

TERMS OF REFERENCE (TOR)

Services for conducting an end-project evaluation to the project “Women’s Access to Equal Employment and Leadership in China”

I. Background

UN Women, grounded in the vision of equality enshrined in the Charter of the United Nations, works for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security. Placing women’s rights at the centre of all its efforts, the UN Women will lead and coordinate United Nations system efforts to ensure that commitments on gender equality (GE) and gender mainstreaming translate into action throughout the world.

In China, UN Women provides technical and financial assistance to innovative programmes and strategies for gender equality and women's empowerment. Economic Empowerment is one of key thematic areas that UN Women China team has been focusing on.

II. Project Introduction

In 2017, UN Women China launched the project “Women’s Access to Equal Employment and Leadership in China” (WEL Project). This umbrella project is supported by multiple donors including Systems, Applications, Products in Data Processing (SAP) China Co. Ltd., Zhilian Zhaopin through China Women’s Development Foundation (CWDF), Beijing Liu Jiu Culture Development Co. Ltd., and Procter and Gamble Company (P&G).

The overall goal of this project is that women in China have increased access to equal employment and leadership opportunities. To achieve this goal, the project has the following outcome and outputs to target institutions and individuals in both private and public sectors:

Outcome: Private and public sector policies, programmes and regulations incorporate gender perspectives to promote equal employment and leadership opportunities for women and men.

Output 1. Corporate leaders and government officials have knowledge to address gender gaps/biases and advocate for gender equal employment and income opportunities for men and women.

Output 2. Private and public sector institutions are strengthened to incorporate gender-responsive measures into their policies and operations.

Output 3. Women entrepreneurs have enhanced capacity to advocate for gender equal employment rights.

China Global Philanthropy Institute (CGPI) is the responsible party for Output 3, and the other two Outputs are implemented by UN Women China project team.

The project has utilized various resources and explored innovative strategies and approaches to try to achieve the results mentioned above. For instance, the project held five annual Gender and Corporate Social Responsibility (CSR) Conferences to raise awareness of gender equality among government officials and business leaders and deepen their understanding of gender issues. The project organized training on Women's Empowerment Policies (WEPs)¹ for leaders from private sector companies to obtain their commitment to promotion of gender equality and women empowerment in their companies' policies and practices. The project also collaborated with its partners to empower women entrepreneurs in digitalization.

With all these experiments, until end of 2019, the project has mobilized 6 private and public sector institutions integrate gender equality into their policies and practices; 3,029 corporate leaders and government officials attended the project's online and offline events and 213 reported they are more knowledgeable on equal employment; 252 women entrepreneurs reported their understanding of digital innovation has been enhanced.

This year is the last implementation year for this project. It is necessary for UN Women China to summarize and evaluate the project results, and document those successful strategies and approaches and lessons learnt.

The project performance monitoring framework is attached for reference.

III. Purpose of the Evaluation

The evaluation is aimed to feed learnings into how much UN Women's efforts contribute to women's economic empowerment in China. The findings and recommendations will be used to inform the coming country strategic note development, especially in the Women's Economic Empowerment (WEE) portfolio, one of the key areas of UN Women China. In addition, those findings will also inform the improvement in implementation and sustainability of another regional economic empowerment project "WeEmpower Asia" (2019-2022) in China.

UN Women China Office would like to select a professional institution or team to conduct an end-project evaluation to the above mentioned WEL project and develop a comprehensive evaluation report with findings, conclusions and recommendations on how UN Women China can strengthen its work in economic empowerment.

IV. Objective of the Evaluation

¹ The WEPs are a set of principles offering guidance to businesses on how to promote gender equality and women's empowerment in the workplace, marketplace and community. Developed by UN Global Compact and UN Women in 2010, the WEPs are a primary vehicle for corporate delivery on gender equality dimensions of the 2030 agenda and the United Nations Sustainable Development Goals.

The objective of the end-project evaluation is

- to assess project results, especially the above mentioned the outcome and output level results of the project in terms of effectiveness, replicability and sustainability;
- to identify those strategies and approaches contribute to promote women 's equal employment and participation in leadership of business;
- to document lessons learnt from the project implementation;
- to provide learnings and recommendations to guide the future economic empowerment programmes and the country WEE portfolio.

V. Evaluation Criteria, Questions and Methodology:

The evaluation need to follow the following **criteria**:

- Relevance
- Effectiveness
- Efficiency
- Impact
- Sustainability
- Gender equality and human rights

The following key **evaluation questions** will be refined during the inception phase:

1. To what extent does the project achieve gender equality incorporated in private and public sector policies, programmes, and regulations?
2. To what extent does the project achieve three outputs respectively?
3. What strategies and approaches the project applied work well? What not well?
4. What factors contributed to the project implementation? Are they replicable?
5. What barriers and challenges did the project experience during the implementation?
6. How sustainable the enterprise practices after the support from the project?
7. How the women entrepreneurs use gender knowledge and digital skills trained to improve their buisness, and the workplaces ?
8. How the gender equality and human rights principle integreted in this project implementation?

Methodology:

A theory based approach is recommended for the evaluation approach. This evaluation will apply mixed methods with quantitative and qualitative data collection and analysis. Addition to multiple methods, triangulation of multiple data/information resources are also needed to ensure the integrity. Contribution analysis is recommended as a means for assesing contribution towards results.

Considering limitations caused by COVID-19 epeidemic, the first-hand data might be collected through on-line survey, interviews or focus groups. The second-hand data, such as project documents and reports, will be provided by the project team and its responisble partner.

Participatory evaluation is encouraged in UN system. Stakeholders will be invited to participate in the whole process of the evaluation.

VI. Scope of the Evaluation

Thematic scope:

This evaluation is expected to assess UN Women programme's contribution to women's economic empowerment in China.

Time scope:

The end-project evaluation is expected to assess the project strategies and activities implemented both by UN Women China team from Feb. 2017 to Dec. 2020 and its responsive partner – CGPI, from Aug. 2018 to June 2020, respectively

Geographic scope:

Overall, this project are implemented at national level. The capacity building part implemented by CGPI were piloted in Guangdong province. Besides, the project also switched to on-line training during COVID-19 epidemic, which also broke the geographic boundaries.

Beneficiaries scope:

1. Corporate leaders and government officials exposed to the project advocacy/training or other relevant activities.
2. Public and private institutions received support from the project;
3. Women entrepreneurs trained by the project.

VII. Scope of Work, Deliverables and Timeline

The service is expected to be provided during 15 Aug. 2020 – 30 Nov. 2020. The scope of work includes:

- To work with UN Women project team to plan for the evaluation;
- To conduct desk review of the project related documents, including but not limited to the project document, concept notes, workplans and budget plans, responsible party reports, donor reports and communication materials;
- To develop an evaluation plan with sound methodologies with quantitative and qualitative approaches and data analysis, and a feasible timeline in the circumstance of COVID-19 epidemic continuing in China;
- To conduct on-line and/or off-line data/information collection from the key project stakeholders, including beneficiaries, the associated government and non-government agencies, the project responsible partner, etc.;
- To verify and analyze all data and develop preliminary results;
- To brief preliminary results to the UN Women project team;

- To develop a comprehensive evaluation report in both Chinese and English with executive summary, key findings, conclusions and recommendations. The recommendations should include for a way forward for the Women Economic Empowerment Portfolio development
- The report will only be considered final when it meets the UN Women GERAAS quality standards.
- The report should be copy-edited and in line with UN Women branding guidelines.

Delivery schedule:

Deliverables	Activities	Expected delivery date	% Payment
<p>Inception presentation based on the desk review and evaluation plan discussed;</p> <p>An inception report with detailed evaluation plan and feasible timeline, applying sound methodologies and following ethical conduct in evaluation</p>	<ul style="list-style-type: none"> • Have working meetings with UN Women project team to plan for the evaluation; • Conduct desk review to the project related documents, including but not limited to the project document, concept notes, workplans and budget plans, responsible party reports donor reports and communication materials; • Conduct consultation with the evaluation reference group to present inception period work and collect comments; • Integrate feedback from the inception presentation and submit a detailed evaluation inception report; 	By 31 Aug. 2020	20%
<p>Evaluation related data/information collected;</p>	<ul style="list-style-type: none"> • Conduct on-line and/or off-line data/information collection from the key project stakeholders, including beneficiaries, , project responsible party, etc.; 	By 30 Sept. 2020	30%

Presentation of preliminary findings;	<ul style="list-style-type: none"> • Develop report outline with preliminary results; • Presentation of preliminary findings to the evaluation reference group; 	By 10 Oct. 2020	10%
A draft report	<ul style="list-style-type: none"> • Draft report incorporating feedback from the evaluation reference group presentation of preliminary findings; 	By 31 Oct. 2020	20%
A final evaluation report, with recommendations for UN Women China's strategic note and WEE portfolio included;	<ul style="list-style-type: none"> • Write report and solicit comments from UN Women project team and key stakeholders on the draft. • Finalize the report based on the comments collected and in line with UN Women GERAAS quality standards 	By 30 Nov. 2020	20%

VIII. Ethical Conduct in Evaluation

The evaluators should abide by the principle of *UN Evaluation Group's Guideline and Code of Conduct for Evaluation in UN System* and follow the *UN Women Evaluation Handbook*². They are also requested to sign UN Women Evaluation Consultant Agreement .

The data collection from the stakeholders and beneficiaries need informed consent. The data should be safeguarded in the whole process of collection, utilization and maintain to ensure the confidentiality and rights protected in line with UN Women policy.

IX. Qualification

Qualifications of Organization

- Legally registered organization, Business Company, Non-Governmental Organization, institution in China with requisite experiences in social and economic development, especially in economic empowerment;

² UN Women Evaluation Handbook Tools: <https://genderevaluation.unwomen.org/en/evaluation-handbook/tools>

- Minimum 5 years of experience in conducting evaluations, providing consulting and recommendations for business and/or for social and economic development projects/programmes;
- Minimum 5 years of experience in working on gender equality analysis related work;
- Experience with multi-national organizations, inter-governmental organizations, business companies, and United Nations agencies is an advantage.

Qualifications of Key Personnel

The team leader should have:

- Master's degree in relevant subjects (monitoring and evaluation, international relations and/or development, or other relevant social sciences) with minimum of 5 years' experience or PhD degree with minimum of 3 years' experience in social and economic development;
- Rich experience in consulting for business, CSR, evaluation and assessment;
- In-depth knowledge of gender issues and women's economic empowerment;
- Excellent ability to communicate and write in English;

Team members should have:

- Bachelor's degree in relevant areas;
- Professional experience in the area of specialization as required in the terms of reference (ToR), such as experience in research or M&E, etc.

X. Roles and responsibilities of the parties

UN Women will provide all project related documents for desk review and provide technical inputs and comments during the evaluation period. The service provider shall be required to bear all the related costs and work independently to successfully achieve the end results.

The service provider will be responsible for following costs:

- Professional fee must be quoted in lumpsum amount per deliverable. The lumpsum amount must be detailed of how professional fee of each team member is calculated;
- Professional fee to external evaluators, if there are any;
- Indirect costs such as printing, designing, stationeries, communications in relation to the scope of work of services must be included in the financial proposal;
- Logistics arrangement for the activities, such as interviews, meetings, and site visits should be included;
- Travel costs for team members of service providers: all envisaged travel costs such as most direct and most economic international and local travel, living allowance, accommodation, terminal expenses etc. must be included in the financial proposal. If there are changes in travel plans that may lead to amendments of travel costs (including tickets, lodging and terminal expenses), the contractor should notify UN Women prior to the travel date. Based on approval provided by UN Women, the relevant contract amendment procedures shall apply.

UN Women will be responsible for the following costs:

- Travel arrangements for UN Women personnel who will participate in the evaluation activities, if any.

XI. Communication and reporting obligations

The service provider will report to the UN Women China's WeEmpower Asia Programme Manager to update the progress and arrangement to UN Women.

XII. Submission of Proposal

Submission package includes:

- Updated CV for the team leader and team members
- Company/institution profile
- Company/institution registration
- **Technical proposal**
- **Financial proposal:** the financial proposal shall specify a lump sum amount breaking down the professional fee for each deliverable and travel related cost
- 3 reference checks

Annex I. 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 proposal 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's Empowerment Principles](#).

2. Cumulative Analysis Methodology:

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

A two-stage procedure will be utilized in evaluating of the proposals; the technical proposal will be evaluated with a minimum pass requirement of [70%] of the obtainable [700] 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 [700] 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 which a firm/institution may obtain for its proposal is as follows:

Technical proposal: [700 points]

Financial proposal: [300 points]

Total number of points: [1000 points]

Evaluation of financial proposal:

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

A formula is as follows:

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

Where:

p = points for the financial proposal being evaluated

y = maximum number of points for the financial proposal

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:

An Evaluation Committee will be constituted by the MNRE UN Women to evaluate the proposals. 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 [700] points):

1.0 Expertise and Capability of Proposer		Points obtainable
Expertise of organization submitting proposal		
1.1	Organizational Architecture	10
1.2	Adverse judgments or awards: <ul style="list-style-type: none"> The proposer is in sound financial condition based on the financial documentation and information furnished in their proposal which should not show any financial concerns, such as negative net worth, bankruptcy proceedings, insolvency, receivership, major litigation, liens, judgments or bad credit or payment history. The proposer has not declared bankruptcy, are not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against them that could impair their operations in the foreseeable future. 	10
1.3	General Organizational Capability which is likely to affect performance (i.e. size of the organization, strength of management support)	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.)	10
1.5	Quality assurance procedures, warranty	20
1.6	Demonstrated relevant knowledge and experience: <ul style="list-style-type: none"> Legally registered organization, Business Company, Non-Governmental Organization, institution in China with requisite experiences in social and economic development, especially in economic empowerment. Minimum 5 years of experience in conducting assessments, providing consulting and recommendations for business and/or for social and economic development projects/programmes. Minimum 5 years of experience in working on gender equality promotion related work; Experience with multi-national organizations, inter-governmental organizations, business companies, and United Nations agencies is an advantage. 	100
		160
2.0 Proposed Work Plan and Approach		Points obtainable
Proposed Approach		
2.1	Approach or Methodology– including Proposer’s understanding of UN Women’s work, adherence to procurement principles and TOR.	320
2.2	Management Services – Timeline and deliverables.	80
2.3	Environmental Considerations: <p>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,</p>	10

	recycled raw materials, energy-efficient equipment, reduced carbon emission, etc.), either in its business practices or in the goods it manufactures.	
		410
3.0 Resource Plan, Key Personnel		Points obtainable
Qualification and competencies of proposed personnel		
3.1	<p>Composition of the team proposed to provide, and the work tasks (including supervisory)</p> <p>Curriculum vitae of the proposed team (at least 3 members, with 1 leader and 2 team members) that will be involved either full or part time</p> <p>The overall Team Leader should have:</p> <ul style="list-style-type: none"> • Master’s degree in relevant subjects with minimum of 5 years’ experience or PhD degree with minimum of 3 years’ experience in social and economic development; • Rich experience in consulting for business, CSR), evaluation and assessment; • In-depth knowledge of gender issues and women’s economic empowerment; • Excellent ability to communicate and write in English; 	90
	<p>The team member should have:</p> <p>Bachelor’s degree in relevant areas;</p> <ul style="list-style-type: none"> • Bachelor’s degree in relevant areas; • Professional experience in the area of specialization as required in the terms of reference (ToR), such as experience in CSR, M&E, etc. 	40
		130
70% of 700 points = 490 points needed to pass technical evaluation		700

Annex II: **PERFORMANCE MONITORING FRAMEWORK**

Results	Indicators	Means of Verification / Source of Information	Data Collection Methods and Responsible Entity	Frequency
Overall Goal: Women in China have increased access to equal employment and leadership opportunities	Women's income as % of men's income Baseline: 67.3% for urban women Target: at least 68% for urban women	Chinese Women's Social Status survey conducted every 10 years by the All-China Women's Federation and the National Bureau of Statistics	UN Women to manage a final external evaluation	Once during the project (the data will be made available in the Women's Social Status survey report 2020)
	Ratio of female to male labour force participation rate (%) Baseline: 81.6% in 2014 Target: at least 82 % by 2020	The World Bank Databank	UN Women to manage a mid-term review and final external evaluation	Every two years
	% of women on the boards of Chinese corporations Baseline: 12.9% in 2016 Target: at least 13 % by 2020	Follow-up study to the Korn/Ferry International (2016) Study on Board Composition and Diversity in the Asia-Pacific	UN Women to manage a mid-term review and final external evaluation	Every two years
Outcome 1. Private and public sector policies, programmes and regulations incorporate gender perspectives to promote equal employment and leadership opportunities for women and men	Indicator 1.1. # newly established benchmarks, targets or guidelines on gender in Chinese private sector companies that the project directly reaches Baseline: 0 Target: At least 4 by 2020	Companies' reports, mid-term review and final evaluation	UN Women to collect the data online and via partner companies and agencies such as trade commissions and manage a mid-term review and final external evaluation	Annually
	Indicator 1.2. # new regulations or relevant policies or development programmes/projects incorporating gender & CSR/HR dimension established by government regulatory bodies or trade commissions that the project directly reaches Baseline: 0 Target: At least 1 by 2020	Government reports and media reports, mid-term review and final evaluation	UN Women to collect the data online and via partner agencies and conduct data analysis as well as manage a	Annually

			mid-term review and final external evaluation	
<p>Output 1.1. Corporate leaders and government officials have knowledge to address gender gaps/biases and advocate for gender equal employment and income opportunities</p>	<p>Indicator 1.1.1 # of corporate leaders and government officials who feel they are more knowledgeable on equal employment in their jobs because of the online/offline events Baseline: 0 Target: At least 50 by 2020</p> <p>Indicator 1.1.2 # of corporate leaders and government officials who participate in the online/offline events Baseline: 0 Target: At least 300 by 2020</p>	<p>Online/email survey</p> <p>Participant lists</p>	<p>UN Women to conduct an online/email survey with clear analysis vis-à-vis the result of the training/events.</p> <p>UN Women to update list of participants after each event</p>	<p>Annually</p> <p>After each event, at least biannually</p>
<p>Output 1.2. Private and public sector institutions are strengthened to incorporate gender-responsive measures into their policies and operations</p>	<p>Indicator 1.2.1 # of gender equality -related activities organised by training participants within their institutions Baseline: 0 Target: At least 20 by 2020</p> <p>Indicator 1.2.2 % of training attendants who feel they are able to contribute more to their institutions' capacity to implement gender-responsive measures because of the training Baseline: 0% Target: At least 70% of the total trainees</p>	<p>Online/email survey</p> <p>Online/email survey</p>	<p>UN Women / training institution to conduct an online/email survey at least 6 months after the trainings</p> <p>UN Women / training institution to conduct an online/email survey at least 6 months after the trainings</p>	<p>Annually after the first training</p> <p>Annually after the first training</p>

Output 1.3. Women entrepreneurs have enhanced capacity to advocate for gender equal employment rights	Indicator 1.3.1 % of trained women entrepreneurs who have enhanced capacities to promote equal employment rights and gender equality Baseline: 0% Target: At least 70%	Pre- and post-training capacity assessments, project reports	Responsible Party to produce and include assessment reports in their reports to UN Women	Quarterly
	Indicator 1.3.2 # of advocacy trainings / networking meetings conducted Baseline: 0 Target: at least 4 by 2020	Project reports, meeting agendas	Responsible Party to produce quarterly reports to UN Women	Quarterly

