistics issues.
Evaluation Team (Lead Evaluation Team leader)	<ul style="list-style-type: none"> ▪ Lead the whole evaluation process ▪ Work closely with the UN Women and its partners ▪ Manage evaluation team and the whole process of evaluation and data collection ▪ Communicate with UN Women Evaluation task manager whenever it is needed ▪ Conduct field visits to the project sites identified and collect data. ▪ Report to UN Women Evaluation task manager when required ▪ Produce the inception report ▪ Produce the final report and all deliverables mentioned in the TORs ▪ Present the finding to the UN women in a workshop
Consultants -Team member	<ul style="list-style-type: none"> ▪ Assist the evaluation process and closely work with Lead Evaluation Team leader ▪ Assist in data collection and review of documents ▪ Prepare initial draft of evaluation inception report and final report with the Team Leader ▪ Conduct interviews and surveys and share finding with Team Leader ▪ Provide administrative support to the Team leader and evaluation process as needed. ▪ Ensure all products follow UN Women evaluation quality assurance procedures.

EVALUATION ETHICS

Evaluation in the UN will be conducted in accordance with the principles outlined in both UNEG Norms and Standards for evaluation in the UN System and by the UNEG 'Ethical Guidelines for evaluation'. These documents will be shared with the selected firm. The consultant(s) are

required to read the Norms and Standards and the guidelines and ensure a strict adherence to it, including establishing protocols to safeguard confidentiality of information obtained during the evaluation. The evaluation team is also required to complete mandatory trainings and sign the code of conduct.

Core values / guiding principles:

The evaluators will adhere to the following core values and guiding principles:

- Integrity: Demonstrating consistency in upholding and promoting the values of UN Women in actions and decisions, in line with the UN Code of Conduct.
- Cultural Sensitivity/Valuing diversity: Demonstrating an appreciation of the multicultural nature of the organization and the diversity of its staff. Demonstrating an international outlook, appreciating differences in values and learning from cultural diversity.

Guiding Principles/Evaluation Ethics and Code of Conduct

To ensure the credibility and integrity of the evaluation process and following United Nations Evaluation Group (UNEG) **Ethical Guidelines**, the Consultants will be required to commit to the **Code of Conduct** for Evaluation (see <http://www.unevaluation.org/document/detail/102>), specifically to the following obligations:

- **Independence:** Evaluators shall ensure that independence of judgment is maintained and that evaluation findings and recommendations are independently presented.
- **Cultural Sensitivity/Valuing diversity:** Demonstrating an appreciation of the multicultural nature of the organization and the diversity of its staff. Demonstrating an international outlook, appreciating differences in values and learning from cultural diversity
- **Impartiality:** Evaluators shall operate in an impartial and unbiased manner and give a balanced presentation of strengths and weaknesses of the policy, program, project or organizational unit being evaluated.
- **Conflict of Interest:** Evaluators are required to disclose in writing any past experience, which may give rise to a potential conflict of interest, and to deal honestly in resolving any conflict of interest which may arise.
- **Honesty and Integrity:** Evaluators shall show honesty and integrity in their own behavior, negotiating honestly the evaluation costs, tasks, limitations, scope of results likely to be obtained, while accurately presenting their procedures, data and findings and highlighting any limitations or uncertainties of interpretation within the evaluation.
- **Competence:** Evaluators shall accurately represent their level of skills and knowledge and work only within the limits of their professional training and abilities in evaluation, declining assignments for which they do not have the skills and experience to complete successfully.
- **Accountability:** Evaluators are accountable for the completion of the agreed evaluation deliverables within the 30 days timeframe and budget agreed, while operating in a cost effective manner.

- **Obligations to Participants:** Evaluators shall respect and protect the rights and welfare of human subjects and communities, in accordance with the UN Universal Declaration of Human Rights and other human rights conventions. Evaluators shall respect differences in culture, local customs, religious beliefs and practices, personal interaction, gender roles, disability, age and ethnicity, while using evaluation instruments appropriate to the cultural setting. Evaluators shall ensure prospective participants are treated as autonomous agents, free to choose whether to participate in the evaluation, while ensuring that the relatively powerless are represented.
- **Confidentiality:** Evaluators shall respect people’s right to provide information in confidence and make participants aware of the scope and limits of confidentiality, while ensuring that sensitive information cannot be traced to its source.
- **Avoidance of Harm:** Evaluators shall act to minimize risks and harms to, and burdens on, those participating in the evaluation, without compromising the integrity of the evaluation findings.
- **Accuracy, Completeness and Reliability:** Evaluators have an obligation to ensure that evaluation reports and presentations are accurate, complete and reliable. Evaluators shall explicitly justify judgments, findings and conclusions and show their underlying rationale, so that stakeholders are in a position to assess them.
- **Transparency:** Evaluators shall clearly communicate to stakeholders the purpose of the evaluation, the criteria applied and the intended use of findings. Evaluators shall ensure that stakeholders have a say in shaping the evaluation and shall ensure that all documentation is readily available to and understood by stakeholders.
- **Omissions and wrongdoing:** Where evaluators find evidence of wrong-doing or unethical conduct, they are obliged to report it to the proper oversight authority.

QUALIFICATION, EXPERIENCE AND COMPETENCIES:

Team Composition

Evaluation firm will be selected based on the requirements outlined below.

The team leader (of the consultancy firm) is expected to lead the process and work closely with the UN Women CO. S/he will function as the Team Leader, managing the review process in a timely manner, and is primarily responsible for writing and producing the final evaluation report.

UN Women, as the agency responsible for administering the programme, will provide support to facilitate the evaluation, particularly for field visits.

Required Expertise/Qualifications for Team leader (proposed by consultancy firm)

- A Masters or advanced degree in relevant discipline (e.g., evaluation, gender, development studies, sociology, political science, social sciences, Compliance M&E etc);

- Strategic thinking and proven expertise in gender analysis, gender equality and women’s economic empowerment;
- At least 10 years’ experience in programme evaluations with 5 years experience as a team leader and proven accomplishment in undertaking evaluations, including evaluation of multi-stakeholder programmes for multilateral organizations
- Experience in conducting assessments in the women’s economic empowerment field and with international organizations.
- Knowledge in results-based programming in support of women’s empowerment especially on women’s economic empowerment;
- Excellent inter-personal and communication skills
- Excellent written and spoken English and presentational capacities
- Extensive experience applying qualitative and quantitative review methods and evaluation design.
- Knowledge of the UN system a strong asset.
- Knowledge of the development context of Pakistan and preferably previous experience in development initiatives in Pakistan;
- Excellent drafting and writing skills to produce and present concise and analytical reports and communicate clearly with review stakeholders;
- Excellent interpersonal and teamwork skills.

Required Expertise/Qualifications for the National team member (proposed by consultancy firm)

- A Masters in relevant disciplines (e.g., gender, development studies, sociology, political science, social sciences, M&E etc);
- At least 5 years of experience in evaluation and or research or review assignments with the multilateral and bilateral organizations requiring data analysis;
- Work experience with international organizations and intergovernmental bodies in the above-mentioned fields.
- Proven working experience in the area of gender equality, women’s empowerment and women’s rights;
- Native ability in Urdu and fluency in written and spoken English;
- Knowledge of evaluation data collection methods.
- Knowledge of Pakistan and the UN system.
- Ability to facilitate multi-stakeholder discussions;
- Excellent interpersonal and teamwork skills.

Additional Reference Documents:

- UNEG Code of Conduct for Evaluation in the UN System:
- UNEG ‘Ethical Guidelines for Evaluation’
- UNEG Quality Checklist for Evaluation Reports / GERAAS Evaluation report standards.
- UN Women’s Evaluation Handbook

- UN Women Branding Guidelines and Identity Standards for technical publication
- Norms and Standards for Evaluation

Evaluation Methodology and Criteria

1. **Cumulative Analysis Methodology:** A proposal selected on the basis of *cumulative analysis* where total score is obtained upon a combination of the weighted technical and financial attributes.

A two-stage procedure will be utilized in evaluating of the proposals; the technical proposal will be evaluated with a minimum pass requirement of **70%** of the obtainable **800 points** assigned for technical proposal. A proposal shall be rejected at this stage if it fails to achieve the minimum technical threshold of **70%** of the obtainable score of **800 points** prior to any price proposal being opened and compared. The financial proposal will be opened only for those entities whose technical proposal achieved the minimum technical threshold of **70%** of the obtainable score of **800 points** and are determined to be compliant. Non-compliant proposals will not be eligible for further consideration.

The total number of points which a firm/institution may obtain for its proposal is as follows (**80% technical proposal and 20% financial proposal**):

Technical proposal: 800 points

Financial proposal: 200 points

Total number of points: 1000 points

Evaluation of financial proposal:

In this methodology, the maximum number of points assigned to the financial proposal is allocated to the lowest price proposal. All other price proposals receive points in inverse proportion.

A formula is as follows:

$$p = y (\mu/z)$$

Where:

p = points for the financial proposal being evaluated

y = maximum number of points for the financial proposal

μ = price of the lowest priced proposal

z = price of the proposal being evaluated

The contract shall be awarded to the proposal obtaining the overall highest score after adding the score of the technical proposal and the financial proposal.

Evaluation of technical proposal:

The technical proposal is evaluated and examined to determine its responsiveness and compliancy with the requirements specified in this solicitation documents. The quality of each technical proposal will be evaluated in accordance with the following technical evaluation criteria and the associated weighting (total possible value of 700 points):

Expertise and Capability of Proposer		Points obtainable
Expertise of organization submitting proposal		
1.1	Organizational Architecture	20
1.2	Adverse judgments or awards	10
1.3	General Organizational Capability which is likely to affect performance (i.e. size of the organization, strength of management support)	10
1.4	Extent to which any work would be subcontracted (subcontracting carries additional risks which may affect delivery, but properly done it offers a chance to access specialized skills.)	10
1.5	Quality assurance procedures, warranty	10
1.6	Relevance of: <ul style="list-style-type: none"> - Specialized Knowledge - Experience on Similar Programme / Projects - Experience on Projects in the Region Work for other UN agencies/ major multilateral/ or bilateral programmes	80
		140
Proposed Work Plan and Approach		Points obtainable
Proposed methodology		
2.1	Analysis Approach, Methodology for taking the assignment	200
2.2	Proposer's understanding of UN Women's work, adherence to procurement principles and TOR	100
2.3	Management Services – Timeline and deliverables.	100
		400
Resource Plan, Key Personnel		Points obtainable
Qualification and competencies of proposed personnel		
3.1	Composition of the team proposed to provide, and the work tasks (including supervisory)	160

	Curriculum vitae of the proposed team that will be involved either full or part time	
		160
	70% of 700 pts = 490 pts needed to pass technical	

A proposal shall be rejected at this stage if it fails to achieve the minimum technical threshold of **70%** of the obtainable score of **700** points for the technical proposal.

Annex 4

Format of Technical Proposal

Technical Proposals not submitted in this format may be rejected.

Financial Proposal must be submitted in separate envelope.

Proposer is requested to include a one page value statement indicating why they are most suitable to carry out the assignment.

Name of Proposing Organization:	
Country of Registration:	
Type of Legal entity:	
Name of Contact Person for this Proposal:	
Address:	
Phone:	
Fax:	
E-mail:	

Section A: Expertise and Capability of Proposer

1.1 Organizational Architecture

- Background: Provide a brief description of the organization submitting the proposal, including if relevant the year and country of incorporation, types of activities undertaken, and approximate annual revenue.
- Financial capacity: The Proposer shall demonstrate its financial capacity and reliability with regard to the requirements of the Terms of Reference, which can be established by supporting documentation including for example the most recent Audited Financial Statements duly certified by a public accountant.

1.2 Adverse judgments or awards

- Include reference to any adverse judgment or award.

1.3 General Organizational Capability

- Outline General Organizational Capability which is likely to affect performance (i.e. size of the organization, strength of project management support e.g. project management controls, global networking, financial stability).
- Include a description of past and present experience and relationships that have a direct relationship to the performance of the TOR. Include relevant collaborative efforts the organization may have participated in.
- Explain any partnerships with local or other organizations relevant to the performance of the TOR. Special attention should be given to providing a clear picture of roles, responsibilities, reporting lines and accountability. Letters of commitment from partners and an indication of whether some or all have worked together previously.

1.4 Subcontracting

- Explain whether any work would be subcontracted, to whom, how much percentage of the work, the rationale for such, and the roles of the proposed sub-contractors. Special attention should be given to providing a clear picture of the role of roles, responsibilities, reporting lines and accountability.

1.5 Quality assurance procedures, risk and mitigation measures

- Describe the potential risks for the performance of the TOR that may impact achievement and timely completion of expected results as well as their quality. Describe measures that will be put in place to mitigate these risks. Provide certificate (s) for accreditation of processes, policy e.g. ISO etc.

1.6 Relevance of Specialized Knowledge and Experience on Similar Projects

- Detail any specialized knowledge that may be applied to performance of the TOR. Include experiences in the region.
- Describe the experience of the organization performing similar goods/services/works. Experience with other UN organizations/ major multilateral / or bilateral programmes is highly desirable.
- Provide at least 3 references

Project	Client	Contract Value	Period of performance (from/to)	Role in relation to the undertaken to goods/services/works	Reference Contact Detail (Name, Phone Email)
1-					
2-					
3-					

Section B: Proposed Work Plan and Approach

2.1 Analysis approach, methodology

- Provide a description of the organization’s approach, methodology, and timeline for how the organization will achieve the TOR.
- Explain the organization’s understanding of UN Women’s needs for the goods/services/works.
- Identify any gaps/overlaps in UN Women’s coverage based on the information provided.

- Describe how your organization will adhere to UN Women’s procurement principles in acquiring services on behalf of UN Women.
- UN Women’s general procurement principles:
 - a) Best Value for money
 - b) Fairness, integrity and transparency
 - c) Effective competition
 - d) The best interests of UN Women

2.2 Management - timeline, deliverables and reporting

- Provide a detailed description of how the management for the requested goods/services/works will be implemented in regard to the TOR

2.3 Environment-related approach to the service/work required

- Please provide a detailed description of the methodology for how the organization/firm will achieve the Terms of Reference of the project, keeping in mind the appropriateness to local conditions and project environment.

Section C: Resource Plan, Key Personnel

3.1 Composition of the team proposed to perform TOR, and the work tasks (including supervisory)

Describe the availability of resources in terms of personnel and facilities required for the TOR. Describe the structure of the proposed team/personnel, and the work tasks (including supervisory) which would be assigned to each. An organigram illustrating the office location (city and country), reporting lines, together with a description of such organization of the team structure, should be submitted.

3.2 Gender profile

- Proposer is strongly encouraged to include information regarding the percentage of women employed in Proposer’s organization, women in leadership positions, and percentage of women shareholders. This will *not* be a factor in the evaluation criteria; UN Women is collecting this data for statistical purposes in support of UN Women’s core mandate.
- Proposers are also requested to sign the Voluntary Agreement for Promoting Gender Equality in the Workplace.

Provide Curriculum vitae of the proposed personnel that will be involved either full time or part time.

Highlight the relevant academic qualifications, specialized trainings and pertinent work experience.

Substitution of key personnel shall only be permitted in accordance with section 2.4 of the General Conditions of Contract.

Please use the format below, with each CV no more than THREE pages in length.

Sample CV template:

Name:	
-------	--

Position for this Assignment:		
Nationality:		
Language Skills:		
Educational and other Qualifications		
Employment Record: [Insert details of as many other appropriate records as necessary]		
From [Year]: _____ To [Year]: _____		
Employer: _____		
Positions held: _____		
Relevant Experience (From most recent; Among the assignments in which the staff has been involved, indicate the following information for those assignments that best illustrate staff capability to handle the tasks listed under the TOR) [Insert details of as many other appropriate assignments as necessary]		
Period: From - To	Name of project/organization:	Job Title, main project features, and Activities undertaken
References (minimum 3)	(Name/Title/Organization/Contact Information – Phone; Email)	

Annex 5

Format of Financial Proposal

The Financial Proposal must be prepared as a separate PDF file from the rest of the RFP response as indicated in Clause 3.4.1 of the Instruction to Proposers. The components comprising the total price must provide sufficient detail to allow UN Women to determine compliance of proposal with requirements as per TOR of this RFP. The Proposer shall include a complete breakdown of the cost elements associated with each line item and those costs associated with any proposed subcontract/sub-awards (separate breakdown) for the duration of the contract. Provide separate figures for each functional grouping or category.

Estimates for cost-reimbursable items, if any, such as travel, and out of pocket expenses should be listed separately.

In case of an equipment component to the service provided, the Financial Proposal should include figures for both purchase and lease/rent options. UN Women reserves the option to either lease/rent or purchase outright the equipment through the Contractor.

In addition, the financial proposal must include, but not necessarily be limited to, the following documents:

1. A summary of the price in words and figures

i. Price breakdown: The price must cover all the services to be provided and must itemize the following:

a. An all-inclusive fee rate per working day for each expert to be assigned to the team. The fee rate must include remuneration of each expert, all administrative costs of employing the expert and the margin covering the Proposer overhead and backstopping facilities

b. An all-inclusive daily subsistence allowance (DSA) rate for every day in which the experts shall be in the field for purposes of the assignment.

c. An all-inclusive amount for necessary international travel and related expenses by the most appropriate means of transport and the most direct economy class practicable route. The breakdown shall indicate the number of round trips per team member.

d. An all-inclusive amount for local travel, if applicable.

e. If applicable, other costs required for purposes of the assignment not covered in the foregoing or beneath paragraphs such as communication, printing and dispatching of reports to be produced during the assignment, rental and freight of any instruments or equipment required to

be provided by the Proposer for the purposes of the services, office accommodation, investigations, surveys, etc.

f. Summary of total cost for the services proposed.

- ii. **Schedule of payments:** Proposed schedule of payment might be expressed by the Proposer, and payment will be made by UN Women in the currency of the proposal. The payment schedule must be linked to the delivery of the outputs specified in your technical component.

All prices/rates quoted must be exclusive of all taxes, since the United Nations, including its subsidiary organs, is exempt from taxes.

NOTE: In case two (2) proposals are evaluated and found to be the same ranking in terms of technical competency and price, UN Women will award offer to the company that is either women owned or has women in majority shareholding in support of UN Women’s core mandate. In the case that both companies are women owned or have women in majority shareholding, UN Women will request best and final offer from both proposers and shall make a final comparison of the competing proposers.

A. Cost Breakdown per Deliverables

	Deliverables	Percentage of Total Price	Price (Lump Sum, All Inclusive)	Delivery time/time period (if applicable)
1	Deliverable 1			
2	Deliverable 2...			
	Total	100%	PKR	

B. Cost Breakdown by Resources

The Proposers are requested to provide the cost breakdown for the above given prices for each deliverable based on the following format. UN Women shall use the cost breakdown in order to assess value for money as well as the calculation of price in the event that both parties agreed to add new deliverables to the scope of Services.

Description	Quantity	Number of Unit	Unit Cost (PKR)	Total Cost (PKR)
Team Leader	1 person	Day/week/month		
Team Member	XX person	Day/week/month		

Operational cost				
Please detail the following:				
1. Estimated return tickets for travel (if any)	1 lump sum			
2. Accommodation and other expenses away from home (if any)	1 lump sum			
3. Local transportation				
4. Any relevant overhead costs (report preparation, communication, stationary, etc.)	1 lump sum 1 lump sum			
Technical assistance and capability building (training, working group meeting, workshop)	1 lump sum			
Publication (seminar/launching of the report, printing, etc.)				
TOTAL				

[Note: This spreadsheet should be accompanied by a short narrative summary that explains the figures supplied and that adds any relevant information that has been used to make the calculations.]

Signature of Financial Proposal

The Financial Proposal should be authorized and signed as follows:

"Duly authorized to sign the Proposal for and on behalf of

(Name of Organization)

Signature/Stamp of Entity/Date

Name of representative:

Address:

Telephone/Fax/Email:

Annex 6

Proposal Submission Form

[The Proposer shall fill in this Form in accordance with the instructions indicated. No alterations to its format shall be permitted and no substitutions shall be accepted.]

To: [insert UN Women
Address, City, Country]

Date: [insert date of Proposal Submission]

We, the undersigned, declare that:

- (a) We have examined and have no reservations to the Bid Solicitation Documents;
- (b) We offer to supply in conformity with the Bid Solicitation Documents the following **[Title of goods/services/works]** and undertake, if our Proposal is accepted, to commence and complete delivery of all services specified in the contract within the time frame stipulated.
- (c) We offer to supply for the sum as may be ascertained in accordance with the Financial Proposal submitted in accordance with the instructions under the Proposal Instruction Sheet;
- (d) Our proposal shall be valid for a period of [___] days from the date fixed for opening of Proposals in the Request for Proposal, and it shall remain binding upon us and may be accepted at any time before the expiration of that period;
- (e) If our proposal is accepted, we commit to obtain a performance security with the instructions under the Proposal Instruction Sheet;
- (f) We, including any subcontractors or suppliers for any part of the contract, have nationality from countries _____ *[insert the nationality of the Proposer, including that of all parties that comprise the Proposer]*
- (g) We have no conflict of interest in accordance with Clause 1.2 (*Eligible Proposers*) of the RFP Instructions to Proposers;
- (h) Our firm, its affiliates or subsidiaries—including any subcontractors or suppliers for any part of the contract—has not been declared ineligible by UN Women, in accordance with Clause 1.2 (*Eligible Proposers*) of the RFP Instructions to Proposers;
- (i) We understand that you are not bound to accept the lowest evaluated proposal or any other proposal that you may receive.

Signed: _____ *[insert signature of person whose name and capacity are shown]*

In the capacity of _____ *[insert legal capacity of person signing the Proposal Submission Form]*

Name: _____ *[insert complete name of person signing the Proposal Submission Form]*

Duly authorized to sign the proposal for and on behalf of: _____ [*insert complete name of Proposer*]

Dated on _____ day of _____, _____ [*insert date of signing*]

Annex 7

Voluntary Agreement

Voluntary Agreement for Promoting Gender Equality in the Workplace

Between

(Name of the Contractor)

And

The United Nations Entity for Gender Equality and the Empowerment of Women

The United Nations Entity for Gender Equality and the Empowerment of Women, a composite entity of the United Nations established by the United Nations General Assembly by its resolution 64/289 of 2 July 2010 (hereinafter referred to as “UN Women”) strongly encourages (Name of the Contractor) (hereinafter referred to as the “Contractor”) to partake in achieving the following objectives:

- Acknowledge values in UN Women;
- Provide data (policies and initiatives) to promote gender equality and women empowerment upon request
- Participate in dialogue with UN Women to promote gender equality and women empowerment in their location, industry and or organization;

On behalf of the Contractor:

Name, Title, Address, Signature

Date:

Annex 8

UN WOMEN MODEL FORM OF CONTRACTS AND GENERAL CONDITIONS OF CONTRACTS

[Note to Proposers]

UN Women forms of contracts and General Conditions can be accessed at:

<http://www.unwomen.org/en/about-us/procurement/contract-templates-and-general-conditions-of-contract>

Annex 9

JOINT VENTURE/CONSORTIUM/ASSOCIATION INFORMATION FORM
(to be completed and returned with your technical Proposal)

JV / Consortium/ Association Information	
JV's Party legal name:	<i>[insert JV's Party legal name] {Attach original copy of document of incorporation/registration of the JV, in accordance with Clause 3 (Eligible Proposers)}</i>
JV's Party Country of Registration:	<i>[insert JV's Party country of registration]</i>
JV's Party Year of Registration:	<i>[insert JV's Part year of registration]</i>
JV's Party Legal Address in Country of Registration:	<i>[insert JV's Party legal address in country of registration]</i>
Consortium/Association's names of each partner and contact information	(inset name, address, telephone numbers, fax numbers, e-mail address)
Consortium/Association Agreement	[attach agreement]
Name of leading partner (with authority to bind the JV, Consortium/Association during the Bidding process and, in the event a Contract is awarded, during contract execution)	[insert name, address, telephone/fax or cell number, and the e-mail address]

Signatures of all partners:

We hereby confirm that if the contract is awarded, all parties of the Joint Venture, or Consortium/Association shall be jointly and severally liable to UN Women for the fulfillment of the provisions of the Contract.

Name of partner: _____

Name of partner: _____

Signature: _____

Signature: _____

Date: _____

Date: _____

Name of partner: _____

Name of partner: _____

Signature: _____

Signature: _____

Date: _____

Date: _____

Annex 10

SUBMISSION CHECKLIST

For submissions by courier mail/hand delivery:

Outer envelope containing the following forms:	
• Proposal Submission Form	
• Joint Venture Form (if a joint venture)	
• Voluntary Agreement to Promote GE & WE (Voluntary)	
• Proposal Security Form (if required)	
• Performance Security Form (if required)	
First inner envelope containing:	
• Technical Proposal	
Second inner envelope containing:	
• Financial Proposal	

For email submissions:

Technical Proposal PDF sent to the technical e-mail address specified in the Invitation Letter includes:	
• Technical Proposal	
• Proposal Submission form	
• Joint Venture Form (if a joint venture)	
• Voluntary Agreement to Promote GE & WE (Voluntary)	
• Proposal Security Form (if required)	
• Performance Security Form (if required)	
Financial Proposal PDF sent to the financial e-mail address specified in the Invitation Letter includes:	
• Financial Proposal	
• Financial Excel Spreadsheet (if required)	

Please check-off to confirm the below:	
MODEL FORM OF CONTRACT HAS BEEN READ AND UNDERSTOOD	
THE GENERAL CONDITIONS OF THE CONTRACT HAVE BEEN READ, UNDERSTOOD, DULY REVIEWED BY A LEGAL ENTITY FOR MY ORGANIZATION'S ABILITY TO COMPLY AND ACCEPT ALL TERMS.	