

## **TERMS OF REFERENCE**

### **Gender and Inclusion Strategy for KPMD Support Programme**

<b>I. Position Information</b>
<b>Job Code Title:</b> Gender and Inclusion Expert
<b>UNIT:</b> Women Economic Empowerment & Sustainable Livelihood (WEE&SL)
<b>DUTY STATION:</b> Islamabad, Pakistan
<b>DURATION:-</b> December 2019 – March 2020
<b>Post Type:</b> IC
<b>SUPERVISION:</b> - Portfolio Manager-WEE&SL

#### **INTRODUCTION & BACKGROUND**

The KP Tribal Districts are a remote area, bordering Afghanistan and Pakistan's Provinces of Khyber Pakhtunkhwa (KP) and Balochistan. With a population of five million, the area has been negatively affected by decades of poverty, conflict and under-development. Agriculture and livestock provide for 97%<sup>1</sup> of all livelihoods in the KP Tribal Districts. 57% landholdings are smaller than one hectare and farmers are engaged in crop production mainly at the subsistence level, which is characterised by under-utilisation of land, poor productivity and risk-adverse behaviour. Poor farm-market linkages and infrastructure as well as scarcity of water hinder surplus production. Moreover, it is estimated that more than 40% of the farm produce is lost either pre-harvest or at post-harvest stage.<sup>2</sup>

Its unique constitutional history, conflict and an enduring lack of interest in development by successive governments have contributed, over time, to a worsening of human and economic development status relative to the rest of the country. The KP Tribal Districts have experienced conflict and chronic instability throughout their history, causing extensive damage to basic social infrastructure and livelihoods. Historically, this was largely because of tribal disputes over natural resources. Since 9/11, numerous military operations have been launched by the government to stem the tide of militancy in the region, resulting in the displacement of over a million inhabitants.

2017 witnessed the end of the Government of Pakistan's FATA Sustainable Return and Rehabilitation Strategy<sup>3</sup>, formulated to ensure the progressive, sustainable return of the region's population displaced by the anti-militancy operation "Zarb-e-Azb." While the Government and the international community have made progress towards multi-sector rehabilitation, there are still gaps between the meeting of basic

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<sup>1</sup> Green Sector desk review in FATA Task Force.

<http://www.humanitarianresponse.info/system/files/documents/files/FATA%20Desk%20Review%20Green%20Sector.pdf>

<sup>2</sup> Agri Sector review. USAID Firms project. 2013.

<sup>3</sup> FATA Secretariat, 2015. [http://www.pk.undp.org/content/pakistan/en/home/library/crisis\\_prevention\\_and\\_recovery/fata-sustainable-return-and-rehabilitation-strategy-.html](http://www.pk.undp.org/content/pakistan/en/home/library/crisis_prevention_and_recovery/fata-sustainable-return-and-rehabilitation-strategy-.html)

needs through short-term support and the establishment of effective governance and access to justice, inclusive employment and economic growth, which remain the main drivers of potential conflict.

The passage of the 25th Constitutional Amendment with political consensus and its subsequent presidential approval on 31st May 2018 signals a historic change and will fundamentally alter the lives of 5 million inhabitants of the KP Tribal Districts. The merger modifies the institutional political economy, including the role of the KP Assembly and bureaucracy. To manage this transition for the next two years, the “FATA Interim Governance Regulations Act 2018” has been introduced as an interim arrangement to replace the draconian Frontier Crimes Regulation which has been repealed. The KP Government, including judicial and legislative bodies, will now lead the reform process. However, the process will be carried out in collaboration with the Federal Government who will be responsible for providing bulk of the finances and the planning capacity for the implementation of reforms, particularly the socio-economic agenda.

### Project Description:

The Khyber Pakhtunkhwa Merged Districts (KPMDS) support programme was devised in the wake of the 25th Constitutional Amendment (2018), which merged the Merged Districts – formerly known as the Federally Administered Tribal Areas (FATA), into the province of KP; the return of thousands of temporarily displaced persons following the end of military operations to stem the tide of militancy; and the broader context of the region’s high rates of poverty and underdevelopment. Informed by the current evolving context, the KPMDS programme is six-year (2018-2024) support to the newly merged districts of KP (erstwhile FATA), to become better governed, and better able to provide for its population’s needs. DFID is funding technical assistance to help meet the basic needs of FATA’s population, and to assist the implementation of the Government of Pakistan’s proposed reform package, initially through the United Nations, led by the Resident Coordinator. The programme will adapt as the reforms progress. It will, over the lifetime of the programme, cover: livelihoods and resilience support to people in and returning to newly merged districts; health and education; local governance; and economic governance.

The implementation of the programme is guided by UN principles, best practices and lessons learnt from over a decade of working in the KP Tribal Districts. Since 2010, it has been the UN’s largest portfolio, with approximately US\$300 million invested annually. A risk-informed programming approach is at the heart of the integrated programme. While the Constitutional Amendment provides clarity about the legal status of the KP Tribal Districts, the transition will be a complex process. Lack of coordination, fragmented information, duplication in investment and unintended gaps in support are risks that can potentially hamper progress towards a smooth transition from humanitarian towards sustainable development and peace in the area.

The proposed integrated programme is aligned with DFID’s strategic objectives of the 2015 UK Aid in FATA, and with various other strategic documents such as the UN Sustainable Development Framework (UNSDF) (2018-2022). It also contributes towards the Government’s draft FATA 10-year Development Socio-Economic Development Plan, Agriculture Action Plan FATA, and Pakistan’s Vision 2025.

The interventions proposed under all the pillars use the FATA reforms process as an opportunity to empower women, providing gender related technical support to relevant government authorities on policy formulation, implementation support and accountability mechanisms.

Gender Sensitive programming is a priority in the programme and the rights of women and girls will be protected through targeted measures. For example, the use of participatory methodologies will ensure the involvement of all sectors of the community. To ensure Gender Sensitive Programming across all pillars how the programme specifically targets women and girls will be planned and discussed alongside other aspects of the programme design.

## Objective of the Assignment:

Gender equality is central dimension of the KPMD support programme. The Joint programme has developed a series of interventions to effect positive changes in addressing different forms of gender imbalances and issues (access to services and resources). However, without a clear strategy on gender it is not clear whether these interventions represent the most effective entry points to achieve change. Also it is important not to see gender only in terms of women, e.g. there may be issues that are faced by boys or men. This assignment is intended to provide critical challenge and strategic direction to the joint work on gender, promote the principle of leaving no one behind and to inform a nuanced strategy which builds on a clear understanding of the barriers and opportunities in the current architecture of KPMD for responding to gender issues. The strategy will be helpful to identify potential entry points for better inclusion and gender mainstreaming in the current and future workplan (phase 1 and phase II).

## Scope of Work:

### Deliverables for Phase I

- Develop an approach paper outlining the process, methodology and elements of the strategy.
- Consult with UN partners, DFID, government representatives<sup>4</sup>, civil society stakeholders, other local actors and the broader donor community<sup>5</sup>, and draw on best practices from Khyber Pakhtunkhwa in general and merged districts in particular to develop options and entry points for the KPMD programme to address gender issues.
- Review the current delivery for the KPMD programme (work plans, MEL plans, targeting strategies, research, field findings, communication and outreach to women) and have discussions with the UN field team in Peshawar and relevant DFID colleagues to identify potentially missed opportunities for better inclusion and gender mainstreaming in the current workplan (phase 1 ending Oct 2020).
- Review whether the KPMD field teams are sensitised to gender and inclusion dimensions of the NMDs and whether the field teams have strong gender representations. On the basis of these findings, identify potential solutions tailored to the needs and gaps of specific agencies
- Hold a workshop of partner UN agencies under KPMD programme to discuss the identified delivery opportunities and build buy-in to include these in the existing delivery (work plans, targeting strategies, monitoring etc)
- Deliver a report to UN Women DFID and RCO that outlines the key findings from the assessment and workshop. From the workshop, the report should clearly identify 'improvements' in inclusion and gender.

### Deliverables for Phase II

- Prepare and finalize Gender and Inclusion Strategy for the KPMD support Programme for Phase II, specifically talking about what changes need to be made in the medium run to make the KPMD delivery more inclusive and gender sensitive.
- Develop indicators to monitor the effectiveness and impact of the developed Gender and Inclusion strategy to support implementation oversight and M&E.
- Provide advice and recommendations on the gender related interventions and collaborate with focal points in the partner agencies for planning the Gender related interventions successfully in order to achieve the strategic goals.

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<sup>4</sup> This may include meetings with key government stakeholders and associated travel to Peshawar.

<sup>5</sup> UN agencies will share the list of their key stakeholders for these consultations.

- Conduct a workshop to present the draft Gender and Inclusion strategy to the participating UN agencies and DfID and incorporate feedback received.

### Responsibilities of Consultant:

The gender consultant will be responsible to carry out following activities:

- ✓ Develop an approach paper outlining the steps in formulation of the gender and inclusion strategy.
- ✓ Undertake a Desk Review of the project materials as well as external resources drawing upon evidence from Pakistan and globally to provide a baseline for the development of the Gender and Inclusion Strategy.
- ✓ Facilitate an initial consultation with UN, DFID and networks of local stakeholders – government, civil society and other actors to develop feasible options and entry points for the strategy.
- ✓ Develop options and entry points for the Gender and Inclusion strategy and a work plan with timelines and milestones.
- ✓ Hold meetings and consultations (individual as well as joint) with the partner agencies and DFID to obtain input for drafting the Gender Strategy.
- ✓ Submit a first draft of the Gender and Inclusion Strategy, including indicators to monitor effectiveness and impact, to DFID and Partner Agencies.
- ✓ Conduct a validation workshop on the draft Gender and Inclusion strategy and implementation plan, with participation from DFID and Partner UN Agencies.
- ✓ Submit final Strategy and implementation plan, including indicators to monitor effectiveness and impact, consolidating inputs received.

Consultant will be engaged for 30 working days spread over 04 months. The consultant will report to the Portfolio Manager WEE&SL and UNRCO Programme Advisor.

### Deliverables:

No.	Deliverables	Payment (in instalments)
	<b>Phase I deliverables</b>	
1	Undertake a Desk Review of the project materials as well as external expertise to provide a baseline for the development of the Gender and Inclusion Strategy and Theory of Change (TOC) – present the findings from the desk review and proposed next steps through an approach paper to UNWOMEN and RCO	40%
2	On the basis of an agreed approach paper, conduct consultation with UN, DFID and networks of local stakeholders – government, civil society and other actors to develop feasible options and entry points better inclusion in phase I's existing KPMD work plan . This should include an assessment of the UN field teams to be gender sensitive – present these findings in the form of a paper of presentation to UNWOMEN, RCO and DFID representatives	
2	Share the developed and reviewed options (from point 2 above) and entry points for the Gender and Inclusion strategy in phase I with the four	

	agencies through workshops and consultation and get buy-in on them along with timelines and milestones – present the outcomes and agreements to UNWOMEN, UNRC and DFID SRO through a gender implementation plan for KPMD	
	<b>Phase II Deliverables</b> Hold meetings and consultations (individual as well as joint) with the partner agencies and DFID to obtain input for drafting the Gender Strategy for phase II This should be aligned with the development of DFID-led options paper for KPMD phase II	40%
1	Submit a first draft of the Gender and Inclusion Strategy including indicators to monitor effectiveness and impact, to DFID and Partner Agencies.	
2	Conduct a validation workshop on the draft Gender and Inclusion strategy and implementation plan, with participation from DFID and Partner Agencies.	
3	Submit final Gender and Inclusion Strategy and implementation plan (building on synergies/ complementarities and clearly narrating division of labour for UN agencies), including indicators to monitor effectiveness and impact, consolidating inputs received.	20%

#### Qualifications/ Functional competencies:

UN Women is seeking a consultant

- Master’s degree in relevant field (gender, anthropology, social policy)
- At least 10 years’ experience in working on gender issues country-based settings;
- Demonstrable expertise in applying global knowledge and promising practice on tackling Gender issues from a human rights-based perspective
- Demonstrable experience in developing organisational strategies to counter Gender issues;
- Excellent understanding of the legal, policy, cultural and social environment for institutional reform on gender in Pakistan is required. An excellent understanding of the political economy of institutional and societal stakeholders interacting to affect change on GBV is also required
- Strong analytical skills and technical expertise on gender equality. Knowledge of the Gender context in Pakistan including policies, legislations, and response services
- Experience in working with governments, civil society (particularly women’s rights organisations) to promote gender equality and tackle GBV
- Good facilitation skills and hands-on experience of working in participatory ways with staff groups
- Strong organizational skills, with ability to prioritize, deal with frequent and unexpected changes, and work within tight timeframes;

- Strong command on English Language and Knowledge of local language (Urdu and Pashto) is required
- Strong oral and written communication skills; ability to organize and facilitate sessions

**Core Values:**

- Respect for Diversity.
- Integrity.
- Professionalism.

**Core Competencies:**

- Deep knowledge of and sensitivity to GBV Issues.
- Accountability.
- Effective Communication.
- Inclusive Collaboration.
- Stakeholder Engagement

## **Evaluation Criteria**

A two-stage procedure is utilized in evaluating the applications, with evaluation of the technical application being completed prior to any price proposal being compared. Only the price proposal of the candidates who passed the minimum technical score of 70% of the obtainable score of 100 points in the technical qualification evaluation will be evaluated.

***Applications will be evaluated based on the cumulative analysis.***

***Technical Qualification (100 points) weight; [70%]***

***Financial Proposal (100 points) weight; [30%]***

### ***Technical qualification evaluation criteria:***

The total number of points allocated for the technical qualification component is 100. The technical qualification of the individual is evaluated based on following technical qualification evaluation criteria: Only the candidates who have attained a minimum of 70% of total points will be considered as technically-qualified candidates who may be contacted for validation interview.

***Education and Relevance to the TOR's 40%;***

***Previous Experience of successful completion of such tasks 30%;***

***Proposal Methodology 20%***

***Knowledge of local language 10%***

### ***Financial/Price Proposal evaluation:***

Only the financial proposal of candidates who have attained a minimum of 70% score in the technical evaluation will be considered and evaluated.

The total number of points allocated for the price component is 100.

The maximum number of points will be allotted to the lowest price proposal that is opened/ evaluated and compared among those technical qualified candidates who have attained a minimum of 70% score

in the technical evaluation. All other price proposals will receive points in inverse proportion to the lowest price.

Proposed lump sum professional fee per deliverable, with breakdown cost of professional fee x number of working days and any other related cost.

Travelling cost to be included in the financial proposal with breakdown of Ticket cost, DSA and Road Travel cost.

### **How to apply**

Interested applicants are requested to submit documents listed below to UN Women

P.11. Personal History Form (P11 Form) can be downloaded from

[https://www2.unwomen.org/-/media/field%20office%20eseasia/docs/misc/2012/p\\_11\\_form\\_unwomen.doc?la=en&vs=4602](https://www2.unwomen.org/-/media/field%20office%20eseasia/docs/misc/2012/p_11_form_unwomen.doc?la=en&vs=4602)

Detailed CV & P11 form

Technical and Financial Proposals in 2 separate envelopes clearly marked as “Technical Proposal “and “Financial Proposal”. Both of these envelopes need to be sealed in a 3<sup>rd</sup> envelope clearly marked as “Consultancy for Gender and Inclusion Strategy for KPMD Support Programme”

Deadline of submission: 25 November 2019, COB 5.00pm

### **Payments**

Payments for this consultancy will be based on the achievement of each deliverable and certification that each has been satisfactorily completed. Payments will not be based on the number of days Worked but on the completion of each stated deliverable within the indicated timeframes as mentioned in the deliverables

Cross Ref. to Annex I	Instruction to Proposers	Specific Requirements as referenced in Annex I
4.2	<b>Deadline for Submission of Proposals</b>	Date and Time: Monday 25 November 2019 5:00 PM City and Country: <i>[Islamabad, Pakistan]</i> This is an absolute deadline. Any proposal received after this date and time will be disqualified.
4.1	<b>Manner of Submission</b>	<input checked="" type="checkbox"/> Personal Delivery/ Courier mail/ Registered Mail
4.1	<b>Address for Proposal Submission</b>	Proposals to be sent in sealed envelopes by post to the following (with <b>Gender and Inclusion Strategy for KPMD Support Programme</b> clearly written on the envelope):  <b>HR Unit</b> <b>UNWOMEN Pakistan</b> Plot # 5-11, Diplomatic Enclave # 2 Quaid-e-Azam University Road Sector G-4 Islamabad
3.1	<b>Language of the Proposal:</b>	<input checked="" type="checkbox"/> English
3.4.2	<b>Proposal Currencies</b>	Preferred Currency: <input checked="" type="checkbox"/> PKR
3.5	<b>Proposal Validity Period</b> commencing after the deadline for submission of proposals (see 4.2 above)	60 days
2.4	<b>Clarifications of solicitation documents</b>	Requests for clarification shall be submitted 7 days before the deadline for submission of proposal. UN Women shall endeavor to provide responses to clarifications in an expeditious manner, but any delay in such response shall not cause an obligation on the part of UN Women to extend the deadline date, unless UN Women deems that such an extension is justified and necessary.

	<b>Contact address for requesting clarifications on the solicitation documents</b>	<p>Requests for clarification should be addressed to the e-mail address: <a href="mailto:fareeha.ummar@unwomen.org">fareeha.ummar@unwomen.org</a></p> <p>Proposers must not communicate with any other personnel of UN Women regarding this RFP.</p> <p><u>This email address is for clarifications ONLY.</u></p> <p><u>DO NOT SEND OR COPY YOUR PROPOSAL TO THIS EMAIL ADDRESS, DOING SO WILL DISQUALIFY YOUR PROPOSAL</u></p> <p>Clarification emails should include a subject header in the following format:  “UNW RFP Reference #, Request for Clarification”</p>
2.5	<b>Pre-Proposal/Bid Meeting</b>	<input checked="" type="checkbox"/> Not applicable
3.9	<a href="#">Proposal Security</a>	<input checked="" type="checkbox"/> Not Required No proposal security is required for this RFP at this stage. However, UN Women reserves the rights to request a proposal security from proposers at any stage before the award of contract.
7.4	<a href="#">Performance Security</a>	<input checked="" type="checkbox"/> Not Required 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.

The proposer will be selected based on the evaluation criteria set in this TORs.

This letter is not to be construed in any way as an offer to contract.

Yours sincerely,

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**Aisha Mukhtar**  
**Deputy Country Representative**