

## SECTION 1. LETTER OF INVITATION

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Dear Sir/Madam,

The United Nations Entity for Gender Equality and the Empowerment of Women, hereinafter referred to as UN Women hereby invites prospective vendors to submit a proposal(s) in accordance with the Request for Proposal (RFP) documents, including General Conditions of Contract (GCC) and the Terms of Reference as set out in this RFP.

To enable you to submit a proposal, please read the following documents carefully.

- Section 1. This Letter of Invitation
- Section 2. Instructions to Vendors (including referenced General Conditions of Contract and Model Forms of Contract, available publicly on the UN Women website at: <https://www.unwomen.org/en/about-us/procurement/contract-templates-and-general-conditions-of-contract>)
- Section 3. Information Sheet
- Section 4. Terms of Reference
- Section 5: Evaluation Criteria and Methodology (Requirements)

Your submission should include the following:

- Form A: Proposer Information Form (completed online)
- Form B: Voluntary Agreement to Promote Gender Equality and Women's Empowerment (*optional - completed online*)
- Form C: Technical Proposal (*completed online*)
- Form D: Eligibility and Qualification Form (*upload document*)
- Form E: Proposal Submission Form (*completed online*)
- Form F: Format of Financial Proposal (*upload document to "From Supplier: Commercial"*)
- Form G: Joint Venture/Consortium/Association Information Form, if applicable
- Form H: Format For CV Of Proposed Key Personnel
- Form I: Statement of Exclusivity and Availability, if required in the solicitation documents
- Proposal Security, Performance Security and Advance Payment Forms, if required in the solicitation documents, and using the format provided

If you are interested in submitting a proposal in response to this RFP, please prepare your proposal in accordance with the requirements and procedure as set out in this RFP and submit it by the deadline set out in the notice.

Should you require further clarifications, kindly communicate with the procuring office through the "Messages" function in Quantum.

We look forward to receiving your proposal,  
UN Women Procurement Section

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## SECTION 2. INSTRUCTIONS TO VENDORS

GENERAL PROVISIONS	
<b>1. Scope</b>	Vendors are invited to submit a proposal for the services specified in the Terms of Reference (TOR), in accordance with this Request for Proposal (RFP). Vendors shall adhere to all the requirements of this RFP, including any amendment made in writing. This RFP is conducted in accordance with Policies and Procedures of UN Women.
<b>2. Interpretation of the RFP</b>	Any proposal submitted will be regarded as an offer by the vendor and does not constitute or imply the acceptance of the proposal by UN Women. UN Women is under no obligation to award a contract to any vendor as a result of this RFP. Nothing in or in connection with this RFP shall give rise to any liability on the part of UN Women unless and until the contract is signed by UN Women and the successful vendor.
<b>3. Supplier Code of Conduct</b>	<p>All vendors must read the United Nations Supplier Code of Conduct and acknowledge that it provides the minimum standards expected of suppliers to the UN. The Code of Conduct, which includes <b>principles on labour, human rights, environment, and ethical conduct</b> may be found at <a href="https://www.un.org/Depts/ptd/about-us/un-supplier-code-conduct">https://www.un.org/Depts/ptd/about-us/un-supplier-code-conduct</a>. Vendors who take part in this solicitation exercise, and willing to do business with UN Women must take all appropriate measures to ensure that neither themselves nor their parent, subsidiary, affiliate entities or their subcontractors are engaged in any gender-based or other discriminatory employment practices, including those relating to recruitment, promotion, training, remuneration, and benefits.</p> <p>Moreover, vendors should note that the provisions of the Code of Conduct will be binding on the vendor in the event that the vendor is awarded a contract, pursuant to the terms and conditions of any such contract.</p> <p>UN Women also expects all its suppliers to adhere to the principles of the United Nations Global Compact and requests that all vendors observe the highest standard of ethics during the entire solicitation process, as well as the duration of any contract that may be awarded as a result of this RFP.</p> <p>UN Women implements a policy of zero tolerance on proscribed practices, including fraud<sup>1</sup>, corruption, collusion, unethical practices, and obstruction. UN Women requires all vendors to observe the highest standard of ethics at all stages, including pre-bidding/solicitation, during the procurement process, post-contract award, and contract implementation.</p> <p>UN Women is committed to prevent, identify, and address all acts of fraud and corrupt practices against UN Women as well as third parties involved in UN Women activities. In pursuance of this policy, UN Women:</p> <ul style="list-style-type: none"> <li>• Shall reject a proposal if it determines that the selected vendor has engaged in any corrupt or fraudulent practices in competing for the contract in question.</li> <li>• Further, UN Women shall declare a vendor ineligible, either indefinitely or for a stated period, to be awarded a contract if at any time it determines that the vendor has engaged in any corrupt or fraudulent practices in competing for, or in executing a UN Women contract.</li> </ul>
<b>4. Eligible Vendors</b>	<p>Vendors should be a legally incorporated commercial entity with legal capacity as a firm(s) with a valid registration, to enter into a binding commercial contract with UN Women.</p> <p>A vendor, and all parties constituting the vendor, may have the nationality of, or be incorporated in, any country. A vendor shall be deemed to have the nationality of a country if the vendor is constituted, incorporated, or registered and operates in conformity with the provisions of the laws of that country.</p> <p>Vendor shall not be eligible to submit a proposal if at the time of proposal submission:</p> <ul style="list-style-type: none"> <li>• is suspended by or has any pending disputes or litigations with UN Women or other Organizations, Funds or Programs of the UN System;</li> </ul>

<sup>1</sup> Fraud: any act or omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain a financial or other benefit or to avoid an obligation.

	<ul style="list-style-type: none"> <li>has engaged in any money-laundering activities, which include, but are not limited to: any transaction involving the transfer, disbursement, transportation, transmission, or exchange of funds (including wire transfers and currency exchanges) by any means.</li> <li>is included in the Ineligibility List, hosted by <a href="#">UNGM</a>, that aggregates information disclosed by Agencies, Funds or Programs of the UN System;</li> <li>is included in the <a href="#">Consolidated United Nations Security Council Sanctions List</a>, including the <a href="#">UN Security Council Resolution 1267/1989 list</a>;</li> <li>is included in the <a href="#">World Bank Corporate Procurement Listing of Non-Responsible Vendors</a> and <a href="#">World Bank Listing of Ineligible Firms and Individuals</a>.</li> </ul> <p>As part of the RFP exercise, by submitting a Proposal(s), vendor(s) declares that it, its parent, affiliate and subsidiary entities:</p> <ul style="list-style-type: none"> <li>is/are not a company, or associated with a company or individual, under procurement prohibition lists as stated above.</li> <li>is/are not under formal investigation, nor has been sanctioned within the preceding three (3) years by any national authority of a United Nations Member State for engaging or having engaged in proscribed practices, including but not limited to corruption, fraud, coercion, collusion, obstruction, or any other unethical practice.</li> <li>has not declared bankruptcy, is/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;</li> <li>undertakes not to engage in proscribed practices (including but not limited to: corruption, fraud, coercion, collusion, obstruction, or any other unethical practice), with UN Women or any other party, and to conduct business in a manner that averts any financial, operational, reputational or other undue risks to UN Women.</li> </ul> <p>It is the vendor's responsibility to ensure that its employees, joint venture partners, sub-contractors, service providers, suppliers and/or their employees meet the eligibility requirements as established by UN Women.</p>
<b>5. Conflict of Interest</b>	<p>All vendors found to have a conflict of interest shall be disqualified. Vendors may be considered to have a conflict of interest if:</p> <ul style="list-style-type: none"> <li>they are or have been associated in the past, with a person or an entity or any of its affiliates that have been involved in the preparation of the design, specifications, TOR, cost analysis/estimation and other documents to be used for the procurement of the goods/ services/ civil works required in the present procurement process.</li> <li>They have a close business or family relationship with a UN Women personnel who: (i) are directly or indirectly involved in any stage of the RFP-process of such contract; or (ii) would be involved in the implementation or supervision of such contract;</li> <li>They have an interest in other vendors (who are submitting a proposal/s in response to this RFP) including when they have common ownership and/or management. Vendors shall not submit more than one proposal, except for alternative offers, if permitted.</li> </ul> <p>This will result in the disqualification of all proposals in which the vendor is involved. Vendors must disclose any actual or potential conflict of interest in their proposal, and they shall be deemed ineligible for this procurement process unless such conflict of interest is resolved in a manner acceptable to UN Women. Failure to disclose any actual or potential conflict of interest may lead to the vendor being sanctioned or debarred by UN Women, and the proposal security (if applicable) shall be surrendered to UN Women.</p>
<b>6. Proprietary information</b>	<p>The RFP documents and any Terms of Reference or information issued or furnished by UN Women are issued solely to enable a proposal to be completed and may not be used for any other purpose. The RFP documents and any additional information provided to vendors shall remain the property of UN Women. All documents which may form part of the proposal will become the property of UN Women, and will not be returned to vendors.</p>
<b>7. Publicity</b>	<p>The UN Women name and logo may never be used by any person or entity without the prior written agreement by UN Women.</p> <p>During the RFP process, a vendor is not permitted to create any publicity in connection with the RFP. The UN Women name and logo cannot be used to solicit public awareness of its products or services on the basis of a connection with UN Women.</p>

<b>SOLICITATION DOCUMENTS</b>	
<b>8. Clarification of Solicitation Documents</b>	<p>Vendors may request clarifications on any of the RFP documents no later than the date indicated in the RFP. Any request for clarification and all other correspondence in relation to this RFP must be sent in writing through the “Messages” functionality in the <u>Quantum</u> system. Communication through any other channels than as described in the RFP at any stage of the solicitation process may be cause for the vendor’s proposal to be compromised and ultimately rejected.</p> <p>UN Women will publish the responses (including an explanation of the query but without identifying the source of inquiry) to all prospective vendors in the <u>Quantum</u> system. Responses will be made to clarification questions received by the deadline for questions indicated in the RFP. Responses to clarification requests shall be binding for all vendors.</p> <p>Explanations or interpretations provided by UN Women personnel through the use of other communication channels, than described above, will not be considered binding or official.</p> <p>UN Women shall endeavor to respond to clarifications expeditiously, but any delay in such response shall not cause an obligation on the part of UN Women to extend the submission date of the proposals unless UN Women deems that such an extension is justified and necessary.</p>
<b>9. Amendment of Solicitation Documents</b>	<p>At any time prior to the deadline for proposal submission, UN Women may for any reason, such as in response to a clarification requested by a vendor, modify the RFP in the form of an amendment to the RFP. Amendments will be made available to all prospective vendors.</p> <p>If the amendment is substantial, UN Women may extend the deadline for submission of proposals to give the vendors reasonable time to modify and resubmit the proposal in accordance with the amendment requirements.</p>
<b>PREPARATION OF PROPOSALS</b>	
<b>10. Costs of Preparation of Proposal</b>	<p>The vendor shall bear all costs related to the preparation and/or submission of the proposal, attendance at any pre-proposal conference, meetings, or oral presentations regardless of whether its proposal is selected or not. Vendors acknowledge that their participation in any stage of the solicitation process for this RFP is at their own risk and cost and shall not in any way include these as a direct cost of the assignment.</p> <p>UN Women shall not be responsible or liable for those costs, regardless of the conduct or outcome of the procurement process.</p>
<b>11. Language</b>	<p>The proposal, as well as any and all related documents and correspondence exchanged by the vendor and UN Women, shall be written in the English language, or as otherwise indicated in the RFP. Any document furnished by the vendor in another language than what is indicated in the RFP must be submitted together with an English translation of relevant excerpts. In such a case, for purposes of interpretation of the Proposal, the English translation shall govern.</p>
<b>12. Documents Establishing Eligibility and Qualifications of the Vendor</b>	<p>The vendor shall furnish documentary evidence of its status as an eligible and qualified vendor, using the forms/instructions provided in the <u>Quantum</u> system and providing the documents required. In order to award a contract to a vendor, its qualifications must be documented to UN Women’s satisfaction.</p>
<b>13. Technical Proposal Format and Content</b>	<p>The vendor is required to submit a technical proposal using the forms/instructions provided in the <u>Quantum</u> system and taking into consideration the requirements in the RFP.</p> <p>The technical proposal shall <b>not</b> include any price or financial information. A technical proposal containing material financial information will be declared non-responsive.</p> <p>References to supporting documentation, including descriptive material and brochures should be included in the text of the Technical Proposal and the supporting documentation attached as annexes to the Technical Proposal.</p> <p>Any information in the Technical Proposal which the vendor considers proprietary, should be clearly marked “proprietary” next to the relevant part of the text. Proprietary information will remain internally as part of the confidential procurement process only and will be redacted if a document containing such information is published publicly.</p>
<b>14. Financial Proposal</b>	<p>The financial proposal shall be prepared using the form/instructions provided in the <u>Quantum</u> system and taking into consideration the requirements in the RFP. It shall list all major cost components associated with the services and the detailed breakdown of such costs.</p>

	<p>Any output and activities described in the technical proposal but not priced in the financial proposal shall be assumed to be included in the prices of other activities or items as well as in the final total price. Prices quoted shall be fixed during the performance of the contract and not subject to variation on any account, unless otherwise specified in the RFP and agreed by both parties.</p> <p>Prices and other financial information must not be disclosed in any other place except in the financial proposal. Proposals with no fixed prices will not be considered for evaluation and will be disqualified.</p>
<b>15. Currencies</b>	<p>All prices shall be quoted in the currency or currencies indicated in the RFP, or any freely convertible currency. Where proposals are quoted in different currencies, for the purposes of comparison of all proposals:</p> <ul style="list-style-type: none"> <li>a) UN Women will convert the currency quoted in the proposal into United States Dollars (USD), in accordance with the UN Operational Rate of Exchange in force at the time of the proposal submission deadline date and time.</li> <li>a) In the event that UN Women selects a proposal for an award that is quoted in a currency different from the preferred currency, UN Women shall reserve the right to award the contract in the currency of UN Women's preference, using the conversion method specified above.</li> </ul>
<b>16. Duties and Taxes</b>	<p>Article II, Section 7, of the Convention on the Privileges and Immunities provides, <i>inter alia</i>, that the United Nations (which includes UN Women as a subsidiary organ) is exempt from all direct taxes, except charges for public utility services, and is exempt from customs duties, prohibitions and restrictions on imports and exports in respect of articles imported or exported by the United Nations for its official use. All proposals shall be submitted net of any direct taxes and any other taxes and duties unless otherwise specified in the RFP.</p>
<b>17. Proposal Validity Period</b>	<p>Proposals shall remain valid for the period specified in the RFP, commencing on the deadline for submission of proposals. A proposal valid for a shorter period may be rejected by UN Women and considered non-responsive.</p> <p>During the proposal validity period, the vendor shall maintain its original Proposal without any change, including the availability of the key personnel, the proposed rates, and the total price.</p> <p>In exceptional circumstances, prior to the expiration of the proposal validity period, UN Women may request vendors to extend the period of validity of their proposals. The request and the responses shall be made in writing and shall be considered an integral part of the proposal. A vendor granting the request will not be required nor permitted to modify its proposal.</p> <p>If the vendor agrees to extend the validity of its proposal, it shall be done without any change to the original proposal but will be required to extend the validity of the proposal security, if required, for the period of the extension, and in compliance with the provision of-Proposal security - in all respects.</p> <p>The vendor has the right to refuse to extend the validity of its proposal without forfeiting the proposal security, if required, in which case the proposal shall not be further evaluated.</p>
<b>18. Proposal Security/Bid Bond<sup>[6]</sup></b>	<p>Proposal security, if required, shall be provided in the amount and form indicated in the RFP. The proposal security shall be valid for a minimum of thirty (30) days after the final date of the validity of the proposal, after which the proposal security will automatically become null and void, unless a dispute arises in relation to the proposal security.</p> <p>The Original Proposal Security must be sent via courier or hand delivery to UN Women procuring office. The vendor must arrange for the Original Proposal Security to be received by UN Women procuring office before the deadline for submission of the proposals. If the Original Proposal Security is required by the RFP but is not received by UN Women before the deadline for submission, the offer shall be rejected.</p> <p>The proposal security shall be denominated in the currency indicated in the RFP. The proposal security shall be issued by a regulated financial institution (e.g. a bank) that is certified by the central bank in the country where the bank is located. UN Women may, at its discretion, reject any proposal security that does not comply with this requirement. The proposal security shall be in one of the following forms:</p> <ul style="list-style-type: none"> <li>• Bank guarantee or irrevocable letter of credit, or</li> <li>• Cashier's check, or certified check.</li> </ul>

	<p>If the proposal security amount, or its validity period, is found to be less than is required by UN Women, UN Women shall reject the proposal.</p> <p>In the event an electronic submission is allowed in the RFP, vendors shall include a copy of the proposal security in their electronic proposal and the original of the proposal security must be sent via courier or hand delivered as per the instructions of the RFP.</p> <p>Unsuccessful vendors' proposal securities will be discharged as promptly as possible and can be physically picked up by the vendor at UN Women's location, no later than thirty (30) days after the expiration of the period of proposal validity, unless amended thereafter, as prescribed by UN Women.</p> <p>The Proposal security may be forfeited by UN Women, and the proposal rejected, in the event of any, or combination, of the following conditions:</p> <ul style="list-style-type: none"> <li>• If the vendor withdraws its offer during the period of the proposal validity, or</li> <li>• In the event the successful Vendor fails: <ul style="list-style-type: none"> <li>◦ to sign the contract resulting from the RFP process in accordance with the terms and conditions set forth in the RFP (and within the timeframe required for signature), including if applicable, variation of requirement; or</li> <li>◦ to furnish the performance security, insurances, or other documents that UN Women may require as a condition precedent to the effectiveness of the contract that may be awarded to the vendor.</li> </ul> </li> </ul>
<b>19. Joint Venture, Consortium or Association</b>	<p>A vendor may submit a proposal in association with other entities, particularly with an entity in the country where the goods and/or services are to be provided. If the vendor is a group of legal entities that will form or have formed a Joint Venture (JV), Consortium or Association for the proposal, each such legal entity will confirm in their joint proposal that:</p> <ul style="list-style-type: none"> <li>• they have designated one party to act as a lead entity, duly vested with the authority to legally bind the members of the JV, Consortium or Association jointly and severally, and this will be evidenced by a duly notarized agreement among the legal entities, which will be submitted along with the proposal; and</li> <li>• if they are awarded the contract, the contract shall be entered into by and between UN Women and the designated lead entity, who will be acting for and on behalf of all the member entities comprising the Joint Venture, Consortium or Association.</li> <li>• all parties of such joint venture, /consortium/association shall be jointly and severally liable to UN Women for any obligations arising from their proposal and the contract that may be awarded to the joint venture/consortium/association as a result of this RFP.</li> </ul> <p>After the deadline for submission of the proposal, the lead entity identified to represent the JV, Consortium or Association shall not be altered without the prior written consent of UN Women.</p> <p>If a JV, Consortium, or Association's proposal is the proposal selected for an award, UN Women will award the contract to the Joint Venture, Consortium or Association in the name of its designated lead entity. The lead entity will sign the contract for and on behalf of all other member entities.</p> <p>The lead entity and the member entities of the JV, Consortium, or Association shall abide by the provisions of Article 20 below - "Only one Proposal"- herein in respect of submitting only one proposal.</p> <p>The description of the organization of the JV, Consortium, or Association must clearly define the expected role of each of the entities in the Joint Venture, Consortium or Association in delivering the requirements of the RFP, both in the proposal and the JV, Consortium or Association Agreement. All entities that comprise the JV, Consortium, or Association shall be subject to the eligibility and qualification assessment by UN Women.</p> <p>A JV, Consortium or Association, in presenting its track record and experience, should clearly differentiate between:</p> <ul style="list-style-type: none"> <li>f) Those that were undertaken together by the members of the JV, Consortium or Association; and</li> </ul>

	<p>f) Those that were undertaken individually by the members of the JV, Consortium, or Association.</p> <p>Previous contracts completed by experts working individually, but who are currently permanently or temporarily associated with any of the member entities, cannot be claimed as the experience of the JV, Consortium or Association or those of its members, but should only be claimed by the individual experts themselves in their presentation of their individual credentials.</p> <p>JV, Consortium, or Associations are encouraged for high value, multi-sectoral requirements when the spectrum of expertise and resources required may not be available within one entity.</p>
<p><b>20. Only one Proposal</b></p>	<p>The vendor (including the individual members of any Joint Venture, Consortium or Association) shall submit only one proposal, either in its own name or as part of a Joint Venture, Consortium or Association.</p> <p>Proposals submitted by two (2) or more vendors shall all be rejected if they are found to have any of the following:</p> <ul style="list-style-type: none"> <li>c) they have at least one partner, director or shareholder in common; or</li> <li>c) any one of them receive or have received any direct or indirect subsidy from the other/s; or</li> <li>c) they have the same legal representative for purposes of this RFP; or</li> <li>c) they have a relationship with each other, directly or through common third parties, that puts them in a position to have access to information about or influence on the proposal of another vendor regarding this RFP process.</li> <li>c) they are subcontractors to each other's proposal, or a subcontractor to one proposal also submits another proposal under its name as a lead vendor, or some key personnel proposed to be in the team of one vendor participates in more than one proposal received for this RFP process. This condition relating to the personnel does not apply to subcontractors being included in more than one proposal.</li> </ul>
<p><b>21. Alternative Proposals</b></p>	<p>Unless otherwise specified in the RFP, alternative proposals shall not be considered. If the submission of alternative proposals is allowed in the RFP, a vendor may submit an alternative proposal, but only if it also submits a proposal conforming to the RFP requirements. Where the conditions for its acceptance are met, or justifications are clearly established, UN Women reserves the right to award a contract based on an alternative proposal.</p> <p>If multiple/alternative proposals are being submitted, they must be clearly marked as "Main Proposal" and "Alternative Proposal". If no indication is provided as to which proposal is the main proposal and which is/are the alternative proposal(s), then all proposals may be rejected.</p>
<p><b>22. Pre-Proposal Conference</b></p>	<p>When appropriate, a pre-proposal conference will be conducted at the date, time, and location and according to any instructions specified in the RFP.</p> <p>If it is stated that the pre-proposal conference is mandatory, a Vendor who does not attend the pre-proposal conference shall become ineligible to submit a proposal under this RFP. If it is stated that the pre-proposal conference is not mandatory, non-attendance shall not result in disqualification of an interested vendor.</p> <p>Information about each vendor's representatives who will attend the pre-proposal conference shall be submitted in writing to the UN Women contact as listed in the RFP, including the full name and position of each representative at least 48 hours before the pre-proposal conference is to be held.</p> <p>UN Women will not issue any formal answers to questions from vendors regarding the RFP or proposal process during the pre-proposal conference. All questions shall be submitted in writing through the "Messages" functionality in the <u>Quantum</u> system.</p> <p>The pre-proposal conference shall be conducted for the purpose of providing background information only. Without limiting the Article 25 below - "Vendors Responsibility to Inform Themselves"-, vendors shall not rely upon any information, statement, or representation made at the pre-proposal conference unless that information, statement, or representation is confirmed by UN Women in writing.</p>

	<p>Minutes of the pre-proposal conference will be disseminated through the <u>Quantum</u> system. No verbal statement made during the conference shall modify the terms and conditions of the RFP unless specifically incorporated in the minutes of the vendor's conference or issued/posted as an amendment to RFP.</p>
<b>23. Site inspection</b>	<p>When appropriate, a site inspection will be conducted at the date, time, and location and according to any instructions specified in the RFP.</p> <p>If it is stated in the RFP that the site inspection is mandatory, a vendor who does not attend the site inspection shall become ineligible to submit a proposal under this RFP.</p> <p>If it is stated that the site inspection is not mandatory, non-attendance shall not result in the disqualification of an interested vendor.</p> <p>Vendors participating in a site inspection shall be responsible for:</p> <ul style="list-style-type: none"> <li>• Arranging for and wearing any necessary personal protective equipment, including at a minimum: safety helmets, boots and reflective vests; and</li> <li>• Making and obtaining any travel/visa arrangements that may be required for the vendors to participate in a site inspection.</li> </ul> <p>Prior to attending a site inspection, vendors shall execute an indemnity waiver releasing UN Women in respect of any liability that may arise from:</p> <ul style="list-style-type: none"> <li>○ loss of or damage to any real or personal property;</li> <li>○ personal injury, disease or illness, or death of any person;</li> <li>○ financial loss or expense, arising out of the carrying out of that site inspection; and</li> <li>○ transportation by UN Women to the site (if provided) as a result of any accidents or malicious acts by third parties.</li> </ul> <p>UN Women will not issue any formal answers to questions from vendors regarding the RFP or solicitation process during a site inspection. All questions shall be submitted in accordance with Article 8 – “Clarification of solicitation documents”.</p> <p>A site inspection will be conducted to provide background information only. Without limiting the Article 25 - “Vendors Responsibility to inform themselves”- vendors shall not rely upon any information, statement, or representation made at a site inspection unless that information, statement, or representation is confirmed by UN Women in writing.</p>
<b>24. Errors or Omissions</b>	<p>Vendors shall immediately notify UN Women in writing of any ambiguities, errors, omissions, discrepancies, inconsistencies, or other faults in any part of the RFP, with full details of those ambiguities, errors, omissions, discrepancies, inconsistencies or other faults, and clarify their proposal. Vendors shall not benefit from such ambiguities, errors, omissions, discrepancies, inconsistencies, or other faults.</p>
<b>25. Vendors Responsibility to Inform Themselves</b>	<p>Vendors shall be responsible for informing themselves in preparing their proposals. In this regard, vendors shall ensure that they:</p> <ul style="list-style-type: none"> <li>• examine and fully inform themselves in relation to all aspects of the RFP, including the general conditions of contract and terms and conditions of the specific contract, and all other documents included or referred to in this RFP;</li> <li>• review the RFP to ensure that they have a complete copy of all documents;</li> <li>• obtain through the <u>Quantum</u> system and examine all other information relevant to the project and the scope of the requirements available on reasonable inquiry;</li> <li>• verify all relevant representations, statements, and information, including those contained or referred to in the RFP or made orally during any clarification meeting or site Inspection or any discussion with UN Women, its employees or personnel;</li> <li>• attend any pre-proposal conference or a site inspection if it is mandatory under this RFP;</li> <li>• fully inform and satisfy themselves as to requirements of any relevant authorities and laws that apply, or may in the future apply, to the provision of the goods/services/works; and</li> <li>• form their own assessment of the nature and extent of the services required as included in the Terms of Reference and other relevant documents, and properly account for all requirements in their proposal.</li> </ul>

	Vendors acknowledge that they have not relied upon any information not included in this RFP, and that UN Women, its directors, employees, and personnel make no representations or warranties (express or implied) as to the accuracy or completeness of this RFP or any other information provided to the vendors.
<b>26. No Material Change(s) in Circumstances</b>	<p>The vendor shall inform UN Women of any change(s) of circumstances arising during the RFP process, including but not limited to:</p> <ul style="list-style-type: none"> <li>• a change affecting any declaration, accreditation, license or approval;</li> <li>• re-organizational changes, company re-structuring, a take-over, buy-out or similar event(s) affecting the operation and/or financing of the vendor or its major sub-contractors;</li> <li>• a change to any information on which UN Women may rely in assessing proposals.</li> </ul>
<b>27. Instruction for Proposal Submission</b>	<p>The vendor shall submit a complete proposal electronically through the <u>Quantum</u> system. The original Proposal Security, if required, must be sent via courier or hand-delivered, in addition to the electronic copy (as described under Article 18 – “Proposal Security/Bid Bond” above).</p> <p>Electronic files that form part of the Proposal must be documents and forms in accordance with the format and requirements indicated in the RFP (use the templates provided, where applicable).</p> <p>Documents related to the Technical and the Financial parts of the Proposal must be submitted in separate envelopes, named respectively the “Technical” and the “Commercial” (Financial). The Proposal shall be submitted through the “Negotiations” section of the “Supplier Portal” in the <u>Quantum</u> system. The Proposal shall consist of the documents listed in the RFP.</p> <p>Documents containing any information on the financial aspects of the Proposal MUST be attached only to the Commercial (Financial) Envelope. Failure to do so may result in disqualification.</p> <p>The proposal shall be signed by the vendor’s representative duly authorized to commit the proposal. The authorization shall be communicated through a document evidencing such authorization issued by the legal representative of the proposing entity, or, if requested, a Power of Attorney, accompanying the proposal.</p> <p>Vendors must be aware that the mere act of submission of a proposal, in and of itself, implies that the vendor fully accepts the UN Women General Conditions of Contracts and the terms and conditions of the specific contract.</p>
<b>28. Deadline for Proposal Submission</b>	Complete proposals must be received by UN Women in the manner, and no later than the date and time, specified in this document and the RFP. If any doubt exists as to the time zone in which the Proposal should be submitted, refer to <a href="http://www.timeanddate.com/worldclock/">http://www.timeanddate.com/worldclock/</a> . It shall be the sole responsibility of the vendors to ensure that their proposal is received by UN Women by the closing date and time. UN Women shall accept no responsibility for proposals that arrive late due to the courier company or any technical issues and shall only recognize the actual date and time that the proposal was received by UN Women. Any proposals received after the stipulated deadline will be rejected.
<b>29. Withdrawal, Substitution, and Modification of Proposals</b>	<p>A vendor may withdraw, substitute or modify its proposal after it has been submitted at any time prior to the deadline for submission. In case of withdrawal, the vendor shall send a written notice to UN Women through the “Messages” functionality in <u>Quantum</u>, duly signed by an authorized representative, and shall include a copy of the authorization (or a Power of Attorney). In case of substitution or modification of the proposal, if any, the vendor shall resubmit their proposal in the <u>Quantum</u> system. The substituted or modified proposal shall supersede the initial proposal.</p> <p>It is the responsibility of the vendor to properly follow the portal instructions. Detailed instructions on how to cancel or modify a proposal directly in the portal are provided in relevant guidelines. However, after the deadline for proposal submission, the proposals shall remain valid and open for acceptance by UN Women for the entire proposal validity period, which may be extended.</p> <p>Any samples submitted with respect to the RFP will be made available for collection by the vendor that submitted it within 15 days of notification of the outcome of the solicitation by UN Women. Otherwise, UN Women shall have the right to discard such samples without</p>

	further notice to the vendor. UN Women shall not be responsible to return any samples to the vendor at UN Women's cost.
<b>30. Storage of Proposals</b>	Proposals received prior to the deadline of submission and the time of opening shall be securely kept unopened until the proposal opening date stated in the RFP. No responsibility shall be attached to UN Women for prematurely opening an improperly addressed and/or identified proposal.
<b>31. Proposal Opening</b>	There is no public proposal opening for RFPs. UN Women will open the proposals through the <u>Quantum</u> system in accordance with its internal regulations, policies and procedures. There will be separate proposal openings for technical and financial proposals. Vendor Proposals that include both Technical and Commercial (Financial) proposals together will be rejected.
<b>32. Late Proposals</b>	<p>Late proposals are any submissions received after the deadline and will be rejected and automatically disqualified from consideration.</p> <p>It will be the vendor's responsibility to collect any hard copies of any documents or samples if submitted with their proposals within a specified period of business days if they wish to do so. UN Women may dispose of such documents or samples not collected after a specified period.</p>
<b>33. Confidentiality</b>	<p>Information relating to the examination, evaluation, comparison and post-qualification of proposals, and the recommendation of contract award, shall be treated as strictly confidential and shall not be disclosed to vendors or any other persons not officially concerned with such process, even after publication of the contract award, except as otherwise set out herein.</p> <p>Any effort by a vendor or anyone on behalf of the vendor to influence UN Women in the examination, evaluation, and comparison of the proposals or contract award decisions; or any effort by a vendor or anyone on behalf of the vendor to obtain proprietary information from any sources, including UN Women personnel, other than using the <u>Quantum</u> system, at UN Women's decision, may result in the rejection of its proposal and may also subsequently be subject to the application of prevailing UN Women's vendor sanctions procedures.</p> <p>Notwithstanding this instruction, from the time of proposal opening to the time of Contract Award, if any Vendor wishes to contact UN Women on any matter related to the solicitation process, they should do so in writing through the <u>Quantum</u> system.</p>
<b>EVALUATION OF PROPOSALS</b>	
<b>34. Evaluation of Proposals</b>	<p>UN Women shall evaluate a proposal using the methodologies and criteria defined in this RFP.</p> <p>UN Women shall conduct the evaluation solely on the basis of the technical and commercial (financial) proposals, duly submitted.</p> <p>Evaluation of proposals shall be undertaken in the following steps:</p> <ul style="list-style-type: none"> <li>• Preliminary examination</li> <li>• Evaluation of minimum eligibility and qualification</li> <li>• Evaluation of technical proposals</li> <li>• Evaluation of financial proposals</li> </ul> <p>The above steps are further explained below.</p> <p>After completion of the evaluation, but prior to award, UN Women shall conduct a Post-qualification assessment of the vendor recommended for award (if pre-qualification was not done) as per Article 38 - "<i>Post-qualification</i>".</p>
<b>35. Preliminary Examination</b>	<p>UN Women shall examine the proposals to determine whether they are: submitted before the deadline, complete with respect to minimum documentary requirements, whether the documents have been properly signed, and whether the proposals are generally in order, among other indicators that may be used at this stage.</p> <p>UN Women may reject any proposal during the preliminary examination which does not comply with the minimum requirements set out in this RFP, without further consultation with the vendor.</p>
<b>36. Evaluation of Eligibility and Qualification</b>	Eligibility and qualification of the vendor will be evaluated against the minimum eligibility and qualification requirements specified in this RFP document and the Article 4 - " <i>Eligible vendors</i> ".
<b>37. Evaluation of Technical and Financial Proposals</b>	The evaluation committee shall review and evaluate the technical proposals based on their responsiveness to the Terms of Reference and other RFP documents, applying the evaluation criteria, sub-criteria, and points system specified in the RFP. A proposal shall be rendered non- responsive at the technical evaluation stage if it fails to achieve the minimum

	<p>technical score indicated in the RFP. When necessary, and if stated in the RFP, UN Women may invite technically responsive vendor/s for a presentation related to their technical proposals.</p> <p>In the next stage, only the financial proposals of those vendors who achieve the minimum technical score will be opened for evaluation.</p> <p>The evaluation method that applies for this RFP shall be as indicated in the RFP, which may be either of two (2) possible methods, as follows: (a) the combined scoring method which will be based on a combination of the technical and financial score, or (b) the lowest priced method which selects the lowest evaluated financial proposal of the technically responsive vendors;</p> <p>When the RFP specifies a cumulative (composite) scoring method, the formula for the rating of the proposals will be as follows:</p> <p>The maximum number of points assigned to the financial proposal is allocated to the lowest- priced proposal. All other price proposals receive points in inverse proportion. The formula is as follows:</p> $p = y (\mu/z)$ <p>Where:</p> <p><math>p</math> = points for the financial proposal being evaluated  <math>y</math> = maximum number of points for the financial proposal  <math>\mu</math> = price of the lowest-priced proposal  <math>z</math> = price of the proposal being evaluated</p> <p>The proposal obtaining the overall highest score after adding the score of the technical proposal and the financial proposal is the proposal that offers the best value for money.</p>
<b>38. Post-qualification</b>	<p>UN Women reserves the right to undertake a post-qualification assessment, aimed at determining, to its satisfaction, the validity/authenticity of the information provided by the vendor.</p> <p>Such exercise shall be fully documented and may include, but is not limited to, all or any combination of the following:</p> <ul style="list-style-type: none"> <li>f) Verification of accuracy, correctness, and authenticity of the information provided by the vendor;</li> <li>f) Validation of extent of compliance to the RFP requirements and evaluation criteria based on what has so far been found by the evaluation committee;</li> <li>f) Inquiry and reference checking with Government entities with jurisdiction on the vendor, or with previous clients, or any other entity that may have done business with the vendor;</li> <li>f) Inquiry and reference checking with previous clients on the performance of on-going or completed contracts, including physical inspections of previous works, as deemed necessary;</li> <li>f) Physical inspection of the vendor's offices, branches or other places where business transpires, with or without notice to the vendor;</li> <li>f) Other means that UN Women may deem appropriate, at any stage within the selection process, prior to awarding the contract.</li> </ul> <p>After completion of the evaluation but prior to award, UN Women may carry out audits of the vendor's accounting records and financial statements and conduct background checks/due diligence on the vendor recommended for award, to confirm the vendor meets the criteria set forth in the RFP or as appropriate to the nature of the procurement process. UN Women may reject a vendor on the basis of such findings.</p> <p>Vendor shall permit UN Women representatives to access their facilities at any reasonable time to inspect the vendor's premises.</p>
<b>39. Clarification of Proposals without material deviation</b>	<p>To assist in the examination, evaluation and comparison of proposals, UN Women may, at its discretion, ask the vendor for clarification of its proposal (without material deviation, reservation, or omission). The request for clarification and the response shall be in writing and no change in price or substance of the proposal shall be sought, offered or permitted. UN Women may use such information in interpreting and evaluating the relevant proposal but is under no obligation to take it into account.</p>

	<p>Any unsolicited clarification submitted by a vendor with respect to its proposal which is not a response to a request by UN Women, shall not be considered during the review and evaluation of the proposals.</p> <p>Clarification requests do not signify an intent to award to that vendor. Proposals may still be rejected after clarifications are received if the information is not sufficient for technical requirements or pricing data.</p>
<b>40. Responsiveness of Proposal</b>	<p>UN Women's determination of a proposal's responsiveness is to be based on the contents of the proposal itself without recourse to extrinsic evidence. A substantially responsive proposal is one that conforms to all the terms, conditions, TOR, and other requirements of the RFP without material deviation, reservation, or omission. A material deviation, reservation, or omission is one that:</p> <ul style="list-style-type: none"> <li>c) affects in any substantial way the scope, quality, or performance of the services specified in the contract; or</li> <li>c) limits in any substantial way, inconsistent with the solicitation documents, UN Women's rights or the vendor's obligations under the contract; or</li> <li>c) if rectified would unfairly affect the competitive position of other vendors presenting substantially responsive proposals.</li> </ul> <p>If a proposal is not substantially responsive, it shall be rejected by UN Women and may not subsequently be made responsive by the vendor by correction of the material deviation, reservation, or omission.</p>
<b>41. Nonconformities, Reparable Errors and Omission</b>	<p>Provided that a proposal is substantially responsive, UN Women may waive any nonconformities or omissions in the proposal that, in the opinion of UN Women, do not constitute a material deviation. These are a matter of form and not of substance and can be corrected or waived without being prejudicial to other vendors.</p> <p>Provided that a proposal is substantially responsive, UN Women may request the vendor to submit the necessary information or documentation, within a reasonable period, to rectify nonmaterial nonconformities or omissions in the proposal related to documentation requirements. Such omission shall not be related to any aspect of the price of the proposal. Failure of the vendor to comply with the request may result in the rejection of its proposal.</p>
<b>AWARD OF CONTRACT</b>	
<b>43. Award Criteria</b>	<p>Prior to the expiration of the proposal validity, UN Women shall make every effort to award the contract to the qualified vendor based on the award criteria indicated in the RFP. When making the award decision, and other stages of procurement, due consideration will be given to the general principles of UN Women procurement. UN Women reserves the right to conduct negotiations with the vendor recommended for award on the content of their proposal.</p> <p>The contract may be awarded for one or more lots/items at the discretion of UN Women.</p> <p>It is UN Women's intention to issue the contract as presented in the RFP. Therefore, vendors should ensure any due diligence regarding the legal review and ability to comply with general conditions of contract and terms and conditions of the specific contract is undertaken prior to the submission of the proposal. Submission of a proposal will be confirmation of accepting UN Women general conditions of contract and terms and conditions of the specific contract.</p>
<b>44. Right to Vary Requirement at the Time of the Award</b>	<p>At the time the contract is awarded, UN Women reserves the right to increase or decrease the quantity of services originally specified in the Terms of Reference, by up to a maximum twenty-five percent (25%), provided this does not exceed the percentages specified in the RFP and without any change in the unit prices or other terms and conditions of the proposal and the solicitation document. If there is any restriction associated with the quantity, the vendor must clearly state such restrictions and any price variation in their financial offer.</p>
<b>45. Notification of Award</b>	<p>Prior to the expiration of the period of proposal validity, UN Women will notify the successful vendor in writing by email, fax, or post, that its proposal has been accepted.</p> <p>After the award process is concluded and the decision is made, UN Women will share with the winning vendor(s) the finalized contract. Within ten (10) calendar days of receipt of the contract from UN Women, the successful vendor(s) shall sign, date and return the signed contract to UN Women.</p>

	Failure to sign and return the contract as instructed allows UN Women to annul the award, reject the offer and launch a new solicitation process or proceed to select other vendor(s). Failure may also result in the forfeit of the proposal security (if any). UN Women further reserves the right to suspend, debar, sanction successful vendor(s) from doing any business with UN Women and any other UN Organization, Agency, Fund or Programme.
<b>46. Debriefing</b>	Normally, UN Women does not offer a detailed debrief to involved unsuccessful vendors on any tender exercise. In the event that a vendor is unsuccessful, and in case of high-value or highly complex contracts, the vendor may request a debriefing from UN Women and UN Women may, in its own discretion, offer a debriefing in writing. The purpose of the debriefing is to discuss the strengths and weaknesses of the vendor's submission, in order to assist the vendor in improving its future proposals for UN Women procurement opportunities. The scope of such debriefing is upon UN Women to decide. The content of other proposals and how they compare to the vendor's submission shall not be discussed.
<b>47. Publication of Contract Award</b>	Disclosure of awards will be made transparent to the general public through the publication of Notice of awards on the <a href="#">UN Women website</a> and/or <a href="#">UNGM</a> , for awards valued at USD 100,000 and above. The information posted will contain the following: <ul style="list-style-type: none"> <li>• Name of the contractor (unless for security reasons, and based on the request of the contractor it is not disclosed);</li> <li>• Beneficiary Country;</li> <li>• Contract amount in USD;</li> <li>• A general description of the contract</li> </ul>
<b>48. Performance Security</b>	The successful Vendor, if so specified in the RFP shall furnish a Performance Security in the amount and form specified therein, within the specified number of days after receipt of the Contract from UN Women. Banks issuing performance securities must be acceptable to UN Women, i.e. banks certified by the central bank of the country to operate as a commercial bank. UN Women shall promptly discharge the proposal securities of the unsuccessful vendors pursuant to the Article 18 - "Proposal security/Bid Bond". The format of the Performance Security is publicly available on the UN Women website. <p>Failure of the successful vendor to submit the above-mentioned Performance Security or sign the Contract shall constitute sufficient grounds for the annulment of the award and forfeiture of the proposal security. In that event, UN Women may award the contract to the next ranked vendor or cancel the solicitation process.</p>
<b>49. Payment terms and Bank Guarantee for Advance Payment</b>	UN Women shall effect payment to the vendor within 30 days after satisfactory receipt of the goods/services and upon submission of payment documentation and acceptance of the documentation by UN Women, unless otherwise stated in the RFP. Payment will be effected by bank transfer in the currency of contract. <p>Except when the interests of UN Women so require, it is UN Women's standard practice not to make any advance payment(s) (i.e., payments without having received any outputs). Advance payments may not be made unless in exceptional circumstances and with appropriate authorization. Any request for advance payment must be justified and documented in the Financial Proposal. The justification must explain the need for the advance payment, itemize the amount requested, and provide a time-schedule for utilization of the requested advance payment amount.</p> <p>A vendor shall not be permitted to request advance payment at a later stage if s/he fails to apply for advance payment in accordance with the provisions above.</p> <p>If the request for an advance payment is approved and the advance payment is allowed, UN Women shall require the vendor to submit a Bank Guarantee in the full amount of the advance payment. Banks issuing bank guarantees must be acceptable to UN Women, i.e., banks certified by the central bank of the country to operate as a commercial bank.</p>
<b>50. Contract Management, Liquidated Damages and Warranties</b>	UN Women will continuously monitor contractors' performance during the contract-life and will conduct performance evaluation based on Key Performance Indicators (KPIs) or Service Level Agreements (SLA). <p>If specified in the RFP, UN Women shall apply Liquidated Damages for the damages and/or risks caused to UN Women resulting from the Contractor's delays or breach of its obligations as per the Contract. The payment or deduction of such liquidated damages shall not relieve the Contractor from any of its other obligations or liabilities pursuant to any current contract or purchase order.</p>
<b>51. Proposal Protest</b>	UN Women's <a href="#">vendor protest procedure</a> provides an opportunity for appeal to vendors who believe that they have been unjustly treated in connection with this RFP. The vendor

	<p>protest procedure is available online and accessible from this link: <a href="http://www.unwomen.org/en/about-us/procurement/vendor-protest-procedure">http://www.unwomen.org/en/about-us/procurement/vendor-protest-procedure</a>, which provides further details regarding UN Women's vendor protest procedures.</p> <p>Vendors, their affiliates, subsidiaries, agents, intermediaries, and principals must cooperate with the Internal Audit Service (IAS) of UN Women's Independent Evaluation and Audit Services as well as with other investigations authorized by the Executive Director and with the UN Women Ethics Office as and when required. Such cooperation shall include, but not be limited to the following: access to all employees, representatives, agents, and assignees of the Vendor; as well as the production of all documents requested, including financial records. Failure to fully cooperate with investigations will be considered sufficient grounds to allow UN Women to repudiate and terminate the contract and to debar and remove the vendor from UN Women's list of registered suppliers.</p>
<b>52. Inter-Agency Applicability</b>	In the event of UN Women signing a Long-Term Agreement (LTA), any UN Women business unit, including, but not limited to, a Headquarters unit, a Country Office or a Regional Office, as well as any United Nations entity, may benefit from the retainer and order Goods and/or Services from the Contracted Vendor, unless otherwise stated in the RFP.
<b>53. Gender-Responsive and Sustainable Procurement</b>	<p>In support of UN Women's mandates, proposals from eligible women-owned businesses (a legal entity that is more than 51% owned, managed and controlled by one or more women) are encouraged.</p> <p>In the case where more than one fully responsive offers receive the same score, which is the highest combined score for technical and financial proposals, UN Women will award the contract to the entity that is women-owned. If more than one company is women-owned, UN Women will request the Best and Final Offer (BAFO) from all those which are women-owned entities. In the case none of the highest-ranking offers are women-owned, UN Women will request BAFO from all those who received identical score, which is the highest combined score for technical and financial proposals.</p> <p>UN Women expects all vendors in the areas of, including but not limited to, transportation, facilities and meeting venues, to include disability considerations for the services to be accessible for all, where applicable.</p>

### SECTION 3. INFORMATION SHEET

<b>Title of requirement</b>	Service Provider for Final Evaluation of the Project on UN Women Indonesia Strategic Note (SN) 2021–2025/United Nations Sustainable Development Cooperation Framework (UNSDCF) Outcome 1
<b>Deadline for Submitting Clarification Questions</b>	2 days before the deadline for responses.
<b>Offer Validity Period</b>	120 business days
<b>Value Added Tax on Proceed Quotation<sup>2</sup></b>	Must be exclusive of VAT and other applicable indirect taxes
<b>Pre-Proposal Conference:</b>	Not applicable

<sup>2</sup> The decision on inclusion of VAT and any other taxes in financial proposals shall be based on the local legislation and SBAA agreement with the host country/-ies of the relevant Office ordering or performing the payment for the services. Depending on host countries, UN Women may be exempt from payment of direct and indirect taxes or may be required to pay the taxes and request reimbursement by submitting tax invoices.

<u>Proposal Security</u>	Not Required
<u>Performance Security</u>	Not Required
<b>Liquidated Damages</b>	Will not be imposed
<b>Partial Proposals (Require Full Quantity)</b>	Submitting proposals for parts or sub-parts of the ToR is not allowed.
<b>Alternative Proposals (Allow Multiple Responses)</b>	Shall not be considered.
<b>Site Inspection</b>	A site inspection will not be held.
<b>Contract award to one or more vendor</b>	UN Women will award a contract to: One Proposer Only.
<b>Method of Evaluation (RFP - Two-envelope system)</b>	Cumulative Analysis
<b>Technical Proposal (points)</b>	700
<b>Pass Score</b>	70% <i>(490 of 700 points)</i>
<b>Financial Proposal (points) - for cumulative analysis method only</b>	300 <i>(Default – 300 points)</i>
<b>Financial Weighting (%) – for cumulative analysis method only</b>	<i>[financial points / (financial + technical points)]</i>
<b>Type of contract award (or Outcome of the process)</b>	Contract Order
<b>Other information related to the RFP</b>	<b>Prices shall be quoted in IDR and must include all related costs.</b>

## SECTION 4. TERMS OF REFERENCE

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### A. **BACKGROUND**

UN Women, grounded in the vision of equality enshrined in the Charter of the United Nations, works for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security.

Indonesia's rich socio-cultural diversity and expansive geography, spanning more than 18,000 islands that are home to over 300 ethnic groups, has long shaped its development landscape. While the country has achieved notable progress in social and economic indicators, persistent inequalities, regional disparities, and localized conflicts continue to pose challenges to inclusive development. In 2022 when the Project was conceptualized, the Gender Inequality Index (GII) for Indonesia was 0.459<sup>3</sup>, placing the country in the medium range globally and underscoring persistent gaps in women's empowerment and access to opportunities, including political representation (21.74% of National Parliament Seats in 2022) and labor force participation (52.53% in 2022). Women's representation in the security sector also remains low due to deep-rooted societal norms and institutional barriers. At the same time, radicalization and violent extremism remain a serious threat, particularly as extremist groups adapt through online recruitment and exploit community grievances. Women's roles in both preventing and participating in violent extremism have also become more visible, highlighting the urgent need for gender-responsive prevention strategies. Research shows that patriarchal attitudes and gender-based violence are among the strongest predictors of extremist sympathies, underscoring the importance of addressing gender norms in building community resilience<sup>4</sup>.

In this context, the Women, Peace and Security (WPS) agenda in Indonesia has gained increased relevance, particularly through localized and inclusive peacebuilding approaches. Since 2017, UN Women has supported efforts to strengthen community resilience by advancing women's leadership in peacebuilding, including through the Peace Village model<sup>5</sup>. This initiative, rooted in women's economic empowerment and social cohesion, has been implemented in diverse localities affected by intolerance and violence. At the national policy level, UN Women has supported the development and implementation of Indonesia's first National Action Plan for Preventing and Countering Violent Extremism that Leads to Terrorism (RAN-PE). The plan incorporates a gender perspective and a human rights-based approach, addressing the linkages between traditional and non-traditional security, including socioeconomic inequality and marginalization. It emphasizes prevention and protection through two main objectives: increasing community resilience to violent extremism and safeguarding citizens' right to security. Indonesia's National Counter-Terrorism Agency (BNPT) has cited the Peace Village initiative as a good practice model with potential for expansion under the Prevention Pillar of RAN-PE. The concept is designed to be adaptive across Indonesia's diverse local contexts.

Grounded in its mandate and in response to the context, UN Women Indonesia has prioritized WPS as a key area under its Strategic Note (SN) 2021–2025 and in alignment with the UN Sustainable Development Cooperation Framework (UNSDCF). Within this framework, UN Women Indonesia, with funding from the Kingdom of the Netherlands, has been implementing a multi-year project aimed at deepening and expanding women-led, community-based conflict prevention initiatives to promote social cohesion and resilience, particularly in regions vulnerable to radicalization and social conflict (hereafter referred to as "the Project").

The project directly contributes to UNSDCF Outcome 1: *"People living in Indonesia, especially those at risk of being left furthest behind, are empowered to fulfil their human development potential as members of a pluralistic, tolerant, inclusive, and just society, free of gender and all other forms of discrimination"*, which is based on the **Theory of Change (TOC)** that:

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<sup>3</sup> "Gender Inequality Index 2022", BPS-Statistics Indonesia.

[https://www.bps.go.id/en/pressrelease/2023/08/01/2042/gender-inequality-index-gii-2022.html?utm\\_source=chatgpt.com](https://www.bps.go.id/en/pressrelease/2023/08/01/2042/gender-inequality-index-gii-2022.html?utm_source=chatgpt.com)

<sup>4</sup> "Misogyny and Violent Extremism: Implications for Preventing Violent Extremism", Monash University and UN Women, 2019, available at <https://asiapacific.unwomen.org/en/digital-library/publications/2019/10/misogyny-violent-extremism>

<sup>5</sup> "Peace Village: Women-led initiative to promote peaceful and resilient communities in Indonesia", HYPERLINK

"<https://asiapacific.unwomen.org/en/countries/indonesia/peace-village>"

<https://asiapacific.unwomen.org/en/countries/indonesia/peace-village>

**If** major stakeholders, including national and regional institutions, local communities, youth and women leaders have increased capacity to implement WPS commitments and promote tolerance, social cohesion, and peace, including the prevention of violent extremism; and **if** violence against women and girls is reduced through effective prevention and response approaches, and other relevant mechanisms; **then** people living in Indonesia, especially women, will be empowered to fulfil their human rights and development potential as members of pluralistic, tolerant, inclusive, and just society, free of gender discrimination, **because** the threat of extremism and misogyny as major obstacles in women's realization of their human potential will have been addressed.

The initiative builds upon the "Peace Village" model pioneered by UN Women and the Wahid Foundation since 2017 which centers women's leadership as a driver of peace and employs women's economic empowerment as an entry point to address community-based conflict and prevent and counter violent extremism (PCVE). By deepening and expanding the peace village concept, it will focus on supporting women to achieve meaningful participation and leadership in conflict prevention, resolution and recovery to promote social cohesion and sustainable peace. It is based on the **sub-TOC** that:

**If:**

- Women and women-led working groups (*Pokja*) are able to influence and benefit from local policy/decision-making processes for conflict prevention, resolution, and recovery;
- Local governments have increased capacity to develop and implement gender-responsive village action plans to enhance social cohesion, resilience, and peace;
- Communities have enhanced capacities to promote social cohesion, conflict prevention (including preventing violent extremism), and resilience;
- Youth (including young women and men) have skills to generate alternative narratives for the prevention of radicalization and violent extremism; and
- National institutions and systems have increased capacity to promote tolerance and discourage violent extremism among the children and relatives of those convicted or accused of terrorism offences.

**Then** Indonesia will be able to strengthen community resilience and promote tolerance and social cohesion and peace, **because** policy/programme interventions will be more inclusive and gender-responsive and communities will benefit from women's participation and leadership in enhancing social cohesion and sustainable peace.

Spanning from **01 January 2023 to 31 December 2025**, the project operates at the intersection of grassroots peacebuilding and national policy implementation. More specifically, the proposed interventions will contribute to deepening and expanding the Peace Village initiative, with a focus on supporting women to achieve meaningful participation and leadership in conflict prevention, resolution, and recovery to promote social cohesion and sustainable peace.

Under the project, UN Women works at the national level with the Coordinating Ministry for Human Development and Cultural Affairs (CMHDCA), the Ministry of Women's Empowerment and Child Protection (MoWECP), and the National Counter Terrorism Agency (BNPT) on the implementation, evaluation, and planning of the National Action Plan for Preventing and Countering Violent Extremism (RAN-PE) and the National Action Plan on Social Conflict (RAN P3AKS). At the subnational level, the project's scope covers West Java, Central Sulawesi, and West Nusa Tenggara where UN Women works with the Women's Empowerment and Child Protection Agency, National Unity and Politics Agency (Kesbangpol), Community and Village Empowerment Service, and Regional Development Planning Agency at the provincial and city/district (Bima, Bogor, Depok, and Poso) levels to effectively localize the NAPs. At the community level, 13 villages in Bima, Poso, Depok and Bogor are supported to implement the Peace Village model and institutionalize mechanisms that support the active engagement and meaningful participation of women and youth in peacebuilding and village decision-making.

Throughout all levels of engagement, UN Women collaborates with two responsible partners: the Wahid Foundation, which leads the implementation of the Peace Village model, promotes gender-responsive PCVE solutions, supports local action plans, and empowers women and youth in peacebuilding; and AMAN Indonesia, which focuses on strengthening the capacity of national and local policymakers to develop, implement, and evaluate gender-responsive action plans that advance the WPS agenda.

Throughout these engagements, UN Women integrates a strong focus on gender equality, youth engagement, and social norm change, including the engagement of men and boys in peacebuilding efforts. With its unique combination of policy engagement and grassroots mobilization, this initiative contributes to operationalizing Indonesia's WPS and PCVE commitments and is seen as a model for inclusive and sustainable peacebuilding in the region.

## **B. PURPOSE AND USE OF THE EVALUATION**

These Terms of Reference (TOR) seek to guide the recruitment of a Service Provider to conduct the final evaluation of the project. This final evaluation is a mandatory exercise, as specified in the Project Document, and is intended to assess the delivery of the project's results as initially planned and as adjusted during implementation, while capturing key lessons learned to inform future programming. As a summative evaluation, it will be conducted at the end of the project's life cycle to reflect on the implementation period from 01 January 2023 to 31 December 2025, and to determine the extent to which the expected outcomes were achieved.

The evaluation will serve both accountability and learning purposes. It will provide an independent assessment by external evaluators of the project's performance in relation to its stated objectives and results framework, and generate evidence on what worked, what did not, and why. This includes assessing the project's contribution to UN Women Indonesia's SN 2021–2025 and UNSDCF Outcome 1. The users of the evaluation will include UN Women, including both the Indonesia Country Office, Asia-Pacific Regional office, and the Independent Evaluation Service; the Government of the Netherlands; and partners from the Government of Indonesia and civil society.

## **C. OBJECTIVES**

The overall objective of the joint evaluation is to assess progress made over the project period towards the attainment of the intended outcome, *"People living in Indonesia, especially those at risk of being left furthest behind, are empowered to fulfil their human development potential as members of a pluralistic, tolerant, inclusive, and just society, free of gender and all other forms of discrimination"*. The evaluation should also provide practical and forward-looking recommendations to inform follow-up actions, potential scaling or replication, and future programme design by UN Women and its partners.

The evaluation will be guided by the OECD DAC criteria (i.e., relevance, coherence, effectiveness, efficiency, impact, sustainability, and human rights and gender equality). All evaluation processes at UN Women establish mechanisms to ensure high quality evaluation processes and products as outlined in the [UN Women Evaluation Policy](#) and [Handbook](#). The Evaluation Report will adapt the approach outlined in the [UN Women Country Portfolio Evaluation Guidance](#) and should also follow the [United Nations Editorial Manual](#). The UN Women Evaluation Report Quality Assurance (GERAAS) criteria will be used to assure quality. All products are subject to quality assurance review by the peer reviewer, the evaluation management group (EMG) and the evaluation reference group (ERG).

The main objectives of the evaluation are to:

- Assess the extent to which the project achieved its intended outputs and contributed to the overall outcome under UNSDCF Outcome 1, with specific attention to relevance, coherence, effectiveness, efficiency, impact, and sustainability.
- Assess the effectiveness of project strategies such as the Peace Village model, support for local action plans, capacity building for policymakers, peacebuilding through women's economic empowerment, and youth engagement in advancing inclusive and gender-responsive peacebuilding.
- Assess organizational efficiency, including whether resources are strategically allocated and efficiently used to deliver expected outputs and outcomes in a timely manner.

- Assess the relevance of the project's contributions at the community, sub-national, and national levels, including alignment with Indonesia's WPS and PCVE commitments, as well as international normative frameworks on gender equality and women's empowerment.
- Analyse how gender equality, social inclusion, and human rights principles were integrated throughout the design and implementation of the project.
- Identify and validate lessons learned, promising practices, and innovative approaches that contributed to achieving project results and could inform future programming.
- Assess whether course corrections were made during implementation and whether these adjustments contributed to improved results.
- Provide practical and forward-looking recommendations for strengthening, scaling, or replicating similar initiatives, particularly the Peace Village model and policy localization work.
- Contribute to UN Women's institutional accountability to the donor and stakeholders by validating evidence of results achieved, challenges encountered, and the overall value of the intervention.
- Support institutional learning within UN Women and its partners with recommendations to inform the design and implementation of future W/YPS and PCVE programming.

#### **D. SCOPE AND LIMITATIONS**

The evaluation will cover all components of the programme, including those implemented by partners.

- **Project Title:** UN Women Indonesia Strategic Note (SN) 2021–2025/United Nations Sustainable Development Cooperation Framework (UNSDCF) Outcome 1
- **Project Duration:** The Project runs from 01 January 2023 to 31 December 2025. The evaluation will cover the entire duration of the Project, from 01 January 2023 through Quarter 3 of 2025, as the final year of implementation. Given the evaluation overlaps with the final two quarters of project implementation, some ongoing or upcoming activities may be referenced in documentation and interviews but may fall outside the evaluable scope.
- **Donor:** Government of the Kingdom of the Netherlands
- **Geographical Coverage:** The evaluation will cover national, subnational, and village-level interventions, focusing on locations where the project activities were implemented, including:
  - **West Nusa Tenggara**, with an emphasis on Bima Regency and the Villages of Dadibou, Kalampa, Penapali, Renda and Roka
  - **Central Sulawesi**, with an emphasis on Poso Regency and the Villages of Kilo, Malitu, Masani, Sepe, and Tambarana
  - **West Java**, particularly the Cities of Depok and Bogor

In addition to these geographic areas, the evaluation will consider the Project's contributions to national-level policy processes and institutional engagement related to WPS and PCVE.

The service provider is expected to conduct at least 1 field visit each to West Nusa Tenggara, Central Sulawesi, and West Java. The cost of travel should be included in the proposal.

- **Project Beneficiaries:** The targeted beneficiaries include key government stakeholders at the national, subnational, and village level; humanitarian and peace actors and rights-holders, including gender advocates, civil society organizations with particular focus on women-led and youth-led organizations, and other associations at the national and subnational level; as well as the broader group of women and girls, men and boys in Indonesia, particularly those who are vulnerable to violence, conflict and crisis.

- **Direct beneficiaries:** The Project directly benefited 10 communities in Poso, Central Sulawesi and Bima, West Nusa Tenggara listed above. Within these communities, women, men and youth leaders were particularly targeted with the project activities.
- **Indirect beneficiaries:** The project also benefited approx. 160,000 people at the village level, which include community members and households in Peace Villages who benefited from the decision-making changes and other positive externalities driven by the direct beneficiaries through local action plans and other activities.
- **Evaluation Stakeholder Coverage:** The evaluation will stakeholders (i.e., beneficiaries, government partners, civil society partners, and UN Women project staff) at the national, subnational and village levels where appropriate.
- **Limitations:** While the evaluation is expected to cover all key components and geographies, certain limitations may apply:
  - As the evaluation will occur before full project closure, some activities implemented in the final quarter(s) may be referenced but not fully assessed.
  - Field visits may be adjusted or substituted with virtual consultations depending on travel feasibility and security considerations in target areas.
  - To ensure accuracy and balance, triangulation of findings from multiple sources (interviews, documents, monitoring data) will be applied. Where full coverage is not feasible, deep dives into select geographies and interventions will provide insight into outcome-level achievements.

## **E. METHODOLOGY**

The evaluation employs a non-experimental, theory-based approach using mixed qualitative and quantitative methods. A re-constructed Theory of Change will be used as the basis for contribution analysis. Case studies will be the primary source of information for the assessment of contributions to outcomes in the selected thematic or operational area. It will generate credible, evidence-based, gender-responsive, and human rights-based findings through triangulation across multiple sources and stakeholder perspectives.

The evaluation will assess project performance against the OECD-DAC criteria (relevance, coherence, effectiveness, efficiency, impact, and sustainability), with a particular emphasis on gender equality, social inclusion, and the Leave No One Behind (LNOB) principle.

The evaluation will utilize a mixed-method approach including a wide range of data sources, including documents, field visits and observation, institutional information systems, financial and programmatic records, among others with the following methods for analysis and data collection:

- **Interviews** with key informants identified through the stakeholder analysis across all stakeholder groups. Approximately 10-15 interviews in total will be conducted with government counterparts and partners, with additional interviews to be conducted with UN Women personnel.
- **Surveys** of UN Women personnel and external partners
- **Focus Group Discussions** to the extent possible outcome harvesting or storytelling with key stakeholders and partners and potentially women and male rights holders that have participated in programming efforts of UN Women related to the selected case studies. Approximately 6-10 FGDs in total will be conducted across 2 project locations.
- **Case studies** may be identified for a more in-depth look into priority areas.
- **Key document analyses** undertaken primarily during the inception phase will inform the evaluation approach and help to contextualize findings, conclusions and recommendations. The team may utilize different analytical frameworks such as from a diverse SOGIESC perspective, the building block framework to look at the integrated mandate, and gender at work framework.

The following analyses will also inform the overall evaluation:

- **Evaluability assessment** to help determine the evaluation approach and gaps in data, the quality of the programme logic (linkages between the outcomes, outputs and indicators) as articulated in the project

results framework and organisational effectiveness and efficiency framework, the availability of baseline data, and the availability of documents necessary for the evaluation will be assessed.

- **Contextual analysis** that will include an analysis of the key external influencing factors identified above and how they may affect realization of women's rights in Indonesia.

A qualitative analysis software, such as NVivo, will be used to analyze interviews and focus group discussions. Multiple lines of evidence will inform the contribution analysis. Sources and methods of information will be triangulated to ensure robust findings that can be used with confidence. The inception report will provide more details on the selected approach and methods based on desk review and evaluability assessment, scoping interviews, and consultations with the Evaluation Management Group (EMG) and Evaluation Reference Group (ERG), with roles as described below.

Data collection methods and processes should be gender-responsive and data should be systematically disaggregated by sex and, to the extent possible, disaggregated by age, geographical region, ethnicity, disability, migratory status and other contextually relevant markers of equity. Specific guidelines should be observed, namely the UNEG guidance on [Integrating Human Rights and Gender Equality in Evaluations \(2024\)](#) and [UN Disability Inclusion Strategy Evaluation Accountability](#), 2019. The evaluation should adhere to and be guided by the [UNEG Norms and Standards](#) (2016) and the [UNEG Ethical Guidelines](#) (2020) at every stage of the evaluation process, observing the principles of integrity, accountability, respect and beneficence.

## **F. KEY EVALUATION QUESTIONS**

The final evaluation will be guided by the OECD/DAC evaluation criteria of relevance, coherence, effectiveness, organizational efficiency, impact, and sustainability, with an additional criterion of Gender Equality and Human Rights. These criteria will help assess the Project's performance and generate actionable recommendations.

The evaluation team may refine or expand the list of questions during the inception phase, in consultation with UN Women. The evaluation team will also develop an evaluation matrix during the inception phase in consultation with the Evaluation Management Group (EMG) and the Evaluation Reference Group (ERG) which will outline the questions and means of answering them.

Criteria	Key Questions
<b>Relevance and Coherence</b>	<p>To what extent was the Project's designed and results informed by and aligned with the needs of beneficiaries, national frameworks (e.g. RAN-PE, RAN P3AKS), Women's Strategic Note/UNSCDF and international commitments on gender equality and peacebuilding?</p> <p>To what extent did the Project create synergies between UN partners, national, subnational, and community actors, including government and civil society partners?</p> <p>How effectively did the Project respond to evolving contextual factors, including local peace and security dynamics?</p>
<b>Organizational Efficiency</b>	<p>To what extent have the project's human and financial resources, organizational structures, managerial support, and coordination mechanisms both within UN Women and among responsible partners been used efficiently to support project delivery?</p> <p>What are the strengths and weaknesses of the monitoring and reporting system, and the extent to which it has been used for decision-making?</p>
<b>Effectiveness &amp; Contributions towards Impact</b>	To what extent has the Project contributed to the achievement of its intended outcomes, and what observable or potential longer-term changes (positive or negative, intended or unintended) have resulted from its interventions?

	What strategies were the most effective in accelerating progress? What internal or external factors (e.g. institutional, social, political) enabled or hindered achievement of results and potential impact?
<b>Sustainability</b>	To what extent are the results and capacities supported by the Project likely to be sustained beyond the end of the funding period?  Which institutional, social/community, or government mechanisms show the greatest potential for continuation or scale-up?
<b>Human Rights and Gender Equality</b>	To what extent did the Project contribute to the realization of Indonesia's and international commitments on gender equality and human rights (e.g. CEDAW, UNSCR 1325), as well as national and local strategies to advance human rights and gender equality?  To what extent did the Project engage and benefit marginalized groups, including women in high-risk areas, women with disabilities, and youth from underrepresented communities?  To what extent did the Project address structural barriers, discriminatory social norms, or enabling factors that influence gender-responsive peace and security?

## **G. STAKEHOLDER PARTICIPATION**

A human rights-based stakeholder mapping will be completed by the evaluation team during the inception phase. The evaluators are expected to discuss during the Inception Workshop how the process will ensure participation of a diverse range of stakeholders at all stages, from design (inception workshop) to consultation and data collection, interpretation and analysis, to monitoring and use. The evaluators are expected to validate findings through engagement with stakeholders at stakeholder workshops, debriefings or other forms of engagement.

Two key groups will be established by UN Women to provide strategic and technical support to the evaluations, as described below:

- **Evaluation Management Group (EMG)** for administrative support and accountability. The EMG will be comprised of the Regional Evaluation Specialist, Project and Programme Manager, Monitoring & Reporting Analyst, and the Country Representative or Head of Programme. The EMG will provide day-to-day support to the entire evaluation process and quality assurance to all evaluation products.
- **Evaluation Reference Group (ERG)** for substantive technical support, representing key stakeholders and various types of stakeholders (e.g., government partners, CSOs, donor) involved in the Programme. The ERG will be consulted throughout the evaluation process: they will provide inputs on the inception report, preliminary findings, and draft report to ensure it is participatory and has the ownership of the key project stakeholders. The ERG will participate in the inception meeting and presentation of preliminary findings to provide feedback and validation.

## **H. EXPECTED OUTPUT/DELIVERABLES**

The activity will be conducted with the following deliverables:

NO	Deliverables	Submission Date	Payment upon delivery (% of total project cost)
1	<b>Deliverable 1:</b> <ul style="list-style-type: none"> <li>• Inception Report, including:</li> </ul>	30 July 2025	30%

	<ul style="list-style-type: none"> <li>○ Evaluation design and methodology</li> <li>○ Evaluation questions and matrix</li> <li>○ Stakeholder Analysis, Evaluability Assessment and Reconstructed TOC</li> <li>○ Data sources and collection tools</li> <li>○ Sampling strategy</li> <li>○ Workplan and timeline</li> <li>○ Ethical considerations</li> <li>● Inception PowerPoint Presentation (presented to EMG and ERG)</li> <li>● Comment Tracking Template outlining the response to the feedback by the ERG and EMG</li> </ul>		
2	<p><b>Deliverable 2:</b></p> <ul style="list-style-type: none"> <li>● Data Collection <ul style="list-style-type: none"> <li>○ Conduct virtual/in-person KIIs, FGDs, desk review, and stakeholder consultations across national, subnational, and community levels</li> <li>○ Engage implementing partners (e.g. Wahid Foundation, AMAN Indonesia), government partners, and beneficiaries</li> <li>○ Ensure inclusivity and representation across stakeholder groups</li> </ul> </li> <li>● Preliminary Findings <ul style="list-style-type: none"> <li>○ Presentation of Preliminary Findings (validation session/workshop with ERG and EMG)</li> <li>○ Seek feedback and triangulate emerging conclusions</li> </ul> </li> </ul>	30 September 2025	20%
3	<p><b>Deliverable 3:</b></p> <p>Draft Evaluation Report structured in line with UN Women guidance (including executive summary, methodology, findings, conclusions, and recommendations) and the feedback from the validation workshop</p>	30 October 2025	20%
4	<p><b>Deliverable 4:</b></p> <ul style="list-style-type: none"> <li>● Final Evaluation Report (no longer than 25,000 words) incorporating final feedback from the ERG and EMG during the validation session.</li> <li>● Comment Tracking Template outlining the response to the feedback by the ERG and EMG</li> </ul> <p>This should include all relevant annexes and related documents, including but not limited to:</p> <ul style="list-style-type: none"> <li>● Clean, anonymized dataset and tools, as applicable</li> <li>● List of Stakeholders Interviewed</li> </ul>	30 November 2025	30%
5	<p><b>Deliverable 5:</b></p> <p>Two-page Evaluation Brief (summary of key findings and recommendations in accessible language)</p>		

## **I. DURATION OF THE ASSIGNMENT**

The Evaluation process is expected to run for 5 months starting from 15 July to 15 December 2025.

All the deliverables, including annexes, notes and reports should be submitted in writing in English. Upon receipt of the deliverables and prior to the payment of each instalment, the deliverables and related reports and documents will be reviewed and approved by UN Women. The period of review is one week after receipt.

## **J. ROLES AND RESPONSIBILITIES OF THE PARTIES**

### **UN WOMEN**

- UN Women will provide access to relevant documents, including the Project Document, Strategic Note, M&E framework, annual reports, knowledge products, and other background materials.
- UN Women will convene the EMG and ERG, as well as arrange introductions to key stakeholders. However, the evaluation team is responsible for all logistical, communication, and administrative arrangements.

### **SERVICE PROVIDER**

- The service must be provided in accordance with all the requirements and deadlines presented in this Terms of Reference and must be submitted to the Project Manager/WPS Programme Analyst with cc to the EMG, and in consideration of the feedback from the ERG
- The direct supervision of the development of the required services will be conducted by the Project Manager/WPS Programme Analyst with technical guidance from the EMG.
- The appointed company will name a contact person, responsible for all the dialogue with UN Women (preferably, the final evaluation team leader).

## **K. MINIMUM REQUIREMENTS**

UN Women seeks to engage a qualified company to conduct the final evaluation of the Project. The company may be national or international but must include Indonesian team members or focal points. The Team Leader may be either Indonesian or international, but the team must demonstrate strong understanding of the Indonesian context and have experience working in-country.

The evaluation team should comprise at least a Team Leader and a minimum of one additional team member. The team must demonstrate gender balance and diverse expertise in evaluation, peacebuilding, and gender equality.

<b>UN Women Minimum Requirements</b>
<b>Team composition</b>
<b>Team Leader</b>
<ul style="list-style-type: none"><li>• Advanced degree in social sciences, peace and conflict studies, international development, gender studies, or a related field</li><li>• At least 7 years of experience serving as Team Leader for evaluations, with a demonstrated ability to manage diverse teams and evaluation processes</li><li>• Proven experience in applying mixed-methodology approaches to evaluation and research</li><li>• Demonstrated understanding of gender-responsive and human rights-based evaluation frameworks</li><li>• Previous experience working on Women, Peace and Security (WPS) and/or Preventing and Countering Violent Extremism (PCVE) is highly desirable, especially in the context of Indonesia</li><li>• Previous experience in evaluating UN-implemented programmes is highly desirable</li><li>• Strong knowledge of, and experience working in the Indonesian context</li><li>• Excellent analytical, facilitation, and communication skills</li></ul>

- Fluency in English is required; fluency or working proficiency in Bahasa Indonesia is an asset

#### **Project Team Member(s) - Minimum 1**

- Advanced degree in social sciences, development studies, public policy, gender studies, or related fields.
- Minimum of 5 years of relevant experience in supporting programme evaluations or research in development, humanitarian, or peacebuilding contexts.
- Experience in gender equality, women's empowerment, or intersectional approaches, including youth engagement and social inclusion.
- Familiarity with mixed-methods data collection and analysis, including participatory approaches.
- Previous experience working on WPS, PCVE, or related thematic areas is an asset.
- Prior engagement with UN agencies or donor-funded programmes is desirable.
- Proven understanding of the local context and ability to work effectively with Indonesian stakeholders at national and subnational levels.
- Fluency in English is required; fluency in Bahasa Indonesia is required in at least 1 team member.

#### **Relevant Experience of the Organization**

- Must be a legally registered entity (company or academic institution) in Indonesia with appropriate business registration documentation.
- Must not be politically affiliated or associated with any political party or agenda.
- Must have a minimum of 5 years of experience in conducting evaluations or research assignments in development, peacebuilding, humanitarian, or governance fields.
- Demonstrated experience working with government agencies, academic institutions, civil society and/or international development actors in Indonesia is strongly preferred.
- Demonstrated experience working on gender equality, WPS, and/or PCVE is highly desirable.
- Previous experience working in West Nusa Tenggara and/or Central Sulawesi is highly desirable.
- Previous experience conducting evaluations of UN-implemented programmes or donor-funded projects is an asset.
- Proven capacity in ethical research practices and standards, data protection, and use of gender- and culturally sensitive evaluation approaches.

#### **Subcontracting**

The vendor is strongly encouraged not to sub-contract > 50% of the total work. If a vendor/s intend to do so, they must state the actual percentage (that will be outsourced) in their offer/quotation.

### **I. ETHICAL CODE OF CONDUCT**

UN Women has developed a [UN Women Evaluation Consultants Agreement Form](#) for evaluators that must be signed as part of the contracting process, which is based on the [UNEG Ethical Guidelines](#). These documents will be annexed to contracts. All data collected by the team members must be submitted to the evaluation manager in Word, PowerPoint or Excel formats and is the property of UN Women. Proper storage of data is essential for ensuring confidentiality. The UNEG guidelines note the importance of ethical conduct for the following reasons:

Responsible use of power: All those engaged in evaluation processes are responsible for upholding the proper conduct of the evaluation.

Ensuring credibility: With a fair, impartial and complete assessment, stakeholders are more likely to have faith in the results of an evaluation and to take note of the recommendations.

Responsible use of resources: Ethical conduct in evaluation increases the chances of acceptance by the parties to the evaluation and therefore the likelihood that the investment in the evaluation will result in improved outcomes.

The evaluation value added is its impartial and systematic assessment of the programme or intervention. As with the other stages of the evaluation, involvement of stakeholders should not interfere with the impartiality of the evaluation. The evaluation team has the final judgment on the findings, conclusions and recommendations of the evaluation report, and the team must be protected from pressures to change information in the report.

## **ANNEXES**

**Annex 1:** UN Women GERAAS Evaluation Quality Assessment Checklist

<http://www.unwomen.org/~/media/headquarters/attachments/sections/aboutpercent20us/evaluation/evaluation-geraasmethodology-en.pdf>

**Annex 2:** UN Women Evaluation Consultants Agreement Form

[UN Women Evaluation Consultants Agreement Form](#)

[UNEG Ethical Guidelines and Code of Conduct](#)

**Annex 3:** UNEG Norms and Standards for Evaluation

<http://www.unevaluation.org/document/download/2787>

**Annex 4:** UNEG Guidelines on Integrating Human Rights & Gender Equality in Evaluation (Table 11, pp.81-85)

[https://www.unevaluation.org/une\\_g\\_publications/une-g-guidance-integrating-human-rights-and-gender-equality-evaluations](https://www.unevaluation.org/une_g_publications/une-g-guidance-integrating-human-rights-and-gender-equality-evaluations)

## SECTION 5. EVALUATION CRITERIA AND METHODOLOGY

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### A. PRELIMINARY EXAMINATION CRITERIA

Criteria in this section will be evaluated on a Pass/Fail basis and checked during Preliminary Examination. Failure to meet these criteria may lead to disqualification.

Criteria	Documents to establish compliance
Completeness of the Proposal	All information and documentation requested in Instructions to Vendor have been provided and are complete
Vendor accepts UN Women General Conditions of Contract. In the event of a Contract, the standard UN Women General Conditions of Contract (GCC) for Goods and Services will apply, and any other terms and conditions outlined in this RFP.	Proposal Submission Form
Vendor accepts Proposal Validity for this RFP	Proposal Submission Form

### B. MINIMUM ELIGIBILITY AND QUALIFICATION CRITERIA

Minimum eligibility and qualification criteria will be evaluated on a Pass/Fail basis.

If the Proposal is submitted as a Joint Venture, Consortium or Association, each member should meet the minimum criteria, unless otherwise specified.

Eligibility Criteria	Documents to establish compliance
Vendor is a legally registered commercial entity <sup>6</sup>	Proposer Information Form (Online Form)
Vendor is not suspended, nor otherwise identified as ineligible by any UN Organization, the World Bank Group or any other International Organisation in accordance with Instructions to Vendors.	Proposal Submission Form
No conflicts of interest in accordance with Instructions to Vendors.	Proposal Submission Form
The Vendor has not declared bankruptcy, in not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against the vendor that could impair its operations in the foreseeable future	Proposal Submission Form

Qualification Criteria	Documents to establish compliance
Litigation History: No consistent history of court/arbitral award decisions against the vendor for the last 3 years.	Eligibility and Qualification Form
Previous Experience of the organization:	
Minimum 5 years of relevant experience.	Eligibility and Qualification Form / Technical Proposal
Minimum 3 contracts of similar value, nature and complexity implemented over the last 3 years, or	Eligibility and Qualification Form

<sup>6</sup> Legally registered commercial entity – entity with legal status as a firm(s) with a valid registration to enter into a binding commercial contract with UN Women.

<i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i>	
Financial Standing:	
Liquidity: the ratio Average current assets / Current liabilities over the last 3 years must be equal or greater than 1. Vendor must include balance sheets (audited or certified) in their Proposal covering the last three years.	Copy of financial statements for the last three years. / Eligibility and Qualification Form

### **C. TECHNICAL EVALUATION CRITERIA**

<b>Summary of technical proposal evaluation sections</b>	<b>Points obtainable</b>
1. Proposer's qualification, capacity and experience	170
2. Proposed methodology, approach and implementation plan	380
3. Management structure and key personnel	150
<b>Total</b>	<b>700</b>

<b>Section 1. Vendor's qualification, capacity and experience</b>		<b>Points</b>
1.1	<p><b><u>Reputation of organization and staff credibility / reliability / industry standing</u></b></p> <p>Offeror shall provide a brief description of the organization, including the year and country of incorporation, and types of activities undertaken</p>	20
1.2	<p><b><u>General Organizational Capability</u></b></p> <p>Offeror shall:</p> <ol style="list-style-type: none"> <li>1) Outline General Organizational Capability which is likely to affect implementation (i.e. management structure, financial stability (including annual turnover for the last three years) and project financing capacity, size of the organization, strength of project management support e.g. project management controls, global networking, financial stability).</li> <li>2) Include a description of past and present experience and relationships that have a direct relationship to the performance of the Terms of Reference. Include relevant collaborative efforts the organization may have participated in.</li> <li>3) Explain any partnerships with local or other organizations relevant to the performance of the Terms of Reference. 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.</li> <li>4) 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 subcontractors. Special attention should be given to providing a clear picture of the role of roles, responsibilities, reporting lines and accountability.</li> </ol>	20
1.3	<p><b><u>Relevance of specialized knowledge and experience on similar engagements done in the region / country</u></b></p> <p>Offeror shall:</p> <ol style="list-style-type: none"> <li>1) Provide information confirming relevance of: <ol style="list-style-type: none"> <li>a) Specialized Knowledge in conducting gender-responsive and human rights-based evaluations, particularly in programmes focused on gender equality; women, peace and security; prevention of violent extremism; women's empowerment; and related areas.</li> <li>b) Experience on on successfully completing evaluations or assessments of comparable nature, scale, and complexity, preferably aligned with UN Women or similar international development contexts</li> </ol> </li> </ol>	70

	<p>c) Relevant evaluation or assessment experience within Indonesia, highlighting understanding and proven knowledge of the socio-economic, cultural, and gender contexts specific to the areas covered under this assignment.</p> <p>2) Describe the experience of the organization performing similar goods, services or works. Experience with another UN organizations/ major multilateral / or bilateral programmes is highly desirable.</p> <p>3) Provide at least 3 references with the following information:</p> <ul style="list-style-type: none"> <li>a) Client</li> <li>b) Contract value</li> <li>c) Period of performance (from/to)</li> <li>d) Role in relation to undertaking the goods/services/works</li> <li>e) Reference Contact Details (Name, Phone, Email)</li> </ul>	
1.4	<p><b><u>Quality assurance procedures, risk and mitigation measures</u></b></p> <p>Offeror shall describe the potential risks for the performance of the Terms of Reference 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 and ensure quality assurance. Provide certificate (s) for accreditation of processes, policy e.g. ISO etc.</p>	50
1.5	<p><b><u>Organization Commitment to Sustainability</u></b></p> <p>Offeror shall inform whether:</p> <ol style="list-style-type: none"> <li>1) Organization is compliant with ISO 14001 or ISO 14064 or equivalent</li> <li>2) Organization is a member of the UN Global Compact</li> <li>3) Organization demonstrates significant commitment to sustainability through some other means (for example internal company policy documents on renewable energies, disability inclusion or membership of trade institutions promoting such issues)</li> <li>4) If applicable, submit Compliance Certificates, Accreditations, Markings/Labels, and other evidence of the Vendor'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.</li> </ol>	10
<b>Total Points for Section 1</b>		170
<b>Section 2. Proposed methodology approach and implementation plan</b>		<b>Points</b>
2.1	<p><b><u>Analysis Approach, Methodology</u></b></p> <p>Offeror shall:</p> <ol style="list-style-type: none"> <li>1) Provide in sufficient detail a description of the organization's approach and methodology for meeting or exceeding the requirements of the Terms of Reference;</li> <li>2) Explain the organization's understanding of UN Women's needs for the goods/services/works and how the different service elements shall be organized, controlled and delivered;</li> <li>3) Describe the available performance monitoring and evaluation mechanisms and tools and how they shall be adopted and used for a specific requirement;</li> </ol>	200
2.2	<p><b><u>Management - timeline, deliverables and reporting</u></b></p> <p>Offeror shall provide a detailed description of how the management for the requested goods/services/works will be implemented to achieve the requirements of the Terms of Reference. The activities in the implementation plan should be properly sequenced, logical and realistic.</p>	130
2.3	<p><b><u>Sustainability-related approach to the service/work required</u></b></p> <p>Offeror shall 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, project environment and sustainability considerations.</p>	50
<b>Total Points for Section 2</b>		380
<b>Section 3. Management Structure and Key Personnel</b>		<b>Points</b>

	<p><b><u>Composition of the team</u></b></p> <p>The offeror shall:</p> <ol style="list-style-type: none"> <li>1) Describe the availability of resources in terms of personnel and facilities required for the Terms of Reference.</li> <li>2) Describe the structure of the proposed team/personnel, and the work tasks (including supervisory) which would be assigned to each.</li> <li>3) Provide 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.</li> <li>4) For each of the key personnel provide the CV using the format provided.</li> </ol> <p><b><u>Team Leader</u></b></p> <ul style="list-style-type: none"> <li>• Advanced degree in social sciences, peace and conflict studies, international development, gender studies, or a related field</li> <li>• At least 7 years of experience serving as Team Leader for evaluations, with a demonstrated ability to manage diverse teams and evaluation processes</li> <li>• Proven experience in applying mixed-methodology approaches to evaluation and research</li> <li>• Demonstrated understanding of gender-responsive and human rights-based evaluation frameworks</li> <li>• Previous experience working on Women, Peace and Security (WPS) and/or Preventing and Countering Violent Extremism (PCVE) is highly desirable, especially in the context of Indonesia</li> <li>• Previous experience in evaluating UN-implemented programmes is highly desirable</li> <li>• Strong knowledge of, and experience working in the Indonesian context</li> <li>• Excellent analytical, facilitation, and communication skills</li> <li>• Fluency in English is required; fluency or working proficiency in Bahasa Indonesia is an asset</li> </ul> <p><b><u>Project Team Member(s) - Minimum 1</u></b></p> <ul style="list-style-type: none"> <li>• Advanced degree in social sciences, development studies, public policy, gender studies, or related fields.</li> <li>• Minimum of 5 years of relevant experience in supporting programme evaluations or research in development, humanitarian, or peacebuilding contexts.</li> <li>• Experience in gender equality, women's empowerment, or intersectional approaches, including youth engagement and social inclusion.</li> <li>• Familiarity with mixed-methods data collection and analysis, including participatory approaches.</li> <li>• Previous experience working on WPS, PCVE, or related thematic areas is an asset.</li> <li>• Prior engagement with UN agencies or donor-funded programmes is desirable.</li> <li>• Proven understanding of the local context and ability to work effectively with Indonesian stakeholders at national and subnational levels.</li> <li>• Fluency in English is required; fluency in Bahasa Indonesia is required in at least 1 team member.</li> </ul>	
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3.2	<p><b>Gender Profile</b></p> <p>The offeror shall provide information on the gender profile of the organization:</p> <ol style="list-style-type: none"> <li>1) Women-owned Business status – whether the entity is owned, controlled or managed by at least 51% women;</li> <li>2) Proportion of women in managerial position;</li> <li>3) Gender balance of the proposed project/team;</li> <li>4) Policies in place that contribute to gender equality;</li> <li>5) Details of any women-owned or women-led subcontractors that will be engaged in the project, including at different tiers of their supply chain;</li> <li>6) Gender parity policy in place;</li> <li>7) Commitment to the Women's Empowerment Principles (<a href="http://www.weps.org/join">www.weps.org/join</a>) - if more than 10 employees;</li> <li>8) Agreement to signing of the Voluntary Agreement to Promote Gender Equality and Women's Empowerment in case of contract award - if less than 10 employees;</li> </ol> <p>The total for all sub-criteria below shall not exceed 3% of the total technical points (max. 20 of 700 points). Good practices of gender-responsive companies can be found here: <a href="https://www.weps.org/about">https://www.weps.org/about</a></p>	20
<b>Total Points for Section 3</b>		<b>150</b>
<b>TOTAL POINTS</b>		<b>700</b>

## **D. EVALUATION METHODOLOGY**

### **Lowest Priced Technically Compliant**

The lowest priced technically compliant proposal is selected based on a point system method with a minimum pass threshold and lowest price.

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

No point is allocated for the financial proposal in "Lowest priced technically compliant" method of evaluation. Therefore, the total number of points which a firm/institution can obtain under this method is only 700.

The contract will be awarded to the proposer offering the lowest price having achieved the minimum threshold of 70% of the total obtainable score of 700 points and therefore are determined to be the most responsive proposal.

Evaluation of technical proposal:

The technical proposal is evaluated and examined to determine its responsiveness and compliance with the requirements specified in this solicitation document. 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.

## FORM D: ELIGIBILITY AND QUALIFICATION FORM

*If JV/Consortium/Association, to be completed by each partner.*

### History of Non- Performing Contracts

<input type="checkbox"/> No non-performing contracts during the last 3 years			
<input type="checkbox"/> Contract(s) not performed in the last 3 years			
Year	Non- performed portion of contract	Contract Identification	Total Contract Amount (current value in US\$)
		Name of Client: Address of Client: Reason(s) for non-performance:	

### Litigation History (including pending litigation)

<input type="checkbox"/> No litigation history for the last 3 years			
<input type="checkbox"/> Litigation History as indicated below			
Year of dispute	Amount in dispute (state currency)	Contract Identification	Total Contract Amount (state currency)
		Name of Client: Address of Client: Matter in dispute: Party who initiated the dispute: Status of dispute: Party awarded if resolved:	

### Previous Relevant Experience

Please list only previous similar assignments successfully completed in the last 3 years.

List only those assignments for which the Proposer was legally contracted or sub-contracted by the Client as a company or was one of the Consortium/JV partners. Assignments completed by the Proposer's individual experts working privately or through other firms cannot be claimed as the relevant experience of the Proposer, or that of the Proposer's partners or sub-consultants, but can be claimed by the Experts themselves in their CVs. The Proposer should be prepared to substantiate the claimed experience by presenting copies of relevant documents and references if so requested.

Project name & Country of Assignment	Client & Reference Contact Details	Contract Value	Period of activity and status	Types of activities undertaken and role (Contractor, sub-contractor or consortium member)

*Proposers may also attach their own Project Data Sheets with more details for assignments above.*

Attached are the Statements of Satisfactory Performance from the Top 3 (three) Clients or more.

### Financial Standing

Annual Turnover for the last 3 years	Year	Currency	Amount
	Year	Currency	Amount
	Year	Currency	Amount
Latest Credit Rating (if any), indicate the source and date.			

Financial information (state currency)	Historic information for the last 3 years		
	Year 1	Year 2	Year 3
<i>Information from Balance Sheet</i>			
Total Assets (TA)			
Total Liabilities (TL)			
Current Assets (CA)			
Current Liabilities (CL)			
<i>Information from Income Statement</i>			
Total / Gross Revenue (TR)			
Profits Before Taxes (PBT)			
Net Profit			
Current Ratio (current assets/ current liabilities)			

Attached are copies of the financial statements (balance sheets, including all related notes, and income statements) for the years required above complying with the following condition:

- b) Must reflect the financial situation of the Proposer or party to a JV, and not sister or parent companies;
- b) Historic financial statements may be audited by a certified public accountant;

Historic financial statements must correspond to accounting periods already completed and audited. No statements for partial periods shall be accepted.

## FORM F: FORMAT OF FINANCIAL PROPOSAL

The vendor is required to prepare the Financial Proposal following the below format and submit it in an envelope **separate** from the Technical Proposal as indicated in the Instruction to Vendors. The inclusion of any financial information in the Technical Proposal shall lead to disqualification of the Vendors. The Financial Proposal should align with the requirements of the Terms of Reference and the vendor's Technical Proposal.

**Table 1: Summary of Overall Prices**

	<b>Total Amount</b>
<b>Professional Fees (from Table 2)</b>	
<b>Other Costs (from Table 3)</b>	
<b>Total Amount of Financial Proposal</b>	

**Table 2: Breakdown of Professional Fees**

Name	Position	Fee Rate (per hour /day /month)	No. of hours / days / months	<b>Total Amount</b>
[In-Country]				
[Home Based]				
<b>Subtotal Professional Fees:</b>				

**Table 3: Breakdown of Other Costs**

Description	Unit of Measure	Unit Price	Quantity	Total Amount
[International flights]	Return trip			
[Subsistence allowance]	Day			
[Local transportation costs]	Lump sum			
[Out-of-pocket expenses]				
[Other costs (specify)]				
<b>Subtotal Other Costs:</b>				

**Table 4: Breakdown of Price per Deliverable / Activity**

Deliverable / Activity description	Professional Fees (Table 2)	Other Costs (Table 3)	Total
[Deliverable 1]			
[Deliverable 2]			
[Deliverable 3]			
Etc.			



## FORM G: JOINT VENTURE/CONSORTIUM/ASSOCIATION FORM

If the proposer is a group of legal entities that will form or have formed a joint venture, consortium/association at the time of the submission of the proposal, they shall confirm in their proposal that:

- b) they have designated one party to act as a lead entity, duly vested with authority to legally bind the members of the joint venture, consortium/association jointly and severally, and this shall be duly evidenced by the respective entitled document among the legal entities, which shall be submitted along with the proposal; and
- b) if they are awarded the contract, the contract shall be entered into, by and between UN Women and the designated lead entity, who shall be acting for and on behalf of all the member entities comprising the joint venture, consortium/association. The composition or the constitution of the joint venture, consortium/association shall not be altered without the prior consent of UN Women.

After the proposal has been submitted to UN Women, the lead entity identified to represent the joint venture, consortium/association shall not be altered without the prior written consent of UN Women. Furthermore, neither the lead entity nor the member entities of the joint venture, consortium/association may submit another proposal, either in its own capacity; or as a lead entity or a member entity for another joint venture, consortium/association submitting another proposal.

The description of the organization of the joint venture, consortium/association must clearly define the expected role of each of the entity in the partnership in delivering the requirements of the RFP, both in the proposal and the joint venture, consortium/association. All entities that comprise the partnership shall be subject to the eligibility and qualification assessment by UN Women.

Where a joint venture, consortium/association is presenting its track record and experience in a similar undertaking as those required in the RFP, it should present such information in the following manner:

- b) Those that were undertaken together by the joint venture, consortium/association; and
- b) Those that were undertaken by the individual entities of the joint venture, consortium/association expected to be involved in the performance of the services defined in the RFP.

Previous contracts completed by persons working in an individual capacity but who are permanently or were temporarily associated with any of the member firms cannot be claimed as the experience of the joint venture, consortium/association or those of its members, but should only be claimed by the individual themselves in their presentation of their individual credentials.

**(to be completed and returned with your technical proposal)**

<b>JV / Consortium/ Association Information</b>	
<b>Name of leading</b> 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>

<b>Consortium/Association's names of each partner/authorized representative and contact information</b>			
Name of partner 1:		Name of partner 2:	
Address :		Address :	
Phone Number(s) :		Phone Number(s) :	
Email Address(es) :		Email Address(es) :	
Name of partner 3:		Name of partner 4:	
Address :		Address :	
Phone Number(s) :		Phone Number(s) :	
Email Address(es) :		Email Address(es) :	
<b>Consortium/Association Agreement</b>		Attached are copies of original documents of: <i>[check the box(es) of the attached original documents]</i> <input type="checkbox"/> Articles of Incorporation or Registration of firm named in 2, above, in accordance with Clause 3 ( <i>Eligible Bidders</i> ). <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	

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 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: \_\_\_\_\_

## **FORM H: FORMAT FOR CV OF PROPOSED KEY PERSONNEL**

<b>Position (as per ToR)</b>			
<b>Personnel Information</b>	Name:		
	Nationality:	Date of birth:	
	Language Proficiency:		
<b>Present Employment</b>	Name of employer:		Contact: (manager or HR)
	Address of employer:		
	Telephone:		Email:
	Job title:		Years with present employer:
<b>Education / Qualifications</b>	<i>Summarise college/university and other specialised education of personnel member, giving names of schools, dates attended, and degrees/qualifications obtained.</i>		
<b>Professional Certifications</b>	<i>Provide details of professional certifications relevant to the scope of services including name of institution and date of certification.</i>		
<b>References:</b>	<i>Provide names, addresses, phone and email contact information for two (2) references.</i>		

Summarise professional experience over the past 20 years in reverse chronological order. Indicate particular technical and managerial experience relevant to the project.

From	To	Company / Project / Position / Relevant technical and management experience

I, the undersigned, certify that, to the best of my knowledge and belief, this CV is accurate.

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**Signature of Personnel**

Date (Day/Month/Year)

## FORM I: STATEMENT OF EXCLUSIVITY AND AVAILABILITY

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I, the undersigned, hereby declare that I agree to participate exclusively with the vendor [Click or tap here to enter text](#) in the above referenced contract. I further declare that I am able and willing to work for the period(s) foreseen for the position for which my CV has been included in the event that this contract is awarded, namely:

From	To
Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.

I confirm that I am not engaged in other projects in a position for which my services are required during the periods where my services are required under this contract.

Furthermore, should this contract be awarded, I am fully aware that if I am not available at the expected start date of my services for reasons other than ill-health or *force majeure*, I may be subject to exclusion from other UN Women solicitation procedures and contracts and that the notification of award of contract to the vendor may be rendered null and void.

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Signature: \_\_\_\_\_