

# Terms of Reference

## Re-advertisement Company or Organisation for implementing “Women’s Small Business Program (WSBP)” in Kamëz municipality.

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### 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. Placing women's rights at the centre of all its efforts, UN Women leads and coordinates United Nations system efforts to ensure that commitments on gender equality and gender mainstreaming translate into action throughout the world. It provides strong and coherent leadership in support of Member States' priorities and efforts, building effective partnerships with civil society and other relevant actors.

The Government of Albania has made national and international commitments to advancing gender equality and the empowerment of women in many different socio-economic aspects. Several international conventions and platforms, including the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and the UN Beijing Platform for Action, demonstrate Albania’s commitment to the realization of women’s rights and the achievement of gender equality.

On November 26<sup>th</sup>, 2019 Albania was struck by a strong 6.3 magnitude earthquake described by national authorities as the strongest to hit Albania in 30 years. The earthquake affected 11 municipalities: Shijak, Durres, Kruja (in the Durres region), Tirana, Kamëz, Kavaja, Vora and Rogozhina (in the Tirana region) and Kurbin, Mirdita and Lezha (in the Lezha region). The affected areas can be divided into three different regions: 1) the capital city of Tirana, 2) the coastal region including the port city of Durres, which is the main tourist and economic hub in the area, and 3) the rural areas in the countryside.

In the countryside, agriculture is the main economic activity, and it employs 41% of the overall population, while about 24.3% of the land is used for agricultural purposes. The agriculture sector is limited primarily to small family operations and subsistence farming because of lack of modern equipment, unclear property rights, and the prevalence of small, inefficient plots of land. Women typically constitute the majority of workers in the small family farms. The main crops cultivated in the earthquake-affected areas are vegetables, fruit trees, vineyards, and forages. On average, 75.5% of the affected farming households rely solely on agricultural activities for their incomes and livelihoods.

Past experiences show that women and girls are differently and often disproportionately affected by disasters and crisis and have different and uneven levels of resilience and capacity to recover. Learning from past outbreaks have shown that a pandemic magnifies all existing inequalities, including economic status, ability, age and gender. This was also confirmed by the Post Disaster Needs Assessment (PDNA)<sup>1</sup> conducted in Albania following the deadly earthquake of November 2019, which points out the disproportionate impact of the earthquake on women and girls in the affected areas. Their economic empowerment will stagnate as they will be pushed further towards traditional roles and activities, including caretaking for children and elderly, family members with disabilities and engaging in agriculture to support their household. They also have less mobility to search for casual jobs, which further aggravates the inequality gap and constrains their ability to recover quickly and to build back better. Women and girls in these communities are now faced also with the impact of COVID 19 pandemic, which is expected to further widen gender inequalities and exacerbate their socio-economic situation and any existing vulnerabilities. The PDNA also stressed the importance of considering the recovery process as an opportunity to strengthen resilience by reducing inequality and the vulnerability of women and other groups.

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<sup>1</sup> [Albania Post-Disaster Needs Assessment, Tirana, February 2020](#)

The earthquake in 2019 specifically shed light on Albania's lack of preparation to respond to natural disasters in a manner that ensures the protection and support to the most vulnerable groups such as rural women, who face increased risks of losing their subsistence agriculture production; single mothers or women heads of households who are at risk of losing their homes and falling into homelessness and poverty; and women victims of domestic and/or intimate partner violence among other forms of violence, and other groups with an increased vulnerability such as women and men with disabilities, LGBTI persons, elderly persons, and Roma and Egyptian women and men.

To address some of these needs, UN Women is implementing a project focused on Gender sensitive post-earthquake recovery and reconstruction, funded by the Government of Sweden, through the UN Albania SDG Acceleration Fund. The project aims to strengthen resilience by reducing inequality and the vulnerability of women in the affected areas. In this context UN Women is looking to contract a company/organization on women's economic empowerment and local economic development.

#### ***I. Objectives of the assignment***

Implement the **Women's Small Business Program (WSBP)**, specific to vulnerable and marginalized women affected by the 2019 earthquake in the municipality of Kamëz. Working through a local contractor, the project in cooperation with the local labour office, and Municipality of Kamëz - Social Services Section, will identify vulnerable and marginalized women who have ideas and potential to meet certain pre-established criteria.

The contractor will conduct a standard Competency based Economies, Formation of Enterprise (CEFE) methodology training designed to help the women evaluate and refine their ideas in a short amount of time, using tools to help them determine if they can move forward with their business ideas. The contractor will also provide follow up coaching to create business development plans. The contractor will support formalization of these local women entrepreneurs whose business plans are appropriate and support project goals, and with modest seed money funding for technical assistance, and/or equipment.

The activities in this subcontract aim to strengthen the business competencies and entrepreneurship skills of an estimated 20-30 selected marginalized women in Kamëz. As a result of the entrepreneurship training, marginalized women will be able to: Understand and develop the entrepreneur characteristics and competencies; Develop competencies on issues such as business idea generation, innovation, business planning, contracting, product development, marketing, sales, promotion, and financing; Develop a basic business plan and present their business ideas; Startup / consolidate their business. Economic empowerment and improved living condition of marginalized women, and their families will be achieved by (i) supporting job creation via self-employment; (ii) increasing the number of marginalized and vulnerable women in self-employment, production, processing and marketing and promote their contribution in economic development and social cohesion; and (iii) create positive attitude towards promotion of the successful women; (iv) raising awareness to the Kamëz municipality to integrate women small business support measures in the future, providing financial support or establishing positive fiscal incentives. The tentative timeline of the assignment is 15 June 2021 – 15 March 2022.

#### **Tasks for Subcontractor**

The main tasks of the Subcontractor include, but are not limited to, the following:

1. Develop a detailed Work Plan and Calendar of Activities for the project approval.
2. Organize process of identification and selection of women beneficiaries in Kamëz municipality.
  - *Organize meetings with municipality representatives and other stakeholders.* The contractor will introduce the project interventions to the municipality of Kamëz appropriate staff and invite their participation, as appropriate. Social Service Section, gender focal point, heads of administrative units, economic development specialist, and mayor will be encouraged to become WSBP ambassadors, and promote the project activities. With the support of UN Women Women's Economic Empowerment & Local Economic Development (WEE&LED) Expert support, the contractor will cooperate with the Kamëz Labor office, and Social Service Section to identify vulnerable and marginalized women, who have ideas, and potential to meet the pre/defined criteria. In addition, the municipality staff will be invited to attend the training and other project activities, in order to get better understanding of the capacity building measures on economic empowerment, and promote them within municipality, and not only.
  - *Conduct needs assessment for the vulnerable and marginalized women in Kamëz.* Social Service section staff will help to identify women and organize the focus group. Through semi-structured interviews and focus group in depth know how will be generated to better address the needs of women in Kamëz municipality. Interviews (12-15) will be conducted with municipality staff, gender focal point and/or domestic violence coordinator, social administrators, women in businesses and marginalized women,

and project staff. One focus group will be organized with a group of vulnerable and marginalized women. The process will provide adequate information about the business environment in Kamëz, needs, challenges of the marginalized women, and identify the precondition to facilitate success of the WSBP.

- *Organize the application process for the WSBP* – the full package of information on the WSBP in Kamëz will be shared via social media channels of Kamëz municipality, as well as via small posts/posters in areas where women are present like municipality, local Labor office, schools, kindergartens, health centers. The application process will be open for 3 weeks.
- *Develop eligibility criteria for selection process*- in consultation with UN Women and WEE & LED Expert, the contractor will elaborate criteria for the selection process that enable a fair, transparent process, and to ensure that a significant share of beneficiaries are poor, marginalized, and vulnerable women, and women that are affected by the 2019 earthquake. *(The selection criteria might include vulnerable and marginalized women, with a feasible business idea, support of the family to start the business, with experience in undertaking risk, and readiness to contribute with their resource to the new business).*
- *Identify and select the beneficiaries*: Municipality representative, UN Women, WEE & LED Expert, and the contractor will conduct the selection process based on the defined and agreed eligibility criteria. There will be 25-30 people selected to participate.

### 3. Deliver business trainings and coaching.

- *Make logistics arrangements.* In collaboration with WEE & LED Expert, the contractor will choose the venue fulfilling CEFE training requirements. The venue should be in accessible location, and acceptable for women group and logistics will ensure all health safety measures related to COVID-19.
- *Prepare and finalize training calendar.* After the call for applications, and consultations with municipality of Kamëz, the WEE & LED Expert and the contractor will finalize the training program for the Kamëz municipality on the number of participants, their availability, etc. Plan for five 2-day sessions or 10 one-day sessions, depending on the participants' availability.
- *Prepare and finalize curricula training program.* Based on the identified needs, and WEE & LED Expert feedback, the CEFE master trainer will develop the curricula. The tailored curricula will address a holistic entrepreneurship and start-up mindset and provide guidance on preparation of business and financial plans.
- *Organize and deliver business development training in Kamëz.* KASH (Knowledge, Attitude, Skills, and habits) principles integrated in CEFE methodology will be used for strengthening business competences of women. *(CEFE is a methodology that stands for Competency based Economies, Formation of Enterprise and is a comprehensive set of training instruments using action-oriented and experiential learning methods to develop and enhance the business management and personal competences of a wide range of target groups, mostly in the context of income and employment generating and economic growth. CEFE trainings are completely adapted to teaching and are oriented towards simulations, empirical and interactive participation of participants. 5 modules on basic entrepreneurship skills, from idea generation, pitching, entrepreneurs' profile, innovation, market research, product definition, marketing, business plan development, minimum viable product, financing plan, cash flow, break-even point. Two CEFE trainers will deliver the trainings).*

### 4. Provide technical assistance and coaching.

- *Provide individual coaching* to the selected group of women that intend to develop a viable business plan. The coach will empower the beneficiaries to define the product, identify competitive advantages, get to know, and assess the competitors, properly understand costs, and pricing. Coaching will start after the module on business planning. 1-day coaching will be dedicated to each of the participants.
- *Provide three group coaching.* Experts will offer a support group platform. Group coaching session will be held once in three weeks, for 3-4 hours with focus on business development, challenges, and success factors. The participants will be encouraged to share their experiences. This facilitates creating trust in the group, strengthen social relationships and doing business together. It is expected that after the project, the municipality staff continue facilitation of the women's group meetings.

### 5. Organize public events for entrepreneurs.

- Organize at least one "Experience night", as a public discussion with a focus on learning from failures, stimulate developing a positive, problem-solving attitude towards failure.
- *Organize a Final event* with participation of women beneficiaries and their families, Municipality representatives, UN Women and its donor, private sector, civil society organizations, community

members and other stakeholders. Women beneficiaries will present in front of a panel to be composed of UN Women representative, Municipality representative, private sector representative, and financial institution.

6. Prepare needs assessment report.

- Prepare and submit to UN Women a needs assessment report to support the best business ideas with some equipment for the women beneficiaries of the program to succeed in their entrepreneurship, in cooperation with WEE & LED Expert.

7. Procure and deliver technical equipment to women beneficiaries if/when approved by UN Women.

- Carry out the process of purchasing and delivering the approved equipment to the selected women beneficiaries of the program. The contractor must submit to UN Women signed transfer of equipment forms, pictures from the delivery to women, proof of evidence (invoice for the purchased equipment, etc.).

**The budget dedicated to purchase of equipment should not exceed 30% of the total proposed budget.**

**Technical deliverables**

1. Training calendar for WSB program.
2. Training modules (5) for business development.
3. Developed business plans.
4. Technical equipment needs assessment.
5. Deliver technical equipment to women beneficiaries if/when approved by UN Women. (Proof of evidence)

**Administrative deliverables**

1. Detailed Work Plan and Calendar of Activities for Kamëz municipality.
2. Monthly update reports, including contributions to the project Success Stories, newsletter, and quarterly reports.
3. Monitoring and evaluation data, as requested by the project. This would include: Attendance records, training agendas, etc.
4. Final Report (English).

**A. DELIVERABLE SCHEDULE**

Deliverable	Payment Amount	Timeframe
1. Plan and methodology for the assignment, with clear timelines and deliverables. Work plan and detailed calendar for all the assignment phases, including notional deadlines for deliverables.	30%	15 July 2021
3. Deliver the set of training to women based on the approved program.	30%	15 November 2021
3. Finalize the entire program. Deliver technical equipment to women beneficiaries ( <i>against proof of evidence, invoices, pictures during delivery, and signed transfer of commodities</i> ). Submit final report on the work done. Meetings, people met, travels, interviews, etc., based on the contract. (English)	40%	15 March 2022

**B. PERIOD OF PERFORMANCE AND THE REVIEW/APPROVAL TIME REQUIRED****7 June - 21 June 2021****Evaluation Criteria****Preliminary Examination Criteria**

All criteria will be evaluated on a Pass/Fail basis and checked during Preliminary Examination.

<b>Criteria</b>	<b>Documents to establish compliance</b>
Completeness of the Proposal	All documents and technical documentation requested in Instructions to Vendor have been provided and are complete
Vendor accepts UN Women General Conditions of Contract	Proposal Submission Form (Online Form)
Proposal Validity	Proposal Submission Form (Online Form)

**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.

<b>Eligibility Criteria</b>	<b>Documents to establish compliance</b>
Vendor is a legally registered entity	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 (Online Form)
No conflicts of interest in accordance with Instructions to Vendors.	Proposal Submission Form (Online 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 (Online Form)

<b>Qualification Criteria</b>	<b>Documents to establish compliance</b>
History of non-performing contracts: Non-performance of a contract did not occur as a result of contractor default within the last 3 years.	Eligibility and Qualification Form (Online Form)
Litigation History: No consistent history of court/arbitral award decisions against the vendor for the last 3 years.	Eligibility and Qualification Form (Online Form)
Previous Experience:	
Minimum 5 years of relevant experience.	Eligibility and Qualification Form (Online Form) / Technical Proposal Provide detailed description of the Company 's previous experiences relevant to the RfP. <ul style="list-style-type: none"> <li>• Provide copies of relevant certifications/approvals (e.g., Registration in the National Registration Centre (QKR), copy of NIPT), as part of the submission</li> <li>• In case of an organisation the additional following documents should be submitted:</li> </ul>

	<p>a) Statute of the organization where is stated that the organization can perform commercial activities.</p> <p>b) Tax liability certification from “Drejtoria Rajonale Tatimore Tirane”- “Vertetim nga tatimet per pergjegjesite tatimore”</p> <p>c) Sample of sales invoice: Fature shitje per veprimtarine ekonomike/tregtare</p> <p>d) Provide a list of the annual incomes as per financial statements for 2018-2020 divided in: economic/commercial activity income (meaning contract for services with VAT sales invoice); and income from donors/donations (grants, partner agreements as responsible/implementing parties)</p>
Minimum 2 contract of similar value, nature and complexity implemented over the last 3 years. (For JV/Consortium/Association, all Parties cumulatively should meet requirement).	Eligibility and Qualification Form (Online Form)  If applicable
Has the required staff as per personnel profile in each area.	The company should submit the CVs of the key staff, demonstrating the educational qualification in the area of expertise.
Proficiency in written and spoken English and Albanian.	
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 in their Proposal audited balance sheets cover the last two years	Copy of audited financial statements for the last three years. / Eligibility and Qualification Form (Online Form)

### Technical Evaluation Criteria

Section 1. Vendor's qualification, capacity, and experience		Points
1.1	<p><b><u>Reputation of company/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>	40
1.2	<p><b><u>General Organizational Capability</u></b></p> <p>Offeror shall:</p> <p>a) Outline General Organizational Capability which is likely to affect implementation (i.e., management structure, financial stability and project financing capacity, size of the company/organization, strength of project management support e.g., project management controls, global networking, financial stability).</p> <p>b) 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 company/organization may have participated in.</p> <p>c) 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.</p>	40
1.3	<p><b><u>Relevance of specialized knowledge and experience on similar engagements done in the country.</u></b></p> <p>Offeror shall:</p> <p>a) Provide information confirming relevance of:</p> <ul style="list-style-type: none"> <li>- Specialized Knowledge</li> <li>- Experience on Similar Programme / Projects</li> </ul> <p>b) Describe the experience of the company/organization performing similar services. Experience with another UN organizations/ major multilateral / or bilateral programmes is highly desirable.</p> <p>c) Provide at least 3 references with the following information:</p>	80

	<ul style="list-style-type: none"> <li>- Client</li> <li>- Contract value</li> <li>- Period of performance (from/to)</li> <li>- Role in relation to undertaking the services</li> </ul>	- Reference Contact Details (Name, Phone, Email)
1.4	<b><u>Quality assurance procedures, risk and mitigation measures</u></b> Offeror shall 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.	20
<b>Total Points for Section 1</b>		180
<b>Section 2. Proposed methodology approach and implementation plan</b>		<b>Points</b>
2.1	<b><u>Analysis Approach, Methodology</u></b> Offeror shall: <ol style="list-style-type: none"> <li>Provide in sufficient detail a description of the company/organization's approach and methodology for meeting or exceeding the requirements of the Terms of Reference.</li> <li>Explain the company's/organization's understanding of UN Women's needs for the services and how the different service elements shall be organized, controlled and delivered.</li> <li>Describe the available performance monitoring and evaluation mechanisms and tools and how they shall be adopted and used for a specific requirement.</li> <li>Identify any gaps/overlaps in UN Women's coverage based on the information provided.</li> <li>Describe how your company/organization will adhere to UN Women's procurement principles in acquiring services on behalf of UN Women. UN Women's general procurement principles: <ol style="list-style-type: none"> <li>Best Value for money</li> <li>Fairness, integrity and transparency</li> <li>Effective competition</li> <li>The best interests of UN Women</li> </ol> </li> </ol>	220
2.2	<b><u>Management – timeline, deliverables, and reporting</u></b> Offeror shall provide a detailed description of how the management for the requested services 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.	80
<b>Total Points for Section 2</b>		300
<b>Section 3. Management Structure and Key Personnel</b>		<b>Points</b>
3.1	<b><u>Composition of the team</u></b> The offeror shall: <ol style="list-style-type: none"> <li>Describe the availability of resources in terms of personnel and facilities required for the Terms of Reference.</li> <li>Describe the structure of the proposed team/personnel, and the work tasks (including supervisory) which would be assigned to each.</li> <li>Provide an organigram illustrating the office location (city and country), reporting lines, together with a description of such company/ organization of the team structure, should be submitted.</li> <li>For each of the key personnel provide the CV using the format provided</li> </ol> <b>Team Leader</b> <ul style="list-style-type: none"> <li>- Master's degree in economics or development-related disciplines (business administration, marketing, economics, rural or/and economic development, international development, gender and social studies, public administration or any other social science related to development);</li> <li>- At least 10 years of relevant professional experience in the areas of economics, market approach, Research &amp; Development studies, rural development, women economic empowerment.</li> <li>- Knowledge and experience on issues related to national and international framework related to gender equality, women inclusion and women economic empowerment.</li> <li>- International CEFE Senior Advisor and Master Trainer.</li> <li>- Good know-how and experience on adult learning methodology.</li> <li>- Experience in developing curricula for specific target groups.</li> <li>- Experience in implementing similar activities in support of women entrepreneurs and start-ups.</li> <li>- Experience in participating/leading/managing donor-funded projects in Albania.</li> </ul>	80



	<ul style="list-style-type: none"> <li>- Previous experience or familiarity with the UN system or other international organizations.</li> </ul> <p><b>Key expert 1</b></p> <ul style="list-style-type: none"> <li>- Master's degree in economics or development-related disciplines</li> <li>- At least 5 years of experience or knowledge on the business environment in Albania with special focus on women's business ventures and start-ups.</li> <li>- High level of skills and expertise related to CEFE methodology- business training and coaching of different target groups.</li> <li>- The expert(s) should be certified as CEFE trainer and coach.</li> <li>- Experience in conducting similar interventions with focus to women economic empowerment.</li> <li>- Experience in participating to donor-funded projects in Albania would be considered an asset.</li> </ul> <p><b>Key expert 2</b></p> <ul style="list-style-type: none"> <li>- Master's degree in economics, social studies, or development-related disciplines.</li> <li>- At least 5 years of experience related to business training and/or women economic empowerment.</li> <li>- High level of skills and expertise related to CEFE methodology; business training and coaching of different target groups; and certified as CEFE trainer and coach.</li> <li>- Experience in conducting similar interventions with focus to women economic empowerment.</li> <li>- Experience in participating donor-funded projects in Albania would be considered an asset.</li> </ul>	60
3.2	<p><b><u>Gender Profile</u></b></p> <p>The offeror shall provide information on the gender profile of the company/organization:</p> <ul style="list-style-type: none"> <li>- <i>Women-owned Business status – whether the entity is owned, controlled, or managed by at least 51% women.</i></li> <li>- <i>Proportion of women in managerial position.</i></li> <li>- <i>Gender balance of the proposed project/team.</i></li> <li>- <i>Policies in place that contribute to gender equality.</i></li> <li>- <i>Details of any women-owned or women-led contractors that will be engaged in the project, including at different tiers of their supply chain.</i></li> <li>- <i>Gender parity policy in place.</i></li> <li>- <i>Commitment to the Women's Empowerment Principles (www.weps.org/join) – if more than 10 employees.</i></li> <li>- <i>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.</i></li> </ul> <p><i>This criterion shall <u>not exceed 3% of the total points (max. 20 of 700 points)</u></i></p> <p>Good practices of gender-responsive companies can be found here: <a href="http://weprinciples.org/Site/CompaniesLeadingTheWay/">http://weprinciples.org/Site/CompaniesLeadingTheWay/</a></p>	20
<b>Total Points for Section 3</b>		220
<b>TOTAL POINTS</b>		700