

Request for Proposal

Reference No.: 002-2019

Transformational Leadership and Management Skills for Afghan Women Leaders

5 September 2019

Dear Sir/Madam,

Subject: Request for Proposal (RFP) for “**Transformational Leadership and Management Skills for Afghan Women Leaders**” trainings

1. The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) plans to procure *service of the company/firm on the said topic* 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 I](http://www.unwomen.org/-/media/headquarters/attachments/sections/about%20us/procurement/un-women-procurement-rfp-instructions-en.pdf?la=en&vs=3939)) available from this link: <http://www.unwomen.org/-/media/headquarters/attachments/sections/about%20us/procurement/un-women-procurement-rfp-instructions-en.pdf?la=en&vs=3939>
 - 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 for to Promote Gender Equality and Women’s Empowerment (Annex 7)
 - i. UN Women Model Forms of Contract (Annex 8)
 - j. General Conditions of Contract (Annex 8)
 - k. Joint Venture/Consortium/Association Information Form (Annex 9)
 - l. Submission Checklist (Annex 10)
3. The Proposal Instruction Sheet (PIS) -below- provides the requisite information (with cross reference numbers) which is further detailed in the [Instructions to Proposers \(Annex I\)](#)

PROPOSAL INSTRUCTION SHEET (PIS)

4. Detailed Instruction governing below listed summary of the “instructions to proposers” are available in the Annex I (“Instruction to Proposers”) accessible from this link:

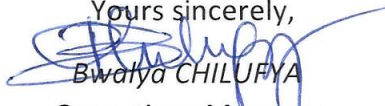
<http://www.unwomen.org/-/media/headquarters/attachments/sections/about%20us/procurement/un-women-procurement-rfp-instructions-en.pdf?la=en&vs=3939>

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: Sunday 22 September 2019 1:00 PM (EDT) [for local time reference, see www.greenwichmeantime.com] City and Country: Kabul, Afghanistan This is an absolute deadline. Any proposal received after this date and time will be disqualified.
4.1	Manner of Submission	<input type="checkbox"/> Personal Delivery/ Courier mail/ Registered Mail <input checked="" type="checkbox"/> Electronic submission of Proposal to
4.1	Address for Proposal Submission	<input type="checkbox"/> Personal Delivery/ Courier mail/ Registered Mail: UN Women Afghanistan Country Office _Address, UNOCA Compound, Jalalabad Road, Kabul Afghanistan “NOT TO BE OPENED BY REGISTRY” <input checked="" type="checkbox"/> Electronic submission of Proposal: Technical Proposal: technical.af@unwomen.org Financial Proposal: financial.af@unwomen.org Proposals should be submitted to the designated address by the date and time of the deadline given.
3.1	Language of the Proposal:	<input checked="" type="checkbox"/> English <input type="checkbox"/> French <input type="checkbox"/> Spanish <input type="checkbox"/> Other (pls. specify) _____
3.4.2	Proposal Currencies	Preferred Currency: <input checked="" type="checkbox"/> USD

		If no, please indicate Currency: <input type="text"/> <i>Proposer may submit proposal in any freely convertible currency</i>
3.5	Proposal Validity Period commencing after the deadline for submission of proposals (see 4.2 above)	If other, please indicate: <input type="text" value="120"/> days.
2.4	Clarifications of solicitation documents	Requests for clarification shall be submitted <input type="text" value="7"/> days before the deadline for submission of proposal. 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.af@unwomen.org Clarification emails should include a subject header in the following format: <i>"UNW RFP Reference #, Request for Clarification, Company/Contractor Name"</i> Proposers must not communicate with any other personnel of UN Women regarding this RFP. <u>The e-mail address above is for clarifications ONLY.</u> <u>IMPORTANT: Do not send or copy the e-mail address above while submitting a proposal. Doing so will disqualify your proposal.</u>
2.5	Pre-Proposal/Bid Meeting	<input checked="" type="checkbox"/> Not applicable <input type="checkbox"/> Mandatory: <input type="checkbox"/> Optional:

3.9	<u>Proposal Security</u>	<input type="checkbox"/> Required Amount: _____ (USD) Form: See Annex XI <input checked="" type="checkbox"/> Not Required Proposal Security is not foreseen to be required by UN Women at this stage; however, UN Women reserve the rights to request a Proposal Security from the successful proposer at any stage.
7.4	<u>Performance Security</u>	<input type="checkbox"/> Required <input checked="" type="checkbox"/> Not Required 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.
3.2	Waiver & Release of Indemnity (If there is a site visit/inspection)	<input checked="" type="checkbox"/> Not Required No site inspections/visits are necessary and therefore a waiver/release of indemnity is not required. <input type="checkbox"/> Required Return this Waiver to UN Women in advance of the site inspection, to the contact below; email to: _____

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

Yours sincerely,

 Bwalya CHILUFYA
 Operations Manager

ANNEX 2

TERMS OF REFERENCE (TOR)

1. Introduction

a. Background/Context for required services/results

UN Women Afghanistan is supporting national counterparts, including the Ministry of Foreign Affairs (MoFA), Ministry of Women Affairs (MoWA), Ministry of Rural Rehabilitation and Development (MRRD), Parliamentary bodies, and civil society organizations among other entities, in implementing the National Action Plan for the Women of Afghanistan (NAPWA), the Afghanistan National Peace and Development Framework (ANPDF) Women Economic Empowerment National Priority Programme (WEE-NPP) and other National Action Plans and strategies towards improved gender equality and women's political and economic empowerment in Afghanistan.

Women's Leadership and Political Participation (WPP) is one of the key programmatic focuses of UN Women Afghanistan, under which support is provided for various interventions, including aspirants/candidates' trainings, leadership and capacity building programmes, and advocacy for greater participation of women in the political spaces.

Under the 2019 workplan of WPP, the Programme intends to support women working in senior positions within Afghan government institutions, Parliament and civil society organizations to strengthen their leadership and management capacity to achieve their potential for effective leadership and management.

The main purposes of this training programme is to improve the capacity of those women leaders participating to become successful leaders and managers with improved public speaking and presentation skills, improved abilities to tackle challenges more effectively to ensure successful execution of their functions. The programme will also create networking opportunities and enhance collaborations among women leaders in Afghanistan.

The training programme will target a total of 170 women leaders, including 25 Civil Servants at Grade 1¹ level, 69 Member of Parliaments (MPs), 27 Senators, 40 Civil Society Activists and 10 UN Women regional coordinators. The participants will be divided into 6 groups and the first training will be held in Herat, Afghanistan and the indicative venues for the five subsequent trainings are Turkey, India, Uzbekistan and Tajikistan.

Each group will receive 6 days' training on the topics mentioned below. The training materials, for example manuals, Power Point presentations, handouts, exercises and instructions etc., should be translated into Dari by the entity in the required quality and are subject to the approval by the UN

¹ Grade 1 are official at the level of Director General or Director in some cases. Grade 2 are mostly officials at the level of Director -

Women. The training can be delivered either in Dari or English with simultaneous translation to be facilitated by UN Women.

The training should be designed learner-centered and tailored to build on the needs and interests of the specific cohort of participants in each workshop. The design should be based on the principles of adult learning and the specific training activities. Approaches are participatory, adaptive, and experiential to achieve the defined learning outcomes with time for reflection and discussion

The selected entity will work closely under the direct supervision of WPP Programme Manager with overall supervision of UN Women senior management.

Purpose of the RFP

The purpose of this request for proposals is to contract an experienced locally registered organisation to provide capacity building training on **“Transformational Leadership and Management skills for Afghan women leaders”**

The training programme aims to strengthen capacity and knowledge of current and emerging leaders to advance gender equality, women’s empowerment, and women’s rights agendas within their organizational contexts as spelt out in the national and international normative frameworks. The training seeks to strengthen leaders’ use of gender-inclusive, transformative leadership principles and practices to address institutional gender biases and promote commitments to gender equality and women’s rights in Afghanistan.

Description of required services/results

Under the direct supervision of the UN Women WPP Manager, the entity will develop tailored training curriculum and deliver 6 days’ trainings to Afghanistan women leaders. The training delivered must meet the following objectives;

At the end of the programme, participants will be able to:

1. Understand and articulate their visions for gender equality and women rights that will guide their daily practices as organizational leaders.
2. Analyze challenges and have tools to examine gender-based biases and discrimination in the workplace.
3. Understand and able to identify strategies and actions to transform leadership styles to promote gender equality and women’s rights.
4. Understand various leadership models, and be able to apply appropriate models that align with

the principles of gender equality in their organizational contexts.

5. Improve capacity to communicate, influence, manage conflicts, negotiate and speak in public with various target audiences, including men and boys.
6. Contribute to building collective movements for gender equality and women's rights in Afghanistan

Implementation Modality:

Training arrangements: The entity will design a training programme and format of delivering the training for each group that should be informed by need assessments of the targeted participants. The training programme and format may have a combination of fixed programme activities that are delivered across the six groups, in addition to a tailored programme designed for the targeted participants of each cohort, considering profile and background of the participants.

The first training will take place in Herat, Afghanistan in November/ December 2019 and the 5 subsequent trainings will be organized in Turkey, India, Uzbekistan and Tajikistan. before the end of 2020. The indicative timeframe are two trainings to take place in the first quarter 2020 followed by one training in the second, third and fourth quarter of 2020.

Roles of UN Women: UN Women will work closely with the relevant partners to identify participants and advise the groups of the arrangements. The longlist of potential participants will be shared with the selected entity prior to each of the trainings for assessments and commitment to execute individual action plan after participation in the training.

Associated costs of participants, training venue and catering for participants will be borne by the UN Women. UN Women will be handling all logistical arrangements, including arranging venue, transportation and accommodation for participants, catering during the trainings for participants and trainers and simultaneous translation and stationery for participants.

Roles of the entity:

The entity is responsible for the development and delivery the trainings, including conducting need assessments, developing curriculum, developing tailored training plan, developing training materials and supplying equipment and materials for the training activities, arranging qualified trainers and facilitators, delivering the trainings and preparing training reports to include assessment of learning results and their committed action plans, as described above.

The entity will be required to facilitate their own logistical arrangements, such as air tickets, accommodation, transportation, etc. Lunch and refreshment on the training days will be provided by UN Women.

Suggested Topics

1. Gender equality and women rights principles such as CEDAW NAP 1325 and other national commitments
2. Gender based discriminations practices (with examples from Afghanistan)
3. Leadership models and concept of transformational leadership
4. Conflict management/resolutions
5. Stakeholders management influencing skills
6. Effective internal and external communication skills
7. Project and financial management skills

The entity will be required to submit a training plan indicating topics and format of the training delivery for each group. Prior to the design of the detailed training plan, the entity will be provided with a potential list of participants to undertake the required needs assessment and assess the level of commitment to take action after the training. UN Women can support to circulate and collect needs assessment forms which can help the entity to design the programme contents accordingly. All contents of the six-day programme will have to be vetted and approved by the UN Women prior to finalization.

Summary of Key Functions and Deliverables

Provide professional services which includes technical expertise to deliver the capacity development programme:

1. Conduct capacity and needs assessment of potential participants of six trainings.
2. Develop a tailored curriculum for 6 cohorts MPs (2 groups), Senators, Civil Servants, CSOs leaders (2 groups).
3. Develop training plan entailed training approach with details of subject, activities plan, methodology to measure training results (for example pre-posttests) as well as proposed training report format of each group.
4. Develop training materials (manual, handouts and PPTs, exercises, materials for activities) in English, and upon approval of UN Women, have the materials translated to Dari for all participants.
5. Deliver six 6-day trainings for 6 cohorts (approximate total of 170 participants (25 participants per group)
6. Prepare training report providing overall trainings and each cohort reflections on the content delivered, results of the pre and post training assessment, challenges, lessons learnt, recommendations and follow up plans/activities to be undertaken.

Activities/ Tasks

Activities include but are not necessarily limited to the following tasks:

1. **Conduct capacity and needs assessment** of the participants, in consultation and with guidance from UN Women.
2. **Develop tailored curriculums** for 6 cohort; MPs (2 groups), Senators, Civil Servants and CSOs leaders (2 groups)
3. **Develop detailed training plan** detailing topics, contents, proposed team of trainers/ facilitators, activities plan, methodology to assess and measure knowledge before and after the training for

the 6 cohorts

4. **Prepare learning materials:** the entity should provide the learning materials / equipment for all the training activities.
5. **Deliver the training to the participants:** deliver the training as per the suggested agenda. Trainers can shift over from one group to another, however it is up to the entity how they can better arrange this.
6. **Provide Training Report:** Provide a report in the approved format to the UN Women within 15 days of the training's completion.

Timeframe and location

Timeframe

- Total duration of the contract for this leadership and management development programme will be for 14 months (Nov 2019-Dec 2020). The indicative date for the first batch will be in December 2019 and the indicative timeframe for the subsequence trainings are two trainings to take place in the first quarter of 2020 followed by one training each in the second, third and fourth quarters of 2020. The entity is expected to make the other necessary arrangements, providing enough days for preparation before and after the trainings.

Location

- Indicative location for the first training is Herat Province of Afghanistan, the indicative locations of other five trainings are Istanbul, Delhi, Uzbekistan and Tajikistan. UN Women will inform the entity on the training venue in advance when the locations are identified.

Competencies:

The entity should be composed of trainers and facilitators with experience on issues related to women's leadership trainings. Experience in the Afghanistan is an asset. The entity and the team should have the combined qualifications and expertise to include:

- The entity is legally registered and is not in the subject of a finding of fraud or any other relevant misconduct following investigation conducted by United Nations entity.
- The entity has proven track record in delivering leadership trainings, experience with leadership trainings for women is highly desirable.
- Working experience with parliament members, senators, government agencies and CSOs in Afghanistan is highly desirable.
- The entity has record and evidence of organizational culture of accountability, such as a written code of conduct, measures on anti-corruption and sexual harassment policy;
- The entity has previous successful track record of being able to meet deadline and complete assignments within the stipulated timeframe by providing testimonials from clients.

- Prior work experience with any UN or international agency shall be an advantage.
- The main trainers/ facilitators should have a minimum of 5 years in delivering leadership or management trainings. CVs of the proposed facilitators to be attached (mandatory).
- Fluency in English is required and knowledge in Dari or Pashto is an asset.
- Balance in the composition of team member in terms of gender is desirable.

Payment

The payments will be completed after receipt of invoice as well as receipt and acceptance of the product/s.

The schedule of payments is as follows:

Deliverable	Payment condition
1. Capacity and needs assessment report 2. Curriculum of the trainings for 6 Cohorts 3. Training plans	40% of the total contracted after receipt of invoice as well as receipt and acceptance of the deliverable.
4. Training materials 5. Conducted 3 trainings 6. 3 training reports	30% of the total contracted after receipt of invoice as well as receipt and acceptance of the deliverable.
7. Conducted 3 trainings 8. 3 training reports 9. Final report	30% of the total contracted after receipt of invoice as well as receipt and acceptance of the deliverable.

EVALUATION METHODOLOGY AND CRITERIA

1. Preliminary Evaluation

The preliminary evaluation is done to determine whether the offers meet the administrative requirements and Eligibility Criteria of the RFP. The standard eligibility criteria for suppliers wishing to engage in a contract are laid out below. Further information on doing business with UN Women/ how to become UN Women vendor can be found on [UN Women's website](#).

Legal Capacity: Bidders may be a private, public or government-owned legal entity or any association with legal capacity to enter into a binding Contract with the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women).

Conflict of Interest: Bidders must disclose any actual or potential conflict of interest and they shall be deemed ineligible for this procurement process unless such conflict of interest is resolved in a manner acceptable to UN Women. Conflict of interest is present when:

- A Bidder has a close business or family relationship with a UN Women personnel who: (i) are directly or indirectly involved in the preparation of the bidding documents or specifications of the contract, and/or the bid evaluation process of such contract; or (ii) would be involved in the implementation or supervision of such contract;
- A Bidder is associated, or has been associated in the past, directly or indirectly, with a firm or any of its affiliates which have been engaged by UN Women to provide consulting services for the preparation of the design, specifications, Terms of Reference, and other documents to be used for the procurement of the goods, services or works required in the present procurement process;
- A Bidder has an interest in other bidders, including when they have common ownership and/or management. Bidders shall not submit more than one bid, except for alternative offers, if permitted. This will result in the disqualification of all bids in which the Bidder is involved. This includes situations where a firm is the Bidder in one bid and a sub-contractor on another; however, this does not limit the inclusion of a firm as a sub-contractor in more than one bid.

Failure to disclose any actual or potential conflict of interest may lead to the Bidder being sanctioned further by UN Women.

Ineligibility Lists: A Bidder shall not be eligible to submit an offer if and when at the time of quotation submission, the Bidder:

- is included in the Ineligibility List, hosted by [UNGM](#), that aggregates information disclosed by Agencies, Funds or Programs of the UN System;
- is included in the [Consolidated United Nations Security Council Sanctions List](#), including the [UN Security Council Resolution 1267/1989 list](#);
- is included in any other Ineligibility List from a UN Women partner and if so listed in the RFP Instructions;
- is currently suspended from doing business with UN Women and removed from its vendor database(s).

Code of Conduct: All Bidders are expected to embrace the principles of the [United Nations Supplier Code of Conduct](#), reflecting the core values of the Charter of the United Nations. UN Women also expects all its suppliers to adhere to the principles of the [United Nations Global Compact](#) and recommends signing up to the [Women Empowerment Principles](#).

Other Formal Requirements:

- *Offers are signed by an authorized party, including Power of Attorney if stipulated;*
- *Bid security (format, amount and duration) are included, if requested;*
- *The offer is submitted as per the instructions to proposer's ref: 4.1 and detailed in the Proposal Instruction Sheet above;*
- *The offer is valid;*
- *The offer is complete and eligible.*

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 [100] 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 score of [100] 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 [100] 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: [70]

Financial proposal: [30]

Total number of points: [100]

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 and the associated weighting (total possible value of [100] points):

1.0 Expertise and Capability of Proposer		Points obtainable
Expertise of organization submitting proposal		
1.1	Organizational Architecture	5
1.2	<p>Adverse judgments or awards:</p> <ul style="list-style-type: none"> <i>The proposer is in sound financial condition based on the financial documentation and information furnished in their proposal which should not show any financial concerns, such as negative net worth, bankruptcy proceedings, insolvency, receivership, major litigation, liens, judgments or bad credit or payment history.</i> 	5

1.0 Expertise and Capability of Proposer		Points obtainable
Expertise of organization submitting proposal		
	<ul style="list-style-type: none"> The proposer has not declared bankruptcy, are not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against them that could impair their operations in the foreseeable future. 	
1.3	General organizational capability which is likely to affect performance (i.e. legally register, track record in delivering leadership training, accountability culture, proven track record of delivering within timeframe, balance of gender in the team composition etc.)	10
1.4	Extent to which any work would be subcontracted (subcontracting carries additional risks which may affect delivery, but properly done it offers a chance to access specialized skills.)	5
1.5	Quality assurance procedures, risk and mitigation measures	5
1.6	Relevance of Specialized Knowledge and Experience on Similar Projects	10
		40
2.0 Proposed Work Plan and Approach		Points obtainable
Proposed methodology		
2.1	Analysis Approach, Methodology- including Proposer's understanding of UN Women's work, adherence to procurement principles and TOR.	30
2.2	Management Services <ul style="list-style-type: none"> Proposed timeline and deliverables. Quality assurance and oversights 	5
2.3	Environmental Considerations: Compliance Certificates, Accreditations, Markings/Labels, and other evidences of the Bidder's practices which contributes to the ecological sustainability and reduction of adverse environmental impact (e.g. use of non-toxic substances, recycled raw materials, energy-efficient equipment, reduced carbon emission, etc.), either in its business practices or in the goods it manufactures.	5
		40
3.0 Resource Plan, Key Personnel		Points obtainable
Qualification and competencies of proposed personnel		
3.1	Composition of the team proposed to provide, and the work tasks (including supervisory). Curriculum vitae of the proposed team that will be involved either full or part time	15
3.2	Profile on Gender Equality	5
		20
[70%] of [100] pts = [70] pts needed to pass technical		

A proposal shall be rejected at this stage if it fails to achieve the minimum technical threshold of [70] of the obtainable score of [100] points for the technical proposal.

ANNEX 4

FORMAT OF TECHNICAL PROPOSAL

Technical Proposals not submitted in this format may be rejected.

Financial Proposals must be submitted in a separate envelope or attached in a separate e-mail to a different e-mail address where electronic submission is required.

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	
<u>1.1 Organizational Architecture</u> <ul style="list-style-type: none"> • Background: Provide a brief description of the organization submitting the proposal, including if relevant the year and country of incorporation, types of activities undertaken, and approximate annual revenue. • Financial capacity: The Proposer shall demonstrate its financial capacity and reliability with regard to the requirements of the Terms of Reference, which can be established by supporting documentation including for example the most recent Audited Financial Statements duly certified by a public accountant. 	
<u>1.2 Adverse judgments or awards</u> <ul style="list-style-type: none"> • Include reference to any adverse judgment or award. 	
<u>1.3 General Organizational Capability</u> <ul style="list-style-type: none"> • 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. 	

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. Experience in leadership training, especially leadership training for women leaders
- Experience working in Afghanistan
- Experience working with MPs, senators, government agencies and CSOs in Afghanistan.
- Work for another UN agencies/ major multilateral
- Experience with another UN organizations/ major multilateral is highly desirable.
- Provide at least 3 references

Project	Client	Contract Value	Period of performance (from/to)	Role in relation to undertaking the goods/services/works	Reference Contact 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. Please include proposed training subjects tailored to six groups.
- Explain the organization's understanding of UN Women's needs for the goods/services/works. Methodology on how the following tasks will be facilitated and delivered should be explained.
 - Conduct capacity and needs assessment
 - Develop a tailored curriculum for 6 cohorts
 - Develop training plan
 - Develop training materials
 - Deliver six 6-day trainings for 6 cohorts
 - Prepare training reports
- 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
- Indicate communications plan, if need be, with the representative of UN Women who will be accompanying the team for the capacity development programme.

2.3 Environment-related approach to the service/work required

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

Section 3.0: Resource Plan, Key Personnel

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

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

3.2 Profile on Gender Equality

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

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		
<p>Employment Record: [Insert details of as many other appropriate records as necessary]</p> <p>From [Year]: _____ To [Year]: _____</p> <p>Employer: _____</p> <p>Positions held: _____</p>		
<p>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]</p>		
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.

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 per Deliverables

	Deliverables	Percentage of Total Price	Price (Lump Sum, All Inclusive)	Delivery time/time period (if applicable)
1	Deliverable 1			
2	Deliverable 2...			
	Total	100%	USD	

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: _____

Email: _____

ANNEX 6

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 Proposal Solicitation Documents;
- (b) We offer to supply in conformity with the Proposal 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 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: *[insert signature of person whose name and capacity are shown]*

In the capacity of *[insert legal capacity of person signing this 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]*

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: _____

ANNEX 8

UN WOMEN MODEL FORM OF CONTRACTS AND GENERAL CONDITIONS OF CONTRACTS

[Note to Proposers]

UN Women forms of contracts and General Conditions can be accessed at:

<http://www.unwomen.org/en/about-us/procurement/contract-templates-and-general-conditions-of-contract>

ANNEX 9

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) : _____

<p>Consortium/Association Agreement</p>	<p>Attached are copies of original documents of: <i>[check the box(es) of the attached original documents]</i></p> <p><input type="checkbox"/> Articles of Incorporation or Registration of firm named in 2, above, in accordance with Clause 3 (<i>Eligible Bidders</i>).</p> <p><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</p>
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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: _____

Name of partner: _____

Signature: _____

Signature: _____

Date: _____

Date: _____

Name of partner: _____

Name of partner: _____

Signature: _____

Signature: _____

Date: _____

Date: _____

ANNEX 10

SUBMISSION CHECKLIST

For submissions by courier mail/hand delivery:

Outer envelope containing the following forms:	
• Proposal Submission Form	
• Joint Venture Form (if a joint venture)	
• Voluntary Agreement to Promote GE & WE (Voluntary)	
• Proposal Security Form (if required)	
• Performance Security Form (if required)	
First inner envelope containing:	
• Technical Proposal	
Second inner envelope containing:	
• Financial Proposal	

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)	
• Performance Security Form (if 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.	