

Request for Proposal

Reference No.: *LAC30RFP187*

*Regional Evaluation on Norms, Policies and Standards for Gender Equality
and Women's Empowerment in Latin America and the Caribbean*

Dear Sir/Madam,

Subject: Request for Proposal (RFP) for Regional Evaluation on Norms, Policies and Standards for Gender Equality and Women's Empowerment in Latin America and the Caribbean.

1. The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) plans to procure *evaluation services* as described in this Request for Proposal and its related annexes. UN Women now invites sealed 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:
 - a. This letter and the included Proposal Instruction Sheet (PIS)
 - b. Instructions to Proposers ([Annex 1](#)) available from this link:
<http://www.unwomen.org/~media/commoncontent/procurement/rfp-instructions-en.pdf>
 - c. Terms of Reference (TOR) (Annex 2)
 - d. Evaluation Methodology and Criteria (Annex 3)
 - e. Format of Technical Proposal (Annex 4)
 - f. Format of Financial Proposal (Annex 5)
 - g. Proposal Submission Form (Annex 6)
 - h. Voluntary Agreement to Promote Gender Equality and Women's Empowerment (Annex 7)
 - i. Proposed Model Form of Contract (Annex 8)
 - j. General Conditions of Contract (Annex 9)
 - k. Joint Venture/Consortium/Association Information Form (Annex 10)
 - l. Proposal Security Form ([Annex 11](#))
 - m. Performance Security Form (Annex 11)
 - n. Waiver & Release of Indemnity Form (Annex 12)
 - o. Submission Checklist (Annex 13)
3. The Proposal Instruction Sheet (PIS) -below- provides the requisite information (with cross reference numbers) which is further detailed in the [Instructions to Proposers \(Annex-1 –see above link\)](#).

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 link:

<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 | Deadline for Submission of Proposals | Date and Time: Tuesday 05 December 2017 11:00 AM (EDT) [for local time reference, see www.greenwichmeantime.com] City and Country: Panama City, Panama This is an absolute deadline. Any proposal received after this date and time will be disqualified. |
| 4.1 | Manner of Submission | <input checked="" type="checkbox"/> Electronic submission of Proposal |
| 4.1 | Address for Proposal Submission | <input checked="" type="checkbox"/> Electronic submission of Proposal: Technical Proposal: procurement.one@unwomen.org Financial Proposal: procurement.one@unwomen.org Financial Proposals should be submitted with password protection. |
| 3.1 | Language of the Proposal: | <input checked="" type="checkbox"/> English <input checked="" type="checkbox"/> Spanish |
| 3.4.2 | Proposal Currencies | Preferred Currency: <input checked="" type="checkbox"/> USD |
| 3.5 | Proposal Validity Period commencing after the deadline for submission of proposals (see 4.2 above) | 120 days |
| 2.4 | Clarifications of solicitation documents | Requests for clarification shall be submitted <input style="width: 30px; text-align: center;" type="text" value="6"/> days before the deadline for submission of proposal or November 28, 2017 . UN Women shall endeavor to provide responses to clarifications in an expeditious manner, but any delay in such response shall not cause an obligation on the part of UN Women to extend the deadline date, unless UN Women deems that such an extension is justified and necessary. |
| | Contact address for requesting clarifications on the solicitation documents | Requests for clarification should be addressed to the e-mail address: procurement.one@unwomen.org Clarification emails should include a subject header in the following format: |

| | | |
|-----|--|---|
| | | <p>“CLARIFICATION – LAC30RFP187, Company Name”</p> <p>Proposers must not communicate with any other personnel of UN Women regarding this RFP.</p> |
| 2.5 | Pre-Proposal/Bid Meeting | <input checked="" type="checkbox"/> Not applicable <input type="checkbox"/> Mandatory: <input type="checkbox"/> Optional: |
| 3.9 | Proposal Security | <input type="checkbox"/> Required <input checked="" type="checkbox"/> Not Required |
| 7.4 | Performance Security | <input type="checkbox"/> Required <input checked="" type="checkbox"/> Not Required <p>Performance Security is not foreseen to be required by UN Women at this stage; however, UN Women reserve the rights to request a Performance Security from the successful proposer at any stage.</p> |
| 3.2 | Waiver & Release of Indemnity (If there is a site visit/inspection) | <input checked="" type="checkbox"/> Not Required <p>No site inspections/visits are necessary and therefore a waiver/release of indemnity is not required.</p> <input type="checkbox"/> Required <p>Return this Waiver to UN Women in advance of the site inspection, to the contact below; email to: _____</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,

UNW Regional Office for the Americas and the Caribbean

TERMS OF REFERENCE (TOR)

Regional Evaluation on Norms, Policies and Standards for Gender Equality and Women's Empowerment in Latin America and the Caribbean

I. BACKGROUND

In July 2010¹, the United Nations General Assembly established UN Women². 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 entities³, 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, programmatic and coordination work on gender equality in the UN system, including ending violence against women and girls.

The mandate of UN Women is guided by the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW); the Beijing Declaration and Platform for Action; Agenda 2013 and the Sustainable Development Goals (SDGs); UN Security Council resolutions 1325 (2000), 1820 (2008), 1888 (2009), 1889 (2009), 1960 (2010), 2106 (2013), 2122 (2013) and 2242 (2015); the recommendations and resolutions of the Commission on the Status of Women (CSW); and other applicable United Nations instruments, standards and resolutions. UN Women's work is focused on responding to its three core mandates:

1. **Normative work:** to support inter-governmental bodies, such as the Commission on the Status of Women and the General Assembly, in their formulation of policies, global standards and norms;
2. **Programmatic 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 hold the UN system accountable for its own commitments on gender equality, including regular monitoring of system-wide progress, and also the broader role of the entity in mobilizing and convening key stakeholders and partnerships.

UN Women's approach on Norms, Policies and Standards for Gender Equality and Women's Empowerment (GEWE) for Latin America and the Caribbean (LAC)

The LAC region has a strong human rights framework, with all countries in the region having ratified the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) (1979) and the Inter-American Convention on the Prevention, Punishment and Eradication of Violence against Women ("Convention of Belem do Para") (1994).

The LAC region benefits from a vibrant and articulated civil society and feminist movement, which is recognized for setting the tone in global normative processes and pushing forward a cutting-edge and progressive feminist agenda. The region has seen significant normative progress on several fronts, including parity legislation and quota laws to increase women's political participation, legislation that typifies and condemns gender-related killings, legislation preventing and condemning political violence against women, improved prosecution of homicide in contexts of domestic violence in the Caribbean, and recognition of the economic contribution of unpaid care and domestic work (a Framework Law on the Economy of Care has been drafted and adopted by the Latin American Parliament with support from UN Women and is being promoted in National Congresses for enactment into law, with Ecuador taking the lead, while 19 countries in LAC have surveys that measure completely or partially unpaid work).

One of UN Women's core thematic priorities, as reflected in its Strategic Note for 2014-2017, is setting up and implementing Norms, Policies and Standards for advance GEWE both globally and regionally. According to it, UN Women's goal for this priority is "Addressing the structural impediments to gender equality and the achievement of women's rights throughout transformative global and regional normative frameworks, policies and standards" (Impact 6). The expected

¹ UN Women was not operational until January 2011.

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

³ 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).

outcomes contributing to the achievement of this goal include (a) global normative and policy frameworks responding to the strategic needs and priorities of women and girls in Latin America and the Caribbean; and (b) strengthening regional normative and policy frameworks for GEWE. As such, UN Women's work at all levels and in all areas will contribute substantially to the achievement of these results.

In terms of normative priorities, UN Women intends to position itself as a leader in some key themes/processes. The Regional Office for the Americas and the Caribbean (ACRO) has engaged in an early discussion to identify the opportunities and needs surrounding a gender responsive implementation and monitoring of the SDGs. Through a well-established network of policy-makers, public opinion leaders, human rights advocates, feminists and activists of the women's movement and in coordination with the UN System at a regional and national level, UN Women will exercise its political savvy to advance a new generation of legal frameworks and policies for the region. By means of high-level policy advice relying on solid arguments and empirical base, UN Women will capitalize on its highly effective skill base to advocate for cutting edge gender transformation in Latin America and the Caribbean region. In this regard, some of the areas of intervention foreseen include:

- (i) Thematic consultations and other related processes for the negotiation and adoption of Agenda 2030 and the SDGs
- (ii) Policy discussions on localizing and implementing gender-responsive SDGs through concrete programmatic initiatives (including policy discussions under Area 5 and other programme focus areas)
- (iii) Promoting the rights of indigenous and Afro-descendent women in LAC
- (iv) Monitoring CEDAW's ratification, reporting and implementation of the recommendations, and advocating for implementation and ratification of CEDAW optional protocol
- (v) Strengthening national women's machineries and the regional/sub-regional gender governmental architecture to increase their capacity on public policy making and monitoring.

UN Women supports the regular reporting processes related to **global norms** such as the CEDAW Convention both through its Regional and Country offices. This includes States' reporting, shadow reporting by civil society organizations (CSOs) and confidential reporting by the UNCTs. It has also supported initiatives to strengthen the implementation of the recommendations issued to States by the CEDAW Expert Committee.

UN Women, through its Regional Office for the Americas and the Caribbean, regularly convenes regional inter-governmental consultations prior to CSW to promote regional consensus on priority themes to influence the **global** process. The regional consultations aim at raising awareness about existing and new commitments, sharing strategies that bring about concrete results, identifying key areas and issues where commitments need strengthening and fostering dialogue to accelerate implementation. As part of the consultation, UN Women convenes dialogue sessions between civil society and governmental representatives to identify priorities from the region and to foster consensus.

UN Women supports **regional** inter-governmental key meeting such as the Regional Conferences on Women of Latin America and the Caribbean, which is the region's leading intergovernmental mechanism for gender equality. It is convened by the Economic Commission for Latin America and the Caribbean (ECLAC) every three years, with UN Women support. The last Conferences was held in Montevideo (Uruguay) in October 2016. The purpose of the Regional Conference is to identify women's needs at the regional and sub-regional levels, present recommendations, undertake periodic assessments of the activities carried out in fulfilment of regional and international plans and agreements on the subject under examination, and serve as a forum for debates on relevant issues. The Conferences have led to significant regional agreements to advance GEWE such as, inter alia, the Montevideo Strategy (2016), the Santo Domingo Consensus (2013), the Brasilia Consensus (2010), and the Quito Consensus (2007).

UN Women also supports civil society's **advocacy and monitoring** vis-à-vis regional and global inter-governmental normative processes. One such advocacy and monitoring initiative supported, is the development and diffusion of the feminist advocacy and monitoring tools ISOQUITO and ISOMONTEVIDEO which serve to follow up the implementation of States' commitments related to GEWE.

As part of this advocacy and monitoring work and the prioritization of **afro-descendent and indigenous women** that UN Women is promoting across its normative, coordination and programmatic work, UN Women supported the Afro Descendent Women Leaders' Political Declaration and Platform and their monitoring instrument to follow up on the implementation of commitments made in the context of the United Nations International Decade for People of African Descent (2015-2024).

UN Women also supported several civil society indigenous initiatives such as the Indigenous Women’s Meeting that took place in Peru (2013) and influenced the global World Conference on Indigenous Women (2014), and the Continental Meeting of Indigenous Women (Guatemala, November 2015). These indigenous civil society platforms intend to continue promoting the rights of indigenous women, strengthen the linkages with programmatic initiatives and normative processes and follow up on the commitments made by States at the World Conference on Indigenous People (2014).

A challenge identified in this work is how best UN Women can strengthen the linkages between civil society advocacy and monitoring initiatives and the follow up to the implementation of **Agenda 2030 and the SDGs** in the region. This is particularly relevant given that corporately, as demonstrated by the recent meta-analysis of the AWP, the LAC region has the highest investment in this area of work, compared with the rest of the regions supported by UN Women.

II. PURPOSE, SCOPE AND OBJECTIVES OF THE EVALUATION

The **main purpose** of this regional thematic evaluation is to contribute to enhancing UN Women’s approach to advance the adoption and implementation of GEWE Norms, Policies and Standards in the Latin America and the Caribbean Region. The findings will be used for strategic policy and programmatic decisions, organizational learning and accountability as well as for the identification of good practices addressing the structural impediments to gender equality and the achievement of women's rights. The evaluation is also expected to feed into UN Women’s efforts to promote Agenda 2030 and the Sustainable Development Goals (SDGs). It also intends to identify how best to mainstream UN Women’s normative mandate across its other mandates: coordination and programmatic. The targeted users of the evaluation are the UN Women Executive Board, UN Women Senior Management, UN Women in the Americas and the Caribbean region, and key stakeholders.

The evaluation will be **formative**. Formative evaluations are usually conducted during the development of a programme or its ongoing operation. They provide feedback on areas for improvement, are prospective and proactive in their orientation, and serve quality assurance purpose. Finally, formative evaluations often form the basis for the summative evaluations when the programme is matured.

This formative evaluation will analyze the design and implementation of programmes and activities related with normative work in the LAC Region during the **period 2011 to 2017**, covering two UN Women Strategic Plans (SPs 2011-2013 and 2014-2017). It will also assess progress towards UN Women’s strategic goal to address the structural impediments to gender equality and the achievement of women's rights throughout transformative global and regional normative frameworks, policies and standards.

It will take into consideration the approach to advance GEWE Norms, Policies and Standards as well as ongoing efforts by UN Women to re-formulate its strategic vision/approach for this area, with the aim of providing strategic input to this process. The scope of the evaluation is regional and will be focused on the normative mandate of UN Women and its linkages with its other mandates (coordination and programmatic).

The specific **objectives** of this formative evaluation are to:

- Assess the relevance of UN Women’s normative work at regional and national levels during the selected period, as well as UN Women’s added value in this thematic area as compared with key partners (particularly within the UN System).
- Assess effectiveness and efficiency in progressing towards the achievement of results as defined in the 2011-2013 and 2014-2017 UN Women SPs in the area of normative work.
- Identify and validate lessons learned, good practices, key strategies, methodologies, funding mechanisms and resources which make possible (or not) normative work and which can be replicated.
- Provide actionable recommendations with respect to UN Women’s strategies and approaches in the LAC region on normative work for the new SP 2018-2021.
- Identify the social, cultural and political factors that impact normative work (both positively and negatively).

Key evaluation questions⁴:

Relevance:

- To what extent is the organization contributing to the development and implementation of global and regional norms, policies and standards on GEWE?

⁴ The proposed evaluation questions will be discussed with the evaluation team and refined in the inception report if needed.

- To what extent is UN Women strategically positioned to support normative processes and work at the regional and country level?
- To what extent does UN Women's approach complement and add value to that of its key partners?
- In the context of the Agenda 2030 and UN Women's new Strategic Plan 2018-2021, what strategic changes must UN Women consider in refining its normative work, including in the area of partnerships, with a view to ensuring that its programmes are complementary, impactful, synergistic and ultimately beneficial to promote GEWE?

Effectiveness:

- What are UN Women's key contributions and comparative advantages to achieving results in the area of normative work in the Latin American and the Caribbean region?
- What has worked and what has failed, or is missing in UN Women's efforts to support the adoption and implementation of GEWE norms, policies and standards and what key lessons have been learned?
- What are the key innovations, drivers and barriers for change in this area of UN Women's work?
- How effective are UN Women's capacity building for its governmental, civil society and other allies and partners to produce sustainable outcomes for GEWE?
- How UN Women's normative work has contributed to eliminate discriminatory legislation and/or promote legislation that is favorable to GEWE at the national level?

Efficiency:

- How can UN Women position its contribution in this particular field (including resources, communication and partnerships) to have a lasting impact in the development or implementation of sustainable structural reforms in the area of normative work?
- What institutional mechanisms are needed to make UN Women's approach on normative work more efficient and effective?
- Where are the major gaps in human and financial resources to implement UN Women's normative mandate?
- How do UN Women offices support the institutionalization of training (e.g. Training Centre module on CEDAW, expert consultants, etc.) and accountability of efforts to track performance? What has been the results?

Sustainability:

- How has UN Women strengthened the capacities of partners (governmental and civil society representatives) to contribute effectively to normative processes?
- What initiatives can be replicated and taken up to scale to effectively support the adoption and implementation of GEWE norms, policies and standards?
- What partners does UN Women need to engage at global, regional and national level that will contribute in a synergistic manner to its efforts to support the adoption and implementation of GEWE norms, policies and standards?

Equality and non-discrimination:

- How does UN Women support the harmonization of legal systems at different levels of government (national, subnational, local) and their compliance with international norms, including on the rights of indigenous, afro-descendent, LGBTI and other particular groups?
- What new approaches are needed to respond effectively to the needs of particular groups where UN Women can make difference?

III. METHODOLOGY

The evaluation will be a transparent and participatory process involving relevant UN Women stakeholders and partners at the headquarters, the corporate, regional, and country levels. The evaluation will be based on gender and human rights principles, as defined in the UN Women Evaluation Policy⁵ and adhere to the United Nations norms and standards for

⁵ UN Women, *Evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women* (UNW/2012/12).

evaluation in the UN System⁶. The evaluation methodology will employ mixed methods and will ensure that the views of the diversity of women are represented in the evaluation.

An important component of this evaluation will be the assessment of UN Women's results logic and approach for normative work. For its design, the evaluation will deploy a theory of change approach to analyze how UN Women's support is provided in supporting the adoption and implementation of GEWE norms, policies and standards. The theory of change will take into consideration the UN Women Strategic Plans 2011-2013 and 2014-2017, and other strategic, policy frameworks and guidelines that inform UN Women's work in this area. The logic model will be used to assess whether this area is on the right track and whether the proposed interventions have the potential to achieve proposed outcomes in suggested time-frame.

The evaluation will have three levels of analysis and validation of information:

- *Level 1* will start with a desk review of information sources on normative work available through corporate UN Women reporting and information systems such as UN Women Annual Reports, donor reports, PRODOCS, relevant UN Women and other stakeholders' evaluations⁷, and global and regional intergovernmental normative agreements, such as CEDAW, Beijing, CSW reports, declarations, etc.⁸
- *Level 2* will involve more in-depth portfolio analysis of all UN Women Offices in Latin America and the Caribbean region. Level 2 analysis will be primarily based on a document review and supplemented with additional online/skype interviews with the key stakeholders in this area.
- *Level 3* will involve thematic case studies related to our main areas of interventions (i.e. CEDAW, CSW regional consultations, Regional Conferences on Women of Latin America and the Caribbean, etc.) and will deploy field visits in 3-4 countries.

Finally, a comparative analysis of key UN partner's mandates/activities in the area of normative work will be completed as part of the assessment of UN Women's comparative advantage in this thematic area in the region.

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

- *Review of key documents:* UN Women Strategic Plans, Strategic Notes, AWP, Annual Reports, Donor reports, UN policies, global and regional intergovernmental normative agreements, monitoring/reporting information for specific regional and national programmes and initiatives, evaluations; etc.
- *Interviews/focus groups* with a purposive sample of UN Women staff, UN system partners, national level partners, civil society partners, and regional entities and mechanisms, including regional, sub-regional and national women's machineries, among others.
- *Survey of key partners and staff* to assess UN Women's comparative advantage in normative work.
- *In-depth document review* of all UN Women Regional, Multi-country, Country Offices and programme presences in the region, including strategic notes, annual reports, relevant evaluations, and monitoring and reporting information on specific relevant programmes and initiatives in this thematic area.
- *Thematic case studies:* The criteria for selecting case studies and field missions may include the size of investment, sub-regional representation, potential for scaling-up, feasibility of evaluation mission, and their potential to generate knowledge and learning on effective normative approaches. The thematic case studies and field missions will be selected by the Evaluation Team in consultation with the Evaluation Reference Group.

The evaluation process has five phases:

1) **Preparation:** gathering and analyzing programme data, conceptualizing the evaluation and internal consultations on the approach, preparing the TOR, establishment of the Evaluation Reference Group, and recruitment of the Evaluation Team;

⁶ 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

⁷ Main evaluation references: <http://gate.unwomen.org/> and <http://genderevaluation.unwomen.org/en>

⁸ Some of these documents are compiled in Section 6: KEY EVALUATION GUIDANCE DOCUMENTS.

2) **Inception:** consultations between the Evaluation Team and the Regional Office, programme portfolio review, stakeholder mapping, inception meetings with the Evaluation Reference Group, review of the result logic for this thematic area, finalization of selection criteria for case studies, finalization of evaluation methodology and inception report;

3) **Data collection and analysis:** desk review, in-depth review of global, country and regional level planning frameworks and programme documents, in-depth review of normative portfolio of LAC Regional Office, Multi-Country Office, Country Offices and programme presences, online interviews, staff and partner survey/s, visits to 3-4 countries in the framework of the thematic case studies, and preparation of case study reports;

4) **Analysis and synthesis stage:** analysis of data and interpretation of findings, drafting of an evaluation report and other communication products (evaluation brief); and

5) **Dissemination and follow-up:** development of a Management Response, publishing of the evaluation report, uploading the published report on the GATE website⁹, and production of other knowledge products and learning events, such as a webinar.

IV. UN WOMEN RESPONSIBILITIES, MONITORING AND SUPERVISION

The UN Women **ACRO** is responsible for the management and quality assurance of this regional evaluation. The Regional Office will hire an **external and independent evaluation firm** to conduct the evaluation. The evaluation firm will have a combination of the requisite experience in evaluation and technical expertise in the thematic area. ACRO 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, through the Regional Evaluation Specialist (RES) for the Americas and the Caribbean, will ensure that the evaluation is conducted in accordance with the UN Women Evaluation Policy, UN Women Evaluation Handbook¹⁰, United Nations Evaluation Group (UNEG) Norms and Standards, Ethical Guidelines and Code of Conduct for Evaluation in the UN System and other key guidance documents¹¹.

The establishment of the **Evaluation Reference Group** 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. It will be composed of the Regional Evaluation Specialist, the Regional Director and Deputy, two Country Representatives and the Regional Programme Specialist in charge of normative processes. External participants (e.g. a widely recognized member of civil society or academia) may also be invited to be part of the Group. The purpose of the *evaluation reference group* is to facilitate participation and systematic involvement of key stakeholders in the evaluation, provide quality assurance and approve all evaluation products (inception, case studies and final reports).

V. EXPECTED PRODUCTS AND TIME FRAME

The proposed timeframe and expected products will be discussed with the evaluation team and refined in the inception report. The Regional 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 UN Women Independent Evaluation Office and as set forth in UN Women Evaluation Handbook's Tool 14 GERAAS "Evaluation report quality assessment checklist"¹².

| Activities | Product to be delivered ¹³ | Timeframe |
|--|---|-------------|
| Inception phase of evaluation | | April – May |
| Inception report (including two rounds of revision) | Based on inception phase activities the Inception report will present a refined scope, the theory of change, a detailed outline of the evaluation design and methodology, evaluation questions, and criteria for the selection of case studies. The report will include an evaluation matrix, detailed work plan and the structure | |

⁹ UN Women's Global Accountability and Tracking of Evaluation Use (GATE) website: <http://gate.unwomen.org>

¹⁰ UN Women Evaluation Handbook: How to manage gender-responsive evaluation, accessible at: <http://genderevaluation.unwomen.org/en/evaluation-handbook>

¹¹ United Nations Evaluation Group, UNEG Ethical Guidelines, accessible at: http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=102 and UNEG Code of Conduct for Evaluation in the UN system, accessible at: http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=100

¹² UN Women Evaluation Handbook: How to manage gender-responsive evaluation, accessible at: <http://genderevaluation.unwomen.org/en/evaluation-handbook>

¹³ All evaluation products will be written in Spanish and translated to English.

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| | of the final report. A first draft report will be shared with the Management Group and based upon the comments received the evaluation team will revise the draft. The revised draft will be shared with the Reference Group 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 | | June – July |
| Case study reports (including 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 the management and reference groups. 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. | |
| Analysis and reporting phase | | July – September |
| Draft Report (including two rounds of revision prior to the final report) | A first draft report will be shared with the management group for initial feedback. The second draft report will be shared with the reference group for identification of factual errors, errors of omission and/or misinterpretation of information. The third draft report will be shared with both groups 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. | |
| Final Report | The final report will include a concise Executive Summary (10 pages, English and Spanish) and annexes detailing the methodological approach and any analytical products developed during the course of the evaluation. The structure of the report will be refined in the inception report. | |
| Evaluation Brief | A dissemination product (pamphlet) extracting the key findings, conclusions and recommendations of the evaluation report in a user-friendly format (English and Spanish). | |
| Dissemination & Follow up | <i>ACRO is responsible for presenting the evaluation report, coordinating the management response and dissemination of the evaluation.</i> | October – December |
| Dissemination Strategy | A dissemination strategy will be prepared by ACRO in order to socialize evaluation results, including publication of the report, dissemination platforms (i.e. webinar), specific events, etc. | |

VI. KEY EVALUATION GUIDANCE DOCUMENTS (click for hyperlink)

- [57th session of the Commission on the Status of Women. Report of the Secretary-General](#)
- [58th session of the Commission on the Status of Women. Report of the Secretary-General](#)

- [59th session of the Commission on the Status of Women. Report of the Secretary-General](#)
- [60th session of the Commission on the Status of Women. Report of the Secretary-General](#)
- [Ampliación metodológica ISOQUITO](#)
- [Declaración del VII Encuentro Continental de Mujeres Indígenas de las Américas](#)
- [Declaración Final del XIII Encuentro Feminista Latinoamericano y del Caribe](#)
- [Declaración política de Managua. Primera cumbre de lideresas afrodescendientes de las Américas](#)
- [Declaration of NGO in Latin America and the Caribbean for the 57th Session of the Commission on the Status of Women \(CSW\)](#)
- [Declaration of NGO in Latin America and the Caribbean for the 58th Session of the Commission on the Status of Women \(CSW\)](#)
- [Declaration of NGO in Latin America and the Caribbean for the 59th Session of the Commission on the Status of Women \(CSW\)](#)
- [Declaration of NGO in Latin America and the Caribbean for the 60th Session of the Commission on the Status of Women \(CSW\)](#)
- [Declaration of National Women’s Machineries in Latin America and the Caribbean for the 57th Session of the Commission on the Status of Women \(CSW\)](#)
- [Declaration of National Women’s Machineries in Latin America and the Caribbean for the 58th Session of the Commission on the Status of Women \(CSW\)](#)
- [Declaration of National Women’s Machineries in Latin America and the Caribbean for the 59th Session of the Commission on the Status of Women \(CSW\)](#)
- [Declaration of National Women’s Machineries in Latin America and the Caribbean for the 60th Session of the Commission on the Status of Women \(CSW\)](#)
- [Declaration of the feminist organizations forum at the plenary of the ECLAC XII Regional Conference on Women in Latin American and the Caribbean](#)
- [Folleto ISOQUITO 2013](#)
- [Lima Declaration of The World Conference of Indigenous Women](#)
- [ISOMontevideo: a tool for monitoring Montevideo Consensus \(2013\)](#)
- [ISOQUITO 2016](#)
- [Manifiesto político del 13ª Encuentro Feminista Latinoamericano y del Caribe](#)
- [Memoria de la Reunión Diálogos Consonantes 2014](#)
- [Montevideo Strategy for Implementation of the Regional Gender Agenda within the Sustainable Development Framework by 2030](#)
- [Outcome document of the high-level plenary meeting of the General Assembly known as the World Conference on Indigenous Peoples](#)
- [Political Declaration adopted by Civil Society Organizations at the XIII Regional Conference on Women in Latin America and the Caribbean, Montevideo 2016](#)
- [Resolution 6 \(XIII\) adopted by the Regional Conference on Women in Latin America and the Caribbean at its thirteenth session](#)
- [Santo Domingo Consensus](#)
- [Strategy on Prioritizing Women of African Descent in UN Women’s work in Latin America and the Caribbean \(LAC\) 2016-2018](#)
- [Regional Study on Discriminatory Legislation: Legal Strategies for Equality \(draft\).](#)
- [Evaluation Consultants Agreement Form](#)
- [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](#)
- [Integrating Human Rights and Gender Equality in Evaluation – towards UNEG Guidance](#)
- [Norms for Evaluation in the UN System](#)
- [Standards for Evaluation in the UN System](#)
- [UNEG Code of Conduct for Evaluation in the UN System](#)
- [UNEG Ethical Guidelines](#)
- [UNEG Quality Checklist for Evaluation Reports](#)

VII. PAYMENT TERMS

The payments will be completed until 15 days upon receipt of invoice as well as receipt and acceptance of the product/s. The schedule of payments is as follow:

| Deliverable | Payment condition |
|--------------------|--|
| Inception report | 30% of the total contracted after receipt of invoice as well as receipt and acceptance of the deliverable. |
| Case study reports | 30% of the total contracted after receipt of invoice as well as receipt and acceptance of the deliverable. |
| Final report | 40% of the total contracted after receipt of invoice as well as receipt and acceptance of the deliverable. |

VIII. EVALUATION TEAM

Organizational Profile

- Proven organizational legal constitution.
- Organizational CV with minimum of 3 previous job/projects/contracts reference and/or accreditations.
- Financial statement for the last 2 current years.
- Firm with extensive experience in evaluation and, preferably, in the thematic area of legal frameworks, normative processes or inter-governmental work related to gender equality.
- Specialized knowledge in normative processes at regional and/or country levels.
- Previous experience in conducting gender responsive evaluations as well as regional and complex multi-stakeholders' evaluations.
- Experience on evaluation of similar programmes/projects in the region.
- Previous work for other UN Agencies, major multilateral or bilateral programmes.
- Balance in terms of gender and evaluators with experience in both sub-regions (Latin America and Caribbean).

Evaluation Team

The core evaluation team will be composed of, at least, 3 members from a firm with extensive experience in evaluation and, preferably, in the thematic area of normative work related to gender equality. The team will include an experienced Team Leader; a senior expert on normative work (preferable with specialized knowledge in GEWE legal frameworks); and a senior gender and evaluation expert. The team should be gender balanced and include evaluators with experience in both sub-regions (Latin America and the Caribbean). All team members must sign the "Evaluation consultant's agreement form"¹⁴, based on the UNEG Code of Conduct and Ethical Guidelines for Evaluation in the UN system.

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.
- Previous experience in conducting thematic evaluations as well as regional and complex multi-stakeholder evaluations, preferably for the UN system.
- Knowledge of the relevant international/regional frameworks pertaining to women's rights and gender equality, country level programming expertise, gender mainstreaming, and the related UN mandates.
- Experience and knowledge in human rights issues, the human rights-based approach to programming, human rights analysis and related UN mandates.
- Knowledge of women's rights non-governmental organizations in the region.
- Excellent analytical, facilitation and communications skills; ability to negotiate with a wide range of stakeholders.
- Fluency in Spanish and English is mandatory.
- Balance in terms of gender is desirable.
- Knowledge and/or experience in both sub-regions (Latin America and the Caribbean) is mandatory.

Below is a more detailed description of the tasks and qualification requirements for each team member.

¹⁴ The form can be downloaded at: <http://gate.unwomen.org/resources/docs/codeofconduct/UNWomen%20-%20CodeofConductforEvaluationForm-Consultants.pdf>

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 Evaluation Task Manager (RES), 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. More specifically the tasks of the team leader include:

- 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 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 Evaluation Task Manager and other stakeholders to review findings, conclusions and recommendations.
- Leading the stakeholder feedback sessions, briefing the Evaluation Task Manager on the evaluation through informal sessions and finalizing the report based on feedback from the Evaluation Task Manager.
- Preparing evaluation brief, PPT presentation and working with the report editor, responding to final edits on the evaluation report.
- Participating in a Webinar to present evaluation results.

Qualifications:

- At least 10 years' practical experience in conducting evaluations of international policies and programmes utilizing a wide range of approaches and methods including utilization focused, gender and human rights responsive, and mixed methods with a background in political science;
- Extensive experience acting as team leader for complex evaluations and proven ability to manage a diverse evaluation team;
- Previous experience in conducting evaluations on public policy and programmes to promote women's rights and gender equality would be considered an asset;
- Excellent knowledge of the UN system, UN reform processes and UN Women programming at the regional and country level;
- 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 rights non-governmental organizations;
- Experience or knowledge on the human rights international framework, parliamentary work, democracy, governance, rule of law, and related mandates within the UN system;
- Excellent analytical, facilitation and communications skills and ability to negotiate amongst a wide range of stakeholders;
- Fluent in Spanish and English.

Senior expert on normative work

The senior expert on normative work will provide substantive advice on issues related to the formulation of global, regional and national legal frameworks to promote women's rights and gender equality and their integration in 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 brief as necessary.

Qualifications:

- At least 7-10 years' professional experience in global, regional or national legal frameworks related to women's rights and gender equality including the elaboration of public policy and national plans, data collection, and monitoring tools for their implementation.
- Experience/knowledge on gender equality and women's empowerment issues, gender mainstreaming, normative frameworks to promote women's rights and gender equality at regional and global levels; gender analysis and thorough knowledge of the related mandates within the UN system and particularly that of UN Women's;
- 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 Spanish and/or English.

Senior Gender & Evaluation Expert

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 brief as necessary.

Qualifications:

- At least 7-10 years' practical experience in conducting evaluation of international policies and programmes 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 regional and country level;
- Experience and knowledge in gender equality and women's empowerment, gender mainstreaming, gender analysis and the related mandates within the UN system;
- Experience/knowledge in legislation and public policies related to women's rights and gender equality would be considered an asset;
- Excellent analytical, facilitation and communications skills and ability to negotiate amongst a wide range of stakeholders;
- Fluent in Spanish and/or English.

EVALUATION METHODOLOGY AND CRITERIA

1. Preliminary Evaluation

The preliminary evaluation is done to determine whether the offers meet the administrative requirements of the RFP. The proposals are checked for compliance of the following requirements.

- Submitting companies are not included among United Nations suspended companies;
- Proven organizational legal constitution;
- Offers are signed by an authorized party, including Power of Attorney, if stipulated;
- The offer is submitted as per the instructions to proposer's ref: 4.1 and detailed in the PIS above;
- Organizational CV with minimum of 3 previous job/projects/contracts reference and/or accreditations;
- Financial statement for the last 2 current years;
- The offer is valid;
- The offer is complete and eligible.

2. Cumulative Analysis Methodology: A proposal is selected on the basis of *cumulative analysis*; the total score is obtained by combining 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 70% of the obtainable 1,000 points assigned for technical proposal. A proposal shall be rejected at this stage if it fails to achieve the minimum technical threshold of 70% of the obtainable 1,000 points prior to any price proposal being opened and compared. The financial proposal will be opened only for those entities whose technical proposal achieved the minimum technical threshold of 70% of the obtainable score of 700 points and are determined to be compliant. Non-compliant proposals will not be eligible for further consideration.

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

Technical proposal: 1,000

Financial proposal: 300

Total number of points: 1,300

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

μ = 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 this solicitation documents. The quality of each technical proposal will be evaluated in accordance with the following technical evaluation criteria:

| 1.0 Expertise and Capability of Proposer | | Points obtainable |
|--|---|-------------------|
| Expertise of organization submitting proposal | | |
| 1. | Organizational Architecture | 200 |
| 1.1 | Organizational capability, size, general reputation. | 25 |
| 1.2 | Relevant previous experience in evaluation. | 100 |
| 1.3 | Balance in terms of gender and evaluators with experience in both sub-regions (Latinamerica and Caribbean). | 25 |
| 1.4 | Previous work for other UN Agencies, major multilateral or bilateral programmes. | 50 |
| 2.0 Proposed Work Plan and Technical Approach | | 500 |
| Proposed methodology | | |
| 2.1 | Understanding of the tors and task. | 150 |
| 2.2 | Suitability of approach and methodology. | 150 |
| 2.3 | Presentation of the proposal (clear, realistic, logical). | 75 |
| 2.4 | Degree of innovation in proposal. | 50 |
| 2.5 | Time schedule and manpower estimates. | 75 |
| 3.0 Resource Plan, Key Personnel | | 300 |
| Qualification and competencies of proposed personnel | | |
| 3.1 | Team leader | 150 |
| 3.2 | Senior expert on normative work | 75 |
| 3.3 | Senior gender and evaluation expert | 75 |
| [70%] of [1000] pts = [700] pts. needed to pass technical | | 1,000 |

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

FORMAT OF TECHNICAL PROPOSAL

Technical Proposals not submitted in this format may be rejected.

Financial Proposals must be submitted in a separate e-mail to a different e-mail.

Proposer is requested to include a **one** 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: | |
| E-mail: | |

Section 1.0: Expertise and Capability of Proposer

1.1 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 the recent two Audited Financial Statements duly certified by a public accountant.

1.2 Adverse judgments or awards

- Include reference to any adverse judgment or award.

1.3 General Organizational Capability

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

1.4 Subcontracting

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

1.5 Quality assurance procedures, risk and mitigation measures

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

1.6 Relevance of Specialized Knowledge and Experience on Similar Projects

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

- Provide at least 3 references of previous experiences.

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

Section 2.0: Proposed Work Plan and Approach

2.1 Analysis approach, methodology

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

2.2 Management - timeline, deliverables and reporting

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

2.3 Environment-related approach to the service required

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

Section 3.0: Resource Plan, Key Personnel

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

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

3.2 Profile on Gender Equality

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

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) | |
| | | |

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 case of an equipment component to the service provided, the financial proposal should include figures for both purchase and lease/rent options. UN Women reserves the option to either lease/rent or purchase outright the equipment through the contractor.

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's overhead and backstopping facilities.
 - b. An all-inclusive daily subsistence allowance (DSA) rate (otherwise known as a "per diem 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.
 - 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, rental and freight of any instruments or equipment required to be provided by the proposer for the purposes of the services, office accommodation, investigations, surveys, 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.

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

A. Cost Breakdown by Resources

The proposers are requested to provide the cost breakdown for the above given prices for each deliverable based on the following format. UN Women shall use the cost breakdown in order to assess value for money as

well as the calculation of price in the event that both parties agreed to add new deliverables to the scope of services.

| Description | Quantity | Number of Unit | Unit Cost (USD) | Total Cost (USD) |
|---|------------|----------------|-----------------|------------------|
| Team Leader | 1 person | Day/week/month | | |
| Team Member/s | XX person | Day/week/month | | |
| Operational cost Please detail the following: | | | | |
| 1. Estimated return tickets for travel (if any) | 1 lump sum | | | |
| 2. Accommodation and other expenses away from home (if any) | 1 lump sum | | | |
| 3. Local transportation | | | | |
| 4. Any relevant overhead costs (report preparation, communication, stationary, etc.) | 1 lump sum | | | |
| | 1 lump sum | | | |
| Technical assistance and capability building (training, working group, meeting, workshop) | 1 lump sum | | | |
| Publication (seminar/launching of the report, printing, etc.) | | | | |
| TOTAL | | | | |

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" | <i>Name of Organization</i> |
| Signature/ Stamp of Entity | |
| Date | |
| Address | |
| Telephone | |
| e-Mail | |

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: UN Women Americas and the Caribbean Regional Office

Date: *[insert date of Proposal Submission]*

We, the undersigned, declare that:

- (a) We have examined and have no reservations to the Proposal Solicitation Documents;
- (b) We offer to supply in conformity with the Proposal Solicitation Documents for the Regional Evaluation on Norms, Policies and Standards for Gender Equality and Women's Empowerment in Latin America and the Caribbean 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 ensure any due diligence regarding the legal review and ability to be compliant to all contract terms and conditions has been undertaken prior to the submission of our offer. Submission of this offer is confirmation of accepting a UN Women contract included herein.
- (d) 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;
- (e) Our proposal shall be valid for a period of [] 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;
- (f) If our proposal is accepted, we commit to obtain a performance security with the instructions under the Proposal Instruction Sheet;
- (g) 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]*
- (h) We have no conflict of interest in accordance with Clause 1.2 (*Eligible Proposers*) of the RFP Instructions to Proposers;
- (i) 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;
- (j) We understand that you are not bound to accept the lowest evaluated proposal or any other proposal that you may receive.

| | |
|--|--|
| Signed: | <i>Insert signature of person whose name and capacity are shown</i> |
| In the capacity of: | <i>Insert legal capacity of person signing this form</i> |
| Name: | <i>Insert complete name of person signing the Proposal Submission Form</i> |
| Duly authorized to sign the proposal for and on behalf of: | <i>Insert complete name of proposer</i> |
| Dated on: _____ day of _____, 2017 | <i>Insert date of signing</i> |

VOLUNTARY AGREEMENT

Voluntary Agreement to Promote Gender Equality and Women’s Empowerment

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: _____

PROPOSED MODEL FORM OF CONTRACT

CONTRACT – INSTITUTIONAL OR PROFESSIONAL SERVICES

Contract No.

Business Unit:

Organisational Unit/Section/Division/Office/Country:

This Contract is made between the UNITED NATIONS ENTITY FOR GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN (“UN Women”), and [insert official name of company in full], with its registered offices at [address] (“Contractor”) (Both hereinafter separately and jointly referred to as the “Party” or the “Parties”).

1. CONTRACT DOCUMENTS

The following documents constitute the entire agreement between the Parties with regard to the subject matter hereof (“Contract”), superseding all prior representations, agreements, contracts and proposals, whether written or oral, by and between the Parties on this subject, and in case of ambiguities, discrepancies or inconsistencies between or among them, shall apply in the following order of precedence:

- (a) This document;
- (b) UN Women General Conditions of Contract—Contracts for the Provision of Services, annexed hereto as Annex A (“General Conditions”);
- (c) Terms of Reference, annexed hereto as Annex B (“TOR”);
- (d) [other annexes that may be relevant]

2. SCOPE

The Contractor shall perform services (“Services”) as specified in the TOR. Except as expressly provided in this Contract and in particular the TOR, (i) UN Women shall have no obligation to provide any assistance to the Contractor in performing the Services; (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 (iii) 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.

3. DURATION

This Contract shall take effect on the date of the latest signature (the “Effective Date”) and shall remain in effect until [insert date], unless earlier terminated (“Initial Term”). UN Women may, at its sole option, extend the Contract, under the same terms and conditions as set forth in this Contract, for a maximum of [number] additional period[s] of up to [time period] each. UN Women shall provide a written notice of its intention to do so at least 30 (thirty) days prior to the expiration of the then Initial Term.

4. PRICE & PAYMENT

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]. This fee shall remain firm and fixed during the term of the Contract. The Contractor shall submit invoices only upon achievement of the corresponding milestones and for the following amounts:

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

5. INVOICES

The Contractor shall submit to UN Women an original copy of its invoices, as is required in the preceding Article, specifying, at a minimum, a description of the Services performed, the unit prices in accordance with the Fee Schedule (if

relevant), and the total price of the Services, together with such supporting documentation as UN Women may require, as follows:

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

6. PAYMENT

Payments 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 to the Contractor shall be made by electronic funds transfer to the Contractor’s bank account, as follows:

- Name of Bank:
- Bank Address:
- Bank ID:
- Account No:
- Title/name:

UN Women may withhold payment in respect of any invoice if it considers that the Contractor has not performed in accordance with the terms and conditions of this Contract or has not provided sufficient documentation in support of the invoice. Where an invoice is disputed in part, UN Women shall pay the Contractor any undisputed portion and the Parties shall consult in good faith to promptly resolve outstanding issues. Once the dispute has been resolved, UN Women shall pay the Contractor the relevant amount within thirty (30) days. The Contractor shall not be entitled to interest on any late payment or any sums payable under this Contract or any accrued interest on payments withheld by UN Women in connection with a dispute.

7. NOTIFICATIONS

All notices and other communications between the Parties required or contemplated under this Contract shall be in writing and shall be transmitted to the following:

For UN Women:

[Insert Name, Address, Phone and Email]

For the Contractor:

[Insert Name, Address, Phone and Email]

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

For and on behalf of UN Women:

For and on behalf of the Contractor:

| | | |
|-----------|-------|-------|
| Signature | _____ | _____ |
| Name | _____ | _____ |
| Title | _____ | _____ |
| Date | _____ | _____ |

ANNEX A

UN WOMEN GENERAL CONDITIONS OF CONTRACT—CONTRACTS FOR THE PROVISION OF SERVICES

The General Conditions can be accessed at:

<http://www.unwomen.org/~media/CommonContent/Procurement/UNwomen-GeneralConditionsOfContract-Services-en.pdf>

ANNEX B

TERMS OF REFERENCE

GENERAL CONDITIONS OF CONTRACT

The General Conditions of Contracts can be accessed by the proposer by clicking on the below link.

- For Services, available from this link:
<http://www.unwomen.org/~media/CommonContent/Procurement/UNwomen-GeneralConditionsOfContract-Services-en.pdf>

JOINT VENTURE/CONSORTIUM/ASSOCIATION INFORMATION FORM

(to be completed and returned with your technical proposal)

| JV / Consortium/ Association Information | |
|---|---|
| Name of leading partner (with authority to bind the JV, Consortium/Association during the Bidding process and, in the event a Contract is awarded, during contract execution) | <i>[insert name, address, telephone/fax or cell number, and the e-mail address]</i> |
| JV's Party Legal Name: | <i>[insert JV's Party legal name] {Attach original copy of document of incorporation/registration of the JV, in accordance with Clause 3 (Eligible Bidders)}</i> |
| JV's Party Country of Registration: | <i>[insert JV's Party country of registration]</i> |
| JV's Party Year of Registration: | <i>[insert JV's Part year of registration]</i> |
| JV's Party Legal Address in Country of Registration: | <i>[insert JV's Party legal address in country of registration]</i> |
| Consortium/Association's names of each partner/authorized representative and contact information | |
| Name of partner: _____ Address: _____ Phone Number(s): _____ Email Address(es): _____ | Name of partner: _____ Address: _____ Phone Number(s): _____ Email Address(es): _____ |
| Name of partner: _____ Address: _____ Phone Number(s): _____ Email Address(es): _____ | Name of partner: _____ Address: _____ Phone Number(s): _____ Email Address(es): _____ |
| Consortium/Association Agreement | Attached are copies of original documents of: <i>[check the box(es) of the attached original documents]</i> <input type="checkbox"/> Articles of Incorporation or Registration of firm named in 2, above, in accordance with Clause 3 (Eligible Bidders). <input type="checkbox"/> JV Agreement, or letter of intent to enter into such an Agreement, signed by the legally authorized signatories of all the parties |
| Signatures of all partners/authorized representatives: We hereby confirm that if the contract is awarded, all parties of the Joint Venture, or Consortium/Association shall be jointly and severally liable to UN Women for the fulfillment of the provisions of the Contract. | |
| Name of partner: _____ Signature: _____ Date: _____ | Name of partner: _____ Signature: _____ Date: _____ |
| Name of partner: _____ Signature: _____ Date: _____ | Name of partner: _____ Signature: _____ Date: _____ |

SECURITY INSTRUMENTS

The Proposal and Performance Security Forms can be accessed by the proposer by following the below link.

<http://www2.unwomen.org/~media/commoncontent/procurement/un-women-procurement-rfp-security-instruments-en.docx>

RELEASE AND WAIVER OF LIABILITY

This Release and Waiver of Liability (the “Release”) is executed by NAME: [] (the “Visitor”) in favor of the United Nations Entity for Gender Equality and the Empowerment of Women (“UN Women”), a composite entity of the United Nations established by the United Nations General Assembly by its resolution 64/289 of 2 July 2010, and its officials, representatives, staff and agents. In consideration of being granted access to the property located at [insert address] (the “Site”), the Visitor acknowledges, agrees and represent the below:

1. The Visitor acknowledges that the Site is a dangerous environment and safety hazards may be present despite safety precautions taken, and accessing the Site involves risks of injury, illness, death, and/or damage to his/her property.
2. The Visitor assumes full responsibility for any risks of personal injury, illness, death, and/or damage to his/her property arising from or in any way connected to his/her access to the Site.
3. THE VISITOR UNDERSTANDS THAT THIS RELEASE DISCHARGES UN WOMEN FROM ANY AND ALL LIABILITY, CLAIMS, AND DEMANDS OF WHATEVER KIND OR NATURE WITH RESPECT TO ANY PERSONAL INJURY, ILLNESS, DEATH, AND/OR DAMAGE TO HIS/HER PROPERTY ARISING FROM OR IN ANY WAY CONNECTED TO VISITOR'S ACCESS TO THE SITE, WHETHER CAUSED BY THE NEGLIGENCE OF UN WOMEN OR ITS OFFICIALS, REPRESENTATIVES, STAFF OR AGENT OR OTHERWISE. VISITOR ALSO UNDERSTANDS THAT UN WOMEN DOES NOT ASSUME ANY RESPONSIBILITY FOR OR OBLIGATION TO PROVIDE FINANCIAL ASSISTANCE OR OTHER ASSISTANCE, INCLUDING BUT NOT LIMITED TO MEDICAL, HEALTH, OR DISABILITY INSURANCE IN THE EVENT OF INJURY OR ILLNESS.

I hereby attest that I have read and, intending to be legally bound, agree to the above on the date indicated below.

Name:

Address:

Emergency Contact

Name:

Relationship to you:

Phone Number:

Email address:

Signature: _____ Date: [DD]/[MM]/[YYYY]

SUBMISSION CHECKLIST

For email submissions:

| Technical Proposal PDF sent to the technical e-mail address specified in the Invitation Letter includes: | |
|---|--------------|
| • Technical Proposal | |
| • Proposal Submission form | |
| • Joint Venture Form (if a joint venture) | |
| • Voluntary Agreement to Promote GE & WE (Voluntary) | |
| • Proposal Security Form (if required) | Not Required |
| • Performance Security Form (if required) | Not Required |
| Financial Proposal PDF sent to the financial e-mail address specified in the Invitation Letter includes: | |
| • Financial Proposal | |
| • Financial Excel Spreadsheet (if required) | |

| Please check-off to confirm the below: | |
|--|--|
| Model Form of Contract has been read and understood | |
| The General Conditions of the Contract have been read, understood, duly reviewed by a legal entity for my Organization's ability to comply and accept all terms. | |