"Win-Win: Gender Equality means Good Business"
Mid-Term Evaluation

TERMS OF REFERENCE

PROGRAMME	Win-Win: Gender Equality means Good Business
POST TITLE	Mid-Term Evaluation of the Programme: "Win-Win: Gender equality means good business" implemented in Argentina, Brazil, Costa Rica, Chile, Jamaica and Uruguay
EXPECTED DURATION	From September 16 to November 30, 2019

I. BACKGROUND

1. Aligned with the 2030 Agenda for Sustainable Development, the overall objective of the "Win-Win: Gender Equality means Good Business" regional Programme, implemented by UN Women and ILO - in partnership with the EU- in six Latin-American and Caribbean countries (Argentina, Brazil, Costa Rica, Chile, Jamaica and Uruguay) is to contribute to Women's Economic Empowerment and Leadership for sustainable, inclusive and equitable growth, by recognizing women as beneficiaries and partners of growth and development, increasing commitment of private sector (enterprises and employers' organizations) to gender equality and women empowerment and strengthening private companies and employers organizations' capacities to implement these commitments.

2. The theory of change that underpins this intervention is based on the achievement of three Programme Outcomes: 1) Women led business in Europe and Latin America and the Caribbean increase cooperation to expand opportunities; 2) Sustainable model of gender-sensitive private sector engagement to support the Sustainable Development Goals achievement developed and adopted; and 3) Bi-regional women-led innovation and business ventures, underpinned by the seven Output level results. The Women Empowerment Principles (WEPs) are at the core of the Programme implementation.

3. The "Win-Win" is being implemented in close coordination among UN Women, ILO and EU, and in synergy with other related initiatives, as the EU-funded We Empower Programme. The Programme is also working with other institutions such as the United Nations Development Programme/UNDP (Gender Equality Seal for Public and Private Organizations), the Interamerican Development Bank/IDB (Gender Parity Initiative), and the Global Compact (promoting the Gender Gap Analysis Tool/GGAT).

4. The Programme structure comprises an Executive Steering Committee, and two Management Units[1]. The UN Women Management Unit is based in Brazil and the ILO Management Unit is based in Peru. The Programme languages are English, Spanish and Portuguese.

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[1] Win-Win: Gender Equality means Good Business Project Document, page 50.

5. The Programme is implemented over the course of three years (January 2018 – December 2020), with a contribution from the European Union of € 9,000,000, € 580,000 from UN Women and € 500,000 from the ILO. The Mid-Term Evaluation findings, conclusions, strategic and operational recommendations will be incorporated for enhance implementation during the second half of the Programme term.

6. From January to June 2018 the Programme grounded the foundations for an efficient and effective implementation. The Programme effective implementation started in July 2018. According to the Project Document, "The project will undergo an independent Mid-Term Evaluation at the mid-point of implementation. The Mid-Term Evaluation will determine progress being made toward the achievement of outcomes and will identify course correction as needed. It will focus on the relevance, effectiveness, efficiency and timeliness of Programme implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about Programme design, implementation and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the Programme term […] The management response[2] to the Mid-Term Evaluation will be prepared and the UN Women and ILO Management Units will need to take actions as outlined in the recommendations."

7. "The UN Women Evaluation Handbook *How to manage gender-responsive evaluation*[3] as well as *ILO Evaluation Policy, guidance notes and checklists*[4], provides the necessary tools for the management of all phases of the evaluation process: preparation, conduct and follow-up/use. The UNEG Handbook Integrating Human Rights and Gender Equality in Evaluations[5] is also a key reference for all UN Women evaluations."

8. As the "Win-Win: Gender Equality means Good Business" is an EU Partnership Instrument, the evaluation will also take into consideration the "Partnership Instrument Monitoring System (PIMS) Guidelines" as the Win-Win Logframe Matrix has been revised during the inception phase to integrate the PIMS. This guide presents the key features of the European Union Partnership Instrument (PI) Monitoring System (PIMS).

II. PURPOSE, SCOPE, CLIENTS AND OBJECTIVES OF THE EVALUATION

9. This Mid-Term Evaluation will determine progress being made toward the achievement of outcomes from January 2018 to August 2019 and will identify course correction as needed. The Evaluation will take into consideration the OECD DAC criteria on effectiveness, efficiency, and sustainability to evaluate the Programme implementation and performance, with the aim of providing strategic and programmatic recommendations and highlighting issues requiring decisions and actions in order to

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[2] In UN Women, the use of evaluation is facilitated through the mandatory development of management responses and action plans for all independent evaluations within six weeks of the finalization of evaluation reports. All the evaluation information is uploaded into the GATE system (Global Accountability and Tracking of Evaluation Use), follow-up quarterly and presented to the Executive Board systematically. In ILO, an active and routine follow-up of recommendations from independent evaluations is initiated by EVAL for projects with budget of over USD 1 million and carried out by management. EVAL collects management response data and reports to the Governing Body each November on project recommendation follow-up in its Annual Evaluation Report. See Guidance Note N° 15 *Management Follow up to Recommendation (*http://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165977.pdf)
3 http://genderevaluation.unwomen.org/en/evaluation-handbook
4 http://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_168289.pdf
[5] http://www.uneval.org/document/detail/1616

ensure Programme impact and sustainability. The evaluation will also present initial lessons learned about Programme design, implementation and management.

10. The evaluation will be *formative*. Formative evaluations are usually conducted during the development of a Programme or its ongoing operation and provide feedback on areas for improvement, are prospective and proactive in their orientation, and serve quality assurance purpose.

11. The scope of the evaluation is regional and will cover the Programme implementation in Argentina, Brazil, Costa Rica, Chile, Jamaica and Uruguay. The Win-Win UN Women and ILO Management Units and implementing teams - regional and in the six Win-Win countries - as well as ILO and UN Women Regional and Country Offices in the six countries, and the EU will be considered as part of key stakeholders, as well as selected implementing partners and target groups.

12. The specific **objectives** of this formative evaluation are to:
   ▪ Assess progress made toward the achievement of outcomes from January 2018 to August 2019, as defined in the "Win-Win: Gender Equality means Good Business" Project Document (PRODOC) and the Programme PIMS Logframe Matrix, identifying lessons learned and good practices;
   ▪ Assess effectiveness and efficiency in progressing towards the achievement of outcomes;
   ▪ Identify issues on the Programme design, implementation and management requiring decisions and actions and provide actionable recommendations to correct them if necessary;
   ▪ Provide actionable and strategic recommendations in order to ensure the impact and sustainability of the Programme during the last year of its implementation and Programme sustainability.

13. Operational and strategic recommendations should be based on evidence and analysis, according to the evaluation findings and conclusions and must be actionable. They should be clear, stating who needs to implement them and should be discussed with the **Evaluation Core Group** (composed by the UNW Brazil Representative, UNW /Win-Win Programme Coordinator, UNW /Win-Win M&E Associate, UNW/Win-Win Programme Analyst, UNW ACRO M&E and WEE Specialist, ILO/Win-Win Programme Coordinator, ILO Regional Senior Specialist for Employers' Activities, ILO Programme Officer, ILO Regional Evaluation Specialist, and the Programme Manager - FPI Regional Team/Americas (EU Delegation to Brazil). The management response[6] to the Mid-Term Evaluation will be prepared by the Regional Programme Coordination and the UNW and ILO Programme Management Units will take actions as outlined in the recommendations.

II.a Evaluation methodology

14. Proposed methodology is presented in the following paragraphs. While the evaluator can propose changes in the methodology, such changes must be discussed and approved by the Evaluation Core Group.

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[6] In UN Women, the use of evaluation is facilitated through the mandatory development of management responses and action plans for all independent evaluations within six weeks of the finalization of evaluation reports. All the evaluation information is uploaded into the GATE system (Global Accountability and Tracking of Evaluation Use), follow-up quarterly and presented to the Executive Board systematically. In ILO, an active and routine follow-up of recommendations from independent evaluations is initiated by EVAL for projects with budget of over USD 1 million and carried out by management. EVAL collects management response data and reports to the Governing Body each November on project recommendation follow-up in its Annual Evaluation Report.

15. Aligned with the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation, the evaluation must provide evidence-based information that is credible, reliable and useful. The analysis must be logically coherent and complete (and not speculative or opinion-based). Triangulation principles (utilizing multiple sources of data and methods) should be applied in order to validate findings. The protection of participants and respect for confidentiality should be guarantee by the evaluation team.

General and Gender Approach

16. The evaluation should follow a scientifically realistic approach that will contribute to a greater understanding of what worked, why it worked, how it worked, and to what extent, with regards to three outcomes of the project, situating each component within their specific country context.

17. The evaluation will be consistent with UN Women and ILO Policy Guidelines for Evaluations.

18. The evaluation team should consider the utilization of the following approaches:
    - Use mixed methods (qualitative and quantitative) to identify changes that can be attributed to the Programme or to which it contributed at each level of the results chain;
    - Use a gender-responsive and cultural sensitivity approach[7];
    - Use a participatory approach that will allow triangulating data collected across a variety of stakeholders. Consultations will incorporate a degree of flexibility to maintain a sense of ownership of the stakeholders and beneficiaries, allowing additional questions to be posed that are not included in the TOR, whilst ensuring that key information requirements are met. Whenever possible, Programme staff and implementing partners will participate in meetings with stakeholders and beneficiaries to provide introductions;
    - Use the Programme's monitoring system to identify the results gathered by UN Women/ ILO, and other relevant key actors.

Specific methods

19. It's highly recommended that the evaluation team use a mix of complementary methods:

    - Desk review: Conceptualization and reconstruction of the Programme's theory of change, mechanisms, contexts and analysis of the assumptions underlying the Programme and examination of evidence (wide range of data sources including Programme documents, progress reports and study reports, Programme baseline and monitoring data produced by the programme M&E System, Media News regarding the Programme implementation, institutional information systems, financial records, etc. using, when possible, of sex and age disaggregated data and analysis);

    - Meetings with UNW Brazil, the UNW Regional Coordination and the EU delegation in Brazil;

    - Semi-structured interviews with selected stakeholders from the six countries. Following **stakeholders** must be considered:
        - Women enterpreneurs/ businesswomen, women-led business and enterprises, networks/ associations of women in business, WEPs signatories, and employers' organizations;

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[7] Please see Evaluation Policy of the United Nations Entity for Gender Equality and the Empowerment of Women, ILO and UN Women Guidelines and Handbooks

- Programme implementing teams (regional and in the six countries);
- ILO Regional Coordinator and ILO team;
- The European Union team responsible for the Programme in the six countries;
- Selected Programme partners, as UNDP (Gender Equality Seal for Public and Private Organizations); IDB (Gender Parity Initiative and Gender Gap Analysis Tool/GGAT); the Global Compact (Gender Gap Analysis Tool/GGAT); We Empower (G7 programme).

20. The evaluation will include the **following steps**:

1. **Inception report:** the evaluation team will present the proposed evaluation methodology and evaluation matrix to the Evaluation Core Group, with an estimated number of working days per phase. This report will also include a detailed plan for the field visit (one to Brasilia, Brazil + one to other Win-Win country) and the list of key stakeholders to be interviewed, questions and a proposal of agenda. The Evaluation Core Group will provide feedback which will have to be incorporated into the final version of the Inception Report.

2. **Field Visit and data collection:** Based on the Inception Report, field visits will be carried out. Online interviews (e.g skype calls, online meetings) should be used to gather information with stakeholders not reached during field visits. All data collected should be disaggregated by sex and race, if possible;

3. **Preliminary Evaluation Report:** Analysis of data and interpretation of findings, drafting the evaluation report, that will include a proposal of communication products that will be elaborated to disseminate the evaluation findings and actions to take. The team leader will submit the draft report to the Evaluation Core Group for further comments and feedback;

4. **Final Evaluation Report:** After incorporating comments from the Evaluation Core Group, the final report will be submitted and presented to the Evaluation Core Group. The final report should not exceed a length of 30 pages, plus annexes and will contain an executive summary and a management response proposal;

5. **Dissemination and follow-up:** the Evaluation Core Group will publish the evaluation report and related communication products, uploading the published report on the GATE website and ILO reporting system, and learning events, such as a webinar.

II.b Evaluation Questions

21. The following evaluation questions are based on OECD/ DAC main evaluation criteria:

Effectiveness
a) What has been the progress of the Programme in relation to the intended three outcomes? To what extend have the Programme outputs and activities been achieved on time? What are the major external (to the Programme) and internal factors influencing the achievement or non-achievement of the outcomes and outputs?

b) What new approaches would be needed to respond effectively to the needs of particular groups where the Programme can make a difference?
c) How is Programme stakeholder's cooperation affecting the achievement of activities, outputs and outcomes?
d) What are the main benefits in the interagency programme approach? What are the main challenges? Is there any degree of complementarity and/or juxtaposition?
e) To what extent did the coordination among country offices; the coordination among EU, UN Women and ILO; and administrative procedures facilitate the achievement of results?
f) Was synergy generated with other projects or external cooperation received?
g) How the Programme is promoting innovative knowledge products and tools?
h) What are the main political issues that are affecting positively or negatively the Programme?

Efficiency
a) Is there enough flexibility in the use of the resources (budget) to adapt to main beneficiary groups requirements and needs?
b) To what extent are all equipment purchased and used as planned under this Programme?
c) Are the Programme's resources, especially personnel resources, been used in the most efficient way? Are management capacities adequate?
d) Is there a clear understanding of roles and responsibilities by all parties involved in the Programme implementation? Have all key counterparts assumed that responsibilities?
e) In general, do the results achieved justify the costs?

Orientation to impact and Sustainability
a) How is the Programme ensuring or strengthening capacity to sustain achievements?
b) Has the Programme implementation worked on plans to improve the results of the intervention?
c) How the beneficiary groups of the Programme perceive the sustainability of the results achieved?
d) Is the programme influencing to strength the role of UN Women and ILO in the region/countries?
e) Is the programme strengthening the UN Women's and ILO's partnerships with the private sector in the region/countries?
f) What are the assumptions about gender roles, norms and relations that supported or hindered the programme? And how will these factors affect the sustainability of the results?
g) How is the Programme leveraging additional resources?

III.   **EVALUATION TEAM RESPONSIBILITIES**

22. The evaluation team leader will be responsible for delivering the key evaluation products. He/she will coordinate the work of all other team members during all phases of the evaluation process, ensuring the quality of outputs and application of methodology as well as timely delivery of all products. In close collaboration with the Evaluation Core Group, he/she will lead the conceptualization and design of the evaluation and conduct of the field visit and the shaping of the findings, conclusions and recommendations of the final report. More specifically the tasks of the team leader include:
- Assigning and coordinating team tasks within the framework of the ToRs;
- Coordinating and supervising the research and analysis of data collected and all relevant documentation;

- Elaborating the inception report outlining the design, methodology, tools, required resources and indicative work plan of the evaluation team, preliminary evaluation report and final evaluation report and leading the preparation of specific inputs from designated team members;
- Participating in online meetings to present and discuss the inception report, the preliminary evaluation report and the final evaluation report to the Evaluation Core Group, finalizing reports based on feedbacks;
- Participating in two webinars, to be organized by the Evaluation Core Group, to present evaluation results.

IV.   EXPECTED PRODUCTS AND TIME FRAME

23. The proposed timeframe and expected products should be refined in the inception report. The Evaluation Core Group reserves the right to ensure the quality of products submitted by the evaluation team and will request revisions until the product meets the quality standards as expressed by the UN Women Independent Evaluation Office and as set forth in UN Women Evaluation Handbook's Tool "Evaluation report quality assessment checklist"[8].

24. All reports need to be written in English. Products delivered must be produced considering evaluation readers should be able to understand:
- What was evaluated and why (purpose and scope);
- How the evaluation was designed and conducted (evaluation questions, methodology and limitations);
- What was found and on what evidence base (findings);
- What was concluded from the findings in relation to main evaluation questions asked, and how such conclusions were drawn (conclusions);
- What was recommended (operational and strategic recommendations); and
- What could be learned from the evaluation if any (lessons learned and best practices).

25. The Preliminary and Final Evaluation Reports should be based on the following structure.
   A.   Title and opening pages with acronyms
   B.   Executive summary
   C.   Background and purpose/objectives of the evaluation
   D.   Evaluation methodology and limitations
   E.   Findings: effectiveness, efficiency and sustainability
   F.   Conclusions
   G.   Operational and strategic recommendations
   H.   Lessons learned and good practices

26. Regarding communication products, they need to be produced in English, Spanish and Portuguese. The evaluation team will include in its application a proposal of innovative communication products and a communication strategy to disseminate evaluation main findings and good practices, including

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[8]   UN   Women   Evaluation   Handbook: How   to   manage   gender-responsive   evaluation,   accessible   at: http://genderevaluation.unwomen.org/en/evaluation-handbook

the use of social media (Linkedin). One of the products must be a compendium of testimonials and quotes from the stakeholders to be interviewed regarding the Programme and its impact on companies, supply chains, communities where they operate and women's lives.

27. ANNEXES: Terms of Reference; List of documents consulted; Lists of institutions interviewed or consulted and sites visited; Survey and questionnaires templates; Analytical results and methodology related documentation, such as evaluation matrix; List of findings and recommendations; Communication products as defined with the Evaluation Core Group during the Inception phase.

PRODUCT	TIMEFRAME	PAYMENT SCHEDULE
I - Inception Report Submitted by the team leader to the Evaluation Core Group for further comments and feedback. The inception report is expected to adhere to the following structure: - Background and purpose/objectives of the evaluation - Evaluation methodology and limitations (Evaluation approach, challenges and mitigation strategies; evaluation matrix describing the method implementation, data sources and tools) - Organization and timetable including estimated number of working days per phase (workplan, roles, quality assurance) - Detailed field visit and interviews plan (one to Brasilia, Brazil + one other Win-Win country) with a list of key stakeholders to be interviewed, questions and a proposal of agenda. - Annexes (preliminary list of documents, list of stakeholders to be interviewed, data collection tools, surveys and questionnaires templates, etc.)	Two weeks after the beginning of the contract	20% of the contract after receipt of invoice and acceptance of the deliverable
II – Preliminary Evaluation Report Submitted by the team leader to the Evaluation Core Group for further comments and feedback. The preliminary evaluation report should follow the final evaluation report structure. This report must include main findings and main operational and strategic recommendations. A ppt presentation will be prepared by the evaluation team to this purpose. This report should include the draft of communication products.	Seven weeks after the beginning of the contract	30% of the contract after receipt of invoice and acceptance of the deliverable

▪ Proposal of communication products and communication strategy to disseminate evaluation main findings and good practices, including the use of social media.		
III – Final Evaluation Report The final report will be submitted and presented by the team leader to the Evaluation Core Group in an online meeting. A ppt presentation will be prepared by the evaluation team to this purpose. Additonally, the team leader will make a remote presentation of the final report at the End-year strategic planning meeting that should take place in November 2019. The final report should not exceed a length of 30 pages, including the executive summary, plus annexes.	Nine weeks after the beginning of the contract	30% of the contract after receipt of invoice and acceptance of the deliverable
IV – Communication Products Communication products to disseminate evaluation main findings and good practices, including the use of social media, in English, Spanish and Portuguese	Eleven weeks after the beginning of the contract	20% of the contract after receipt of invoice and acceptance of the deliverable

28. PROGRAMME RESPONSIBILITIES, EVALUATION MANAGEMENT AND SUPERVISION

29. To carry out this evaluation, an **Evaluation Core Group** will be established to ensure that the evaluation approach is robust and relevant to the Programme and stakeholders. The Group is responsible for provide quality assurance, approving all evaluation products (inception report, preliminary evaluation report, final evaluation report and communication products). It will ensure that the evaluation is conducted in accordance with the UN Women Evaluation Policy, UN Women Evaluation Handbook[9], ILO evaluation standards, United Nations Evaluation Group (UNEG) Norms and Standards, Ethical Guidelines and Code of Conduct for Evaluation in the UN System and other key guidance documents[10].

30. The Evaluation Core Group will be composed by the UNW Brazil Representative, UNW/Win-Win Programme Coordinator, UNW/Win-Win M&E Associate, UNW/Win-Win Programme Analyst, UNW ACRO M&E and WEE Specialist, ILO/Win-Win Programme Coordinator, ILO Regional Senior Specialist

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[9] UN Women Evaluation Handbook: How to manage gender-responsive evaluation, accessible at: http://genderevaluation.unwomen.org/en/evaluation-handbook
[10] United Nations Evaluation Group, UNEG Ethical Guidelines, accessible at: http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=102 and UNEG Code of Conduct for Evaluation in the UN system, accessible at: http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=100

for Employers' Activities, ILO Regional Evaluation Specialist, and the Programme Manager - FPI Regional Team/Americas (EU Delegation to Brazil). Its main roles and responsibilities are:

- Collects and submits to the evaluation team all documentation needed to carry out the evaluation
- Provides substantive comments on the conceptual and methodological approach and other aspects of the evaluation design, reports and communication products
- Participates in meetings and webinars with the evaluation team
- Manages logistics for the field missions, as defined during the Inception Phase
- Initiates timely payment of the evaluation team
- Maintains an audit trail of comments on the evaluation products so that there is transparency in how the evaluation team is responding to the comments
- Informs on every key step of the evaluation to UNW, ILO and EU Representatives in all involved countries, as well as to the teams on the field.

31. REQUIRED QUALIFICATION

32. The Programme is seeking to appoint **a company with a qualified team** to undertake the Win-Win: Gender Equality means Good Business Mid-Term Evaluation.

33. The evaluation team will have **a combination of experience in evaluation, gender, economic empowerment and communication**. All team members must sign the "Evaluation consultant's agreement form"[11], based on the UNEG Code of Conduct and Ethical Guidelines for Evaluation in the UN system.

34. The combined expertise of the team should include the following criteria, detailed in the "Selection Process":
- Previous evaluation experience using gender and human rights-based approaches, and qualitative and quantitative evaluation methods;
- Previous experience in conducting multi-stakeholder evaluations, preferably for the UN system;
- Experience and knowledge in economic empowerment, preferably in women economic empowerment and with the private sector;
- Excellent analytical, facilitation and communications skills;
- Previous evaluation experience in Latin America and/or the Caribbean is mandatory;
- Fluency in Spanish and English is mandatory;
- Working command in Portuguese is an asset;
- Experience in Project Cycle Management and/ or Logical Framework Approach;
- Sound MS Office and IT skills;

35. SELECTION PROCESS

36. Companies with a qualified team of consultants are invited to submit proposals online through licitacoes.jof@un.org.br. Proposals must be received on or before **23:59h of 19/08/2019**.

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[11] The form can be downloaded at: http://gate.unwomen.org/resources/docs/codeofconduct/UNWomen%20-%20CodeofConductforEvaluationForm-Consultants.pdf

37. Following requested documents must be sent:

- Letter of Confirmation of Interest and Availability, with a brief description of why the company considers itself as the most suitable for the assignment as per the Selection Criteria "Technical Proposal Evaluation". The letter also must include:

    - names and a short CV of individuals who will be part of the evaluation team (max 08 lines per team member);

    - Evaluation consultant's agreement form signed by team leader and team members[12];

    - a link to a sample of a previous evaluation;

    - name, designation, telephone and e-mail of the person responsible for the proposal;

    - period of validity of the proposals.

- Team Leader Personal P11[13], indicating all past experiences from similar projects, as per the Selection Criteria "Technical Proposal Evaluation";

- Technical proposal: Brief description on how the team will approach and complete the assignment;

- Financial Proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, in US$. All travel costs must be included. The consultant company shall submit the price offer indicating a lump sum all-inclusive cost for the assignment with the Technical Proposal.

38. The Technical and Financial proposals must be dated and signed by the legal representative of the company and presented in conditions below:

- Format: PDF.
- Maximum message size allowed for transmission: 20 MB
- Time zone: Brasília, DF – Brazil

The submission of the proposal must be identified as TECHNICAL AND FINANCIAL PROPOSALS - JOF-1129/2019 [name of the company].

VI.a Selection criteria

39. Combined Scoring method:
- Technical evaluation comprising of 70%, (weightage) and
- Financial evaluation of 30% (including budget for travel)

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[12] The form can be downloaded clicking at:
http://gate.unwomen.org/resources/docs/SiteDocuments/UNWomen%20-%20CodeofConductforEvaluationForm-Consultants.pdf

[13] The UN P11 form can be downloaded at: http://www.unwomen.org/-/media/headquarters/attachments/sections/about%20us/employment/un-women-p11-personal-history-form.doc?la=en&vs=2740

40. Highest Combined Score (based on the 70% technical offer and 30% price weight distribution), where the minimum passing score of technical proposal is 70% of the total technical points. The company with the highest combined score will be selected.

VI.b Selection methodology

41. Proposals will be evaluated by a Selection Committee with representants from the Programme and JOF (Joint Operations Facility – Brazil), comprising 03 Steps:

   - Step 1: Preliminary Evaluation - Eligibility check
   - Step 2: Technical Proposal Evaluation
   - Step 3: Financial Proposal and Ranking

Step 1: PRELIMINARY EVALUATION - ELIGIBILITY CHECK
Received applications will be analysed according to the following criteria. Only proposals that fulfil all of the following criteria will be retained and considered to Step 2.

REQUESTED DOCUMENTATION	YES	NO
Letter of Confirmation of Interest and Availability, including: - brief description of why the company considers itself as the most suitable for the assignment as per Mandatory Requirements; - names and a short CV of individuals who will be part of the evaluation team (max 08 lines per team member) - Evaluation consultant's agreement form signed; - a link to a sample of a previous evaluation; - name, designation, telephone and e-mail of the person responsible for the proposal - period of validity of the proposals		
Team Leader Personal P11		
Technical Proposal		
Financial Proposal (in US$)		
MANDATORY REQUIREMENTS	**YES**	**NO**
COMPANY	**YES**	**NO**
Previous experience in conducting multi-stakeholder evaluations, preferably for the UN system		
Previous evaluation experience in Latin America and/or the Caribbean		

	YES	NO
Previous evaluation experience using gender and human rights-based approaches		
TEAM LEADER	**YES**	**NO**
Previous experience in coordinating evaluation teams		
Previous experience with the UN System		
Previous experience in applying qualitative and quantitative evaluation methods		
Fluency in Spanish and English		
EVALUATION TEAM MEMBERS	**YES**	**NO**
At least one of the team members has experience in economic empowerment and/ or with the private sector		
At least one of the team members has experience in gender equality and/or women's empowerment		
At least one of the team members has experience in elaborating communication pieces for diverse users		
At least one of the team members with knowledge of Project Cycle Management and/ or Logical Framework Approach		

Step 2: TECHNICAL PROPOSAL EVALUATION

Shortlisted companies will be evaluated and classified by a Selection Committee, according to the following criteria. Only companies with a minimun of 70 points will pass to the Step 3.

TECHNICAL CRITERIA	MAX POINT
I. Company qualification and experience	20
II.Evaluation Team qualification and experience	40
III.Technical Proposal qualification	40
TECHNICAL SCORE	**100**

CRITERIA	MAX POINT
I.Company qualification and experience	

Previous experience in conducting multi-stakeholder evaluations, preferably for the UN system *Obs: (max 08 points)* *- 01 previous evaluation = 05 points* *- 02 previous evaluations = 07 points* *- 03 or more previous evaluations = 08 points*	08
Previous evaluation experience in Latin America and/or the Caribbean *Obs: (max 06 points)* *- 01 previous evaluation = 04 points* *- 02 previous evaluations = 05 points* *- 03 or more previous evaluations = 06 points*	06
Previous evaluation experience using gender and human rights-based approaches *Obs: (max 06 points)* *- 01 previous evaluation = 04 points* *- 02 previous evaluations = 05 points* *- 03 or more previous evaluations = 06 points*	06
Subtotal	**20**
II.Evaluation Team qualification and experience	**MAX POINT**
Team Leader with five (05) years of experience acting as team leader, managing diverse evaluation team members *Obs: (max 10 points)* *- 05 years of experience = 06 points* *- more than 05 years of experience = 10 points*	10
Team Leader with a previous experience in applying qualitative and quantitative evaluation methods *Obs: (max 05 points)* *- 01 previous experiences = 02 points* *- 02 to 05 previous experiences = 03 points* *- more than 05 previous experiences = 05 points*	05
Team members with previous experience in economic empowerment and/ or with the private sector *Obs: (max 05 points)* *- 01 previous experience = 03 points* *- 02 or more previous experience = 05 points*	05
Team members with a previous experience in gender equality and/or women's empowerment	05

Obs: (max 05 points) *- 01 previous experiences = 03 points* *- 02 or more previous experiences = 05 points*	
Team member with experience in elaborating communication pieces for diverse users *Obs: (max 03 points)* *- 01 to 02 previous experiences = 02 points* *- more than 02 previous experiences = 03 points*	03
Team members with knowledge of Project Cycle Management and/ or Logical Framework Approach *Obs: (max 05 points)* *- 01 previous experience = 03 points* *- 02 or more previous experience = 05 points*	05
Team members with fluency in Spanish *Obs: (max 05 points)* *- 01 member with fluency in Spanish = 03 points* *- 02 or more members with fluency in Spanish = 05 points*	05
At least one of the team members with knowledge of Portuguese *Obs: (max 02 points)* *- 01 member with knowledge of Portuguese = 01 point* *- 02 or more members with knowledge of Portuguese = 02 points*	02
Subtotal	**40**
III.Technical Proposal qualification	**MAX POINT**
Proposal is clear and concise - Technical proposal is aligned with the requirements and demonstrate a good understanding of the scope required for this evaluation. *Obs: (max 10 points)* *0 points - the proposal fails to address the issue under examination or can not be judged against the criterion due to missing or incomplete information* *02 points - poor* *04 points - fair* *06 points - good* *08 points - very good* *10 points – excellent*	10
Technical skills and Methodology – Technical Proposal is technically consistent and aligned with the ToR purpose, scope, objectives, evaluation methodology and presents a management plan. *Obs: (max 20 points)*	20

0 points - the proposal fails to address the issue under examination or can not be judged against the criterion due to missing or incomplete information 02 point - poor 05 points - fair 10 points - good 15 points - very good 20 points – excellent	
Work Plan – Technical Proposal presents a clear and concise work plan aligned with the ToR evaluation phases and Timeframe, considering risks and mitigation actions in order to ensure deliverables on time. *Obs: (max 10 points)* *0 points - the proposal fails to address the issue under examination or can not be judged against the criterion due to missing or incomplete information* *02 points - poor* *04 points - fair* *06 points - good* *08 points - very good* *10 points – excellent*	10
Subtotal	**40**
TOTAL	**100**

Step 3: FINANCIAL PROPOSAL AND RANKING

Only companies with a minimum of 70 points at the end of the Phase 2 - Technical Proposal Evaluation will have the Financial Proposal analyzed.

The Financial Proposal will be scored according to the following:

FPS = 100 x MP/FP	Where: FPS = Financial Proposal Score MP = Proposal with the minimum price FP = Financial Proposal in analysis

The proposal with the minimum price will receive a score of 100.

Ranking

Companies will be ranked using a combined analysis considering the Technical Proposal Score (70% weightage) and the Financial Proposal Score (30% weightage). The company with the highest combined score will be selected.

FS = TPSx0,70 + FPSx0,30	Where: FS = Final Score TPS = Technical Proposal Score FPS = Financial Proposal Score

VI.c Selection Process Timeframe
- •   Publication and receiving postulations: two weeks
- •   Selection process: two weeks
- •   Hiring process: two weeks

42. KEY EVALUATION GUIDANCE DOCUMENTS

43. Following documents will be shared with the selected evaluation company, at the beginning of the consultancy.

- Win-Win: Gender Equality means Good Business – Signed Project Document (PRODOC)
- Win-Win Logframe Matrix
- Win-Win Monitoring and Evaluation Plan
- Win-Win: Gender Equality means Good Business - First Annual Programme Report
- Win-Win: Gender Equality means Good Business – Inception Phase Report and End-year Strategic Planning meeting report
- WIN-WIN countries and regional Monthly Reports
- Win-Win Quarterly Newsletters and communication products
- Win-Win Knowledge products
- EU PIMS Guidelines - Partnership Instrument Monitoring System (PIMS) Guidelines - v.1.1. October 2017
- Any other Win-Win product or documents relevant to the evaluation
- Evaluation Policy of the United Nations Entity for Gender Equality and the Empowerment of Women (UNW/2012/8)
- ILO policy guidelines for evaluation: Principles, rationale, planning and managing for evaluations, 3rd ed.
- ILO Guidelines on Integrating Gender Equality in Monitoring and Evaluation of Projects Integrating gender in monitoring and evaluation of projects
- ILO Guidance Note N° 15 Management Follow up to Recommendation
- UN Women Evaluation Handbook: How to manage gender-responsive evaluation
- Integrating Human Rights and Gender Equality in Evaluation – towards UNEG Guidance
- Norms for Evaluation in the UN System
- Standards for Evaluation in the UN System
- UNEG Code of Conduct for Evaluation in the UN System
- UNEG Ethical Guidelines
- UNEG Quality Checklist for Evaluation Reports
- Others