

# Request for Proposal

Reference No.: *UNWHQRFP20*

Evaluation of UN Women's regional architecture

20<sup>th</sup> of May 2015

Dear Sir/Madam,

**Subject:** Request for Proposal (RFP) for Evaluation of UN Women's regional architecture

1. The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) plans to procure Evaluation of UN Women's regional architecture as described in this Request for Proposal and its related annexes. UN Women now invites email proposals from qualified proposers for providing the requirements as defined in these documents.
  
2. In order to prepare a responsive proposal, you must carefully review, and understand the contents of the following documents:
  - i. This letter and Proposal Instruction Sheet (PIS)
  - ii. [Instructions to Proposers \(Annex I\)](http://www.unwomen.org/~media/commoncontent/procurement/rfp-instructions-en.pdf) available from this link <http://www.unwomen.org/~media/commoncontent/procurement/rfp-instructions-en.pdf>
  - iii. [Terms of Reference \(TOR\) \(Annex II\)](#)
  - iv. [Evaluation Methodology and Criteria \(Annex III\)](#)
  - v. [Format of Technical Proposal \(Annex IV\)](#)
  - vi. [Format of Financial Proposal \(Annex V\)](#)
  - vii. [Proposal Submission Form \(Annex VI\)](#)
  - viii. [Voluntary Agreement for Promoting Gender Equality in the Workplace \(Annex VII\)](#)
  - ix. [Proposed Model Form of Contract \(Annex VIII\)](#)
  - x. [General Conditions of Contract \(Annex IX\)](#)
  - xi. [Joint Venture/Consortium/Association Information Form \(Annex X\)](#)
  - xii. [Submission Checklist \(Annex XIII\)](#)
  
3. The Proposal Instruction Sheet (PIS) -below- provides the requisite information (with cross reference numbers) which is further detailed in the [Instructions to Proposers \(Annex-I –see above link\)](#).

## PROPOSAL INSTRUCTION SHEET (PIS)

Detailed Instruction governing below listed summary of the “instructions to proposers” are available in the Annex I (“Instruction to Proposers”) accessible from this <http://www.unwomen.org/~media/commoncontent/procurement/rfp-instructions-en.pdf>

Cross Ref. to Annex I	Instruction to Proposers	Specific Requirements as referenced in Annex I
4.2	<b>Deadline for Submission of Proposals</b>	Date and Time : <i>June 21, 2015 11:59 PM</i>  City and Country: <i>New York, United States of America</i> (for local time reference, see <a href="http://www.greenwichmeantime.com">www.greenwichmeantime.com</a> )  This is an absolute deadline, proposal received after this date and time will be disqualified.
4.1	<b>Manner of Submission</b>	<input checked="" type="checkbox"/> Electronic submission of Proposal
4.1	<b>Email Address for Proposal Submission</b>	<u>Electronic submission of Proposal:</u>  Dedicated Secure E-mail address(s): <b>Technical Proposal:</b> <a href="mailto:technical.bid@unwomen.org">technical.bid@unwomen.org</a> <b>Financial Proposal:</b> <a href="mailto:financial.bid@unwomen.org">financial.bid@unwomen.org</a>  <u>Necessary Documentation:</u> Technical Proposal PDF sent to E-mail address <a href="mailto:technical.bid@unwomen.org">technical.bid@unwomen.org</a> , with email subject “UNWHQRF20 Technical Proposal” shall include: <a href="#">Technical Proposal</a> <a href="#">Proposal submission form</a> <a href="#">Joint Venture Form (if in a joint venture)</a>  Financial Proposal PDF sent to E-mail - <a href="mailto:financial.bid@unwomen.org">financial.bid@unwomen.org</a> , with email subject “UNWHQRF20 Financial Proposal” <a href="#">Financial Proposal</a>
3.1	<b>Language of the Proposal:</b>	<input checked="" type="checkbox"/> English <input type="checkbox"/> French <input type="checkbox"/> Spanish
3.4.2	<b>Proposal Currencies</b>	Preferred Currency: <input checked="" type="checkbox"/> USD

3.5	<b>Proposal Validity Period</b> commencing after the deadline for submission of proposals (see 4.2 above)	120 days
2.4	<b>Clarifications of solicitation documents</b>	Requests for clarification shall be submitted <input type="text" value="10"/> calendar days before the deadline for submission of proposal.
	<b>Contact address for requesting clarifications on the solicitation documents</b>	<p>Requests for clarification should be addressed to the e-mail address: <a href="mailto:procurement@unwomen.org">procurement@unwomen.org</a></p> <p>With subject : “UNWHQRF20 Questions”</p> <p>Proposers must not communicate with any other personnel of UN Women regarding this RFP.</p> <p><b><u>This Email address is for clarifications ONLY.</u></b></p> <p><b><u>DO NOT SEND OR COPY YOUR PROPOSAL TO THIS E-MAIL ADDRESS, DOING SO WILL DISQUALIFY YOUR PROPOSAL.</u></b></p>

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

Yours sincerely,

***Akhtar Zazai***

***Chief of Procurement***

## Terms of Reference

### Evaluation of UN Women's regional architecture

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#### I. UN Women Background

In July 2010<sup>1</sup>, the United Nations General Assembly established UN Women.<sup>2</sup> The creation of UN Women came about as part of the UN reform agenda, consolidating the organization's resources and mandates on gender equality for greater impact. The mandate of UN Women brings together four pre-existing entities<sup>3</sup>, calling on UN Women to have universal coverage, strategic presence and ensure closer linkages between the norm setting inter-governmental work and operations at the field level. It entrusts UN Women with a leading role in normative, operational and coordination work on gender equality in the United Nations system.

The mandate of UN Women is guided by the Beijing Platform for Action, the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the United Nations Millennium Declaration, relevant General Assembly, Economic and Social Council, Commission on the Status of Women and other applicable United Nations instruments, standards and resolutions. The work of UN Women is focused on three core mandates:

1. **Normative work:** to support inter-governmental bodies, such as the Commission on the Status of Women (CSW) and the General Assembly, in their formulation of policies, global standards and norms;
2. **Operational work:** to help Member States to implement international standards and to forge effective partnerships with civil society; and
3. **Coordination work:** entails both work to promote the accountability of the United Nations system on gender equality and empowerment of women (GEEW), including regular monitoring of system-wide progress, and more broadly mobilizing and convening key stakeholders to ensure greater coherence and gender mainstreaming across the UN.

These changes required to adapt the organizational structure of UN Women to support effective and efficient implementation of the mandate. The founding GA resolution 64/289 stipulated that: "in its strategic plan, UN Women would describe as its highest priority the restructuring and upgrading of its effectiveness and presence on the ground, at both regional and national levels."<sup>4</sup> In 2012 and pursuant

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<sup>1</sup> UN Women was not operational until January 2011.

<sup>2</sup> United Nations, General Assembly Resolution 64/289: system wide coherence (A/RES/64/289), July 2010.

<sup>3</sup> The Division for the Advancement of Women (DAW); the International Research and Training Institute for the Advancement of Women (INSTRAW); the Office of the Special Adviser on Gender Issues and Advancement of Women (OSAGI); and the United Nations Development Fund for Women (UNIFEM)

<sup>4</sup> UNW/2011/9, para 30.

to paragraph 8 of the Executive Board decision 2011/5 on the UN-Women biennial institutional budget, 2012-2013<sup>5</sup> UN Women presented its plans for the new regional architecture. The overall goal of the regional architecture was to delegate authority to maximize the organization's ability to deliver on its mandate in a more effective and efficient way and bring capacity closer to the field in order to increase contribution to the achievement of results. The full implementation of the regional architecture was envisioned to be functioning by the end of 2013.

## II. Regional Architecture background

The regional architecture identified key elements that were necessary in order to better support Member States and to leverage the United Nations System. Those elements were informed by consultation with Member States, civil society partners, United Nations agencies and UN Women staff. UN Women commissioned an external study of options for its regional architecture including lessons from other organizations both within and outside the United Nations. Among the three options presented, UN Women chose to develop a new regional architecture that maximizes the organization's ability to deliver on its mandate. The new institutional arrangement shifted decision-making and policy, programmatic and operational support to six regional centers and a selection of multi-country, as well as country offices that would continue to be strengthened and report directly to regional centers. Five guiding principles were identified to strengthen the empowerment of countries by delegating responsibility to the field and operational support to increase efficiency. These included: (1) decentralize authority to the field with the required operational support functions; (2) get the maximum impact from existing resources and synergies with other organizations; (3) best serve the coordination function of UN Women in the United Nations system; (4) ensure quality and accountability across all levels of the organization; and (5) ensure coherence for the role, messaging and mandate for UN Women<sup>6</sup>.

The new regional architecture consisted of (1) the establishment of six regional offices and six multi-country offices; (2) the transformation of the existing sub-regional offices into one of the regional offices, a multi-country office or a country office; (3) the decentralization of day-to-day managerial oversight functions for UN Women country presence from headquarters to regional offices; (4) the transfer of some technical and operational functions from headquarters to the regional level; (5) accompanying changes at headquarters to support higher-level oversight and global technical and policy knowledge and support to the field, providing greater support to country and regionally focused inter-agency processes as well as UN Women normative role.

At the headquarters level, the main functional shift sought to be brought in by the regional architecture was in moving day-to-day activities and more detailed oversight functions and programmatic technical support and guidance functions to the regional level, while strengthening headquarters capacity to provide high-level strategic oversight and generate global technical and policy knowledge. At the regional level, the regional offices overtook managerial and programme oversight, quality assurance, technical and operational support and policy advice for country offices in their region, including with regards to the normative function. Regional offices were also set to be responsible for UN inter-agency coordination.

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<sup>5</sup> UNW/2011/13

<sup>6</sup> UNW/2012/5

Delegation of authority for day-to-day activities included (a) signature of programmes, donor agreements and associated budgets; (b) approval of transactions and payments; (d) recruitment of national staff and (d) donor reports. Country and multi-country offices would deliver support to government and other partners upon their request in line with UN Women mandate, they were set up to have more delegated authority allowing for faster business processes at the country level to better support partners.<sup>7</sup>

The proposed institutional budget for the field totaled \$74,330,000 for 2012-2013<sup>8</sup>, from which \$63,616,000 was allocated for staff and \$10,714,000 for non-staff costs. UN Women also proposed \$ 2.1 million core funds for staff for regional offices to support programming function in 2012-2013. The timeline for implementing the regional architecture and associated changes was planned to be fully completed by the end of 2013 putting the new structure in place for the implementation of the new strategic plan, 2014-2017.

### III. Organizational assessments, reviews and evaluations of UN Women

During 2013-2015, UN Women underwent a series of organizational assessments that reviewed its overall organizational performance or focused on a specific element of organizational effectiveness and efficiency such as human resources or evaluation function. These are described in more detail below:

*Multilateral Organization Performance Assessment Network (MOPAN)*: MOPAN is a network of 19 donor countries with a common interest to assess organisational effectiveness of and evidence of contributions to development and humanitarian results achieved by the multilateral organisations that they fund. UN Women was assessed by MOPAN in 2014. The assessment covered four areas of organizational effectiveness: a) strategic management; b) operational management; c) relationship management; and d) knowledge management. It was based on information collected through a survey of key stakeholders, document review, and interviews with the staff. The MOPAN assessment included an analysis of the decentralization process to increase country presence and delegate greater authority to improve effectiveness on the ground. However, its main objective was to look at the entire organizational performance of the entity and did not look in depth at the regional architecture as an adequate institutional arrangement in terms of efficiency and effectiveness to better contribute to results.

*Multilateral Aid Review<sup>9</sup> (MAR)*: The MAR is a systematic assessment that was first conducted in 2011 to examine the value for money that the Department of International Development of the government of the U.K (DFID) get from putting funding through multilateral organizations. In 2013, DFID continued the exercise by scrutinizing the improvements multilateral organizations have made since 2011. UN Women was assessed as part of the 2013 MAR. The MAR looked at progress against four reform components: a) contribution to results; b) strategic and performance management; c) cost and value consciousness; and b) transparency and accountability from the perspective of DFID. Similarly to MOPAN, the MAR did not

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<sup>7</sup> UNW/2012/10

<sup>8</sup> UNW/2012/10, Annex III

<sup>9</sup> See more on the Multilateral Aid review at <https://www.gov.uk/government/collections/multilateral-aid-review>

look specifically at the regional architecture of UN Women apart from acknowledging the progress of its implementation.

*Development Effectiveness Review (DER):* The DER is a development effectiveness review assessment conducted by the Department of Foreign Affairs Trade and Development Canada (DFATD)'s Development Evaluation Division, the Netherlands Foreign Affairs' Policy and Operations Evaluation Department (IOB), and other bilateral donors. The DER analyzed the United Nations Population Fund (UNFPA), United Nations High Commissioner for Refugees (UNHCR) and UN Women using the standard methodology developed under the Development Effectiveness of Multilateral Organizations Initiative of the Development Assistance Committee Network on Development Evaluation (OECD /DAC – EVALNET). The objective of the DER was to examine and assess the results achieved by UN Women during the period from 2011 to 2014 using the criteria of performance in achieving results, sustainability, relevance, environmental sustainability, gender equality, efficiency, and performance management. At the core of the DER approach is a systematic and structured meta-synthesis of the findings of a sample of evaluations performed by the organization. While the DER looked at results achieved and performance management, it did not specifically focus on the regional architecture process.

In addition to the organizational performance and effectiveness assessments conducted by donors, UN Women undertook other relevant assessments and evaluations. For instance, the UN Women global staff survey conducted in 2014 focused on investigating how staff experienced working at UN Women, levels of engagement and disengagement, and how UN Women compared with other organizations. The staff survey provided useful information on human resources and management practices of UN Women and serves as a baseline for mapping trends in the future. Elements pertaining to staff satisfaction in relationship to the institutional arrangement of UN Women provide useful inputs for analyzing the regional architecture in relation to staff.

Also, the evaluation function of UN Women was assessed by three external assessments (MOPAN, JIU, UNEG professional peer review) in 2014. These assessments, although with different goals and objectives, provided an in-depth analysis of independence, credibility, and utility of the evaluation function, including decentralized evaluation practices.

Finally, UN Women corporate thematic evaluations and meta-analysis reports conducted by the Independent Evaluation Office have included selected insights on the results of the regional architecture in relation to the thematic areas evaluated, and as part of the overall lessons extracted from all evaluations. These reports are nonetheless limited in scope as they do not analyze specifically the efficiency or effectiveness of the regional architecture.

This summary of UN Women's assessments demonstrates that MOPAN, DER and other reviews and evaluations provide findings on the overall UN Women's performance that include the regional architecture. Among assessments, the MOPAN has devoted more attention to the decentralization process, however, the overall organizational effectiveness and administrative efficiency of the regional architecture as the adequate institutional arrangement to fulfill UN Women's mandate at regional, multi-country and country office levels is yet to be independently evaluated. Having said that, MOPAN, DER, staff survey and the reviews of evaluation function provide very useful information on the different

aspects of UN Women’s performance. The evaluation of regional architecture will aim to utilize this wealth of data and analysis in its framework.

#### IV. Purpose, scope and objectives

The corporate evaluation of regional architecture will be undertaken as part of the Corporate Evaluation Plan 2014-2017. The purpose of this evaluation is to assess the relevance, organizational effectiveness and administrative efficiency of UN Women’s regional architecture. The findings will be used for strategic decisions, organizational learning and accountability. The findings of evaluation will inform the midterm review of UN Women Strategic Plan. The evaluation will be presented to the Executive Board in 2016. The targeted users of the evaluation are the UN Women Executive Board, UN Women senior management and staff and other agencies undergoing internal decentralization processes.

Given that regional architecture is relatively new, the evaluation will be *formative*. Formative evaluations are usually conducted during the development of a programme or its ongoing operation. They provide feedback for improvement, are prospective and proactive in their orientation, and serve quality assurance purpose. “Formative evaluations assess and assist with the formulation of goals and priorities, provide direction for planning and assessing alternative courses for action and draft plans, and guide programme management by assessing implementation of plans and interim results”<sup>10</sup>. Finally formative evaluations often form the basis for the *summative* evaluations when the intervention is matured.

The evaluation will analyze the design, planning, and implementation of regional architecture from its launch in 2012 to and the second quarter of 2015. The scope of the evaluation will include regional, multi-country and country offices and also divisions in HQ. It will focus on relevance, organizational effectiveness and administrative efficiency of regional architecture, including its organizational capacity to deliver UN Women’s mandate across all roles - normative, operational, and UN coordination – at global, regional and country levels. The evaluation will analyze organizational structure and administrative systems, such as strategic and process management, financial and human resources, programme management, communications and knowledge management.

Considering the mandates to incorporate human rights and gender equality in all UN work and the UN Women Evaluation Policy, which promotes the integration of women’s rights and gender equality principles, these dimensions will have a special attention in this evaluation. A specific evaluation objective on human rights and gender equality is included as well as specific questions are mainstreamed across the evaluation criteria.

#### Evaluation Objectives

The evaluation has following objectives:

- 1) Assess the relevance of regional architecture, particularly, whether it meets the needs of key UN Women stakeholders at global, regional and country levels.

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<sup>10</sup> Stufflebeam, D.L and Shinkfield, A.J (2007) Evaluation Theory, Models, and Applications. John Wiley & Sons. P 25.

- 2) Assess the organizational effectiveness of regional architecture to deliver UN Women’s mandate across all roles – advocacy, normative, policy, UN Coordination and programmatic at global, regional and country levels.
- 3) Assess the efficiency of regional architecture’s administrative systems, structure and processes, including mechanisms to ensure efficient communication linkages between HQ and the field.
- 4) Analyze how effective and efficient was the regional architecture in promoting gender responsive and human rights based approaches in programme management and administrative systems.
- 5) Provide forward looking recommendations for strengthening the effectiveness and efficiency of regional architecture.

### **Key evaluation questions**

#### **Relevance**

- 1) How does the regional architecture respond to the needs of governments, civil society and UN agencies at global, regional and country levels? What improvements and adjustments are needed to meet the needs of key stakeholders, including the most marginalized women?
- 2) To what extent the regional architecture is supporting national capacities through South-South cooperation?

#### **Organizational Effectiveness**

- 3) To what extent the objectives set in the Executive Board paper (UNW/2012/10) to establish an effective regional architecture have been met?
- 4) To what extent the regional architecture contributed to UN Women’s achievements in the operational, normative and coordination mandate at global, regional and country levels in an effective manner? Do any improvements or adjustments to the institutional set up are needed to enhance effectiveness?
- 5) What are the systems in place to monitor and assess the effectiveness of regional architecture? Are they working adequately and feed the organization with useful lessons?
- 6) To what extent regional architecture enhances the linkages between normative, operational, and coordination work? What adjustments are needed to improve these linkages?
- 7) To what extent UN Women applies rigorous gender analysis and human rights approach in programme design, monitoring and implementation at regional and country levels?

#### **Administrative Efficiency**

- 8) How responsive is regional architecture and its organizational set up in terms of information flow between HQ and the field and vice versa?
- 9) How efficient is regional architecture in terms of delegation of authority, decision making process, and methods for setting direction? To what extent the roles and responsibilities, coordination of labour, and coordination of systems are clear and efficient?
- 10) How efficient is the use of financial and human resources and IT systems in the framework of regional architecture?
- 11) To what extent the existing funding sources offer sustained support for the current staff structure and planned results of regional architecture?

- 12) Are the intervention resources used in an efficient manner to address human rights and gender equality (e.g. participation of targeted stakeholder, including the most marginalized groups, collection of disaggregated data)?
- 13) To what extent UN Women management and administrative systems promote gender sensitive approaches in day-to-day operations of regional architecture?
- 14) To what extent the regional architecture is achieving the gender parity of staff?

## V. Approach and methodology

The evaluation will be a transparent and participatory process involving relevant UN Women stakeholders and partners at the corporate, regional, and country levels. It will be based on gender and human rights principles, as defined in the UN Women Evaluation Policy<sup>11</sup> and adhere to the United Nations norms and standards for evaluation in the UN System<sup>12</sup>.

The evaluation will build on findings and assessment frameworks of MOPAN, MAR, DER but primarily will deploy Institutional and Organizational Assessment Model (IOA) as a guiding framework for evaluation<sup>13</sup> (See Figure 1). The performance of regional architecture will be assessed on its organizational effectiveness (contribution to the achievement of the Organizational Effectiveness and Efficiency Framework results and to development results), administrative efficiency (the quality and responsiveness of management systems and work processes), and relevance (the extent to which it has ability to adapt to changing conditions and environments).

The proposed evaluation approach draws on the concept of organizational effectiveness as applied by MOPAN in the organizational performance assessment of UN Women conducted in 2014<sup>14</sup>. Under the criterion of organizational effectiveness the evaluation will “examine the organizational systems, practices, and behaviours” that are important for achieving results of regional architecture as stated in planning documents. It will also analyze the contribution of regional architecture to the overall development results of UN Women, given its significance in delivering UN Women’s mandate on the ground. Meanwhile, the analysis of efficiency will focus on the efficiency of administrative systems and work processes<sup>15</sup>. The methodological choice to focus on administrative efficiency rather than cost-efficiency or cost-benefit analysis is based on two main reasons. First, the lack of rigorous efficiency indicators and detailed data that link resources such as funds, staff, time used to the results of UN Women. Second, the challenge of identifying meaningful comparator organizations for cost-efficiency analysis given the uniqueness of UN Women mandate and also UN Women being a new organization where regional architecture and decentralization were rolled out very recently.

<sup>11</sup> UN Women, *Evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women* (UNW/2012/12)

<sup>12</sup> United Nations Evaluation Group, Norms and Standards for evaluation in the UN System, access at: [http://www.uneval.org/normsandstandards/index.jsp?doc\\_cat\\_source\\_id=4](http://www.uneval.org/normsandstandards/index.jsp?doc_cat_source_id=4)

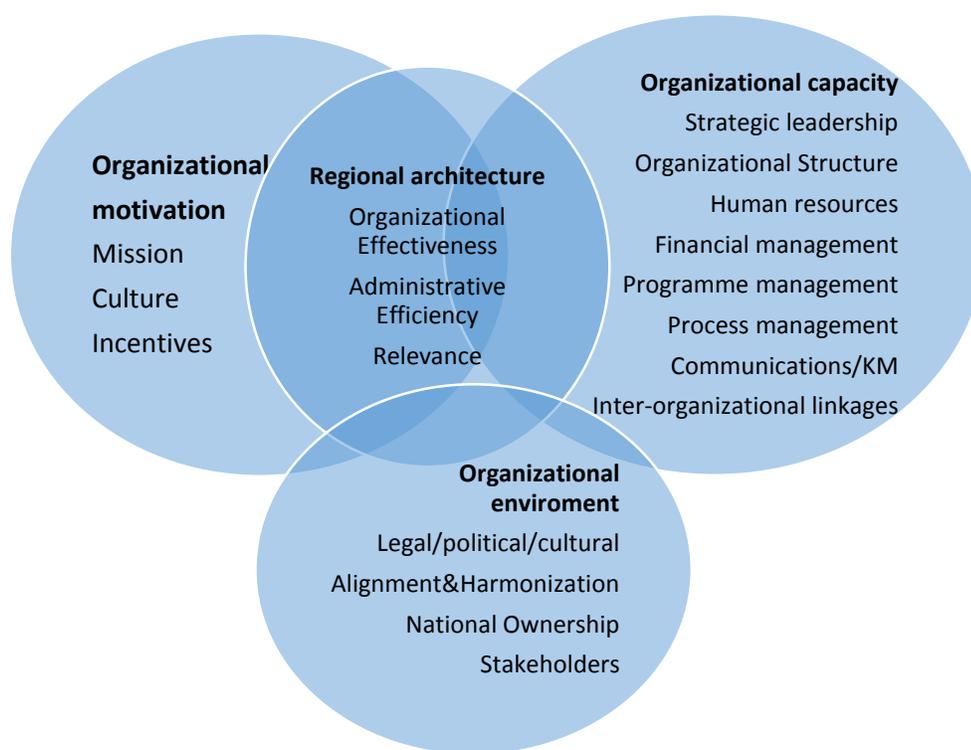
<sup>13</sup> Organization Assessment: A framework for improving performance (2002). Lusthaus, Ch., Adrien, M., Anderson, G., Carden, F., and Montalvan, G. International Research center. Available at <http://www.idrc.ca/EN/Resources/Publications/Pages/IDRCBookDetails.aspx?PublicationID=241>

<sup>14</sup> MOPAN, Technical Report Volume II p.3

<sup>15</sup> The evaluation uses the definition of the IDRC and IADB: “administrative efficiency explores how different work processes contribute to the overall value added in an organization (...) how well an organization is managing its strategy and work processes.” IDRC and IADB, *Organization Assessment: A framework for improving performance*, p.81

Following gender responsive evaluation approach, it will also assess the transformative potential of UN Women’s results on the ground and the integration of gender equality and human rights principles in strategic and programme management practices. The evaluation will analyze the dimensions of organizational motivation and environment as important contextual forces that drive the performance of regional architecture but primarily it will focus on assessing the dimension of organizational capacity and needed improvements for greater effectiveness and efficiency of UN Women at global, regional and country levels.

Figure 1. Regional Architecture Evaluation Framework based on IOA model.



The evaluation methodology will be based on mixed methods and will deploy a variety of evaluation techniques ranging from desk review, interviews, participatory workshops, surveys, observation and comparative case studies. The logic model based on the Organizational Efficiency and Effectiveness Framework of UN Women Strategic Plan 2014 -2017 and relevant regional architecture documents will be developed by the evaluation team to guide the assessment. A baseline of performance will be established based on the monitoring and reporting information and results of previous organizational performance assessments and reviews, evaluations, staff survey and the databases of financial and human resources.

The evaluation will have three levels of analysis and validation of information. *Level 1* will start with a desk review of information sources on regional architecture available through corporate UN Women's reporting and information systems such as regional architecture documents presented to the Executive Board, Results Management System, Annual UN Women Reports, Regional and Country Reports, Audits, external UN Women's organizational assessments (MOPAN, MAR, DER, UNEG Peer Review), UN Women staff survey 2014, and corporate and decentralized evaluations of UN Women. *Level 2* will involve more in-depth analysis of six regional offices, six multi-country offices and a representative sample of 20 UN Women country offices. *Level 2* analysis will be based on document review and supplemented with additional online/skype interviews with key stakeholders. It will also include surveys of UN Women staff and external stakeholders. *Level 3* will involve field visits in a purposively selected sample of five countries that will include at least one regional, one multi-country, one country, one office with programme presence and one without any UN Women presence. Travel to select 5 offices in the field is envisaged. The qualitative comparative case study analysis will be applied to systematically compare and analyze data from *level 2* and *level 3* case studies to identify necessary characteristics and factors to ensure effectiveness and efficiency of the regional architecture. In addition, at HQ level, a case study will be conducted to capture linkages between HQ and field offices. The case studies will provide information on how regional architecture is implemented, whether any adjustments are needed as well as identify good practices and lessons learned and feed into the synthesis report.

The following data sources will be utilized and data will be triangulated to ensure validity and reliability:

- Review of key documents: Strategic Plan; Regional Architecture documents; UN Women Annual Reports; Division of Management and Administration reports; Results Management system reports; audits; external UN Women's organizational assessments (MOPAN, MAR, DER, UNEG Peer Review), UN Women global Staff survey 2014; corporate and decentralized evaluations; and guidance notes.
- Survey of UN Women staff; and surveys of UN Women key stakeholders at country level.
- Interviews and focus groups with a purposive sample of UN Women staff; members of Executive Board, civil society advisory groups.
- In-depth document review of 6 regional and 6 multi-country offices and a representative sample of 20 UN Women country offices, including strategic notes, annual reports, donor reports, relevant evaluations and monitoring and reporting information on regional architecture. This review will also analyze key documents and reports of five countries where UN Women is not present. The sampling criteria for the countries will include geographic representation, range of country contexts, range of UN Women's services and capacity and investment.
- Five country case studies and one HQ based case study: A set of criteria for selecting case study countries will be developed by the evaluation team in consultation with the Independent Evaluation Office. Besides representation of different regions as relevant, the parameters may include the size of investment; regional, multi-country and country offices, programme presence and no presence; length of establishment/ maturity of office; and feasibility of evaluation visit. A key criterion for the selection of case study countries will be their potential to generate knowledge and learning on effectiveness and efficiency of the regional architecture.

## Evaluation Process

The evaluation process has five phases:

- 1) **Preparation:** gathering of available data on regional architecture, conceptualizing the evaluation approach, conducting internal consultations on the approach, preparing the TOR, establishing of internal reference group, and recruitment of external technical experts and the evaluation team. This stage is conducted by the UN Women Independent Evaluation Office;
- 2) **Inception:** consultations between the evaluation team and the Independent Evaluation Office, desk review of key documents, inception meetings with the reference group, development of the result logic of regional architecture, establishment of baseline, finalization of selection criteria for country case studies for level 2 and level 3 country case studies, finalization of evaluation methodology and inception report. This stage is conducted by the external evaluation firm and managed and validated by the UN Women Independent Evaluation Office;
- 3) **Data collection and analysis:** desk research, in-depth review of global, regional level, multi-country, country and planning frameworks and programme documents, in-depth review of six regional offices, six multi-country offices and a representative sample of 20 UN Women country offices, staff and partner survey/s, participatory workshops, visits to five countries and HQ and preparation of 6 case study reports. This stage is conducted by the external evaluation firm and managed and validated by the UN Women Independent Evaluation Office;
- 4) **Analysis and synthesis stage:** analysis of data and interpretation of findings, and drafting of an evaluation report and other communication products. This stage is conducted by the external evaluation firm and managed and validated by the UN Women Independent Evaluation Office;
- 5) **Dissemination and follow-up:** the development of a Management Response, publishing of the evaluation report, preparing conference room paper for the Executive Board, uploading the published report on the GATE website<sup>16</sup>, production of other knowledge products, and organization of learning events, such as a webinars. This stage is conducted by UN Women.

## Evaluation Management

The UN Women Independent Evaluation Office is responsible for the management of this corporate evaluation, including the quality of the evaluation report and its presentation to the UN Women Executive Board. The Independent Evaluation Office will hire an **external and independent evaluation firm** to conduct the evaluation. The firm can be located in any country with no restrictions for eligibility. The evaluation firm will have a combination of the requisite experience in evaluation and technical expertise in organizational performance evaluations. The Independent Evaluation Office will manage the evaluation process, constitute a quality assurance system and provide administrative and substantive support, including joining the evaluation team in selected field missions. The Independent Evaluation Office will also support coordination and liaison with concerned sections at headquarters and field offices. The Independent Evaluation Office will ensure that the evaluation is conducted in accordance with the UN

<sup>16</sup> UN Women's Global Accountability and Tracking of Evaluation Use (GATE) website: <http://gate.unwomen.org>

Women Evaluation Policy, United Nations Evaluation Group Ethical Guidelines and Code of Conduct for Evaluation in the United Nations system and other key guidance documents.<sup>17</sup>

The establishment of **reference groups** will help to ensure that the evaluation approach is robust and relevant to staff and stakeholders, and make certain that factual errors or errors of omission or interpretation are identified in evaluation products. The core reference groups will provide input at key stages of the evaluation: terms of reference; inception report; draft and final reports. An internal UN Women reference group will be established and will be composed of senior managers/staff from regional and country offices as well as key divisions at HQ responsible for normative, operational, coordination and management and administration work. Regional reference groups could be established at the request of regional offices, and will be managed by regional offices to gather inputs and comments at different stages of the process.

**External Technical Experts** will also be recruited by the Independent Evaluation Office to provide external quality assurance of the evaluation process. The technical experts will include one evaluation expert and one technical expert in decentralization processes in international organizations. The experts will play an important role in providing technical and strategic inputs into the evaluation process and review of the main evaluation products: TOR, inception and evaluation reports.

### Evaluation Team

The core evaluation team will be composed of 4-5 independent consultants from a firm with experience in organizational performance evaluation and decentralization processes, preferably of the United Nations System. The team will include an experienced team leader; a senior expert on organizational development and decentralization processes, a senior evaluation expert and research assistants. All team members must sign the "Evaluation consultants' agreement form"<sup>18</sup>, based on the UNEG Code of Conduct and Ethical Guidelines for Evaluation in the United Nations system (see Annex A). Detailed profiles of key team members are provided in Annex B.

The combined expertise of the team should include:

- Advanced evaluation expertise and experience in a wide range of evaluation approaches including utilization-focused, gender and human rights responsive, and mixed methods as shown by evaluation experience of company team members and company's past evaluation work.
- Proven expertise in evaluation of organizational performance and decentralization processes. Samples of past evaluation reports will be requested.
- Previous experience in conducting organizational performance evaluations as well as corporate and complex multi-stakeholder evaluations, preferably for the United Nations system. Samples of past evaluation reports will be requested.
- Knowledge of the relevant international frameworks on gender equality and women's empowerment, gender mainstreaming, and gender analysis; experience/knowledge of women's

<sup>17</sup> United Nations Evaluation Group, UNEG Ethical Guidelines, accessible at: [http://www.uneval.org/papersandpubs/documentdetail.jsp?doc\\_id=102](http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=102) and UNEG Code of Conduct for Evaluation in the United Nations system, accessible at: [http://www.uneval.org/papersandpubs/documentdetail.jsp?doc\\_id=100](http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=100)

<sup>18</sup> The form can be downloaded at: <https://unw-gate.azurewebsites.net/resources/docs/SiteDocuments/UNWomen%20-%20CodeofConductforEvaluationForm-Consultants.pdf>

movements as shown by past work involving use of international frameworks on gender equality and women’s empowerment, work on gender mainstreaming and/or gender analysis or women’s movements.

- Strong experience and knowledge in human rights, the human rights-based approach to programming, human rights analysis and related UN mandates as shown in past work involving human-rights-based approach to programming, human rights analysis.
- Strong experience of knowledge management as shown in past work involving analysis of organizational knowledge management processes.
- Excellent analytical, facilitation and communications skills; ability to negotiate with a wide range of stakeholders.
- Experience in organizational development and change management processes.
- Fluency in English and other official UN languages, particularly, Spanish and French.
- Balance in terms of gender and regional representation is desirable.

### Schedule of Deliverables

The proposed timeframe and expected products will be discussed with the evaluation team and refined in the inception report. The Independent Evaluation Office reserves the right to ensure the quality of products submitted by the external evaluation team and will request revisions until the product meets the quality standards as expressed by the Independent Evaluation Office and as set forth in UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS).

<u>Activity</u>	<u>Deliverables</u>	<u>General Timeframe</u>
Team on Board		July 15
Inception Phase of evaluation		July – August 2015
Inception	Meeting in NY July 29-30. Skype interviews with reference group August 3-7.	July – August 2015
1. Inception report (including two rounds of revision)	Based on inception phase activities the inception report will present a refined scope, a detailed outline of the evaluation design and methodology, evaluation questions, and criteria for the selection and approach for in-depth desk review and case studies. The report will include an evaluation matrix and detailed work plan. A first draft report will be shared with the Independent Evaluation Office and,	September 2015

	based upon the comments received, the evaluation team will revise the draft. The revised draft will be shared with reference groups and external advisors for feedback. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the final inception report.	
Data collection phase of evaluation		October - November 2015
2. Case study reports (including country and HQ cases and two rounds of revisions)	The findings from the case studies will be summarized in a report format. The format of the case study report will be defined in the inception report. The case study reports will be shared with regional reference groups provided these are established. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the final case study reports.	December 2015
Analysis and reporting phase		January - February 2016
3. Presentation of preliminary findings (one round of revision)	A powerpoint presentation detailing the emerging findings of the evaluation will be shared with the Independent Evaluation Office for feedback. The revised presentation will be delivered to the reference groups for comment and validation. The evaluation team will incorporate the feedback received into the draft report.	February 2016
4. Draft Report and draft executive summary (including three rounds of revision prior to the final report)	A first draft report will be shared with the Independent Evaluation Office for initial feedback. The second draft report will incorporate feedback from the Independent Evaluation Office and will be shared with the reference group and external advisors for identification	March 2016

	of factual errors, errors of omission and/or misinterpretation of information. The third draft report will incorporate this feedback and then be shared with the reference group for final validation. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the revised drafts.	
5. Final Report	The final report will include a concise Executive Summary and annexes detailing the methodological approach and any analytical products developed during the course of the evaluation. The structure of the report will be defined in the inception report.	March-April 2016
6. 1 to 3 articles for the Independent Evaluation Office Magazine	The articles will summarize in a reader-friendly format evaluation approach, methods, findings and recommendations to be published in the Independent Evaluation Office Magazine.	April 2016
Dissemination & Follow up	<i>Independent Evaluation Office is responsible for presenting the evaluation report to the Executive Board and disseminating the evaluation.</i>	April – September 2016

## ANNEX A: Key Evaluation Guidance Documents

(Click for hyperlink)

- [Evaluation Policy of the United Nations Entity for Gender Equality and the Empowerment of Women](#) (UNW/2012/8)
- [UN Women Evaluation Handbook: How to manage gender responsive evaluation](#)
- UN Women Evaluation Handbook [Tool 14 GERAAS Evaluation Report Quality Assessment checklist](#)
- [Evaluation Consultants Agreement Form](#)
- [Standards for Evaluation in the UN System](#)
- [Norms for Evaluation in the UN System](#)
- [Integrating Human Rights and Gender Equality in Evaluation – towards UNEG Guidance](#)
- [UNEG Quality Checklist for Evaluation Reports](#)
- [UNEG Ethical Guidelines](#)
- [UNEG Code of Conduct for Evaluation in the UN System](#)

## **ANNEX B: Team Members Profile**

As indicated in the TOR, the evaluation team should be composed of 4-5 members that include an experienced team leader, a senior expert on organizational performance and decentralization processes, a senior evaluation expert and research assistants. Ideally, the team leader should have expertise in UN programming processes, while the senior evaluator has strong knowledge of human rights and gender issues in evaluation. The team should be gender balanced and include regional evaluators; and preferably national researchers for the case studies of evaluation. Below is a more detailed description of the tasks and qualification requirements for each team member.

### **Team Leader**

The team leader, with at least 15 years of evaluation experience, 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 Independent Evaluation Office Task Manager, he/she will lead the conceptualization and design of the evaluation, the coordination and conduct of the country visits and the shaping of the findings, conclusions and recommendations of the final report. The team leader will be required to lead/participate in the Headquarters (HQ) case study and at least 2 regional and/or country case studies. More specifically the tasks of the team leader include:

- Conducting an inception mission and developing an inception report outlining the design, methodology and the criteria for the selection of the case studies, required resources and indicative work plan of the evaluation team. Assigning and coordinating team tasks within the framework of the TOR;
- Directing and supervising the research assistant/s in carrying out research and analysis of secondary evidence, project documents, databases and all relevant documentation;
- Coordinating the conduct of case studies and preparing case study reports;
- Overseeing and assuring quality in the preparation of the case studies and taking a lead in the analysis of evaluation evidence;
- Drafting the evaluation report and leading the preparation of specific inputs from designated team members, based on case study reports prepared by the team members, desk research, focus groups, surveys, etc;
- Preparing for meetings with the Independent Evaluation Office Task Manager and other stakeholders to review findings, conclusions and recommendations;
- Leading the stakeholder feedback sessions, briefing the Independent Evaluation Office Task Manager on the evaluation through informal sessions and finalizing the report based on feedback from the Independent Evaluation Office Task Manager;
- Preparing evaluation briefs, Powerpoint presentation and working with the report editor, responding to final edits on the evaluation report;
- Fluency in English and knowledge of other official UN languages.

Qualifications:

- At least 15 years practical experience in conducting evaluations of international policies and programmes applying a wide range of approaches and methods including utilization focused, gender and human rights responsive, and mixed methods with a background in social research;
- Extensive experience acting as team leader for complex evaluations and proven ability to manage a diverse evaluation team;
- Previous experience in conducting organizational performance evaluations as well as corporate and complex multi-stakeholder evaluations, preferably for the United Nations system;
- Excellent knowledge of the UN system, UN reform processes and UN Women programming at the country level, in development and conflict/post-conflict country contexts;
- Experience and knowledge on gender equality and women’s empowerment, gender mainstreaming, gender analysis and the related mandates within the UN system; experience/knowledge of women’s movements;
- Experience and knowledge on human rights issues, the human rights-based approach to programming, human rights analysis and related mandates within the UN system;
- Excellent analytical, facilitation and communications skills and ability to negotiate amongst a wide range of stakeholders;
- Fluency in English and knowledge of other official UN languages.

**Senior Organizational Development/Decentralization expert**

The senior organizational development/decentralization expert will provide substantive advice on the organizational performance and decentralization aspects of the evaluation. Under the overall supervision of the evaluation team leader, the senior expert will participate in the inception and the conduct phases of the evaluation. He/she will provide inputs to the inception report, participate in the case studies and draft the case study reports, based on a standardized approach and format. In addition, he/she will contribute to the preparation of the final report and evaluation articles as necessary, and will support the team leader in the supervision of the research assistant/s work.

Qualifications:

- At least 10 years of professional experience in organizational development, change management and decentralization processes;
- Knowledge of organizational development theory and practice, including feminist and gender analysis of organizations;
- Knowledge of the UN system, UN reform processes and UN programming at the country level;
- Knowledge of human rights issues, the human rights-based approach to programming, human rights analysis and related mandates within the UN system;
- Strong analytical, facilitation and communications skills and ability to negotiate amongst a wide range of stakeholders;
- Fluent in English and knowledge of other official UN languages.

## Senior Evaluator

The senior evaluation expert will provide substantive advice on the design and implementation of evaluation methodology. Under the overall supervision of the evaluation team leader, the senior evaluation expert will participate in the inception and the conduct phases of the evaluation. He/she will provide inputs to the inception report, participate in the case studies and draft the case study reports, based on a standardized approach and format. In addition, he/she will contribute to the preparation of the final report and evaluation articles as necessary, and will support the team leader in the supervision of the research assistant/s work.

### Qualifications:

- At least 7 – 10 years practical experience in conducting evaluation of international policies and programmes including organization performance assessments, utilizing a wide range of approaches and methods including utilization focused, gender and human rights-responsive, and mixed methods and background in social research;
- Strong knowledge of human rights issues, the human rights-based approach to programming, human rights analysis and related mandates within the UN system;
- Knowledge of the UN system, UN reform processes and UN programming at the country level, in development, conflict/post-conflict country contexts;
- Experience and knowledge in gender equality and women’s empowerment, gender mainstreaming, gender analysis and the related mandates within the UN system;
- Experience/knowledge of women’s movements would be considered an asset;
- Strong analytical, facilitation and communications skills and ability to negotiate amongst a wide range of stakeholders;
- Fluent in English and knowledge of other official UN languages.

## Research Assistant/s

### Qualifications:

- Strong analytical skills and ability to quickly grasp and synthesize information proven by showcasing previous research assistance work;
- Ability to work interactively with a team, often responding to varying requests under pressure;
- Proven experience of mastery of information technology required for organized presentation of information, including quantitative information and graphical presentations, and for organizing information and materials on the internal website as demonstrated with similar type of previous assignments;
- Excellent drafting skills in English;
- Deep knowledge and/or experience in the UN would be considered an asset;
- Working knowledge of other UN languages would be considered an asset.

## Annex III

### Evaluation Methodology and Criteria

- Cumulative Analysis Methodology:** A proposal selected on the basis of *cumulative analysis* where total score is obtained upon a combination of the weighted technical and financial attributes.

A two-stage procedure will be utilized in evaluating the proposals; the technical proposal will be evaluated with a minimum pass requirement of 80% of the obtainable 800 points assigned for technical proposal. A proposal shall be rejected at this stage if it fails to achieve the minimum technical threshold of 80% of the obtainable score of 800 points prior to any price proposal being opened and compared. The financial proposal will be opened only for those entities whose technical proposal achieved the minimum technical threshold of 80% of the obtainable score of 800 points and are determined to be compliant. Non-compliant proposals will not be eligible for further consideration.

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

Technical proposal: 800 points

Financial proposal: 200 points

Total number of points: 1000 points

#### **Evaluation of financial proposal:**

In this methodology, the maximum number of points assigned to the financial proposal is allocated to the lowest price proposal. All other price proposals receive points in inverse proportion.

A formula is as follows:

$$p = y (\mu/z)$$

Where:

p = points for the financial proposal being evaluated

y = maximum number of points for the financial proposal

$\mu$  = price of the lowest priced proposal

z = price of the proposal being evaluated

The contract shall be awarded to the proposal obtaining the overall highest score after adding the score of the technical proposal and the financial proposal.

### Evaluation of technical proposal:

The technical proposal is evaluated and examined to determine its responsiveness and compliancy with the requirements specified in these solicitation documents, specifically in the TOR above and its annexes. The quality of each technical proposal will be evaluated in accordance with the following technical evaluation criteria and the associated weighting (total possible value of 800 points):

Section A. Expertise and Capability of Proposer		Points obtainable
Expertise of organization submitting proposal		
1.1 <u>Company's organizational architecture</u>	Extent to which the proposal includes a detailed description of the company's architecture and its financial capability. Extend to which the company's organizational capability is likely to affect performance (i.e. size of the organization, strength of management support) is also assessed.	30
1.2 <u>Quality assurance procedures, risk and mitigation measures</u>	Extent to which potential risks for the performance of the TOR that may impact achievement and timely completion of expected results as well as their quality is described in the proposal, as well as measures that will be put in place to mitigate these risks.	20
1.3 <u>Relevance of Specialized Knowledge and Experience on Similar Projects</u>	Proven previous expertise in conducting thematic/complex evaluations and change management processes, and/or evaluations of organizational performance and decentralization processes (advanced expertise in wide range of evaluation approaches for organizational performance evaluations including utilization-focused, theory-based, gender and human rights responsive, mixed methods as well as in conducting thematic, corporate and multi-stakeholders evaluations preferably for the UN system as seen by previous evaluation reports).	100
1.4 <u>Relevance of Specialized Knowledge and Experience on Similar Projects</u>	Experience and knowledge of organizational performance frameworks, organizational development processes, change management, organizational decentralization processes, gender analysis and the related mandates within the UN system across the team (knowledge of organizational processes frameworks for evaluation and the relevant international frameworks pertaining to gender equality and women's empowerment, gender mainstreaming and gender analysis and knowledge of women's movements).	80

1.5 <u>Relevance of Specialized Knowledge and Experience on Similar Projects</u>	Evaluation and working experience in developing countries, as proven by having worked and/or having conducted evaluation in developing countries.	70
	Subtotal A	300
<b>Section B. Proposed Work Plan and Approach</b>		<b>Points obtainable</b>
Proposed methodology		
2.1 <u>Analysis approach, methodology</u>	Proposer's understanding of UN Women's work, adherence to procurement principles and TOR. Proposal's overall quality, clarity and adherence to the RFP guidelines. The proposal includes a technical proposal according to the format provided below (Annex IV).	40
2.2 <u>Analysis approach, methodology</u>	Extent to which the proposal presents a specific approach and a variety of techniques for gathering and analyzing qualitative and quantitative data that are feasible and applicable in the timeframe and context of the evaluation, and incorporates human rights and gender equality approaches as well as innovative presentations for evaluation findings. The technical proposal presents a specific approach for the evaluation in particular for organizational performance evaluation (mixed methods, theory-based, utilization focused, contribution analysis, appreciative inquiry, participatory processes, etc) and includes detailed techniques for data collection, analysis and reporting; the proposal is realistic within the timeframe proposed in the TOR to complete all deliverables, including country case studies.	80
2.3 <u>Analysis approach, methodology</u>	Extent to which the evaluation matrix clearly addresses the TOR, relating evaluation questions with evaluation criteria, with indicators and with means of verification (evaluation matrix should be included in the proposal).	60
2.4 <u>Analysis approach, methodology</u>	Extent to which the evaluators reflect clear professional commitment with the subject of the assignment and follow UNEG ethical code of conduct including to gender equality (the proposals and CVs of evaluators reflect a professional commitment with gender equality and evaluation).	30
2.5 <u>Management - timeline, deliverables and reporting</u>	Extent to which the timeframe and human resources indicated in the work plan are realistic and useful for the needs of the evaluation (sufficient allocation of time effort of different team members, including senior experts, and the overall realism and feasibility of the allocation of time effort and human resources to implement the proposed evaluation	110

	methodologies and work plan, as well as delivery of products by proposed timeframe).	
	Subtotal B	320
<b>Section C. Resource Plan, Key Personnel</b>		<b>Points Obtainable</b>
Qualification and competencies of proposed personnel		
3.1 <u>Composition of the team proposed to perform TOR, and the work tasks (including supervisory)</u>	<p>Relevant professional experience of team leader (for details refer to the Annex B of the TOR).</p> <p>At least 15 years of evaluation experience, knowledge of UN system, knowledge of gender equality and human rights issues and particularly experience having conducted complex organizational performance evaluations, evaluations of change management processes and or evaluation of organizational decentralization processes preferably of an UN entity.</p>	100
3.2 <u>Composition of the team proposed to perform TOR, and the work tasks (including supervisory)</u>	<p>Relevant professional experience for team members (for details refer to the Annex B of the TOR).</p> <p>A combination of experience required for the senior organizational development/decentralization expert, the senior evaluator and the research assistant/s as specified in the Annex B of the TOR including years of evaluation experience for each, knowledge of UN system, knowledge of gender equality and human rights issues and specifically 10 years of experience in organizational development, change management and decentralization processes including experience of organizational development theory and practice, including feminist and gender analysis of organizations for the senior expert.</p>	80
	Subtotal C	180
	TOTAL	
[80%] of [800] pts = [640] pts needed to pass technical		

A proposal shall be rejected at this stage if it fails to achieve the minimum technical threshold of 80% of the obtainable score of 800 points for the technical proposal.

## Annex IV

### Format of Technical Proposal

**Technical Proposals not submitted in this format may be rejected.**

**Financial Proposal must be submitted in separate envelope or email address where electronic submission is allowed.**

Proposer is requested to include a half page value statement indicating why they are most suitable to carry out the assignment.

Name of Proposing Organization:	
Country of Registration:	
Type of Legal entity:	
Name of Contact Person for this Proposal:	
Address:	
Phone:	
Fax:	
E-mail:	

#### Section A: Expertise and Capability of Proposer

##### 1.1 Company's organizational architecture

- **Background:** Provide a brief description of the organization submitting the proposal, including if relevant the year and country of incorporation, types of activities undertaken, and approximate annual revenue.
- **Financial capacity:** The Proposer shall demonstrate its financial capacity and reliability with regard to the requirements of the Terms of Reference, which can be established by supporting documentation including for example the most recent Audited Financial Statements duly certified by a public accountant.
- **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.

### 1.2 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.

### 1.3 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 similar exercises particularly in conducting complex evaluations, evaluations of organizational performance and decentralization processes with mention of evaluation approaches used (utilization-focused, theory-based, gender and human rights responsive, mixed methods , etc). Include links to relevant past evaluation reports (at least 2 reports), preferably of organizational performance, and/or evaluation reports that have analysed organizational performance extensively.
- Describe the experience of the organization performing similar services. Experience with other UN organizations/major multilateral/or bilateral programmes is highly desirable. Please include knowledge and previous experience in using organizational performance frameworks, organizational development processes, change management, organizational decentralization processes, gender analysis and the related mandates within the UN system. Also include any knowledge of organizational processes frameworks for evaluation and the relevant international frameworks pertaining to gender equality and women’s empowerment, gender mainstreaming and gender analysis and knowledge of women’s movements.
- Include any past evaluation and working experience in developing countries, as proven by having worked and/or having conducted evaluation in developing countries.

- Provide at least 3 references

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

3-					
<b>Section B: Proposed Work Plan and Approach</b>					
<u>2.1 Analysis approach, methodology</u>					
<ul style="list-style-type: none"> <li>• Explain the organization’s understanding of UN Women’s needs for services.</li> <li>• Present the specific evaluation approach and methodology including the techniques for gathering and analyzing qualitative and quantitative data that are feasible within the timeframe of the evaluation, including for the case studies. The approach should incorporate human rights and gender equality principles as well as innovative presentations for evaluation findings. An evaluation matrix relating evaluation questions with evaluation criteria, with indicators and with means of verification should be included. This section should also include professional commitment to evaluation ethical guidelines, gender equality and evaluation.</li> <li>• Include a work-plan with realistic time frame and human resources.</li> <li>• Identify any gaps/overlaps in UN Women’s coverage based on the information provided.</li> <li>• Describe how your organization will adhere to UN Women’s procurement principles in acquiring services on behalf of UN Women, such as:             <ul style="list-style-type: none"> <li>a) Best Value for money</li> <li>b) Fairness, integrity and transparency</li> <li>c) Effective competition</li> <li>d) The best interests of UN Women</li> </ul> </li> </ul>					
<u>2.2 Management - timeline, deliverables and reporting</u>					
<ul style="list-style-type: none"> <li>• Provide a detailed description of how the management for the requested services will be implemented in regard to the TOR.</li> </ul>					
<b>Section C: Resource Plan, Key Personnel</b>					
<u>3.1 Composition of the team proposed to perform TOR, and the work tasks (including supervisory)</u>					
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.					
<u>3.2 Gender profile</u>					
<ul style="list-style-type: none"> <li>• Proposer is strongly encouraged to include information regarding the percentage of women employed in Proposer’s organization, women in leadership positions, and percentage of women shareholders. This will <i>not</i> be a factor in the evaluation criteria; UN Women is collecting this data for statistical purposes in support of UN Women’s core mandate.</li> </ul>					

- Proposers are also requested to sign the Voluntary Agreement for Promoting Gender Equality in the Workplace.

Provide Curriculum vitae of the proposed personnel that will be involved either full time or part time.

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

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

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

**Sample CV template:**

Name:		
Position for this assignment:		
Nationality:		
Language Skills:		
Educational and other Qualifications		
Employment Record: [Insert details of as many other appropriate records as necessary]		
From [Year]: _____ To [Year]: _____		
Employer: _____		
Positions held: _____		
Relevant Experience (From most recent; Among the assignments in which the staff has been involved, indicate the following information for those assignments that best illustrate staff capability to handle the tasks listed under the TOR) [Insert details of as many other appropriate assignments as necessary]		
Period: From - To	Name of project/organization:	Job Title, main project features, and Activities undertaken
References (minimum 3)	(Name/Title/Organization/Contact Information – Phone; Email)	

## Annex V

### Format of Financial Proposal

The Financial Proposal must be prepared as a separate PDF file from the rest of the RFP response as indicated in Clause 3.4.1 of the Instruction to Proposers. The components comprising the total price must provide sufficient detail to allow UN Women to determine compliance of proposal with requirements as per TOR of this RFP. The Proposer shall include a complete breakdown of the cost elements associated with each line item and those costs associated with any proposed subcontract/sub-awards (separate breakdown) for the duration of the contract. Provide separate figures for each functional grouping or category.

Estimates for cost-reimbursable items, if any, such as travel, and out of pocket expenses should be listed separately.

In addition, the financial proposal must include, but not necessarily be limited to, the following documents:

1. A summary of the price in words and figures

i. **Price breakdown:** The price must cover all the services to be provided and must itemize the following:

a. An all-inclusive fee rate per working day for each expert to be assigned to the team. The fee rate must include remuneration of each expert, all administrative costs of employing the expert and the margin covering the Proposer overhead and backstopping facilities.

b. An all-inclusive daily subsistence allowance (DSA) rate for every day in which the experts shall be in the field for purposes of the assignment.

c. An all-inclusive amount for necessary international travel and related expenses by the most appropriate means of transport and the most direct economy class practicable route. The breakdown shall indicate the number of round trips per team member.

d. An all-inclusive amount for local travel, if applicable, including taxis or other means of transportation during case study field visits including in UN Women HQ.

e. If applicable, other costs required for purposes of the assignment not covered in the foregoing or beneath paragraphs such as communication, printing and dispatching of reports to be produced during the assignment, accommodations, events/workshops, food, translation/interpretation services, etc.

f. Summary of total cost for the services proposed.

ii. **Schedule of payments:** Proposed schedule of payment might be expressed by the Proposer, and payment will be made by UN Women in the currency of the proposal. The payment schedule must be linked to the delivery of the outputs specified in your technical component.

All prices/rates quoted must be exclusive of all taxes, since the United Nations, including its subsidiary organs, is exempt from taxes.

**NOTE:** In case two (2) proposals are evaluated and found to be the same ranking in terms of technical competency and price, UN Women will award offer to the company that is either women owned or has women in majority shareholding in support of UN Women’s core mandate. In the case that both companies are women owned or have women in majority shareholding, UN Women will request best and final offer from both proposers and shall make a final comparison of the competing proposers.

**A. Cost Breakdown per Deliverables**

	<b>Deliverables</b>	<b>Percentage of Total Price</b>	<b>Staff involved (indicate profile of the person/s involved in each activity)</b>	<b>Daily rate</b>	<b>Time Effort in Days</b>	<b>Estimated Amount (Lump Sum, All Inclusive)</b>	<b>Delivery time/time period (if applicable)</b>
1	<p>Deliverable 1: Inception report (including two rounds of revision)</p> <p>The inception report includes travel to UN Women HQ in NY for interviews.</p> <p><i>Please refer to Schedule of Deliverables in TOR</i></p>						
2	<p>Deliverable 2: Case Study Reports including country and HQ case studies with two rounds of revisions.</p> <p>This includes all travel costs associated with conduct of case studies (travel to at least 5 country</p>						

<p>offices and UNW HQ in NY).</p> <p><i>Please refer to to Schedule of Deliverables in TOR</i></p>						
<p>Deliverable 3: Powerpoint presentation of preliminary findings (one round of revision) including its delivery to reference groups for comment and validation.</p> <p><i>Please refer to to Schedule of Deliverables in TOR</i></p>						
<p>Draft report and draft executive summary (three rounds of revisions prior to final report) including maintenance of audit trail with comments and responses.</p> <p><i>Please refer to to Schedule of Deliverables in TOR</i></p>						
<p>Final report, including executive summary and annexes detailing methodological approach.</p>						

<i>Please refer to to Schedule of Deliverables in TOR</i>						
1 to 3 articles summarizing the evaluation approach, methods, findings & recommendations to be published in the Independent Evaluation Office Magazine.						
Total		100%			USD .....	

*[Note: This spreadsheet should be accompanied by a short narrative summary that explains the figures supplied and that adds any relevant information that has been used to make the calculations.]*

**Signature of Financial Proposal**

The Financial Proposal should be authorized and signed as follows:

"Duly authorized to sign the Proposal for and on behalf of

\_\_\_\_\_

(Name of Organization)

\_\_\_\_\_

Signature/Stamp of Entity/Date

Name of representative:

Address:

Telephone/Fax/Email:

## Annex VI

### Proposal Submission Form

*[The Proposer shall fill in this Form in accordance with the instructions indicated. No alterations to its format shall be permitted and no substitutions shall be accepted.]*

To: *[insert UN Women  
Address, City, Country]*

Date: *[insert date of Proposal Submission]*

We, the undersigned, declare that:

- (a) We have examined and have no reservations to the Bid Solicitation Documents;
- (b) We offer to supply in conformity with the Bid Solicitation Documents the following **[Title of goods/services/works]** and undertake, if our Proposal is accepted, to commence and complete delivery of all services specified in the contract within the time frame stipulated.
- (c) We offer to supply for the sum as may be ascertained in accordance with the Financial Proposal submitted in accordance with the instructions under the Proposal Instruction Sheet;
- (d) Our proposal shall be valid for a period of **[120]** days from the date fixed for opening of Proposals in the Request for Proposal, and it shall remain binding upon us and may be accepted at any time before the expiration of that period;
- (e) If our proposal is accepted, we commit to obtain a performance security (if necessary) with the instructions under the Proposal Instruction Sheet;
- (f) We, including any subcontractors or suppliers for any part of the contract, have nationality from countries \_\_\_\_\_ *[insert the nationality of the Proposer, including that of all parties that comprise the Proposer]*
- (g) We have no conflict of interest in accordance with Clause 1.2 (*Eligible Proposers*) of the RFP Instructions to Proposers;
- (h) Our firm, its affiliates or subsidiaries—including any subcontractors or suppliers for any part of the contract—has not been declared ineligible by UN Women, in accordance with Clause 1.2 (*Eligible Proposers*) of the RFP Instructions to Proposers;
- (i) We understand that you are not bound to accept the lowest evaluated proposal or any other proposal that you may receive.

Signed: \_\_\_\_\_ *[insert signature of person whose name and capacity are shown]*

In the capacity of \_\_\_\_\_ *[insert legal capacity of person signing the Proposal Submission Form]*

Name: \_\_\_\_\_ *[insert complete name of person signing the Proposal Submission Form]*

Duly authorized to sign the proposal for and on behalf of: \_\_\_\_\_ *[insert complete name of Proposer]*

Dated on \_\_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_ *[insert date of signing]*

## Annex VII

### Voluntary Agreement

#### Voluntary Agreement for Promoting Gender Equality in the Workplace

Between (Name of the Contractor) and

The United Nations Entity for Gender Equality and the Empowerment of Women

The United Nations Entity for Gender Equality and the Empowerment of Women, a composite entity of the United Nations established by the United Nations General Assembly by its resolution 64/289 of 2 July 2010 (hereinafter referred to as “UN Women”) strongly encourages (Name of the Contractor) (hereinafter referred to as the “Contractor”) to partake in achieving the following objectives:

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

On behalf of the Contractor:

**Name, Title, Address, Signature**

**Date:**

Annex VIII

## Proposed Model Form of Contract

The UNITED NATIONS ENTITY FOR GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN, a composite entity of the United Nations established by the United Nations General Assembly by its resolution 64/289 of 2 July 2010, with its Headquarters at 220 East 42<sup>nd</sup> Street, New York, NY 10017, USA (hereinafter referred to as “UN Women”);

and

[official name of company in full], duly incorporated or organized under the laws of [country], with its registered offices at [address] (hereinafter referred to as “the Contractor”);

(Both hereinafter separately and jointly referred to as the “Party” or the “Parties”).

### WITNESSTH

WHEREAS, UN Women wishes to obtain the services of the Contractor as set forth below (the “Services”) in accordance with the terms and conditions set forth in this Contract (as defined below); and

WHEREAS, the Contractor represents that it possesses the requisite knowledge, skill, personnel, resources and experience and that it is fully qualified, ready, willing, and able to provide such services in accordance with the terms and conditions set forth in this Contract.

NOW THEREFORE, in consideration of the mutual promises and covenants herein contained, and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties agree as follows:

### Article 1 Contract Documents

1.1 This document and the documents listed below (“Contract Documents”) constitute the entire agreement between the Parties with regard to the subject matter hereof (“Contract”):

1.1.1 UN Women General Conditions of Contract—Contracts for the Provision of Services, annexed hereto as Annex A (“General Conditions”);

1.1.2 Terms of Reference, annexed hereto as Annex B (“TOR”) [Include a Terms of Reference setting forth the description of the Services to be procured, clearly evidencing your requirements.]

[1.1.3 Fee Schedule (the “Fee List”)]; [and]

[1.1.4 [Form of Performance Security]; [and]

[1.1.5 [other annexes that may be relevant]]

1.2 The Contract Documents are complementary of one another but,

1.2.1 First, this document;

1.2.2 Second, Annex A;

1.2.3 Third, Annex B;

[1.2.4 Fourth, Annex C;]

[1.2.5 Fifth, Annex D;] [and]

[1.2.6... other Annexes]

1.3 This Contract embodies the entire agreement of the Parties with regard to the subject matter hereof and supersedes all prior representations, agreements, contracts and proposals, whether written or oral, by and between the Parties on this subject. No promises, understandings, obligations or agreements, oral or otherwise, relating to the subject matter hereof exist between the Parties except as herein expressly set forth.

1.4 Any notice, document or receipt issued in connection with this Contract shall be consistent with the terms and conditions of this Contract and, in case of any ambiguity, discrepancy or inconsistency, the terms and conditions of this Contract shall prevail.

1.5 This Contract, and all documents, notices and receipts issued or provided pursuant to or in connection with this Contract, shall be deemed to include, and shall be interpreted and applied consistently with, the provisions of Article 16 (Settlement of Disputes) and Article 17 (Privileges and Immunities) of the General Conditions.

Article 2  
Effective Date and Term

2.1 This Contract shall take effect on the date both Parties have signed this Contract or if the Parties have signed it on different dates, the date of the latest signature (the “Effective Date”).

2.2 This Contract shall remain in effect for a period of [Insert time period] from the Effective Date, unless earlier terminated in accordance with the terms of this Contract.

Article 3  
Representations and Warranties

3.1 The Contractor represents and warrants that:

- 3.1.1 it is duly organized, validly existing and in good standing;
- 3.1.2 it has all necessary power and authority to execute and perform this Contract;
- 3.1.3 the execution and performance of this Contract will not cause it to violate or breach any provision in its charter, certificate of incorporation, by-laws, partnership agreement, trust agreement or other constituent agreement or instrument;
- 3.1.4 this Contract is a legal, valid and binding obligation, enforceable against it in accordance with its terms;
- 3.1.5 all of the information it has provided to UN Women concerning provision of the Services pursuant to this Contract is true, correct, accurate and not misleading;
- 3.1.6 it is financially solvent and is able to provide the Services to UN Women in accordance with the terms and conditions of the Contract;

Article 4

Obligations of the Contractor

DELIVERABLES SCHEDULE

4.1 The Contractor shall perform the services described in the TOR (the “Services”), in accordance with the terms and conditions of this Contract.

4.2 The Contractor shall submit to UN Women the deliverables specified hereunder according to the following schedule:

[LIST DELIVERABLES]	[INDICATE DELIVERY DATES]
Progress report	.././....
.....	.././....
Final report	.././....]

4.3. The Parties acknowledge that nothing in this Contract commits, or shall be construed as committing, UN Women to deal with the Contractor as an exclusive or sole-source supplier of the Services.

4.4 All reports shall be written in the English language, and shall describe in detail the services rendered under the Contract during the period of time covered in such report. All reports shall be transmitted by the Contractor by [mail, courier and/or fax] to the address specified in Article 17 (Notices) below.

4.5 The Contractor and its Personnel (as defined in Article 4.12 below) shall perform the Services under this Contract with the necessary care and diligence, and in accordance with the highest professional standards.

4.6 Except as expressly provided in this Contract, the Contractor shall be responsible at its sole cost for providing all the necessary Personnel, equipment, material and supplies and for making all arrangements necessary for the performance and completion of the Services under this Contract.

4.7 The Contractor shall be responsible for obtaining, at its own cost, all licenses, permits and authorizations from governmental or other authorities necessary for the performance of this Contract.

4.8 The Contractor acknowledges that (i) UN Women shall have no obligation to provide any assistance to the Contractor in performing the Services other than as expressly set forth herein and in particular the TOR; and (ii) UN Women makes no representations as to the availability of any facilities or equipment which may be helpful or useful for performing the Services.

4.09 In addition to its obligations under Article 25 (Observance of the Law) of the General Conditions, the Contractor shall be aware of and shall comply with all applicable international standards and local labor laws, ordinances, rules, and regulations pertaining to the employment of local and international staff in connection with the Services in countries where Services will be performed and the country where the Contractor is incorporated, including, without limitation, laws, ordinances, rules and regulations associated with the payment of the employer's portions of income tax, insurance, social security, health insurance, worker's compensation, retirement funds, severance or other similar payments.

4.10 Except as expressly provided in this Contract, the Contractor shall be responsible at its sole cost for providing all the necessary personnel, equipment, material and supplies and for making all arrangements necessary for the performance and completion of the Services under this Contract.

4.11 Without limiting and further to Articles 2.1 and 2.2 of the General Conditions, the Contractor shall supervise and be fully responsible and liable for all work and services performed by its personnel, employees, officials, agents, servants, representatives and sub-contractors (or any of those sub-contractors' personnel, employees, officials, agents, servants and representatives) ("Personnel") and for their compliance with the terms and conditions of this Contract. The Contractor shall ensure that all Personnel performing Services under this Contract are qualified, reliable, competent, properly trained, and conform to the highest standards of moral and ethical conduct.

4.12 Without limiting and further to the General Conditions, the Contractor shall be fully responsible and liable for, and UN Women shall not be liable for (i) any action, omission, negligence or misconduct of the Contractor or its Personnel, (ii) any insurance coverage which may be necessary or desirable for the purpose of this Contract, or (iii) any costs, expenses, or claims associated with any illness, injury, death or disability of the Contractor's Personnel. The obligations under this Article do not lapse upon expiration or termination of this Contract.

4.13 The Contractor shall maintain for the term of the Contract detailed financial records, which clearly identify all funds received from UN Women and expended by the Contractor for the implementation of the Contract. The Contractor shall ensure that adequate systems of internal control are put in place to ensure that the financial management of this Contract is conducted with the highest level of due diligence.

4.14 In addition to its obligations under Article 20 (Audits and Investigations) of the General Conditions, the Contractor shall promptly notify UN Women of any legitimate suspicion on the part of the Contractor of fraudulent or corrupt activities or other wrongdoing by UN Women personnel, Contractor's personnel (including its agents or subcontractors) or by other third parties through UN Women. Such notification shall be sent to UN Women in accordance with Article 18 (Notices) of this Contract. The Contractor acknowledges and agrees that this Article 4.15

is an essential term of the Contract and that any breach of this provision shall entitle UN Women to terminate the Contract or any other contract with UN Women immediately upon notice to the Contractor, without any liability for termination charges or any other liability of any kind.

4.15 The Contractor expressly acknowledges and agrees that Article 25 (Observance of the Law) of the General Conditions includes, but is not limited to, Contractor’s obligation to undertake all reasonable efforts to ensure that: (a) none of the UN Women funds received under this Contract are used to provide support to individuals or entities associated with terrorism, and (b) the recipients of any amounts provided by UN Women hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision, as well as Article 25 (Observance of the Law) of the General Conditions, must be included in all sub-contracts or sub-agreements entered into by Contractor under this Contract.

4.16 Without limiting and in addition to Article 2.6 of the General Conditions, the Contractor shall ensure that its Personnel abide by all security regulations, policies and procedures of UN Women.

4.17 Without limiting and further to Article 6 (Insurance and Liability) of the General Conditions, the foregoing provisions of this Article 4, and Article 8 (Insurance) below, the Contractor shall ensure that all of its Personnel used to perform the Services in connection with this Contract are (i) medically fit to perform such Services, and (ii) adequately covered by insurance for any service-related illness, injury, death or disability. The Contractor shall submit proof of such medical fitness and such insurance satisfactory to the UN before commencing any Services under this Contract.”

[Optional] [4.18 The Contractor shall perform the Services using the personnel listed as key personnel below: [List] (collectively, the “Key Personnel”).]

[Optional][4.19 .... Include any other provisions regarding the Contractor’s personnel (e.g., designation of managers, liaisons or points of contract) that are appropriate.]

## Article 5

### Contract Price

#### FIXED FEE

5.1 In full consideration for the complete and satisfactory performance of the Services under this Contract, UN WOMEN shall pay the Contractor a total fixed fee of \_\_\_\_\_ [insert currency & amount in figures and words].

5.2 The fee for the Services provided in Article 5.1 shall remain firm and fixed during the term of the Contract.

5.3 Without prejudice to or limiting the provisions of Article 18 (Tax Exemption) of the General Conditions, the fee for the Services provided hereunder is inclusive of all costs, expenses, charges or fees that the Contractor may incur in connection with the performance of its obligations under the Contract, including, all taxes, duties, levies, fees and other charges of any nature imposed by any authority or entity.

5.4 UN Women shall effect payments to the Contractor in accordance with Article 7 (Time and Manner of Payment) below against the Contractor’s invoices meeting the requirements of this Article and Article 6 (Submission of Invoices) below. Such invoices are to be submitted only upon achievement of the corresponding milestones and for the following amounts:

<u>MILESTONE</u>	<u>AMOUNT</u>	<u>TARGET DATE</u>
Upon.....	.....	././....
.....	.....	././....

Invoices shall indicate the milestones achieved and corresponding amount payable, and shall include such supporting documentation as UN Women may require.

5.5 All stipends and other allowances, if any, to be paid by UN Women are to be compensated for at rates specified in the Contract, and if not so specified, at rates not to exceed any current rates for the stipend or allowance in question applicable to UN Women.

5.6 The Contractor shall submit itemized invoices for the work done every \_\_\_\_\_ [insert period of time or milestones]. Invoices shall include whatever supporting documentation of the actual costs incurred is required in the Fee Schedule or may be required by [name and title], UN Women.

5.7 Progress and final payments shall be effected by UN Women to the Contractor in accordance with Article 7 (Time and Manner of Payment). Such payments shall be subject to any specific conditions for reimbursement contained in the Fee Schedule.

5.8 Without prejudice to or limiting the provisions of Article 18 (Tax Exemption) of the General Conditions, the rates for the Services provided hereunder are inclusive of all costs, expenses, charges or fees that the Contractor may incur in connection with the performance of its obligations under the Contract, including, all taxes, duties, levies, fees and other charges of any nature imposed by any authority or entity.

5.9 All stipends and other allowances, if any, to be paid by UN Women are to be compensated for at rates specified in the Contract, and if not so specified, at rates not to exceed any current rates for the stipend or allowance in question applicable to UN Women.

## Article 6

### Submission of Invoices

6.1 The Contractor shall submit to UN Women an original copy of its invoices for all Services supplied to the UN Women in accordance with this Contract, together with such supporting documentation as is required in the preceding Article 5 (Contract Price), as follows:

[Insert address and contact details for submission of invoices].

6.2 Without limiting the requirements regarding invoices in Article 5 (Contract Price), above, the Contractor's invoices shall specify, at a minimum, a description of the Services performed in accordance with the Contract, the unit prices in accordance with the Fee Schedule and the total price of the Services.

## Article 7

### Time and Manner of Payment

7.1 Payments under this Contract shall be made to the Contractor thirty (30) days from receipt of the Contractor's invoice and supporting documentation and certification by UN Women that the Services represented by the invoice have been provided and that the Contractor has otherwise performed in conformity with the terms and conditions of this Contract, unless UN Women disputes the invoice or a portion thereof. All payments due to the Contractor under this Contract shall be made by electronic funds transfer to the Contractor's bank account, the details of which have been notified by the Contractor, as follows:

Name of Bank:  
Bank Address:  
Bank ID:  
Account No:  
Title/name:  
Currency of Payment:  
Currency of Bank Account:

Type of Account:

7.2 Payments made in accordance with this Article shall constitute a complete discharge of UN Women's obligations with respect to the relevant invoices or portions thereof.

7.3 Payments effected by the UN Women to the Contractor shall not relieve the Contractor of its obligations under this Contract and shall not be deemed to be acceptance by UN Women of the Contractor's performance.

7.4 The Contractor acknowledges and agrees that UN Women may withhold payment in respect of any invoice in the event that, in the opinion of UN Women, the Contractor has not performed in accordance with the terms and conditions of this Contract, or if the Contractor has not provided sufficient documentation in support of the invoice.

7.5 If UN Women disputes any invoice or a portion thereof, UN Women shall notify the Contractor accordingly, including a brief explanation of why UN Women disputes the invoice or portion thereof. With respect to disputes regarding only a portion of the invoice, UN Women shall pay the Contractor the amount of the undisputed portion in accordance with Article 7.1 above. UN Women and the Contractor shall consult in good faith to promptly resolve outstanding issues with respect to any disputed invoice. Once a dispute regarding an invoice or a portion thereof has been resolved, UN Women shall pay the Contractor the relevant amount within thirty (30) days after the final resolution of such dispute.

7.6 In addition to any rights and remedies available to it, and without prejudice to any other rights or remedies that UN Women may have under this Contract, UN Women shall have the right, without prior notice to the Contractor, any such notice being waived by the Contractor, upon any amounts becoming due and payable hereunder to the Contractor, to set off, against any amount payable by UN Women under this Contract, any payment, indebtedness or other claim (including, without limitation, any overpayment made by UN Women to the Contractor) owing by the Contractor to UN Women hereunder or under any other contract or agreement between the Parties. UN Women shall promptly notify the Contractor of such set-off and the reasons therefore, provided, however, that the failure to give such notice shall not affect the validity of such set-off.

7.7 The Contractor shall not be entitled to interest on any late payment or any sums payable under this Contract nor any accrued interest on payments withheld by UN Women in connection with a dispute.

## Article 8

### Review; Improper Performance

8.1 UN Women reserves the right to review and inspect (including the performance of tests, as appropriate) all Services performed by the Contractor under this Contract, to the extent practicable, at all reasonable places and times during the term of this Contract. UN Women shall perform such review and inspection in a manner that will not unduly hinder the performance of the Services by the Contractor. The Contractor shall cooperate with all such reviews and inspections by UN Women, at no cost or expense to UN Women.

8.2 If any Services performed by the Contractor do not conform to the requirements of this Contract, without prejudice to and in addition to any of UN Women's other rights and remedies under this Contract or otherwise, UN Women shall have the following options, to be exercised in its sole discretion:

8.2.1 If UN Women determines that the improper performance can be remedied by way of re-performance or other corrective measures by the Contractor, UN Women may request the Contractor in writing to take, and the Contractor shall take, at no cost or expense to UN Women, the measures necessary to re-perform or take other appropriate actions to remedy the improperly performed Services within [number] days after receipt of the written request from UN Women or within such shorter period as UN Women may have specified in the written request if emergency conditions so require, as determined by UN Women in its sole discretion.

8.2.2 If the Contractor does not promptly take corrective measures or if UN Women reasonably determines that the Contractor is unable to remedy the improper performance in a timely manner, UN Women may obtain the assistance of other entities or persons and have corrective measures taken at the cost and expense of the Contractor. In addition, in the event of UN Women obtains the assistance of other

entities or persons, the Contractor shall cooperate with UN Women and such entity or person in the orderly transfer of any Services already completed by the Contractor.

8.2.3 If UN Women, in its sole discretion, determines that the improper performance cannot be remedied by re-performance or other corrective measures by the Contractor, UN Women, at the UN's sole discretion, may terminate the Contract in accordance with Articles 13.1 or 13.2 (second sentence) of the General Conditions, without prejudice to and in addition to any of its other rights and remedies under this Contract or otherwise.

8.3 Neither review nor inspection hereunder, nor failure to undertake any such review or inspection, shall relieve the Contractor of any of its warranty or other obligations under this Contract.

#### Article 9

#### Special Conditions

#### Article 9A

#### Advance Payments

9A.1 The advance payment to be made upon signature of the contract by both parties is contingent upon receipt and acceptance by UN Women of a bank guarantee (valid for the duration of the contract) or certified check for the full amount of the advance payment issued by a Bank and in a form acceptable to UN Women.

9A.2 The amounts of the payments referred to under Article 5 (Contract Price) above shall be subject to a deduction of \_\_\_\_\_ [insert percentage that the advance represents over the total price of the contract] % (... percent) of the amount accepted for payment until the cumulative amount of the deductions so effected shall equal the amount of the advance payment.

9A.3 Any interest earned by the Contractor on an advance payment by UN Women shall be specifically accounted for and paid by the Contractor to UN Women, by means of deductions from the Contractor's invoices or by such other means as UN Women may direct.

#### Article 9B

#### Security

9B.1 The Contractor shall take reasonable measures to safeguard its Personnel, protect property and safeguard against sabotage, damage, loss and theft of all material, supplies, and equipment, including, without limitation, UN Women furnished equipment and supplies. As used in this Contract, the term "UN Women furnished equipment and supplies" shall include, but not be limited to, equipment and supplies provided by UN Women to the Contractor and equipment and supplies purchased by the Contractor with funds provided or to be reimbursed by UN Women.

9B.2 The Contractor shall develop a security plan in consultation with UN Women, including detailed procedures to cover evacuation, personnel, equipment, safeguarding of UN-furnished equipment and supplies, unlawful interference, baggage screening for carriage of weapons, explosives, narcotics and contraband, and prevention of sabotage. The Contractor shall submit such security plan to UN Women within [number] days of the Effective Date. UN Women reserves the right to examine procedures, methods and facilities used by the Contractor to provide security. The Contractor shall give due consideration to adjustments to such procedures or facilities as may be recommended by UN Women. Nothing in the foregoing provisions, including inter alia UN Women's examination of the Contractor's security plan or its making of recommendations regarding such security plan, shall limit or abrogate the obligations and responsibilities of the Contractor under this Contract to safeguard the safety and security of its Personnel, the Contractor's equipment and other property, UN Women furnished equipment and supplies and Personnel's personal effects and other property.

9B.3 UN Women may, when feasible and appropriate in the sole opinion of UN Women:

12.3.1 Inform and, to the extent necessary, update the Contractor of its security regulations, policies and procedures;

12.3.2 Provide the Contractor's Personnel with the necessary security passes and access to areas necessary for performance of this Contract; and

12.3.3 Include the Contractor's Personnel in the UN Women security plan on the same terms that are offered to implementing partners of UN agencies, funds and programmes, provided, however, the level of security to be provided to the Contractor shall be consistent with the assessment of local conditions by UN Women, but shall in no event exceed the level of security provided to UN Women staff in the mission area or relevant portion thereof.

9B.4 Neither UN Women nor any of its officials, agents, and employees shall be liable for any loss, damage, injury or death that may be sustained by the Contractor, its Personnel, the Contractor's equipment or other property or the Personnel's personal effects or other property during, in connection with or as a result of, UN Women's or the Contractor's taking or failure to take any security measures provided for in this Article. Further (i) the Contractor shall make no demand or claim, whether in its own right or on behalf of such Personnel or any other third party, against UN Women, its officials, agents, and employees, in respect of, based on or in any way relating to UN Women's or the Contractor's taking or failure to take such security measures; and (ii) without prejudice to and in addition to any other indemnities under this Contract, the Contractor shall indemnify, defend and hold and save harmless UN Women, its officials, agents and employees, from and against all suits, proceedings, claims, demands, losses and liability of any kind or nature brought by Personnel or any other third party against UN Women, including, but not limited to, all litigation costs and expenses, attorney's fees, settlement payments and damages, based on, arising from or relating to UN Women's or the Contractor's taking or failure to take any such security measures.

#### Article 9C

##### Liquidated Damages

9C.1 The Contractor acknowledges the requirement of UN Women that the Services be performed in accordance with the TOR. In particular, UN Women will suffer both financial loss and inconvenience as a result of late performance. The Contractor therefore acknowledges that time is of the essence in relation to the provision of the Services.

9C.2 In the event of the Contractor's failure to comply with the time periods in the Contract, without prejudice to any other rights or remedies that UN Women may have under this Contract or otherwise, United Nations may, at its sole option, demand liquidated damages for such delay ("Liquidated Damages"). Such Liquidated Damages shall be [percentage of payable amount, or any other amount representing a reasonable pre-estimate of damages to be suffered by UN Women for the Contractor's delay], for each [period of time] of delay beyond the date upon which the Services were due to have been completed.

9C.3 The Parties agree that any rights to terminate this Contract shall have no effect on UN Women's right to claim Liquidated Damages pursuant to this Article.

9C.4 UN Women shall have the right to deduct any Liquidated Damages to which it is entitled under the terms of this Contract from any monies due from UN Women to the Contractor, or to recover the same as a debt due from the Contractor.

9C.5 Liquidated Damages shall be payable by virtue of the sole fact of the delay without the need for any previous notice or any legal or arbitral proceedings, or proof of damage, which shall in all cases be considered as ascertained.

#### Article 9D

##### Performance Security

9D.1 No later than [number] days following the Effective Date of the Contract, the Contractor shall provide to UN Women, at the Contractor's sole cost and expense, performance security in the form of a [standby letter of credit]/[independent bank guarantee (first demand guarantee)] in accordance with the form set forth in Annex [insert Annex number] hereto, or a similar instrument acceptable to UN Women in its sole discretion, in the amount

of [currency][number in words and figures] (the “Performance Security”). In the event that the relevant contract amount is materially increased, UN Women shall have the right, at its sole option, to require a corresponding increase in the amount of the Performance Security, which the Contractor shall provide within [number] days following such request.

9D.2 The Performance Security shall serve to secure the performance by the Contractor of its obligations in accordance with the terms and conditions of this Contract, and to provide a source of compensation for UN Women for any failure by the Contractor to perform such obligations. If the Contractor fails to deliver the Performance Security to UN Women within the time limit specified herein, UN Women shall, without prejudice to any other rights or remedies, be entitled to withhold payment from any one or more invoices submitted by the Contractor up to the required amount of the Performance Security.

9D.3 The Performance Security shall require the Issuer (as defined in Article 14.6 below) to deliver the money required by UN Women immediately upon [for standby letter of credit, presentment to the Issuer of a draft]/[for independent bank guarantee (first demand guarantee), a first written demand by UN Women] in accordance with the requirements of the Performance Security, without having to prove the liability of the Contractor. The Performance Security shall be enforceable without the need to have recourse to any judicial or arbitral proceedings, without any objection, opposition or recourse by the Issuer and without it being necessary to provide evidence to the Issuer of any shortcoming of or any default by the Contractor.

9D.4 The Performance Security shall remain valid and in force until [date], subject to extension if so provided in this Contract or the Performance Security. The Performance Security shall not be subject to any form of suspension by interim relief, whether by arbitral order or otherwise.

9D.5 In the event the Term of this Contract is extended, the Contractor shall obtain, at its sole cost and expense, an extension of the Performance Security. The Contractor shall obtain such extension within thirty (30) days after the date of such request, or if the Performance Security would expire sooner than thirty (30) days after such date, prior to such expiration. If the Contractor fails or refuses to obtain such extension, UN Women shall be entitled, at its option, and without prejudice to any other rights or remedies, to enforce the Performance Security and/or immediately terminate this Contract. In the event that the Performance Security contains a provision for automatic extension, the Contractor shall notify UN Women in writing of each such automatic extension not later than thirty (30) days prior to the date on which the Performance Security would otherwise expire. In the absence of such notice, or if the Contractor notifies UN Women that the Performance Security will not be extended, UN Women shall be entitled, at its option, and without prejudice to any other rights or remedies, to enforce the Performance Security and/or immediately terminate this Contract.

9D.6 The Performance Security shall be issued by a prime commercial and accredited financial institution acceptable to UN Women in its sole discretion (the “Issuer”). If the Issuer of the Performance Security files for bankruptcy or is declared bankrupt, becomes insolvent or is liquidated or its right to do business is suspended or terminated, the Contractor shall within five (5) days thereafter provide another Performance Security, which shall be issued by an Issuer and in a form acceptable to UN Women. The Contractor shall have an obligation to promptly notify UN Women in writing in the event that any of the foregoing has occurred or is likely to occur. If the Contractor fails or refuses to comply with the foregoing obligations, UN Women shall be entitled, at its option, and without prejudice to any other rights or remedies, to enforce the Performance Security and/or immediately terminate this Contract.

## Article 9E

### Amendment of General Conditions

9E.1 Owing to [insert reasons for amendment], Article(s) [insert articles to be amended] of the General Conditions in Annex A shall be amended to read/be deleted as follows: [Insert amended language]

## Article 10

### Notices

10.1 Except as otherwise specified in this Contract, all notices and other communications between the Parties required or contemplated under this Contract shall be in writing and shall be delivered either by: (i) personal delivery; (ii) recognized overnight delivery service; (iii) postage prepaid, return receipt requested, certified mail; or (iv) confirmed facsimile, transmitted to the Party for whom such notice or communication is intended, at the address or facsimile number shown below, or such other address or number as the intended recipient previously shall have designated by written notice given pursuant to this Contract:

If to the Contractor:

[Please insert address of Contractor]

Attn: [name/title]

Fax: [number]

Email: [email]

If to the UN Women:

[Please insert address of UN Women]

Attn: [name/title]

Fax: [number]

Email: [email]

10.2 Notices and other communications required or contemplated by this Contract delivered by mail or recognized overnight delivery service shall be effective on the date they are officially recorded by the postal or delivery service as delivered to (or refused by) the intended recipient by return receipt or equivalent. Such notices and other communications delivered by facsimile shall be deemed to have been delivered to and received by the addressee, and shall be effective, on the date indicated on the facsimile confirmation. Such notices and other communications delivered in person shall be effective on the date of actual receipt.

## Article 11

### Amendment

Any modification to this Contract shall be in accordance with Article 19 (Modifications) of the General Conditions.

## Article 12

### Miscellaneous

12.1 Without limiting the provisions of Article 19 (Modifications) of the General Conditions, no terms or provisions of this Contract shall be deemed waived and no breach excused, unless such waiver or excuse shall be in writing and signed by the Party giving the waiver or excuse. No consent to, or excuse or waiver of, a breach of this Contract shall constitute a consent to, or excuse or waiver of, any other subsequent breach.

12.2 If any provision of this Contract shall be held to be invalid, illegal or unenforceable, the validity, legality and enforceability of the remaining provisions shall not in any way be affected or impaired.

12.3 Headings and titles used in this Contract are for reference purposes only and shall not be deemed a part of this Contract for any purpose whatsoever.

12.4 This Contract may be executed in any number of counterparts, each of which shall be deemed an original and all of which taken together shall be deemed to constitute one and the same instrument.

12.5 Unless the context otherwise clearly indicates, all references to the singular herein shall include the plural and vice versa.

12.6 This Contract and everything herein contained shall inure to the benefit of, and be binding upon, only the Parties and their respective successors and permitted assigns.

IN WITNESS WHEREOF, the Parties have, through their authorized representatives, executed this Contract on the date herein below written.

FOR [NAME OF CONTRACTOR]

FOR UN WOMEN

By: \_\_\_\_\_

By: \_\_\_\_\_

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

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

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

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

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

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

## Annex IX

### **General Conditions of Contract**

The GCs can be accessed by Proposer from UN W website by clicking on the below link.

1. For Services (Available from this link)

<http://www.unwomen.org/~media/commoncontent/procurement/unwomen-generalconditionsofcontract-services-en.pdf>

**Annex X**

**JOINT VENTURE/CONSORTIUM/ASSOCIATION INFORMATION FORM**  
(to be completed and returned with your technical Proposal)

<b>JV / Consortium/ Association Information</b>	
JV's Party legal name:	<i>[insert JV's Party legal name] {Attach original copy of document of incorporation/registration of the JV, in accordance with Clause 3 (Eligible Proposers)}</i>
JV's Party Country of Registration:	<i>[insert JV's Party country of registration]</i>
JV's Party Year of Registration:	<i>[insert JV's Part year of registration]</i>
JV's Party Legal Address in Country of Registration:	<i>[insert JV's Party legal address in country of registration]</i>
<b>Consortium/Association's names of each partner and contact information</b>	(inset name, address, telephone numbers, fax numbers, e-mail address)
<b>Consortium/Association Agreement</b>	[attach agreement]
<b>Name of leading partner</b> (with authority to bind the JV, Consortium/Association during the Bidding process and, in the event a Contract is awarded, during contract execution)	[insert name, address, telephone/fax or cell number, and the e-mail address]

Signatures of all partners:

We hereby confirm that if the contract is awarded, all parties of the Joint Venture, or Consortium/Association shall be jointly and severally liable to UN Women for the fulfillment of the provisions of the Contract.

Name of partner: \_\_\_\_\_

Name of partner: \_\_\_\_\_

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

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

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

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

Name of partner: \_\_\_\_\_

Name of partner: \_\_\_\_\_

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

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

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

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

## Annex XIII

### Submission Checklist

For email submissions:

- Technical Proposal PDF sent to E-mail address specified in Invitation Letter, includes:
  - [Technical Proposal](#) \_\_\_\_\_
  - [Proposal submission form](#) \_\_\_\_\_
  - [Joint Venture Form \(if in a joint venture\)](#) \_\_\_\_\_
- [Financial Proposal](#) PDF sent to E-mail address specified in Invitation Letter \_\_\_\_\_
- [Model Form of contract has been read and understood](#) \_\_\_\_\_
- [General Conditions of Contract have been read, understood and accepted](#) \_\_\_\_\_