

# **Request for Proposal**

**Consulting Firms Only**

**Reference No.: WLSR-01**

**“End Term Evaluation of the programme, Women Leadership and Social Reconstruction (July 2014 –June 2016)”**

March 29<sup>th</sup>, 2016

Dear Sir/Madam,

**Subject:** Request for Proposal (RFP) for **“End Term Evaluation of the programme, “Women Leadership and Social Reconstruction (July 2014 –June 2016)”**

1. The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) plans for **“End Term Evaluation of the programme, “Women Leadership and Social Reconstruction (July 2014 –June 2016)”** as described in this Request for Proposal and its related annexes. UN Women now invites sealed proposals from qualified Consulting Firms 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:
  - i. This letter and Proposal Instruction Sheet (PIS)
  - ii. [Instructions to Proposers \(Annex I\)](http://www.unwomen.org/~media/commoncontent/procurement/rfp-instructions-en.pdf) available from this link  
<http://www.unwomen.org/~media/commoncontent/procurement/rfp-instructions-en.pdf>
  - iii. [Terms of Reference \(TOR\) \(Annex II\)](#)
  - iv. [Evaluation Methodology and Criteria \(Annex III\)](#)
  - v. [Format of Technical Proposal \(Annex IV\)](#)
  - vi. [Format of Financial Proposal \(Annex V\)](#)
  - vii. [Proposal Submission Form \(Annex VI\)](#)
  - viii. [Voluntary Agreement for Promoting Gender Equality in the Workplace \(Annex VII\)](#)
  - ix. [Proposed Model Form of Contract \(Annex VIII\)](#)
  - x. [General Conditions of Contract \(Annex IX\)](#)
  - xi. [Joint Venture/Consortium/Association Information Form \(Annex X\)](#)
  - xii. [Submission Checklist \(Annex XI\)](#)
  
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	<b>Deadline for Submission of Proposals</b>	Date and Time: 26 <sup>th</sup> April 2016, COB – 16:00 hours City and Country: Islamabad, Pakistan  This is an absolute deadline, 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  <input type="checkbox"/> Electronic submission of Proposal
4.1	<b>Address for Proposal Submission</b>	Personal Delivery/ Courier mail/ Registered Mail:  <b>Programme Specialist (Women’s Leadership and Social Reconstruction)</b> <b>UN WOMEN Pakistan</b> <b>Plot # 5-11, Diplomatic Enclave #2</b> <b>Quaid-e-Azam University Road</b> <b>Sector G-4, Islamabad.</b>
3.1	<b>Language of the Proposal:</b>	<input checked="" type="checkbox"/> English <input type="checkbox"/> French <input type="checkbox"/> Spanish
3.4.2	<b>Proposal Currencies</b>	Preferred Currency: <input checked="" type="checkbox"/> PKR
3.5	<b>Proposal Validity Period commencing after the deadline for submission</b>	60 days  If other, please indicate: <input type="text"/> days.

	of proposals (see 4.2 above)	
2.4	<b>Clarifications of solicitation documents</b>	Requests for clarification shall be submitted <input type="text" value="7"/> days before the deadline for submission of proposal.
	<b>Contact address for requesting clarifications on the solicitation documents</b>	Requests for clarification should be addressed to the e-mail address: yasmin.jaswal@unwomen.org Proposers must not communicate with any other personnel of UN Women regarding this RFP. <b><u>This Email Address is for clarifications ONLY.</u></b> <b><u>DO NOT SEND OR COPY YOUR PROPOSAL TO THIS E-MAIL ADDRESS, DOING SO WILL DISQUALIFY YOUR PROPOSAL.</u></b>
2.5	<b>Pre-Proposal/Bid Meeting</b>	Date and time: Location: <input checked="" type="checkbox"/> Not applicable <input type="checkbox"/> Mandatory <input type="checkbox"/> Optional
3.9	<b>Proposal Security</b>	<input type="checkbox"/> Required Amount: Form: See Annex XI <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	<b>Performance Security</b>	<input type="checkbox"/> Required  The Performance Security will be equivalent to your total offered price for this assignment. The amount will be determined by your price proposal.  Form: See Annex XII  <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.
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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,

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Jamshed M. Kazi  
Country Representative

## Terms of Reference

### **End Term Evaluation of the programme, “Women Leadership and Social Reconstruction (July 2014 –June 2016)**

**Type of Contract:** Consultancy

**Based in:** Pakistan

**Time period:** Starting 25<sup>th</sup> April 2016 – 31<sup>st</sup> June 2016 (Tentative)

### **BACKGROUND**

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Pakistan as a country, continues to face the effects of a number of consecutive complex emergencies and natural disasters. Recurrent floods and complex emergencies have affected more than 40 million people in Pakistan over the past four years, many of them multiple times, and have left affected communities vulnerable. There are four regions with prevailing humanitarian situation, Khyber Pakhtunkhwa (KP) and Federally Administered Tribal Areas (FATA), faced with displacement and returns, Balochistan with drought, and flooding in Pakistan Administered Kashmir (PAK). Pakistan’s north-western regions of KP and FATA have been affected by ongoing security operations by the Government against armed non-state actors resulting in the displacement of up to 4 million people over the years. As of January 2016 KP is still hosting 180,570 displaced families. There has been four years of consecutive floods in Balochistan causing severe damages to communities and their livelihoods. Its socio-economic indicators present an abysmal picture, reflecting limited representation of women in decision making processes, high illiteracy among women and highest maternal mortality rate in Pakistan. PAK also on account of its unique geo-climatic situation, is vulnerable to a variety of geological and hydro-meteorological hazards, including earthquakes, floods, landslides, droughts and soil erosion.

The arising needs of women resulting from disaster and emergency situations, and existence of social reconstructions initiatives to address the concerns and plight of women are vital to ensure their participation in planning and decision-making. In the given scenario the Government has also attached importance to addressing the needs of women and vulnerable populations. The implementation of national policy guidelines on vulnerable groups in disasters by the National Disaster Management Authority (NDMA) is supported under the programme.

UN Women brings its technical expertise in gender equality and links with the global women's movement to the UN Women Pakistan mission to strengthen the effectiveness, coordination, and quality of results of the UN mission on gender equality. 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 to 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’s Country Programme on “**Women’s Leadership and Social Reconstruction**”, with financial contribution from the Danish Embassy, supports and works with the Government of Pakistan (Social Welfare and Women Development Departments, Women Commissions, Disaster Management Authorities and other relevant Line Ministries and Departments) and key partners (including Civil Society, Academia, and development partners) towards enhancing synergies.

**Description of the intervention:**

The proposed programming includes following areas of work (1) disaster and humanitarian planning and programming of National/Provincial DMAs are gender responsive (2) Building the capacities of different stakeholders ensuring efforts prioritize the participation of women affected by sudden onset of emergencies; (3) women and girls affected by crisis will play a leadership role and benefit from relief and response efforts because their rights and needs will be at center of disaster and humanitarian assistance.

The overall objectives of the project are:

- To increase institutional capacity and policy level support for the inclusion of gender equality principles to the Government of Pakistan;
- To promote women and girls as agents of change in complex emergencies and disaster risk reduction, preparedness and response;
- To support National and Provincial women’s machineries to influence policy-making processes on Disaster Risk Response Management (DRR/M) and Stabilization and Women and Girls rights in DRR/M;
- To promote and strengthen stabilization and social reconstruction processes in Pakistan;

The proposed project responds to the Government’s request for support to strengthen Pakistan’s “multi-hazard approach” for the prevention and response to natural and human made disasters from both gender perspectives. A targeted gender-specific intervention is supported through the provision of technical advisory services and capacity enhancement to disaster management institutions at national level and in key decentralized geographic locations in KP, FATA, PAK and Balochistan. Local organizations are engaged and supported to respond to the needs and concerns in the context of natural disasters and complex emergencies.

Regional exchanges among national and provincial parliamentarians and alliances is supported to strengthen efforts on stabilization and social reconstruction. In supporting gender trainings for the national security sector, UN Women is working with the security personnel from the police training centers (in KP) to develop gender responsive curriculum for police officers and provincial duty bearers. UN Women continues to support the NUST Institute of Peace & Conflict Studies (NUST-NIPCONS) on institutionalizing the training armed forces on “Gender and Peacekeeping”, which integrates the principles of ADAPT and ACT-C, and gender analysis principles of humanitarian response.

In the context of humanitarian actions and responses, UN Women has developed a “Joint Action Plan” with OCHA. It intends to (a) build the capacity of partners to improve gender analysis (b) gather and utilize sex and age disaggregated data (c) improve service delivery based on the distinct needs of women, girls, boys and men (d) develop opportunities for women to directly participate in the development and implementation of humanitarian strategies and (e) ensure that monitoring and reporting capture gender-specific indicators.

The project budget of USD 866,431 from Denmark covers July 2014 to June 2016 and has the following outcomes:

**Project OUTCOME 1:**

Policy and institutional level responses and coordination mechanisms of relevant national and provincial authorities including women machineries incorporate and promote GE commitments in natural disasters and complex emergencies

**Project OUTCOME 2:**

Women and girls rights promoted and protected during natural disasters, complex emergencies and social reconstruction processes

**Purpose and Use of the Evaluation**

UN Women requires the services of **A CONSULTING FIRM** to conduct the end term evaluation of the programme. The aim of this evaluation is to assess the expected and achieved accomplishments, providing evidence based information about the extent project has resulted into progress, generating reliable and useful evidence and information from implementation and for timely incorporation of what works, why and in what context to strengthen decision making in relation to future programming. Also identifying lessons learned from the experience of implementing partners in order to influence policy and practice at sub- national and national levels. It will be shared with the UN Women Programme team, donor and implementing partners.

**Scope and Objectives of the assignment**

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The objective is to examine the relevance, effectiveness, efficiency, sustainability and impact of the project during the project implementation (**July 2014 –June 2016**). Specifically, it will examine specifically: (1) how far the policy and institutional level responses and coordination promoted by the project have paved a way to promote GE commitments in disasters and complex emergencies? And (2) how were women and girls rights were protected during implementation of activities by the project partners?

**Substantive Scope:** The evaluation will focus on the outcomes and outputs in the work plan of the project and will also, ownership of stakeholder’s challenges that were faced in the project and strategies/recommendations for way forward. It should explore the extent to which the project has allowed UN Women to work in a more coordinated manner with partners.



**Stakeholders' Involvement:** The evaluation will reach out to principle stakeholders, i.e. women and men benefitting from the project, Disaster Management Authorities, Center for Excellence in Rural Development (CERD) and UN OCHA, and bilateral donor (Denmark) in consultation with UN Women team.

## **Evaluation Criteria, Questions and Methodological Approach**

**Evaluation Questions:** The evaluation should be guided but not limited to the scope of the evaluation questions listed below. The consultant(s) should raise and address any other relevant issues related to beneficiaries or implementing partners that may emerge during the evaluation:

### **Relevance Questions:**

- To which extent the interventions respond to the disaster related national, policies and strategies and are aligned to international conventions (for e.g. CEDAW)?
- How far the objectives are consistent with right holders' (beneficiaries') needs and interests and country-needs; in other words, are the goals still relevant in Pakistan?
- To what extent women's participation and leadership is prioritized in the project activities?
- To what extent the project activities are relevant and contribute towards promoting women's leadership

### **Effectiveness Questions:**

- To which extent the two project outcomes were achieved or are expected to be achieved?
- To which extent did the project address needs and concerns of women and improved access of women to services and protection t?
- Were the planned project objectives and outcomes relevant and realistic to the situation and needs on the ground?
- To which extent has the project advocated the agenda of women's leadership in social reconstruction at all levels (UN agencies, government, CSO, etc)?
- Were the objectives of the project clear, realistic and likely to be achieved within the established time schedule and with the allocated resources (including human resources)?
- Assess whether the project design / re-design was logical and coherent in a) taking into account the roles, capacities and commitment of stakeholders and b) in realistically achieving the planned outcomes?

### **Efficiency Questions:**

- Have resources (funds, human resources, time, expertise etc) been allocates strategically to achieve outcomes? Have resources been used efficiently?
- Have project funds and activities been delivered in a timely manner?

- Assess the managerial and work efficiency (specially the joint management matter). Were management capacities adequate?
- Did project governance facilitate good results and efficient delivery?
- Did the project receive adequate political, technical and administrative support from its local and national partners? Has its collaboration been efficient?
- How effectively did the project management monitor project performance and results?
- How efficient was the project in communicating its results?

#### **Sustainability Questions:**

- To what extent has the project supported in :
  - Developing capacity of key selected national, provincial and local women machineries in formulation of Gender based Policies, strategic plans, laws, resolutions and documents related to Natural Disasters and complex emergencies in AJK, Baluchistan, FATA and KP?
  - Developing Implementation Plans for Gender Equality Policies endorsed by the Provincial Governments of AJK and Baluchistan?
  - Ensuring the owning parties/stakeholders stay committed to address them for long-term sustainability?
  - Drafting a comprehensive exit strategy to phase out and hand over the ownership as well as finances for sustaining the gender equality in public sector?
  - Developing PC 1s (government planning document) to sustain linkages of gender and child cells with protection and facilitation centers.
  - Have there been any good practices produced from the project that could be up-scaled?
- What institutional mechanisms have been adopted by UN Women and its partners to sustain the project results beyond the project duration?

#### **Impact<sup>1</sup> Questions:**

- Are there any steps taken by the project towards producing good practices?
- Extent to which the interventions designed in the project have contributed in changing affected women's lives positively? If yes, what are these changes?
- What has been the impact of project activities? Have there been any unforeseen/unintended impacts?
- What recommendations can be made on the future direction of UN Women and donor support?
- What are the key lessons learnt by UN women and partners?

#### **Existing Information Sources**

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<sup>11</sup> The positive and negative changes produced by an intervention, directly or indirectly, intended or unintended

Existing information sources of Project include: Project Work plan Donor Report, Quarterly reports, meeting minutes, training reports, mission reports, monitoring visit reports, project IPs' progress reports, previous external review report, etc.

For the projects: project documents for each individual project and quarterly progress reports.

### **Methodology and Process**

This is an end term evaluation of the project. The evaluation will be a participatory process, promoting maximum input from all relevant stakeholders. The assessment will use both quantitative and qualitative methods.

The participatory method will be used in engaging multiple stakeholders from the planning to the final reporting stage. It will ensure that human rights and gender equality are considered throughout the evaluation process. It will use a mixed method approach that aligns to the evaluation questions given above. A perspective survey of the partnering institutions and other stakeholders will be conducted to solicit feedback on the effectiveness of the initiative. During the process of evaluation, the best practices and success stories of the project will be documented that can be used to promote women's leadership in other similar organizations. A case study will be prepared that outlines the activity/knowledge product etc and its use on the project itself and related systems.

The scope of this evaluation is to evaluate the project, its implementation process, results and present recommendations to achieve outcomes effectively and efficiently. It will further evaluate the effectiveness of UN Women's support to disaster management authorities under the project. The evaluation team will select activities ensuring inclusiveness of interventions for data collection.

The purposive sampling will be based on criteria discussed by programme staff and identification by the evaluation team in consultation with concerned departments and UN Women. The size of sample and relevant respondents will be determined in consultation with Women development departments, disaster management authorities and UN Women which will be finalized following initial desk review by the evaluation team.

The evaluation will ensure consultations with key stakeholders and will provide evidence of achievement of expected outcomes and outputs through collection and analyzing the qualitative and quantitative data. The evaluation will apply mixed method of data collection employing variety of desk reviews (progress reports, mission and event reports, knowledge products and partner documents/reports etc.).

For primary data collection semi-structured interviews, focus group discussions etc will be conducted and measure the increase in capacities of various stakeholders to internalize GE principles. The evaluation will provide recommendations on strengthening future partnerships with potential stakeholders.

The secondary data will be collected by carrying out desk review of existing literature on disasters in Pakistan. The perspective survey will provide firsthand information and data for analysis. On the basis of initial desk review, the evaluation team is expected to revisit the evaluation framework and propose the areas of enquiry, evaluation questions as well as methodology to be used for data collection and analysis. The evaluation framework will be finalized in consultation with concerned focal points of disaster management authorities and UN women. The inception report will clearly mark the agreed framework and methodologies for data collection and reporting.

## SPECIFIC TASKS

### Stage 1: Preparation and Initial Desk Review

Task	Responsible Party	Number of days	Remarks
Programme documents initial desk review	Consultants	4	Home-based
Inception meeting	Consultants in cooperation with UN Women	1	Islamabad
Development of an Inception Report	Consultants in cooperation with UN Women	4	Home-based
Feedback on the inception report	UN Women in cooperation with disaster management authority focal points	3	Islamabad

### Stage 2: Data Collection and Analysis

Task	Responsible Party	Number of days	Remarks
Conduct field trips to project sites, including in-depth interviews, meetings and collect information for the case studies	Consultants in coordination with UN Women	12	KP, FATA, Balochistan and PAK
Conduct in-depth interviews and FGDs and perspective survey in Islamabad and other locations according to the agreed list	Consultants	2	Islamabad
Data classification, systematization, and analysis and elaboration of evaluation findings	Consultants	5	Home based
Preliminary finding sharing	Consultants	2	Home based

Draft the initial report, which summarizes key findings and recommendations	Consultants	5	Home based
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### Stage 3: Analysis and Dissemination of Evaluation Findings

Activity	Responsible Party	Number of days	Remarks
Present initial findings and recommendations at a stakeholders meeting	Consultants	1	UN Women will share the list of stakeholders
Incorporate comments and feedback from UN Women and stakeholders. Revise and finalize the detailed report.	Consultants	7	Home-based

### TIMEFRAME

Time frame for the consultancy is 46 working days for team leader and 36 working days for team member. The assignment is spread over approximately three months beginning April to June 2016 (tentative).

### Timelines

Activities	April				May				June				
1. Organize Inception meeting to plan evaluation for sharing the evaluation approach including discussion on feasibility of carrying out a perspective survey				x									
2. Desk review of all the resource materials developed under the project; Identify and obtain programme documents that may be relevant				x									
3. Compose evaluation team				x									
4. Identify interviewees from government departments, CSO, programme staff and beneficiaries for the interviews and FGDs				x									
5. Draft questionnaire/guideline for the data collection including survey plan and for developing case studies					x								
6. Orientation of the evaluation team members for gathering information					x								
7. Draft inception report (no later than 4 weeks from the start of the evaluation) (not more than 10- 15 pages) containing:					x								



assess change in absence of a baseline and shared with UN Women. Dates of all deliverables will be decided in the inception meeting with UN Women.

- Preliminary findings to UN Women after data collection
- Draft evaluation report with case studies
- Final evaluation report
- Not exceeding 30 pages in hard and soft copy to be submitted to UN Women.
- Present initial findings and recommendations at a stakeholder’s workshop to make necessary revision/adjustment and submit final report to UN Women

The final report should include cover page, executive summary, programme description, evaluation purpose and intended audience, Evaluation methodology (including constraints and limitations on the study conducted), Evaluation criteria and questions, findings and analysis, conclusions, recommendations (prioritized, structured and clear) with Annex (following UNEG evaluation report guide).

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

<b>Who: Actors and Accountability</b>	<b>What: Roles and Responsibilities</b>
UN Women Review Committee	<ul style="list-style-type: none"> <li>▪ Review ToR, inception report draft and final report.</li> <li>▪ 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.</li> <li>▪ 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.</li> <li>▪ Develop and implementing a management response according to the evaluation’s recommendations.</li> <li>▪ Disseminate the results of the evaluation, especially among the organizations and entities within their interest group.</li> </ul>
UN Women Evaluation Task Manager (Programme Specialist WLSR)	<ul style="list-style-type: none"> <li>▪ Ensure the quality of evaluation and management decisions to be made on</li> </ul>

	<p>time. Facilitate selection of the consulting firm</p> <ul style="list-style-type: none"> <li>▪ Facilitate communication between the team lead (consultant), project staff and senior management</li> <li>▪ Monitor the process of evaluation and provide guidance to the consultant</li> <li>▪ Report any significant deviation from the evaluation plan</li> <li>▪ Facilitate the preparation, conduct and report finalization.</li> <li>▪ Facilitate a management response to all evaluation recommendations and ensure the implementation of committed actions in the management response</li> <li>▪ Facilitate dissemination of initial and final evaluation findings to relevant stakeholders</li> </ul>
<p>Broad Reference Group (BRG)</p>	<p>A <b>Broad Reference Group (BRG)</b> will be created to ensure an efficient, participatory and accountable evaluation process and facilitate the participation of stakeholders enhancing the use of the evaluation findings. The BRG will comprise of representatives from relevant Government Departments and other allied stakeholders. The role of the BRG will include the following:</p> <ul style="list-style-type: none"> <li>• Receive information throughout the entire evaluation process and participating in relevant meetings at strategic points during the evaluation.</li> <li>• Review key evaluation deliverables such as the Inception Report and Draft Final Report</li> <li>• Provide input on these evaluation deliverables as needed</li> <li>• Support dissemination of the findings and recommendations.</li> </ul>
<p>Programme Officers –KP/FATA, Balochistan and PAK</p>	<ul style="list-style-type: none"> <li>▪ Prepare TORs for the evaluation.</li> <li>▪ Ensure close communication with the consultant during the whole process</li> <li>▪ Clarify questions raised during the</li> </ul>



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

## **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.

## **QUALIFICATION, EXPERIENCE AND COMPETENCIES:**

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### **Required Expertise/Qualifications for Team leader**

- A Masters or advanced degree in relevant discipline (e.g., evaluation, gender, development studies, sociology, political science, social sciences, M&E etc );
- Strategic thinking and proven expertise in gender analysis, gender equality and women's economic empowerment;
- At least 10 years' experience in conducting programme evaluations and proven accomplishment in undertaking evaluations, including evaluation of multi-stakeholder programmes for multilateral organizations
- Extensive knowledge of qualitative and quantitative review methods and evaluation design.
- Experience in conducting assessments in the Humanitarian and Disaster Management field and with international organizations.
- Knowledge in results-based programming in support of women's empowerment especially on disaster management;
- Excellent inter-personal and communication skills
- Excellent written and spoken English and presentational capacities
- Knowledge of the UN system a strong asset.
- Knowledge of the development context of Pakistan and preferably previous experience in development initiatives in Pakistan;

### **Required Expertise/Qualifications for the team member**

- 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 assessment assignments with the multilateral and bilateral organizations;
- 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 review methods.
- Knowledge of Pakistan and the UN system.
- Ability to facilitate multi-stakeholder discussions;
- Excellent interpersonal and teamwork skills.

**Proposal Submission Deadline:**

Your offer comprising of *technical proposal and financial proposal*, in **separate sealed envelopes**, should reach the following address no later than **COB 16:00 hrs on April 21<sup>st</sup>, 2016**.

**Programme Specialist (Women's Leadership and Social Reconstruction)**

**UN WOMEN Pakistan**

**Plot # 5-11, Diplomatic Enclave #2**

**Quaid-e-Azam University Road**

**Sector G-4, Islamabad.**

### Evaluation Methodology and Criteria

- 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

$\mu$  = 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 800 points):

<b>Expertise and Capability of Proposer</b>		<b>Points obtainable</b>
Expertise of organization submitting proposal		
1.1	Organizational Architecture	30
1.2	Adverse judgments or awards	20
1.3	General Organizational Capability which is likely to affect performance (i.e. size of the organization, strength of management support)	50
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.)	20
1.5	Quality assurance procedures, warranty	20
1.6	Relevance of: <ul style="list-style-type: none"> <li>- Specialized Knowledge</li> <li>- Experience on Similar Programme / Projects</li> <li>- Experience on Projects in the Region</li> </ul> Work for other UN agencies/ major multilateral/ or bilateral programmes	100
		<b>240</b>
<b>Proposed Work Plan and Approach</b>		<b>Points obtainable</b>
Proposed methodology		
2.1	Analysis Approach, Methodology- including Proposer's understanding of UN Women's work, adherence to procurement principles and TOR.	300
2.2	Management Services – Timeline and deliverables.	100
		<b>400</b>
<b>Resource Plan, Key Personnel</b>		<b>Points obtainable</b>
Qualification and competencies of proposed personnel		
3.1	Composition of the team proposed to provide , and the work tasks (including supervisory) Curriculum vitae of the proposed team that will be involved either full or part time	160
		<b>160</b>
<b>70% of 800 pts = 560 pts needed to pass technical</b>		

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 for the technical proposal.

**Annex IV**

**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 Details (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 V

### 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**

	<b>Deliverables</b>	<b>Percentage of Total Price</b>	<b>Price (Lump Sum, All Inclusive)</b>	<b>Delivery time/time period (if applicable)</b>
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.

<b>Description</b>	<b>Quantity</b>	<b>Number of Unit</b>	<b>Unit Cost (PKR)</b>	<b>Total Cost (PKR)</b>
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 VI

### 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 VII**

**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 VIII

### **Proposed Model Form of Contract**

<https://unwomen.sharepoint.com/management/Procurement/Procurement%20Document%20and%20Forms%20Library/Forms/AllItems.aspx>

## Annex IX

### General Conditions of Contract

The GCs can be accessed by Proposer from UN W website by clicking on the below link.

1. For Services (Available from this link  
<http://www.unwomen.org/~media/Headquarters/Attachments/Sections/About%20Us/Procurement/UNwomen-GeneralConditionsOfContract-Services-en.pdf>)

**Annex X**

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

<b>JV / Consortium/ Association Information</b>	
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>
<b>Consortium/Association's names of each partner and contact information</b>	(inset name, address, telephone numbers, fax numbers, e-mail address)
<b>Consortium/Association Agreement</b>	[attach agreement]
<b>Name of leading partner</b> (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 XI

### Submission Checklist

For submissions by courier mail/hand delivery:

- Outer envelope containing the following:
  - [Proposal submission form](#) \_\_\_\_\_
  - [Joint Venture Form \(if in a joint venture\)](#) \_\_\_\_\_
  - [Inner envelope containing technical proposal](#) \_\_\_\_\_
  - [Second inner envelope containing Financial Proposal](#) \_\_\_\_\_

[Model Form of contract has been read and understood](#) \_\_\_\_\_

[General Conditions of Contract have been read, understood and accepted](#) \_\_\_\_\_