

Terms of Reference

End Term Evaluation of the Project:

“Prevention and Protection of Women from Violence Through Access to Justice, Services and Safe Spaces”

(2016-2020)

Based in: Pakistan (Islamabad, Karachi, Khairpur, Dadu, Quetta, Rawalpindi)

Time period: 15th September 2020- 15th November 2020

BACKGROUND:

United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) strives to promote gender equality and women’s human rights, strengthen implementation of gender sensitive policy and legislation, and eliminate all forms of violence against women (VAW). Attention is given to issues of excluded groups and their capacity to lobby so that these become part of mainstream decision-making and planning. It provides technical advisory and services on women’s economic empowerment, ending violence against women and girls (VAWG), women’s leadership and participation, including in disaster risk reduction and management and gender integration in planning and budgeting.

UN Women launched its programme in Pakistan in 2007 following a request by the Government of Pakistan and the United Nations is now strategically positioned in this regard at both the national and provincial levels. In moving towards realization of gender equality and women’s empowerment, UN Women provides support to innovative initiatives that promote women’s human rights, with a special focus on their economic security, governance/ political participation, freedom from violence, as well as preparedness and responding to humanitarian crises.

PROJECT’S THEORY OF CHANGE:

The theory of change for this project is based on a number of principles:

Context is critical: successful interventions are those that are tailored and based on rigorous analysis of the particular factors affecting violence against women in a specific context, including setting, form of violence and population affected by the violence.

The state has primary responsibility for action on violence against women and girls: federal and provincial governments hold the ultimate responsibility for implementing laws, policies and services around violence against women and can achieve change on violence against women.

Holistic and multi-sectoral approaches are more likely to have impact: coordinated interventions operating at multiple levels, across sectors and over multiple time-frames are more likely to address the various aspects of, and therefore have greater impact on, tackling violence against women.

Social change makes the difference: sustained reduction in violence against women will only occur through processes of significant social change, including in social norms, at all levels.

PROJECT GEOGRAPHICAL LOCATION:

National level activities; Islamabad

5 selected districts in Punjab, Sindh and Balochistan (Rawalpindi, Karachi, Khairpur, Dadu and Quetta)

PROJECT DESCRIPTION:

Project Objective:

Enhance access to justice, services and safe spaces for women in five high-risk districts throughout Pakistan.

Outcome 1: Duty bearers and rights holders have evidence of the scale and nature of VAW to enable policy action and legislative reforms.

Output 1.1: VAW statistics/analyses are available to inform policies and programmes

Output 1.2: Data gaps identified, and local data collection mechanisms developed/strengthened to meet policy & reporting commitments for CEDAW and SDGs.

Output 1.3: Evidence based provincial policies, plans and laws are developed to address VAW.

Outcome 2: Law enforcement agencies and other justice sector personnel are sensitized and capacitated to respond to needs of women and girls subject to violence.

Output 2.1: 1,000 law enforcement officers given intensive trainings on VAW.

Output 2.2: 1,000 lawyers, prosecutors, judges and other stakeholders sensitized on VAW.

Outcome 3: Women and girls experiencing violence have enhanced access to crisis information and helplines, safe accommodation, legal and rights information and advice.

Output 3.1: Three existing shelter homes are refurbished

Output 3.2: Four new women protection units established in four districts as information and referral centers.

Output 3.3: Referral pathways developed to assist women and girls in receiving timely and appropriate support services.

Outcome 4: Increased awareness of women's rights and VAW among women and Communities

Output 4.1: Community awareness programmes/public campaigns are designed and launched.

Output 4.2: EAW Alliances and networks are established and strengthened for advocacy and coordination.

Assignment:

UN Women Pakistan is seeking proposals from an Evaluation firm to conduct the end term evaluation of its project “*Prevention and Protection of Women from Violence Through Access to Justice, Services and Safe Spaces*” funded by the Bureau of International Narcotics and Law Enforcement Affairs (INL US State Department) under the UN Women EAW unit at the Pakistan Country Office. The aim of this evaluation is to learn about the relevance, effectiveness, efficiency, sustainability and contributions towards impact resulting from the mechanisms used in implementation of the programme. It will be used to plan and guide project planning of other UN Women programmes in this area.

PURPOSE OF THE EVALUATION:

The end term evaluation of the project will provide insights and lessons learnt regarding the project to provide information on the below aspects:

Accountability:

- Provide credible and reliable judgements on the project’s results, including in the areas of programme design, implementation, contributions towards impact on right holders, partners, and overall results.

Learning:

- Identify novel/ unique approaches to catalyze processes toward the development of access to justice commitments.

Improve evidence-based decision making:

- Identify lessons learnt from the experience of implementing partners in order to influence policy and practice at sub- national and national levels.
- Inform and strengthen UN Women’s planning and programming by providing evidence-based knowledge on what works, why and in what context.

EVALUATION OBJECTIVES:

- a) Analyze the relevance and effectiveness of the programme strategy and approaches in the overall context of the country in general, and the project locations in particular.

- b) Assess the potential for sustainability of the results and the feasibility of continuing/ replicating/ expanding similar initiatives efforts.
- c) Analyze the gender responsiveness of the programme and the extent to which the underlying barriers to achieving gender equality, empowerment of women and access to justice were achieved.
- d) Assess the extent to which the interventions were guided by the relevant international (national and regional) normative frameworks for gender equality and women’s rights, UN system-wide mandates and organizational objectives.
- e) Compare existing information on human rights, gender equality and access to justice in the community, country, etc.
- f) Triangulate information to identify similarities and/or discrepancies in data obtained in different ways (i.e., interviews, focus groups, observations, etc.) and from different stakeholders (e.g., duty bearers, rights holders, etc.)
- g) Document lessons learned to inform future work of UN Women as well as various stakeholders in addressing gender inequality and VAWG within the context of the aid effectiveness agenda.
- h) Analyze successes and weaknesses of the project strategy and implementation in order to provide recommendations for a subsequent phase of the project.

Measuring effectiveness

Validate programme results in terms of achievements and/ or weaknesses with regard to the planned outcomes and outputs, with a critical examination of how/ to what extent the programme succeeded in contributing to the creation of an enabling environment for improved Access to Justice and creation of safe spaces.

EVALUATION CRITERIA, QUESTIONS AND METHODOLOGICAL APPROACH:

The evaluation will address the OECD-DAC criteria of Project Relevance, Effectiveness, Efficiency, Sustainability and Impact:

- **Relevance:** the extent to which the objectives were consistent with beneficiaries’ needs, priorities and UN Women’s policies.
- **Effectiveness:** extent to which project objectives were achieved, or are expected to be achieved, and What was not achieved in full and why?
- **Efficiency:** measure of how economically resources/ inputs (funds, expertise, time, etc.) are converted to results.
- **Sustainability:** The probability of continued long-term benefits from the project, the resilience to risk of the net benefit flows over time.

- **Impact:** positive and negative, primary and secondary long-term effects produced by programme and, directly or indirectly, intended or unintended.
- **Human Rights and Gender Equality:** the extent to which UN Women programme promotes human rights and gender equality.

The evaluation team should propose detailed sets of questions during the inception phase based on the above mentioned areas.

GUIDANCE ON METHODOLOGY:

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](#). This will be a gender-responsive evaluation, which means the principles of human rights should be integrated: the process of evaluating the project should be participatory, inclusive, promoting maximum input from all relevant stakeholders, and should actively analyze the structural and cultural barriers that impede the achievement of gender equality and women's human rights. The cultural context and language/s of operation must be taken into consideration in the design of the evaluation approach and data collection methods.

Note: Amid the coronavirus pandemic, people around the world are being asked to socially distance themselves, or in some cases are under mandatory lockdown. These dynamics have created unique challenges for those seeking to be vigilant, while also trying to maintain normalcy in their lives. Pakistan experienced a locked down in all 4 provinces including the Islamabad (ICT), in the 3rd and 4th week of March 2020. The situation continues to remain unclear therefore this evaluation might experience restrictions of inter-provincial travel depending on the prevailing situation and certain in person meetings may have to be replaced by telephone or virtual interviews.

EXISTING INFORMATION SOURCES:

Existing information sources of programme include: Project Pro Doc, baseline report, Donor Reports, Mid-term review report, meeting minutes, training reports, mission reports, monitoring visit reports, project IPs' progress reports, quarterly report and previous external review report, etc.

STAKEHOLDER ENGAGEMENT:

An Evaluation Reference Group will be established representing UN Women's key government, civil society and UN system partners. The ERG will be asked to engage and provide input at every stage of the evaluation process, from design, to preliminary results and final draft report. The ERG plays a critical role through remote and in-person meetings in ensuring a high quality, transparent process, providing insights on the key questions and approach, ensuring factual accuracy, ensuring gaps and misinterpretation of information is avoided. The members of the ERG will also be key informants. The ERG will play an

important role in the dissemination of the evaluation findings and recommendations and ensuring the use of the information by UN Women and key partners.

USE OF THE EVALUATION REPORT:

- The Evaluation findings will help strengthen the ongoing and future projects of the ERAW portfolio of UN Women Pakistan.
- The report will be used by UN Women to inform strategic decisions on the future direction and design of the ERAW Unit and its Annual Work Plan.
- The findings can be used by key partners to help improve their ongoing interventions and design future initiatives in light of the recommendations.
- The evaluation will also be used to inform a future phase of the project which would build on the successes achieved and partnerships established and strengthened as well as learn from the challenges/ bottlenecks faced.
- The Evaluation Firm will provide inputs to design a complete dissemination plan of the evaluation findings, conclusions and recommendations with the aim of advocating for sustainability, scaling-up, or sharing good practices and lessons learnt at sub- national and national level.

SPECIFIC TASKS/ KEY DELIVERABLES:

Deliverable 1: Preparation and Initial Desk Review-13th July 2020-24th July 2020

Task	Responsible Party	Remarks
Programme documents and other relevant materials desk review	Evaluation Firm	Home-based
Inception consultation	Evaluation Firm with UN Women	On-line
Submission of Inception Report (include a proposed schedule of tasks, activities and deliverables, Review tools to be developed) to UN Women.	Evaluation Firm	Home-based
Development of evaluation methodology, tools, design	Evaluation Firm	Home- based
Presentation to the Evaluation Reference Group and UN Women to finalize the broader strategy and the proposed methodology	Evaluation Firm with UN Women	On-line

Deliverable 2: Data Collection and Analysis: 27th July 2020-14th August 2020

Task	Responsible Party	Remarks
Conduct field trips to project sites, including in-depth interviews and meetings and debriefing after the field visit to identify key emerging issues- (wherever possible in light of COVID-19 – to be replaced with online meetings if needed)	Evaluation Firm in coordination with UN Women	Punjab Sindh Balochistan (or on-line)
Conduct in-depth interviews in Islamabad with UN Women and other relevant stakeholders.	Evaluation Firm	On-line/ in-person
Data classification, systematization, and analysis and elaboration of evaluation findings	Evaluation Firm	Home-based
Preliminary finding and analysis on way forward sharing with ERG and UN Women	Evaluation Firm	Home-based

Deliverable 3: Drafting Evaluation Report: 17th August 2020-28th August 2020

Task	Responsible Party	Remarks
Draft the evaluation report, summarizing key findings, conclusions and recommendations <i>The report will not be considered complete until it meets UN Women quality standards</i>	Evaluation Firm	Home-based
Incorporate comments and feedback from UN Women and stakeholders through transparent tracking using a matrix that notes feedback and how the evaluation team responded.	Evaluation Firm	Home-based
Revise, finalize and design the detailed final report in line with UN Women branding guidelines for a technical publication	Evaluation Firm	Home-based - As per quality standard criteria provided by UN Women

Deliverable 4: Dissemination of Evaluation Findings: 31st-August 2020 -12th September 2020

Activity	Responsible Party	Remarks
Produce evaluation brief in line with UN Women branding guidelines for a technical publication.	Evaluation Firm	As per quality standard criteria provided by UN Women
Present final findings, conclusions and recommendations at a broader stakeholders meeting	Evaluation Firm	UN Women will share the list of stakeholders

TIME-FRAME:

The assignment will be spread over two months from 13th July 2020-12th September 2020.

BUDGET

The proposed budget shall include all costs incurred during the assignment period (including travel and accommodation to the project districts).

EVALUATION ETHICS

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 and Code of Conduct](#). These documents will be annexed to the contract. 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:

1. **Responsible use of power:** All those engaged in evaluation processes are responsible for upholding the proper conduct of the evaluation.
2. **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.
3. **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's 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 evaluator(s) have the final judgment on the findings, conclusions and recommendations of the evaluation report, and the evaluator(s) must be protected from pressures to change information in the report.

Proper procedures for data collection with rights holders who may have been affected by violence must be adhered to as outlined in the [WHO Ethical and Safety Recommendations for research on violence against women](#).

Additionally, if the evaluator(s) identify issues of wrongdoing, fraud or other unethical conduct, [UN Women procedures](#) must be followed and confidentiality be maintained. The [UN Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct](#), and accompanying policies protecting against retaliation and prohibiting harassment and abuse of authority, provide a cohesive framework aimed at creating and maintaining a harmonious working environment, ensuring that staff members do not engage in any wrongdoing and that all allegations of wrongdoing are reported promptly, investigated and appropriate action taken to achieve accountability. The UN Women Legal Framework for Addressing Non-Compliance with UN Standards of Conduct defines misconduct and the mechanisms within UN Women for reporting and investigating.

The Evaluation Firm is also required to complete mandatory trainings and sign the code of conduct.

CORE VALUES/ GUIDING PRINCIPLES:

To ensure the credibility and integrity of the evaluation process and following United Nations Evaluation Group (UNEG) **Ethical Guidelines**, the Consultants will be required to commit to the **Code of Conduct** for Evaluation (see <http://www.unevaluation.org/document/detail/102>), specifically to the following obligations:

- **Integrity:** Demonstrating consistency in upholding and promoting the values of UN Women in actions and decisions, in line with the UN Code of Conduct.
- **Cultural Sensitivity/ Valuing diversity:** Demonstrating an appreciation of the multicultural nature of the organization and the diversity of its staff. Demonstrating an international outlook, appreciating differences in values and learning from cultural diversity.
- **Independence:** Ensure that independence of judgment is maintained, and that evaluation findings and recommendations are independently presented.
- **Impartiality:** The Evaluator shall operate in an impartial and unbiased manner and give a balanced presentation of strengths and weaknesses of the policy, program, project or organizational unit being evaluated.
- **Conflict of Interest:** The Evaluator is required to disclose in writing any past experience, which may give rise to a potential conflict of interest, and to deal honestly in resolving any conflict of interest which may arise.
- **Honesty and Integrity:** Demonstrate honesty and integrity in their own behavior, negotiating honestly the evaluation costs, tasks, limitations, scope of results likely to be obtained, while accurately presenting their procedures, data and findings and highlighting any limitations or uncertainties of interpretation within the evaluation.
- **Competence:** The Evaluator shall accurately represent their level of skills and knowledge and work only within the limits of their professional training and abilities in evaluation, declining assignments for which they do not have the skills and experience to complete successfully.
- **Obligations to Participants:** The Evaluator shall respect and protect the rights and welfare of human subjects and communities, in accordance with the UN Universal Declaration of Human Rights and other human rights conventions. Evaluators shall operate under the principle of do no harm and ensure safeguarding mechanisms are in place at every step of the evaluation. They shall respect differences in culture, local customs, religious beliefs and practices, personal interaction, gender roles, disability, age and ethnicity, while using evaluation instruments appropriate to the cultural setting. Evaluators shall ensure prospective participants are treated as autonomous agents, free to choose whether to participate in the evaluation, while ensuring that the relatively powerless are represented.
- **Confidentiality:** Respect people's right to provide information in confidence and make participants aware of the scope and limits of confidentiality, while ensuring that sensitive information cannot be traced to its source.

- **Accuracy, Completeness and Reliability:** The Evaluator has an obligation to ensure that evaluation reports and presentations are accurate, complete and reliable. Evaluators shall explicitly justify judgments, findings and conclusions and show their underlying rationale, so that stakeholders are in a position to assess them.
- **Omissions and wrongdoing:** Where the Evaluator find evidence of wrong-doing or unethical conduct, they are obliged to report it to the proper oversight authority.

ADDITIONAL REFERENCE DOCUMENTS:

Annex 1 UN Women GERAAS evaluation quality assessment checklist

- <http://www.unwomen.org/~media/headquarters/attachments/sections/about%20us/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 UN Women Evaluation Handbook

- <https://genderevaluation.unwomen.org/en/evaluation-handbook>
- <https://genderevaluation.unwomen.org/en/evaluation-handbook/country-portfolio-evaluation-guidance>

Annex 5 Resources for data on gender equality and human rights

- UN Office of the High Commissioner for Human Rights (OHCHR) – Universal Human Rights Index: <http://uhri.ohchr.org/en>
- UN Statistics – Gender Statistics: <http://genderstats.org/>
- UNDP Human Development Report – Gender Inequality Index: <http://hdr.undp.org/en/content/gender-inequality-index-gii>
- World Bank – Gender Equality Data and Statistics: <http://datatopics.worldbank.org/gender/>
- Organisation for Economic Co-operation and Development (OECD) Social Institutions and Gender Index: <http://genderindex.org/>
- World Economic Forum – Global Gender Gap Report: <http://www.weforum.org/issues/global-gender-gap>
- A listing of UN reports, databases and archives relating to gender equality and women’s human rights can be found at: http://www.un.org/womenwatch/directory/statistics_and_indicators_60.htm

QUALIFICATION, EXPERIENCE AND COMPETENCIES:

The Evaluation firm will be selected based on the requirements outlined below.

Team Composition

The team leader (of the consultancy firm) is expected to lead the process and work closely with the UN Women Country Office. S/he will function as the Team Leader, managing the review process in a timely manner, and will be primarily responsible for writing and producing the final evaluation report.

UN Women, as the agency responsible for administering the programme, will provide support to facilitate the evaluation, particularly for meetings and field visits.

Required Expertise/ Qualifications for Team leader (proposed by consultancy firm)

- A Masters or advanced degree in relevant discipline (e.g., evaluation, gender, development studies, sociology, political science, social sciences, Compliance M&E etc.);
- Strategic thinking and proven expertise in conducting programme assessments and analysis in gender equality, Human Rights and women's access to justice.
- At least 10 years' experience in programme evaluations with 5 years' experience as a team leader and proven accomplishment in undertaking evaluations, including evaluation of multi-stakeholder programmes for multilateral organizations
- Strong ability to translate complex data into effective written reports that include key principles of results-based programming.
- Knowledge of the role and functions of the UN and INL and their programming would be desirable.
- Excellent presentation, inter-personal and communication skills
- Extensive experience applying qualitative and quantitative review methods and evaluation design.
- Knowledge of the development context of Pakistan and preferably previous experience in development initiatives in Pakistan;

Required Expertise/ Qualifications for the National team member (proposed by evaluation firm)

- Masters Degree in relevant disciplines (e.g., gender, development studies, sociology, political science, social sciences, M&E etc.);
- At least 5 years of experience in evaluation or assessments with multilateral and bilateral organizations preferably with international organizations in the area of Access to Justice, gender equality and Human Rights;
- Native ability in Urdu and fluency in written and spoken English;
- Ability to facilitate multi-stakeholder discussions;

Evaluation of Technical Proposal

Criteria 1. Expertise and Capability of Proposer (Expertise of organization submitting proposal)		Points obtainable
1.1	Organizational Architecture	40
1.2	<p>Adverse judgments or awards:</p> <ul style="list-style-type: none"> The proposer is in sound financial condition based on the financial documentation and information furnished in their proposal which should not show any financial concerns, such as negative net worth, bankruptcy proceedings, insolvency, receivership, major litigation, liens, judgments or bad credit or payment history. The proposer has not declared bankruptcy, are not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against them that could impair their operations in the foreseeable future. 	10
1.3	General Organizational Capability which is likely to affect performance (i.e. size of the organization, strength of management support)	20
1.4	<p>Extent to which any work would be subcontracted (subcontracting carries additional risks which may affect delivery, but properly done it offers a chance to access specialized skills.)</p> <p>Ideally the proposer should be equipped to carry out this assignment themselves however if they are going for sub-contracting then the scoring will be done based on the competency of the sub-contracted firm.</p>	10
1.5	<p>Quality assurance procedures, warranty</p> <p>Include the organization's quality assurance and quality control procedures of the products that they develop and the assignments that they carry out.</p>	10
1.6	<p>Relevance of:</p> <ul style="list-style-type: none"> Specialized Knowledge of conducting project end-term evaluations Experience of evaluating similar programmes/projects (Access to Justice, Human Rights and Gender Equality) Experience of Projects in the Region <p>Past work experience with other UN agencies/ major multilateral/ or bilateral programmes/missions/organizations</p>	120
Total Points for Criteria 1. Expertise and Capability of Proposer		210

Criteria 2. Proposed Work Plan and Approach (Proposed methodology)		Points obtainable
2.1	Analysis Approach, Methodology- including Proposer’s understanding of UN Women’s work, adherence to procurement principles and TOR.	180
2.2	Management Services – Timeline and deliverables.	100
2.3	Environmental Considerations: Compliance Certificates, Accreditations, Markings/Labels, and other evidences of the Bidder’s practices which contributes to the ecological sustainability and reduction of adverse environmental impact (e.g. use of non-toxic substances, recycled raw materials, energy-efficient equipment, reduced carbon emission, etc.), either in its business practices or in the goods it manufactures.	50
Total Points for Criteria 2. Proposed Work Plan and Approach		330
Criteria 3. Resource Plan, Key Personnel (Qualification and competencies of proposed personnel)		Points obtainable
3.1	Composition of the team proposed to provide, and the work tasks (including supervisory) Curriculum vitae of the proposed team that will be involved either full or part time	160
Total Points for Criteria 3. Resource Plan, Key Personnel		160

NOTE: The details provided below should be used to guide vendors on what level of details is expected when elaborating relevant section of the above Technical Evaluation Table. The details could be entered by the Case Manager under the Foot Notes Section of the e-procurement platform.

[The sections below should be changed and adapted to best reflect the TOR]:

Section 1.0: Expertise and Capability of Proposer
<p><u>1.1 Organizational Architecture</u></p> <ul style="list-style-type: none"> • Background: Provide a brief description of the organization submitting the proposal, including if relevant the year and country of incorporation, types of activities undertaken, and approximate annual revenue. • Financial capacity: The Proposer shall demonstrate its financial capacity and reliability with regard to the requirements of the Terms of Reference, which can be established by supporting documentation including for example the most recent Audited Financial Statements duly certified by a public accountant.

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

1.2 Adverse judgments or awards

- Include reference to any adverse judgment or award.

1.3 General Organizational Capability

- Outline General Organizational Capability which is likely to affect performance (i.e. size of the organization, strength of project management support e.g. project management controls, global networking, financial stability).
- Include a description of past and present experience and relationships that have a direct relationship to the performance of the TOR. Include relevant collaborative efforts the organization may have participated in.
- Explain any partnerships with local or other organizations relevant to the performance of the TOR. Special attention should be given to providing a clear picture of roles, responsibilities, reporting lines and accountability. Letters of commitment from partners and an indication of whether some or all have worked together previously.

1.4 Subcontracting

- Explain whether any work would be subcontracted, to whom, how much percentage of the work, the rationale for such, and the roles of the proposed sub-contractors. Special attention should be given to providing a clear picture of the role of roles, responsibilities, reporting lines and accountability.

1.5 Quality assurance procedures, risk and mitigation measures

- Describe the potential risks for the performance of the TOR that may impact achievement and timely completion of expected results as well as their quality. Describe measures that will be put in place to mitigate these risks. Provide certificate (s) for accreditation of processes, policy e.g. ISO etc.

1.6 Relevance of Specialized Knowledge and Experience on Similar Projects

- Detail any specialized knowledge that may be applied to performance of the TOR. Include experiences in the region.
- Describe the experience of the organization performing similar goods/services/works. Experience with another UN organizations/ major multilateral / or bilateral programmes is highly desirable.
- Provide at least 3 references

Project	Client	Contract Value	Period of performance (from/to)	Role in relation to undertaking the goods/services/works	Reference Contact Detail (Name, Phone Email)
1-					
2-					
3-					

Section 2.0: Proposed Work Plan and Approach

2.1 Analysis approach, methodology

- Provide a description of the organization’s approach, methodology, and timeline for how the organization will achieve the TOR.
- Explain the organization’s understanding of UN Women’s needs for the goods/services/works.
- Identify any gaps/overlaps in UN Women’s coverage based on the information provided.
- Describe how your organization will adhere to UN Women’s procurement principles in acquiring services on behalf of UN Women. UN Women’s general procurement principles:
 - a) Best Value for money
 - b) Fairness, integrity and transparency
 - c) Effective competition
 - d) The best interests of UN Women

2.2 Management - timeline, deliverables and reporting

- Provide a detailed description of how the management for the requested goods/services/works will be implemented in regard to the TOR

2.3 Environment-related approach to the service/work required

- Please provide a detailed description of the methodology for how the organization/firm will achieve the Terms of Reference of the project, keeping in mind the appropriateness to local conditions and project environment.

Section 3.0: Resource Plan, Key Personnel

3.1 Composition of the team proposed to perform TOR, and the work tasks (including supervisory)

Describe the availability of resources in terms of personnel and facilities required for the TOR. Describe the structure of the proposed team/personnel, and the work tasks (including supervisory) which would be assigned to each. An organigram illustrating the office location (city and country), reporting lines, together with a description of such organization of the team structure, should be submitted.

3.2 Profile on Gender Equality

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

Highlight the relevant academic qualifications, specialized trainings and pertinent work experience.

Substitution of key personnel shall only be permitted in accordance with section 2.4 of the General Conditions of Contract.

Please use the format below, with each CV no more than THREE pages in length.