

Request for Proposal

Reference No.: **WEE/0002-2019**

Mid-term Review of the project “Economic Empowerment of Women Home based Workers and Excluded Groups in Pakistan”

11 January 2019

Dear Sir/Madam,

Subject: Request for Proposal (RFP) for **Mid-term Review of the project**
“Economic Empowerment of Women Home based Workers and Excluded Groups in Pakistan”

1. The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) plans to take **Mid-term Review of the project “Economic Empowerment of Women Home based Workers and Excluded Groups in Pakistan”** 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 and General Conditions of Contract (Annex 8)
 - j. Joint Venture/Consortium/Association Information Form (Annex 9)
 - k. Submission Checklist (Annex 10)
3. The Proposal Instruction Sheet (PIS) -below- provides the requisite information (with cross reference numbers) which is further detailed in the [Instructions to Proposers \(Annex I\)](#)

PROPOSAL INSTRUCTION SHEET (PIS)

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

Cross Ref. to Annex I	Instruction to Proposers	Specific Requirements as referenced in Annex I
4.2	Deadline for Submission of Proposals	<p>Date and Time: 25 January 2019 COB – 1700 hours</p> <p>[for local time reference, see www.greenwichmeantime.com]</p> <p>City and Country: [ISLAMABAD - PAKISTAN]</p> <p>This is an absolute deadline. Any proposal received after this date and time will be disqualified.</p>
4.1	Manner of Submission	<input checked="" type="checkbox"/> Personal Delivery/ Courier mail/ Registered Mail
4.1	Address for Proposal Submission	<p><input checked="" type="checkbox"/> Courier mail/ Registered Mail:</p> <p>Proposals to be sent in sealed envelopes by post to the following address (with Mid-term Review - Economic Empowerment of Women Home based Workers and Excluded Groups in Pakistan clearly written on the envelope):</p> <p>Ms. Saima Sadruddin Procurement Unit UN WOMEN Pakistan Plot # 5-11, Diplomatic Enclave #2 Quaid-e-Azam University Road Sector G-4, Islamabad.</p>
3.1	Language of the Proposal:	<p><input checked="" type="checkbox"/> English <input type="checkbox"/> French <input type="checkbox"/> Spanish</p> <p><input type="checkbox"/> Other (pls. specify) _____</p>
3.4.2	Proposal Currencies	<p>Preferred Currency: <input type="checkbox"/> USD</p> <p>If no, please indicate Currency: <input type="text" value="PKR"/></p>

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="4"/> days before the deadline for submission of proposal. UN Women shall endeavour 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.
	Contact address for requesting clarifications on the solicitation documents	Requests for clarification should be addressed to the e-mail address: registry.pakistan@unwomen.org Clarification emails should include a subject header in the following format: “UNW RFP Reference #, Request for Clarification, Company/Contractor Name” Proposers must not communicate with any other personnel of UN Women regarding this RFP. <u>The e-mail address above is for clarifications ONLY.</u> <u>IMPORTANT: Do not send or copy the e-mail address above while submitting a proposal. Doing so will disqualify your proposal.</u>
2.5	Pre-Proposal/Bid Meeting	<input checked="" type="checkbox"/> Not applicable <input type="checkbox"/> Mandatory: <input type="checkbox"/> Optional:
3.9	Proposal Security	<input type="checkbox"/> Required <input checked="" type="checkbox"/> Not Required Proposal 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 bidder at any stage.
7.4	Performance Security	<input type="checkbox"/> Required <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>
3.2	Waiver & Release of Indemnity (If there is a site visit/inspection)	<input checked="" type="checkbox"/> Not Required <p>No site inspections/visits are necessary and therefore a waiver/release of indemnity is not required.</p> <input type="checkbox"/> Required <p>Return this Waiver to UN Women in advance of the site inspection, to the contact below; email to: _____</p>

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

Yours sincerely,

Jamshed M. Kazi
Country Representative
UN Women Pakistan

ANNEX 1

Instructions to Proposers

Instructions to Proposers 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](http://www.unwomen.org/-/media/headquarters/attachments/sections/about%20us/procurement/un-women-procurement-rfp-instructions-en.pdf?la=en&vs=3939)

ANNEX 2

TERMS OF REFERENCE (TOR)

CONSULTING FIRM FOR MID-TERM REVIEW

Title:	Mid-term Review of the project “<u>Economic Empowerment of Women Home based Workers and Excluded Groups in Pakistan</u>”
Duration of assignment:	5 th February 2019 to 30 th April 2019 (03 months) (Tentative)
Location:	Islamabad
Type of contract:	Professional Services Agreement
Payment:	Upon submission of approved deliverables
Supervision:	UNWOMEN - Women Economic Empowerment Unit & Sustainable Livelihood (WEE&SL)

BACKGROUND

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 outputs 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 Pakistan's **Women's Economic Empowerment (WEE) Programme** has been supporting implementation of national commitments and international frameworks around economic opportunities for women since 2007. It has also played a significant role in supporting the development of provincial home-based workers (HBWs) policies and laws to improve the working conditions of the many rural and urban women in Pakistan undertaking informal home-based work. The overall programme targets are as follows:

- Increased number of national plans, legislation, policies, strategies, budgets and justice mechanisms to strengthen women's economic and social empowerment
- Enhanced capacity at national and local levels to influence economic policies and poverty eradication strategies, and to develop and implement gender responsive services to enhance women's sustainable livelihoods
- Enhanced access for informal women workers to social security benefits, enterprise development and income generating opportunities
- Sex and gender disaggregated data collection mechanisms developed to include contribution of informal women workers

UN Women's main objective in the WEE programme is to empower women to fully participate in economic life across all sectors and at all levels of economic activity so that they have better chances to earn higher incomes, have increased access and control over resources and have greater security and protection from violence. UN Women has implemented various initiatives with the support of the Government of Norway. The programme interventions from 2008 to 2012 resulted in recognition by the Government of Pakistan, through the Ministry of Labour and Manpower, of the Home-Based Workers (HBWs) as a category and the need to provide a protective mechanism for this category of informal workers, the majority of whom are women and children.

The WEE Programme uses a three-pronged approach for promoting women's empowerment in Pakistan. It works at the policy level with government, with civil society, private sector and other stakeholders including excluded groups of women (such as religious and ethnic minorities, women informal workers living below poverty line, women affected by conflicts etc.) in the communities. WEE Programme works on the policy level with government for developing focused policies and programmes for supporting women's economic empowerment initiatives. It also works with the private sector for women's empowerment and creating a favorable environment for women in formal jobs.

WEE programme in the country has achieved a range of results with regard to improving poor and excluded women's access to income generating prospects such as registration services for obtaining Computerized National Identity Cards (CNIC); access to formal employment and entrepreneurship opportunities; providing social security benefits while also improving their access to other services such as food security; referral mechanisms on violence against women; rights awareness; etc. UN Women has previously collaborated with 11 partners in Punjab, Sindh, Balochistan and Khyber Pakhtunkhwa (KP) to promote economic empowerment of more than 30,000 women informal workers.

Women Economic Empowerment (WEE) project is a three years project (April 2017 – March 2020) implementing in four provinces and at federal level along with the 6 selected district in three provinces of Balochistan, Khyber Pakhtunkhwa (KP) and Sindh. The following are the outcome of the project.

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:

Government's capacity to engender the budgeting frameworks strengthened

The mid-term review aims to ascertain the effectiveness, relevance and efficiency of mechanisms employed in the implementation of the project. It will be used to chart the future direction and design of the programme and to guide project planning.

OBJECTIVES OF THE ASSIGNMENT

The overall objectives of the Mid Term Review (MTR) are to assess:

- **Relevance:** Extent to which the project outcome statements are consistent with right holders' (beneficiaries) requirements and country needs;
- **Effectiveness:** extent to which the project outcomes and outputs are achieved, or are expected to be achieved, considering their relative importance;
- **Efficiency:** measure of how economic 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; and
- **Impact:** Good practices produced from the project so far.

Use of the review report

- The review findings shared in the consultants' final report will be used by the UN Women WEE Programme team and Country Office for making decisions on the future direction and design of the Programme.
- The review findings will also be used as guidance for preparing project workplan for the remaining duration of the project (till March 2020)
- The review findings will support the project in development of strategic guidance for further actions/steps

SCOPE OF THE ASSIGNMENT

Review scope: The review will focus on the WEE project and make recommendations about its future, in particular for the remaining period of the Project,

Geographical coverage: The review will focus on project interventions in three provinces (7 Districts) and at the Federal level.

Stakeholders' coverage: The review will reach out to principle stakeholders, i.e. Home Net Pakistan, CERD, LHRD, WDD, Ministry of Finance, NCSW, PCSW, Private sector companies and bilateral donors (Norway) in consultation with UN Women team.

Documents to be reviewed: These will include (not limited to) project documents, progress reports and results frameworks and budget.

Substantive Scope: The review will analyze the relevance, effectiveness, efficiency, sustainability and impact of the outcomes and outputs in terms of results achieved against objectives, change in women HBWs' rights so far, ownership of stakeholders and sustainability of the action. It should consider the nature of the project, exploring the extent to which it has allowed UN Women to work in a more coordinated manner with partners, and how this has provided possible support to achieve results and determine efficacy of the approaches used. The engagement with private sector in relation to signing of WEPS will be reviewed with a perspective to identify possibilities of future collaboration.

More specifically, the firm/organization will ask the following questions in conducting the review:

The consultants should be guided but not limited to the scope of the review questions listed below. The consultants should raise and address any other relevant issues that may emerge during the review:

Relevance Questions:

- Extent to which the outcomes and outputs statements of the project are consistent with right holders' (beneficiaries') requirements and country-needs; in other words, are the project goals still relevant in Pakistan?
- Extent to which the intervention is aligned with and contributes to international conventions (e.g. CEDAW) and related documents (e.g. CEDAW Concluding Observations).
- Extent to which the intervention is informed by needs and interests of women HBWs'
- Relevance of stakeholders' participation in the intervention.

Effectiveness Questions:

- Extent to which the project outcome and outputs were achieved, or are expected to be achieved, taking into account their relative importance;
- Extent to which a women's human rights-based approach was incorporated in the design and implementation of the intervention;
- Presence of key results on women's home-based workers and excluded groups' rights so far.

Efficiency Questions:

- Provision of adequate resources for integrating women HBWs' and excluded groups economic rights in the intervention as an investment in short-term, medium-term and long-term benefits.
- How far signing of WEP has led to creation of organisational synergies with private sector umbrella bodies/platforms?

Sustainability Questions:

- To what extent has the project supported:
 - Institutional change conducive to systematically addressing women HBWs' and excluded groups rights and concerns.
 - Capacity development of targeted rights holders (to demand) and duty bearers (to fulfill) rights.
 - Efforts to improve the capacity of the implementing partner's staff
 - Institutional Improvements in private sector after signing of WEPs

Impact Questions:

- Have there been any good practices produced from the project that could be up-scaled? Are there any steps taken by the project towards producing good practices by the end of the project's completion?

Existing Information Sources

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

SPECIFIC TORs

Stage 1: Preparation & Initial Desk Review

Task	Responsible Party	Number of days	Remarks
Preparing and presenting the inception report in Islamabad	Review team	1	Islamabad
Programme documents initial desk review	Review team	2	home-based
Development of review methodology and preparation of an Inception Report	Review team in cooperation with UN Women	5	Home-based
Consultations with UN Women to identify projects for in-depth analysis and reach an agreement on the proposed methods	Review team in cooperation with UN Women	1	Islamabad

Stage 2: Data Collection and Analysis

Task	Responsible Party	Number of days	Remarks
Conduct field trips to project sites, including in-depth interviews and focus group meetings	Review team in cooperation with UN Women	12	Balochistan (Quetta, Loralai), Khyber Pakhtunkhwa (Peshawar, Swabi and Khyber Tribal District),

			Sindh (Karachi, Thatta)
Conduct in-depth interviews in Islamabad according to the agreed list	Review team	1	Islamabad
Data classification, systematization, and analysis	Review team	1	Home based
Elaboration of mid-term findings	Review team	2	Home based
Draft the initial report, which summarizes key findings and recommendations for future programming	Review team	2	Home based

Stage 3: Analysis and Dissemination of Review Results

Activity	Responsible Party	Number of days	Remarks
Present initial findings and recommendations at a stakeholder meeting including UN Women, implementing partners and donor for feedback.	UN Women	1	UN Women will share the list of stakeholders
Incorporate comments and feedback from UN Women and revise and finalize the full review report.	Review team	3	Home-based

TIMEFRAME

Time frame for the consultancy: 30 working days for the Co-lead consultant and 35 working days for the lead consultant who serves as the team leader. The assignment is spread over 3 months beginning 1st February 2019 (tentative).

DELIVERABLES

Expected key outputs will include:

- An agreed review inception report. The inception report should detail the evaluators' understanding of what is being looked into and why, showing how each review question will be answered by way of: proposed methods; proposed sources of data; and data collection procedures. The inception report should also include a proposed schedule of tasks, activities and deliverables, designating a team member with the lead responsibility for each task or product. The report to be presented to UN Women for approval.
- Review tools to be developed and shared with UN Women.
- An initial "midterm" report, summarizing key findings and recommendations is to be shared and approved by UN Women Office.
- Present a brief document of recommendations on the future course of action for the women and excluded groups empowerment initiatives (part of the final report).
- A draft comprehensive report to be submitted to UN Women for review.
- An analytical and comprehensive final review report not exceeding 30 pages in hard and soft copy to be submitted to UN Women for approval.
- A 4-5 pager brief outlining a set of future priorities and actions.
- Mission reports to project sites to be submitted to UN Women within two weeks after each mission. Signed list of participants (interviews, FGDs etc.) should be shared with us with complete contact details and consent forms.

METHODOLOGY

An initial meeting of the review team with UN Women staff, when the consultants begin the review, shall be organized to determine the methods and develop a feasible joint work plan. The work plan should describe in great detail how the review will be carried out, suggest further clarification on the applied methodology, roles and responsibilities of the participants, specify field visits, and outline the timeframe for the consultancy.

The suggested methods for the review include analyses of various sources of information, including in-depth desk review and documentation analysis (project progress report, workshop and mission reports, knowledge and advocacy products, and other appropriate documentation produced by the programme team and partners); meeting with the project implementing partners, field visits to select project sites; in-depth interviews with key stakeholders, focus group discussions and other means to allow cross-validation of data.

Based on consultations with UN Women, the consultants will visit selected project sites to validate the findings of the desk review and documentation analysis, and identify good practices and lessons learned. To make this review more participatory, there will be a stakeholder meeting at which the initial findings are presented. UN Women will work with the review team to ensure that the meeting includes key stakeholders including CSOs and donors. The review team will also hold separate meetings with and interview partners from government institutions, civil society organizations, as well as the relevant UN agencies and the project donor.

The review team will also hold separate meetings with and interview select partners from government institutions, civil society organizations, as well as the relevant UN agencies.

LOCATION

Field visits to be conducted in six selected districts of three provinces of Balochistan, Khyber Pakhtunkhwa/FATA and Sindh, the overall monitoring of the assignment will be conducted in Islamabad with frequent meetings.

SUPERVISION

The review team 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 Review Committee	<ul style="list-style-type: none"> Responsibility of management responses to the review
Deputy Country Representative, UN Women Pakistan Country Office	<ul style="list-style-type: none"> Provide overall guidance and inputs from UN Women's perspective Participate in the review of the methodology and provide comments to the review team and the UN Women Review Task Manager.
UN Women Review Task Manager (Portfolio Manager -WEE & SL)	<ul style="list-style-type: none"> Ensure the decisions are made on time for the review team Facilitate a management response to the recommendations and ensure the implementation of committed actions in the management response Facilitate recruitment and selection of the review team Facilitate communication between the review team, project staff and senior management Monitor review implementation and provide guidance to the review team Report any significant deviation from the review plan Facilitate dissemination of initial and final review findings to relevant stakeholders
Programme Officer –WEE	<ul style="list-style-type: none"> Prepare TORs for the review Ensure close communication with the review team during the whole review process Clarify questions raised during the review Help identify the project sites to be visited

Programme Officer and Admin Assistant – WEE, Islamabad	<ul style="list-style-type: none"> ▪ Provide all the document information sources the review team requires ▪ Clarify questions raised during the review ▪ Help arrange the travel to the project site and other logistics issues.
Review team leader (lead consultant)	<ul style="list-style-type: none"> ▪ Lead the whole review process ▪ Work closely with the co-lead consultant ▪ Manage the review process in timely manner ▪ Communicate with UN Women review task manager whenever it is needed ▪ Conduct field visits to the project sites identified and collect data. ▪ Report to UN Women review task manager when required ▪ Produce the inception report ▪ Produce the final report
Review team member (co lead consultant)	<ul style="list-style-type: none"> ▪ Contribute to the whole review process substantively ▪ Share responsibilities for conducting desk review and interviews ▪ Conduct field visits to the project sites identified and collect data ▪ Provide substantive inputs to the inception report ▪ Provide substantive inputs to the final report

REVIEW ETHICS

Reviews in the UN will be conducted in accordance with the principles outlined in both UNEG Norms and Standards for Review in the UN System and by the UNEG 'Ethical Guidelines for Review'. These documents will be shared with the selected firm. Reviewers 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 review.

QUALIFICATION, EXPERIENCE AND COMPETENCIES:

Team Composition

A firm with two Experts will be selected and recruited based on the requirements outlined below.

The Lead consultant 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 timely manner, and is primarily responsible for writing and producing the final report.

UN Women, as the agency responsible for administering the project, will provide logistical and other support to facilitate the review team mission, particularly for field visits.

Team leader

- Advanced degree in relevant discipline (e.g., gender, development and social studies, sociology, political science);
- Strategic thinking and proven expertise in gender analysis;
- At least 10 years' experience in programme review and proven accomplishment in undertaking reviews, including leading reviews of multi-stakeholder programmes for multilateral organizations;
- Experience in conducting complex reviews in the development field and with international organizations (at least 8 reviews of which at least two as team leader);
- Knowledge in results-based programming in support of women's political and economic empowerment, gender justice and human rights;
- Excellent inter-personal and communication skills;
- Excellent written and spoken English and presentational capacities;
- Extensive knowledge of qualitative and quantitative review methods;
- 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 Co-Lead consultant

- Advanced degree in relevant disciplines (e.g., gender, development and social studies, sociology, political science);
- At least 5 years of experience in review 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.

EVALUATION METHODOLOGY AND CRITERIA

1. Preliminary Evaluation

The proposals are checked for compliance of the following requirements:

Legal Capacity: Bidders may be a private, public or government-owned legal entity or any association with legal capacity to enter into a binding Contract with the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women).

Conflict of Interest: Bidders must disclose any actual or potential conflict of interest and they shall be deemed ineligible for this procurement process unless such conflict of interest is resolved in a manner acceptable to UN Women. Conflict of interest is present when:

- A Bidder has a close business or family relationship with a UN Women personnel who: (i) are directly or indirectly involved in the preparation of the bidding documents or specifications of the contract, and/or the bid evaluation process of such contract; or (ii) would be involved in the implementation or supervision of such contract;
- A Bidder is associated, or has been associated in the past, directly or indirectly, with a firm or any of its affiliates which have been engaged by UN Women to provide consulting services for the preparation of the design, specifications, Terms of Reference, and other documents to be used for the procurement of the goods, services or works required in the present procurement process;
- A Bidder has an interest in other bidders, including when they have common ownership and/or management. Bidders shall not submit more than one bid, except for alternative offers, if permitted. This will result in the disqualification of all bids in which the Bidder is involved. This includes situations where a firm is the Bidder in one bid and a sub-contractor on another; however, this does not limit the inclusion of a firm as a sub-contractor in more than one bid.

Failure to disclose any actual or potential conflict of interest may lead to the Bidder being sanctioned further by UN Women.

Ineligibility Lists: A Bidder shall not be eligible to submit an offer if and when at the time of quotation submission, the Bidder:

- is included in the Ineligibility List, hosted by [UNGM](#), that aggregates information disclosed by Agencies, Funds or Programs of the UN System;

- is included in the [Consolidated United Nations Security Council Sanctions List](#), including the [UN Security Council Resolution 1267/1989 list](#);
- is included in any other Ineligibility List from a UN Women partner and if so listed in the RFP Instructions;
- is currently suspended from doing business with UN Women and removed from its vendor database(s).

Code of Conduct: All Bidders are expected to embrace the principles of the [United Nations Supplier Code of Conduct](#), reflecting the core values of the Charter of the United Nations. UN Women also expects all its suppliers to adhere to the principles of the [United Nations Global Compact](#) and recommends signing up to the [Women's Empowerment Principles](#).

Other Formal Requirements:

- *Offers are signed by an authorized party, including Power of Attorney if stipulated;*
- *Bid security (format, amount and duration) are included, if requested;*
- *The offer is submitted as per the instructions to proposers ref: 4.1 and detailed in the Proposal Instruction Sheet above;*
- *The offer is valid;*
- *The offer is complete and eligible.*

2. Cumulative Analysis Methodology: A proposal is selected on the basis of *cumulative analysis*; the total score is obtained by combining technical and financial attributes.

A two-stage procedure will be utilized in evaluating the proposals; the technical proposal will be evaluated with a minimum pass requirement of [70%] of the obtainable [700] 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 [700] 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 [700] points and are determined to be compliant. Non-compliant proposals will not be eligible for further consideration.

The total number of points ("maximum number of points") which a firm/institution may obtain for its proposal is as follows:

Technical proposal: 700 points

Financial proposal: 300 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):

1.0 Expertise and Capability of Proposer		Points obtainable
Expertise of organization submitting proposal		
1.1	Organizational Architecture	40
1.2	Adverse judgments or awards: <ul style="list-style-type: none"> The proposer is in sound financial condition based on the financial documentation and information furnished in their proposal which should not show any financial concerns, such as negative net worth, bankruptcy proceedings, insolvency, receivership, major litigation, liens, judgments or bad credit or payment history. The proposer has not declared bankruptcy, are not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against them that could impair their operations in the foreseeable future. 	30
1.3	General Organizational Capability which is likely to affect performance (i.e. size of the organization, strength of management support)	30
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.)	50

1.5	Quality assurance procedures, warranty	100
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 another UN agencies/ major multilateral/ or bilateral programmes	100
		350
2.0 Proposed Work Plan and Approach		Points obtainable
Proposed methodology		
2.1	Analysis Approach, Methodology- including Proposer's understanding of UN Women's work, adherence to procurement principles and TOR.	150
2.2	Management Services – Timeline and deliverables.	100
2.3	Environmental Considerations: Compliance Certificates, Accreditations, Markings/Labels, and other evidences of the Bidder's practices which contributes to the ecological sustainability and reduction of adverse environmental impact (e.g. use of non-toxic substances, recycled raw materials, energy-efficient equipment, reduced carbon emission, etc.), either in its business practices or in the goods it manufactures.	50
		300
3.0 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) Curriculum vitae of the proposed team that will be involved either full or part time	50
		50
[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 Proposals must be submitted in a separate envelope or attached in a separate e-mail to a different e-mail address where electronic submission is required.

Proposer is requested to include a *[one/half/quarter]* 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:	
E-mail:	

Section 1.0: 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.

[Request for financial capacity of intuition should depend on the nature/complexity of the work, as defined in the TOR]

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 another 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 undertaking the goods/services/works	Reference Contact Detail (Name, Phone Email)
1-					
2-					
3-					

Section 2.0: 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 3.0: 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 Profile on Gender Equality

- Proposer is strongly encouraged to include information regarding the percentage of women: (1) employed in the Proposer's organization, (2) in executive and senior positions, and (3) shareholders. While this will *not* be a factor of evaluation, UN Women is collecting this data for statistical purposes in support of its mandate to promote gender equality and women's empowerment.
- Proposers are also invited to: (1) become a signatory to the Women Empowerment Principles (if more than 10 employees) <http://weprinciples.org/Site/PrincipleOverview> ; or (2) sign the Voluntary Agreement to Promote Gender Equality and Women's Empowerment (if less than 10 employees). Good practices of gender-responsive companies can be found here: <http://weprinciples.org/Site/CompaniesLeadingTheWay/>

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: *[Adjust per needs]*

Name:		
Position for this Assignment:		
Nationality:		
Language Skills:		
Educational and other Qualifications		
<p>Employment Record: [Insert details of as many other appropriate records as necessary]</p> <p>From [Year]: _____ To [Year]: _____</p> <p>Employer: _____</p> <p>Positions held: _____</p>		
<p>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]</p>		
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's overhead and backstopping facilities.
 - b. An all-inclusive daily subsistence allowance (DSA) rate (otherwise known as a "per diem 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.

In case two (2) proposals are evaluated and found to be equal in terms of technical competency and price, UN Women will award contract to the company that is either women-owned or has women in the majority in support of UN Women's core mandate. In the case that both companies are women-owned or have women in the majority, 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	Comprehensive Reprot			
2	Orientation & Sensitization session			
	Total	100%	PKR	

[OR]

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: _____

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 Proposal Solicitation Documents;
- (b) We offer to supply in conformity with the Proposal 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 ensure any due diligence regarding the legal review and ability to be compliant to all contract terms and conditions has been undertaken prior to the submission of our offer. Submission of this offer is confirmation of accepting a UN Women contract included herein.
- (d) 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;
- (e) 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;
- (f) If our proposal is accepted, we commit to obtain a performance security with the instructions under the Proposal Instruction Sheet;
- (g) 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]*
- (h) We have no conflict of interest in accordance with Clause 1.2 (*Eligible Proposers*) of the RFP Instructions to Proposers;
- (i) 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;
- (j) 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 this 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]*

VOLUNTARY AGREEMENT

Voluntary Agreement to Promote Gender Equality and Women's Empowerment

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 & principles of [gender equality](#) and [women's empowerment](#);
- ☐ Provide information and statistical data (that relates to policies and initiatives that promote gender equality and women empowerment), upon request;
- ☐ Participate in dialogue with UN Women to promote gender equality and women's empowerment in their location, industry and organization;
- ☐ Establish high-level corporate leadership for gender equality;
- ☐ Treat women and men fairly at work and respect and support human rights and non-discrimination;
- ☐ Ensure health, safety and wellbeing of all women and men workers;
- ☐ Promote education, training and professional development for women;
- ☐ Implement enterprise development, supply chain and marketing practices that empower women;
- ☐ Promote equality through community initiatives and advocacy;
- ☐ Measure and publicly report on progress to achieve gender equality.

On behalf of the contractor:

Name : _____, Title : _____

Address : _____

Signature : _____

Date: _____

ANNEX 8

UN WOMEN MODEL FORM OF CONTRACTS AND GENERAL CONDITIONS OF CONTRACTS

GENERAL CONDITIONS OF CONTRACT

The General Conditions of Contracts can be accessed by the proposer by clicking on the below link.

- For Goods and Services, available from this link:
<http://www.unwomen.org/~media/CommonContent/Procurement/UNwomen-GeneralConditionsOfContract-MixedGoodsServices-en.pdf>

ANNEX 9

JOINT VENTURE/CONSORTIUM/ASSOCIATION INFORMATION FORM

(to be completed and returned with your technical proposal)

JV / Consortium/ Association Information	
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)	<i>[insert name, address, telephone/fax or cell number, and the e-mail address]</i>
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 Bidders)}</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/authorized representative and contact information	
Name of partner: _____ Address : _____ Phone Number(s) : _____ Email Address(es) : _____	Name of partner: _____ Address : _____ Phone Number(s) : _____ Email Address(es) : _____
Name of partner: _____ Address : _____ Phone Number(s) : _____ Email Address(es) : _____	Name of partner: _____ Address : _____ Phone Number(s) : _____ Email Address(es) : _____

<p>Consortium/Association Agreement</p>	<p>Attached are copies of original documents of: <i>[check the box(es) of the attached original documents]</i></p> <p><input type="checkbox"/> Articles of Incorporation or Registration of firm named in 2, above, in accordance with Clause 3 (<i>Eligible Bidders</i>).</p> <p><input type="checkbox"/> JV Agreement, or letter of intent to enter into such an Agreement, signed by the legally authorized signatories of all the parties</p>
--	--

Signatures of all partners/authorized representatives:

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 fulfilment 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	

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.	