Date: *April, 28, 2020*

REQUEST FOR QUOTATION

RFQ Nº UNFPA/LKA/RFQ/20/05

Dear Sir/Madam,

UNFPA hereby solicits a quotation for the following service:

**“Participation of Youth and Women in Peacebuilding Process – End of Project Evaluation”.**

UNFPA requires the provision of an independent evaluation of the project ‘Participation of Youth and Women in Peacebuilding Process’ jointly implemented by UNFPA, UNV and UNWOMEN with the support of the Peacebuilding Fund. The evaluation will assess the overall performance of the project, its results, and identify lessons learned to inform decision-making and guide future peacebuilding programming. The scope of work is detailed in the Terms of Reference (TOR - Annex II). The users of the evaluation include UNFPA, UNV and UNWOMEN staff, implementing partners (Chrysalis, Women and Media Collective, Women’s Resource Centre, Suriya Women’s Development Centre, Mannar Women’s Development Federation), PBSO, government organizations (National Youth Services Council, Ministry of Youth Affairs, Provincial Councils, District Secretariats etc.), and other stakeholders receiving UN Peacebuilding funds. The evaluation will also be a source of information for other stakeholders and partners focusing on youth and women in the context of peacebuilding.

This Request for Quotation is open to all legally-constituted companies that can provide the requested services and have legal capacity to perform in the country, or through an authorized representative.

1. **About UNFPA**

UNFPA, the United Nations Population Fund (UNFPA), is an international development agency that works to deliver a world where every pregnancy is wanted, every child birth is safe and every young person’s potential is fulfilled.

UNFPA is the lead UN agency that expands the possibilities for women and young people to lead healthy sexual and reproductive lives. To read more about UNFPA, please go to: [UNFPA about us](http://www.unfpa.org/about-us)

1. **Questions**

Questions or requests for further clarifications about the TOR or scope of work should be submitted in writing to the contact person below:

|  |  |
| --- | --- |
| Name of contact person at UNFPA: | *Poorani Radhakrishnan* |
| Mobile Nº: | *0773442909* |
| Email address of contact person: | *radhakrishnan@unfpa.org* |

The deadline for submission of questions is **4 May 2020, 4.00 p.m., Sri Lanka time**. Questions will be answered in writing and shared with parties as soon as possible after this deadline.

1. **Content of quotations**

Quotations should be submitted in a **single email** whenever possible, depending on file size. Quotations must contain:

1. Technical proposal, in response to the requirements outlined in the TOR (Annex II) and in accordance with the technical evaluation criteria set forth in Section V below.
2. Price quotation, to be submitted strictly in accordance with the price quotation form.

Both parts of the quotation must be signed by the bidding company’s relevant authority and submitted in PDF format.

1. **Instructions for submission**

Proposals should be prepared based on the guidelines set forth in Section III above, along with a properly filled out and signed price quotation form, and are to be sent by email to the contact person indicated below no later than: **Tuesday, 12 May 2020 at 5:00 PM Sri Lankan Time**[[1]](#footnote-1).

|  |  |
| --- | --- |
| Name of contact person at UNFPA: | *Geetha Fernando* |
| Email address for submission of quotation: | [*gfernando@unfpa.org*](mailto:gfernando@unfpa.org) |

The technical proposal and price quotation should be submitted as separate PDF documents in a single email as follows:

* The following reference must be included in the email subject line: RFQ Nº UNFPA/LKA/RFQ/20/05 – Participation of Youth and Women in Peacebuilding Process – End of Project Evaluation. Proposals, including both technical and financial proposals, that do not contain the correct email subject line may be overlooked by the procurement officer and therefore not considered.
* The total email size may not exceed **20 MB (including email body, encoded attachments and headers)**. Where the technical details are in large electronic files, it is recommended that these be sent separately before the deadline.
* The first page of the technical proposal should be the table of content.
* Any quotation submitted will be regarded as an offer by the bidder and does not  
  constitute or imply the acceptance of any quotation by UNFPA. UNFPA is under no obligation to award a contract to any bidder as a result of this RFQ.

1. **Overview of Evaluation Process**

The evaluation will be carried out in a two-step process by an ad-hoc evaluation panel. Technical proposals will be evaluated and scored first, prior to the evaluation and scoring of price quotations

**Technical Evaluation**

Technical proposals will be evaluated based on their responsiveness to the service requirements /TOR listed in Annex II and in accordance with the evaluation criteria below.

| **Criteria** | [A] Maximum Points | [B]  Points attained by Bidder | [C]  Weight (%) | [B] x [C] = [D]  Total Points | |
| --- | --- | --- | --- | --- | --- |
| Technical approach, methodology, flexibility and adaptability to changes in the situation and level of understanding of the objectives of the project | 100 |  | 20% |  | |
| Work plan/time scales given in the proposal and its adequacy to meet the project objectives | 100 |  | 20% |  | |
| Professional experience of the staff that will be employed to the project proving demonstrated expertise in evaluation and related processes (CVs, etc.)  Composition of the team:  o   Team leader – 50  o   Team member – 30  o   Other team members (statisticians, etc.) – 20 | 100 |  | 20% |  | |
| Specific prior experience and expertise relevant to the assignment | 100 |  | 25% |  | |
| Profile of the company, relevance to the Project, experience of collaboration with a UN agency and quality of technical proposal (clarity, language, compliance with requirements etc.). | 100 |  | 15% |  | |
| *Grand Total All Criteria* | 500 |  | 100% |  |

The first page of the technical proposal should list out the table of content as follows:

**Technical proposal - Table of content**

**Description Page number**

01. Introduction to the Organization - Company profile 01

02. Composition of the evaluation team, distribution of tasks and their CVs addressing specific experiences and expertise relevant to Project Evaluation

03. Objective of the proposal and time frame

04. Details of the similar evaluation experiences (please attach photos as annexures)

05. Technical approach to the proposal (methodology, timeline)

06. Annexures (Company registration, recently audited accounts statement, photos)

The following scoring scale will be used to ensure objective evaluation of the technical proposal:

|  |  |
| --- | --- |
| **Degree to which the Terms of Reference requirements are met based on evidence included in the Bid submitted** | **Points**  **out of 100** |
| Significantly exceeds the requirements | 90 – 100 |
| Exceeds the requirements | 80 – 89 |
| Meets the requirements | 70 – 79 |
| Partially meets the requirements | 1 – 69 |
| Does not meet the requirements or no information provided to assess compliance with the requirements | 0 |

**Financial Evaluation**

Price quotes will be evaluated only for bidders whose technical proposals achieve a minimum score of 70 points in the technical evaluation.

Price quotes will be evaluated based on their responsiveness to the price quote form. The maximum number of points for the price quote is 100, which will be allocated to the lowest total price provided in the quotation. All other price quotes will receive points in inverse proportion according to the following formula:

|  |  |  |
| --- | --- | --- |
| Financial score = | Lowest quote ($) | X 100 (Maximum score) |
| Quote being scored ($) |

## Total score

The total score for each proposal will be the weighted sum of the technical score and the financial score. The maximum total score is 100 points.

|  |
| --- |
| Total score = 70% Technical score + 30% Financial score |

1. **Award Criteria**

In case of a satisfactory result from the evaluation process, UNFPA intends to award a Professional Service Contract on a fixed-cost basis to the Bidder(s) that obtain the highest total score.

1. **Right to Vary Requirements at Time of Award**

UNFPA reserves the right at the time of award of contract to increase or decrease by up to 20% the volume of services specified in this RFQ without any change in unit prices or other terms and conditions.

1. **Payment Terms**

UNFPA payment terms are net 30 days upon receipt of invoice and delivery/acceptance of the milestone deliverables linked to payment as specified in the contract.

1. [**Fraud and Corruption**](http://www.unfpa.org/about-procurement#FraudCorruption)

UNFPA is committed to preventing, identifying, and addressing all acts of fraud against UNFPA, as well as against third parties involved in UNFPA activities. UNFPA’s policy regarding fraud and corruption is available here: [Fraud Policy](http://www.unfpa.org/resources/fraud-policy-2009#overlay-context=node/10356/draft). Submission of a proposal implies that the Bidder is aware of this policy.

Suppliers, their subsidiaries, agents, intermediaries and principals must cooperate with the UNFPA Office of Audit and Investigations Services as well as with any other oversight entity authorized by the Executive Director and with the UNFPA Ethics Advisor as and when required.  Such cooperation shall include, but not be limited to, the following: access to all employees, representatives agents and assignees of the vendor; as well as production of all documents requested, including financial records.  Failure to fully cooperate with investigations will be considered sufficient grounds to allow UNFPA to repudiate and terminate the Agreement, and to debar and remove the supplier from UNFPA's list of registered suppliers.

A confidential Anti-Fraud Hotline is available to any Bidder to report suspicious fraudulent activities at [UNFPA Investigation Hotline](http://web2.unfpa.org/help/hotline.cfm).

1. **Zero Tolerance**

UNFPA has adopted a zero-tolerance policy on gifts and hospitality. Suppliers are therefore requested not to send gifts or offer hospitality to UNFPA personnel. Further details on this policy are available here: [Zero Tolerance Policy](http://www.unfpa.org/about-procurement#ZeroTolerance).

1. **RFQ Protest**

Bidder(s) perceiving that they have been unjustly or unfairly treated in connection with a solicitation, evaluation, or award of a contract may submit a complaint to the UNFPA Representative Ms. Ritsu Nacken, Representative at nacken@unfpa.org. Should the supplier be unsatisfied with the reply provided by the UNFPA Head of the Business Unit, the supplier may contact the Chief, Procurement Services Branch at [procurement@unfpa.org](mailto:procurement@unfpa.org).

1. **Disclaimer**

Should any of the links in this RFQ document be unavailable or inaccessible for any reason, bidders can contact the Procurement Officer in charge of the procurement to request for them to share a PDF version of such document(s).

PRICE Quotation Form

|  |  |
| --- | --- |
| **Name of Bidder:** |  |
| **Date of the quotation:** | Click here to enter a date. |
| **Request for quotation Nº:** | UNFPA/LKA/RFQ/20/05 |
| **Currency of quotation :** | LKR |
| **Delivery charges based on the following 2010 Incoterm:** | Choose an item. |
| **Validity of quotation:**  *(The quotation must be valid for a period of at least 3 months after the submission deadline* |  |

* Quoted rates must be **exclusive of all taxes**, since UNFPA is exempt from taxes.

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| --- | --- | --- | --- | --- | --- |
| Item | Description | Number & Description of Staff by Level | Hourly Rate | Hours to be Committed | Total |
| 1. Professional Fees | | | | | |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| *Total Professional Fees* | | | | | LKR |
| 1. Out-of-Pocket expenses | | | | | |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| *Total Out of Pocket Expenses* | | | | | LKR |
| ***Total Contract Price***  *(Professional Fees + Out of Pocket Expenses)* | | | | | LKR |

*Vendor’s Comments:*

I hereby certify that the company mentioned above, which I am duly authorized to sign for, has reviewed RFQ UNFPA/LKA/RFQ/20/05 including all annexes, amendments to the RFQ document (if applicable) and the responses provided by UNFPA on clarification questions from the prospective service providers. Further, the company accepts the General Conditions of Contract for UNFPA and we will abide by this quotation until it expires.

|  |  |  |
| --- | --- | --- |
|  | Click here to enter a date. |  |
| Name and title | Date and place | |

**ANNEX I:**

**General Conditions of Contracts:**

**De Minimis Contracts**

This Request for Quotation is subject to UNFPA’s General Conditions of Contract: De Minimis Contracts, which are available in: [English,](http://www.unfpa.org/resources/unfpa-general-conditions-de-minimis-contracts) [Spanish](http://www.unfpa.org/sites/default/files/resource-pdf/UNFPA%20General%20Conditions%20-%20De%20Minimis%20Contracts%20SP_0.pdf) and [French](http://www.unfpa.org/sites/default/files/resource-pdf/UNFPA%20General%20Conditions%20-%20De%20Minimis%20Contracts%20FR_0.pdf)

**ANNEX II**

**Terms of Reference – Scope of work**

# Introduction

Since 2017, UNFPA, UNV and UNWOMEN with the support of the Peacebuilding Fund have been implementing a joint project titled ‘Participation of Youth and Women in the Peacebuilding Process’ in the North, East, South, Central, and North Western provinces in Sri Lanka. The project aims to empower women and youth with a greater understanding of peacebuilding issues, and catalyze their participation and engagement in governance and decision-making processes and responses related to sustaining peace.

In 2020, on its final year of implementation, UNFPA, UNV and UNWOMEN will conduct a joint independent evaluation of the project to assess the overall performance of the project, its results, and identify lessons learned to inform decision-making and guide future peacebuilding programming.

The users of the evaluation include UNFPA, UNV and UNWOMEN staff, implementing partners (Chrysalis, Women and Media Collective, Women’s Resource Centre, Suriya Women’s Development Centre, Mannar Women’s Development Federation), PBSO, government organizations (National Youth Services Council, Ministry of Youth Affairs, Provincial Councils, District Secretariats etc.), and other stakeholders receiving UN Peacebuilding funds. The evaluation will also be a source of information for other stakeholders and partners focusing on youth and women in the context of peacebuilding.

# Context

The 26-year long civil conflict in Sri Lanka concluded in 2009 affecting the entire population, especially the young people and women in the country. Although young people account for around 23% of the entire population of Sri Lanka, the negative narratives that frame young men as ‘perpetrators’ and young women as ‘victims of violence’ result in excluding young people from the peacebuilding and development processes of the nation. Compared to other development indicators, Sri Lanka has the widest gender gap when it comes to political participation. As an effort to ensure gender equality in political participation, the Government amended the Local Authorities Election (Amendment) Act, No. 1 of 2016, on 17th February 2016 to include a provision which mandates 25% quota for women’s representation at the local government level. However, public awareness about this provision is yet quite low, and proper implementation is still lacking. In order for Sri Lanka to achieve the demographic dividend and progress toward achieving the Sustainable Development Goals (SDGs), it is crucial to invest in today’s youth and women and acknowledge the meaningful and active engagement of them which is often neglected.

The joint project ‘Participation of Youth and Women in the Peacebuilding Process’ contests the perception that women and youth do not have a role to play when it comes to peacebuilding and development of the nation. The UNSC Resolution 1325 on Women, Peace, and Security (2000) was adopted based on evidence that the inclusion of women in peacebuilding processes positively contributes to building a more durable and sustainable peace. Subsequently, the UNSC Resolution 2250 on Youth, Peace, and Security (2015) and 2419 (2018) underscores, the role of youth in building and sustaining peace and security is now more crucial than ever.

This project fully supports the idea of investing in youth and women, and promoting their participation in the peacebuilding processes. It builds capacity of youth-led and youth-focused organizations to engage in peacebuilding processes, provides platforms for youth to discuss social issues and implement solutions to address issues within their communities, and engage with government stakeholders at the provincial level in policy-making and programming. The project also works with women political leaders and political parties to focus on the implementation of the quota for women’s representation in local government elections. UNFPA, UNV and UNWOMEN have been working through implementing partners and with key Government stakeholders responsible for peacebuilding-related policy processes and supporting youth and women in the nation.

The diagram below illustrates the project results framework – outcomes, outputs, and activities. The key target groups are:

* **Youth:** Youth between the ages of 15-35. The project will also allow space for young people who were impacted by the war and lost their ‘youth-years’.
* **Women:** Women of all ages regardless of sexual orientation and gender identities, ethnicity, political affiliation, faith and religion, and geographic region.

At the sub-national level, the project is implemented in the Northern, Eastern, Central, Southern and North-Western provinces over the period 26 May 2017 – 30 September 2020, with a total budget of USD 1,626,699.

This project directly contributes to the Governance outcome under the Peacebuilding Priority Plan (PPP) of the Government of Sri Lanka. The strategic priorities under PPP relevant to this project are - ‘Identify and support strategies and approaches for increased youth participation in peacebuilding activities’, and ‘Support to women's empowerment and participation in peacebuilding, including politics’. The project also complements the UNSG’s Seven-Point Action Plan on Gender-Responsive Peacebuilding.

**Project Results Framework:**

|  |
| --- |
| Theory of Change: |
| IF women and youth of diverse backgrounds, ethnic groups, age, sexual orientations, gender identities, political affiliations, faiths, religions and geographic regions are mobilized and engaged as actors and stakeholders in governance and decision making, and peacebuilding, THEN trust is built amongst the diverse population and State institutions thus sustaining peacebuilding efforts; BECAUSE women and youth become meaningful and empowered agents of transformative change, contributing towards a culture of peace. |

**Outcome 1:** Youth are actively and positively engaged in the peacebuilding process so that their voices are reflected in key policy and decision making processes and outcomes at the national and sub-national levels.

**Outcome 2:** State decision-making processes are more equitable and inclusive to enable women’s meaningful participation and leadership in governance and peacebuilding.

Output 1.1: Increased capacity of youth-led and youth-focused organizations to engage in peacebuilding processes/including UNSC Resolution 2250

Output 1.2: Increased capacity of national, provincial and sub-national level institutions to engage youth in peacebuilding related policy-making and programming.

Output 2.1: Increased capacity among select women political candidates and local leaders (women and men) to promote engagement of women in governance and peacebuilding processes.

Output 2.2: Increased capacity of national and sub-national institutions, including political parties, to ensure policies, plans, and budgets are gender-responsive.

Output 2.3: Women leaders promote increased civic engagement on issues related to governance, reconciliation and peacebuilding.

Activity 1.1.1: Training, dialogue and outreach for peacebuilding with youth, youth groups and volunteer organisations including psycho-social support:

Activity 1.1.2: National advocacy on the role of youth in peacebuilding demonstrating youth as positive agents of change.

Activity 1.1.3: Financial and technical support to catalyse innovative initiatives led by youth.

Activity 1.1.4: Research to better understand the dynamics of violent extremism in Sri Lanka and the potential role of youth and volunteers in addressing it.

Activity 1.1.5: Conduct pre and post monitoring and evaluation of the capacity building programmes.

Activity 1.2.1: Establish a National Youth Peace Panel, with equitable representation, to participate in decisions taken on policies and plans that have an impact on young people within the Ministry of National Policies and Economic Affairs.

Activity 1.2.2: Conduct multi-stakeholder dialogues at the Provincial level including youth as a key stakeholder to develop provincial level action plans for youth.

Activity 2.1.1: Map, engage and consult women and CSO groups to identify women leaders and assess their capacity levels, gaps and needs in relation to their engagement and participation in post-conflict peacebuilding processes.

Activity 2.1.2: Support “catalytic interventions” to prepare women for Local and Provincial Council Elections.

Activity 2.1.3: Train a pool of session facilitators and experts on women’s leadership programmes

Activity 2.1.4: Establish a certification/accreditation programme on women’s leadership.

Activity 2.1.5: Conduct pre- and post- monitoring and evaluation of the capacity building programme.

Activity 2.2.1: Support a series of forums amongst registered/recognized political parties.

Activity 2.2.2: Support reforms to political institutions.

Activity 2.2.3: Support forums to support cross party networks

Activity 2.2.4: Support advocacy events to lobby for the legislation of minimum 30% nomination seats for female candidates at the PC.

Activity 2.2.5: Support the development of gender-sensitivity programmes for EC Electoral Officers.

Activity 2.2.6: Support the EC on developing civic education and advocacy initiatives.

Activity 2.2.7: Support national & LG to introduce and implement gender-responsive planning and budgeting RB) tools.

Activity 2.3.1: Support to provide training to potential/qualified women candidates, women and CSO groups, and solidarity networks to partner with established social media groups (international and local) to enable effective use of social media to promote women’s political participation.

Activity 2.3.2: Support to women leaders and key personnel to manage social media and engage with the public on the contributions and benefits of women’s participation in post-conflict governance structures and peacebuilding processes.

# Purpose, objectives and scope of the evaluation

The **purpose** of the joint evaluation is to assess the achievement of project objective, demonstrate accountability to donors and stakeholders, provide useful learning to support evidence-based decision making, and inform and guide future peacebuilding programming, especially those receiving funding from the UN Peacebuilding Fund as well as other UN agencies and governments focusing on youth and women in the context of peacebuilding. Further, the evaluation will provide insights into the success and challenges in conducting joint programming and delivering jointly.

The **objectives** of the evaluation are:

* to assess the relevance, effectiveness, efficiency, coherence and sustainability of the UNFPA-UNV-UNWOMEN joint project’s support and progress towards the expected outputs and outcomes set forth in the project results framework;
* to assess the adequacy and quality of the joint project partnerships, cooperation and coordination mechanism to maximize the effectiveness and sustainability of interventions;
* to assess the overall level of integration of human rights, gender equality and women’s empowerment; and
* to identify lessons learned, capture the good practices, provide a set of clear, forward-looking, actionable recommendations and generate knowledge to inform and guide future peacebuilding programming.

The **scope** of the evaluation will be limited to the implementation and results of the project during the period May 2017 – September 2020. The evaluation will cover project interventions in the project locations financed by the Peacebuilding Fund, UNFPA, UNV, UNWOMEN and other sources as detailed in the project document.

# Evaluation criteria and preliminary evaluation questions

The evaluation will be based on the criteria endorsed by the OECD-DAC: relevance, effectiveness, efficiency, coherence and sustainability, as well as the additional criteria of partnerships, cooperation and coordination, and gender equality and human rights.

|  |
| --- |
| **Relevance:** |
| 1. To what extent did the project’s strategies respond to the country, beneficiaries’ and partner needs, policies and priorities, drivers of conflict, and adapt to changes in the context? |
| **Effectiveness:** |
| 1. To what extent did the project achieve or is expected to achieve its planned and unintended results, and contribute to peacebuilding outcomes in Sri Lanka? 2. To what extent did the project actively identify and include the most marginalized in Sri Lanka, ensuring no one is left behind? |
| **Efficiency:** |
| 1. To what extent does the project deliver or is likely to deliver results in an economic and timely manner? |
| **Sustainability:** |
| 1. To what extent has the project been able to support implementing partners and beneficiaries in developing capacities and establishing mechanisms to ensure sustainability of efforts and benefits? |
| **Coherence:** |
| 1. To what extent is the project compatible with other peacebuilding interventions carried out in the country by implementing agencies and other stakeholders? |
| **Partnerships, cooperation and Coordination:** |
| 1. How efficient was the project coordination between UNFPA, UNV and UNWOMEN including clarity of roles and accountabilities, avoiding duplication of efforts in implementation of activities, use of data/evidence for decision making, monitoring and reporting, and potential added value? 2. To what extent have partnerships with government institutions, NGO etc. been sought/established and synergies created in delivery of assistance? |
| **Gender Equality and Human Rights:** |
| 1. To what extent was gender equality, women’s empowerment and human rights integrated into design, implementation and monitoring of the project? 2. To what extent did the project address and respond to existing power dynamics and gender relations? |

The above indicative questions will be further consolidated and refined within the inception report (when the evaluation team will have a clearer understanding of data availability and methodological feasibility and evaluability). Following broader consultations and detailed documentary review the final evaluation questions will be agreed upon by the Evaluation Management Group (EMG).

# Methodology and approach

The evaluation will be transparent, inclusive, participatory, as well as peacebuilding, gender and human rights responsive. The evaluation will be conducted amidst the evolving COVID 19 pandemic situation which poses challenges and restrictions in accessing and engaging with stakeholders and travelling to project locations. Therefore, the evaluation must be flexible and adapt to changes in the situation.

The evaluation will utilize a non-experimental design. The evaluation methodology and approach will ensure that the evaluation

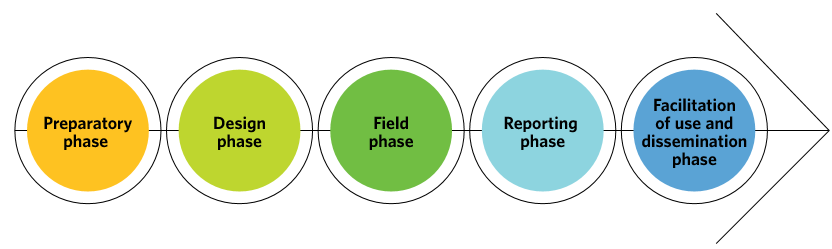
* responds to the needs of users and their intended use of the evaluation results;
* integrates gender and human rights principles throughout the evaluation process, ensuring inclusive and participatory approaches, and participation and consultation of key stakeholders throughout the evaluation process (to the extent possible);
* utilizes data collection and analysis methods that can provide credible information about the extent of results and benefits of support for particular groups of stakeholders, especially vulnerable and marginalized groups.

The evaluation will follow the UNEG guidance on Integrating Human Rights and Gender Equality in Evaluations (2014) and the UNEG Norms and Standards for Evaluation (2016). The evaluation will abide by UNEG Ethical Guidelines for Evaluation (2008) and UNEG Code of Conduct for Evaluation in the UN system (2008) and any other relevant ethical codes.

The evaluation will utilize a theory based approach. The evaluation team will propose a provisional methodological design within the proposal (including detailed cost estimates). The main elements of the method will be further developed during the inception phase in line with the agreed evaluation questions (incl. assumptions to be assessed, indicators, data collection tools and analysis approach) and analytical framework.

# Evaluation process

The evaluation will consist of five phases:



**1 - Preparatory phase:** the joint EMG with contributions from the Evaluation Reference Group (ERG) will prepare the terms of reference for the evaluation and select the evaluation team via an open call for proposals.

**2 – Design phase:** the evaluation team will conduct the design of the evaluation in consultation with the EMG. This will include

* a desk review of all relevant information and data obtained from the EMG. This will include the project document, project progress reports submitted to the United Nations Multi-Partner Trust Fund Office (MPTFO) portal, self-evaluation materials of the projects prepared by the individual recipient agencies, relevant government policy documents including the PPP, documents related to measuring catalytic effect, and other relevant background documentation (e.g. self-assessment reviews, event reports, media coverage, etc.)
* mapping of stakeholders relevant to the evaluation. It is important to note that during the project period there were changes in government personnel due to the changes in the political environment. This needs to be considered when identifying key informants to be interviewed.
* review of the project theory of change
* development of the list of evaluation questions, the identification of the assumptions to be assessed and the respective indicators, sources of information and methods and tools for data collection (annex V – evaluation matrix)
* development of a data collection and analysis strategy as well as a concrete work plan for the field and reporting phases. This should include key informant interviews and focus groups discussions, as appropriate, with a sample of stakeholders, including partners and beneficiaries (e.g. youth, women, local political party representatives, CSOs, UN, media, provincial council etc.). The sample of stakeholders should include stakeholders at both national and sub-national levels. The data collection strategy should be designed considering the potential limitations in conducting face-to-face interviews, group discussions, field visits etc. due to the prevailing pandemic situation and build in flexibility to adapt to changes in the situation.

The evaluation team will produce an **inception report**, displaying the results of the above-listed steps and tasks including how it will adhere to ethical guidelines. The evaluation team should also indicate in the inception report how it would approach a situation where violence against women and girls is reported[[2]](#footnote-2). The evaluation team will present a draft inception report to the EMG & ERG. The EMG in consultation with the ERG will provide comments and feedback to the draft inception report. The evaluation team will address these comments and submit a final inception report to the EMG. The inception report shall be considered final upon approval by the Country Representative of UNFPA in consultation with the EMG/ERG. The inception report shall adhere to the UNEG Norms and Standards for Evaluation (2016).

The inception report will follow the structure set out in Annex IVa.

**3 – Field phase:** ideally the evaluation team will conduct field work for 2 – 3 weeks in the project locations to complete data collection. However, this may not be possible depending on how the current pandemic situation develops during the period of the evaluation. In the event that field visits, face-to-face interviews, focus group discussion etc. are not possible or have to be limited, the evaluation team should propose alternative ways for remote data collection. The evaluation team will analyze the collected data and produce a set of preliminary findings, complemented by tentative conclusions and emerging, preliminary recommendations. The evaluation team will present the preliminary findings to the EMG and ERG during a debriefing meeting. The EMG and ERG will provide feedback on the preliminary results and request for additional data if necessary.

**4 – Reporting phase:** The evaluation team leader will submit the first draft of the final report to the EMG. The EMG will control the quality of the submitted draft report. If the quality of the draft report is satisfactory (form and substance), it will be circulated to the ERG and others for feedback. In the event that the quality is unsatisfactory, the evaluators will be required to produce a new version of the draft report. Based on the comments from EMG, ERG and others, the evaluation team will make appropriate amendments and submit the final report. The evaluation team will indicate in writing how they have responded to all the comments (“trails of comments”). The report is considered final once it is formally approved by the Country Representative of UNFPA.

The final report will follow the structure as set out in Annex IVb.

**5 – Dissemination phase:** The evaluation team will submit to the EMG the executive summary and evaluation briefs customized for beneficiaries developed in English, Sinhala, and Tamil. The team will also submit to EMG a PowerPoint presentation of evaluation results. The evaluation team maybe requested to assist in dissemination and follow-up activities, such as participating in meetings, presentations, dissemination events etc.

# Expected outputs

The outputs of the evaluation are as follows:

|  |  |
| --- | --- |
| **Evaluation phase** | **Deliverable** |
| Design phase | Inception report (including drafts as outlined above)  Inception presentation (PPT) |
| Field phase | Two to three-page debriefing note  PowerPoint presentation on preliminary findings, tentative conclusions and emerging and preliminary recommendations |
| Reporting phase | Evaluation report with annexes in English (including drafts as outlined above) |
| Dissemination phase | Executive summary in English, Sinhalese and Tamil  Evaluation briefs in English, Sinhalese, and Tamil  PowerPoint presentation of evaluation results in English, Sinhalese, and Tamil |

# Work plan and indicative time schedule of deliverables

The assignment duration is from June to September 2020. The tentative schedule of the evaluation is as follows:

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Activities/milestones/deliverables** | **Apr** | **May** | **June** | | | | **July** | | | | **August** | | | | **September** | | | |
| **W**  **1** | **W**  **2** | **W**  **3** | **W**  **4** | **W**  **5** | **W**  **6** | **W**  **7** | **W**  **8** | **W9** | **W**  **10** | **W**  **11** | **W**  **12** | **W13** | **W**  **14** | **W 15** | **W**  **16** |
| **Preparatory phase** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Tendering process |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Contract awarded |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Design phase** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Desk study & discussions |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Submission of draft inception report |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Review and feedback by EMG/ERG |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Submission of final inception report |  |  |  |  |  | ⦁ |  |  |  |  |  |  |  |  |  |  |  |  |
| Approval of inception report |  |  |  |  |  |  | ⬥ |  |  |  |  |  |  |  |  |  |  |  |
| **Field phase** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Preparations for field visits |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Data collection and analysis |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Submission of debriefing note + PP |  |  |  |  |  |  |  |  |  | ⦁ |  |  |  |  |  |  |  |  |
| Presentation of preliminary results to country offices/EMG/ERG |  |  |  |  |  |  |  |  |  | ⬥ |  |  |  |  |  |  |  |  |
| **Reporting phase** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Submission of first draft of evaluation report |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Comments from country offices/EMG/ERG |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Submission of second draft of evaluation report |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Comments from country offices/EMG/ERG |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Submission of final evaluation report |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | ⦁ |  |
| Approval of final evaluation report |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | ⬥ |  |
| Management response |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Dissemination phase** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Submit draft Executive summary and Evaluation briefs in English, Sinhalese, and Tamil |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Comments from country offices/EMG/ERG |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Submit final Executive summary and evaluation briefs in English, Sinhalese, and Tamil |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | ⦁ |
| PowerPoint presentation of evaluation results |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | ⦁ |

⦁ Deliverables ⬥ Milestones

# Composition of the evaluation team

The evaluation will be carried out by a core team of two national consultants – a team leader and a team member. The core team should draw upon specialized technical expertise, research and editorial assistance as necessary. The team should belong to a certified company/institution specialized in evaluation. Age, Gender and ethnicity balance should be considered when forming the evaluation team.

The team leader will be responsible for all the deliverables which must be delivered in line with the required quality standards. She/he will be responsible for managing the team throughout the evaluation phases, setting out the methodological approach, and liaising with the EMG and representing the team in all meetings with stakeholders.

The requirements of each team member are as below:

Common requirements:

* Demonstrated good understanding of youth and gender issues and peacebuilding.
* Demonstrated experience in conducting evaluation with gender and youth lens.
* Familiarity with the history of the conflict in Sri Lanka and the current context, and the global context of UNSCR 2250 and UNSCR 1325.
* Familiarity with the UN and its Agencies, Funds and Programmes, and the UN’s norms and standards; and human rights based approach.
* Cultural, gender, religious, race, nationality and age sensitivity and adaptability.
* Proven skills in robust evaluation designs, quantitative and qualitative data analysis techniques.
* Proven ability to plan effectively, prioritize, complete tasks quickly, adapt to changing context.
* Ability to communicate clearly with excellent analytical and drafting skills (ideally in all three languages – English, Sinhalese, Tamil).
* Fulfills all obligations to gender sensitivity and zero tolerance for sexual harassment, sexual exploitation and abuse.

Team Leader:

* Minimum seven years of experience in leading evaluations of a similar design, size, complexity and character, as well as vast technical expertise in research and evaluation of youth and women`s empowerment and peacebuilding programmes in post-conflict countries.
* Minimum Master’s degree in gender studies, peace and conflict studies, sociology, development studies, evaluation or any other related field.
* Experience in leading teams.

Team member:

* Minimum three years of experience in supporting evaluations of a similar design, size, complexity and character, as well as vast technical expertise in research and evaluation of youth and women`s empowerment and peacebuilding programmes in post-conflict countries.
* Minimum Master’s degree in gender studies, peace and conflict studies, sociology, development studies, evaluation or any other related field.
* Demonstrated capacity to work as part of a team.

# Management of the evaluation

The joint **Evaluation Management Group** (EMG) will have overall responsibility for the management of the evaluation process, including hiring and managing the team of external consultants and ensuring the high quality of the evaluation products. The EMG will consist of key staff including project leads and evaluation experts from UNFPA, UNV and UNWOMEN. The evaluation team will submit each deliverable to the EMG. The EMG will coordinate with ERG for inputs and the leadership of each of the three UN agencies to obtain clearance and approval of the deliverables.

The EMG will consult with the joint **Evaluation Reference Group** (ERG) at key moments of the evaluation process. The ERG will provide inputs, and facilitate access to documents and informants if and when required. The ERG will consist of technical experts from the three UN agencies, and PBSO.

# Quality assurance

Quality assurance (QA) will be performed for each main deliverable of the evaluation.

|  |  |
| --- | --- |
| **Evaluation phase** | **Deliverable** |
| Design phase | QA will focus on the inception report. |
| Field phase | QA will be performed to ensure that evaluators gather data and information from an appropriate and balanced selection of sources (both documents and interviewees), at the appropriate level of detail and to check that the data and information are recorded in a consistent manner by the different evaluators. |
| Reporting phase | QA will focus on the evaluation report. |

Prior to submission of deliverables to EMG, the evaluation team leader should perform quality control to ensure that deliverables (inception and final reports) meet the required quality standards. The first level quality assurance of evaluation reports will be conducted by the EMG.

**Bibliography**

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UN Security Council, Security Council resolution 1325 (2000) on women and peace and security ( S/RES/1325 (2000)), 2000, available at: <https://www.un.org/womenwatch/osagi/wps/#resolution>

**UNFPA strategic documents**

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UNFPA, Country Programme Documents for Sri Lanka 2018 - 2022 (DP/FPA/CPD/LKA/9), 2017, available at:

<https://srilanka.unfpa.org/en/publications/country-programme-document-sri-lanka-2018-2022>

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**Evaluation guidance documents**

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UNEG, Ethical Guidelines for Evaluation, New York: UNEG, 2008. available at: <http://www.uneval.org/document/guidance-documents>

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Available at: <https://www.unfpa.org/admin-resource/unfpa-evaluation-policy-2019>

UNFPA Evaluation Office, Evaluation Handbook on how to design and conduct a country programme evaluation at UNFPA, New York: UNFPA 2019. Available at: <https://www.unfpa.org/EvaluationHandbook>

## ANNEX III: UNEG/UNFPA Ethical Code of Conduct and norms for Evaluation

Evaluations of UNFPA-supported activities need to be independent, impartial and rigorous and

evaluators must demonstrate personal and professional integrity. In particular:

1. To avoid **conflict of interest** and undue pressure, evaluators need to be **independent.** The members of the evaluation team must not have been directly responsible for the policy/programming-setting, design, or overall management of the subject under evaluation, nor should they expect to be in the near future. Evaluators must have no vested interest and should have the full freedom to conduct impartially their evaluative work, without potential negative effects on their career development. They must be able to express their opinion in a free manner.
2. The evaluators should protect the anonymity and **confidentiality of individual informants**. They should provide maximum notice, minimize demands on time, and respect people’s right not to engage. Evaluators must respect people’s right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are **not expected to evaluate individuals**, and must balance an evaluation of management functions with this general principle
3. At times, evaluations uncover **evidence of wrongdoing**. Such cases must be reported discreetly to the appropriate investigative body.
4. Evaluators should be **sensitive to beliefs, manners and customs** and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to, and **address issues of discrimination and gender equality**. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the dignity and self-worth of all stakeholders.
5. Evaluators are responsible for the **clear, accurate and fair** written and/or oral presentation of study limitations, evidence based findings, conclusions and recommendations.

A **declaration of absence of conflict of interest must be signed by each member of the team and shall be annexed to the offer**. No team member should have participated in the preparation, programming or implementation of UNFPA adolescents and youth interventions during the period under evaluation.

UNEG Code of conduct for evaluation at: <http://www.uneval.org/document/guidance-documents>

UNEG Norms and Standards for Evaluation at: <http://www.uneval.org/document/guidance-documents>

## ANNEX IV: Outline of the structure of the inception and evaluation reports

### Inception report

The report should follow the sequence and the names of the chapters as shown below. However, the evaluation team is free to add sections and/or sub sections as deemed relevant given the particular context of the evaluation. The lengthen of the report should be no greater than 15 pages (excluding annexes).

The layout of the report is as follows:

**Table of contents**

**Abbreviations**

**List of tables**

**List of figures**

**Key facts table**

**CHAPTER 1: Introduction** (1 page max)

* 1. Purpose and objectives of the joint project evaluation
  2. Scope of the evaluation
  3. Purpose of the inception report

**CHAPTER 2: Country context** (3 pages max)

2.1 Development challenges and national strategies

2.2 The role of external assistance (PBF and other)

**CHAPTER 3: UNFPA, UNV and UNWOMEN joint project** (3 pages max)

3.1 UNFPA, UNV and UNWOMEN strategic response

3.2 UNFPA, UNV and UNWOMEN strategic response through the joint project

**CHAPTER 4: Evaluation methodology and approach** (5 pages max)

4.1 Evaluation criteria and evaluation questions

4.2 Methods for data collection and analysis

4.3 Selection of the sample of stakeholders

4.4 Evaluability assessment, limitations and risks

**CHAPTER 5: Evaluation process** (3 pages max)

5.1 Process overview

5.2 Team composition and distribution of tasks

5.3 Resource requirements and logistic support

5.4 Work plan

**List of Annexes**

Annex 1 Terms of reference

Annex 2 Evaluation matrix

Annex 3 Interview guides

Annex 4 Guide for focus group discussions

Annex 5 Stakeholders map

Annex 6 Minutes of meeting with EMG & ERG

Annex 7 Documents consulted

Tables and figures should be numbered and include a title.

### Evaluation report

The overall length of the final evaluation report should not be greater than 30 pages (including the executive summary but excluding annexes). Additional information on overall context, project or aspects of methodology and analysis should be confined to the annexes. The report should follow the sequence and the names of the chapters as shown below. However, the evaluation team is free to add sections and/or sub sections as deemed relevant given the particular context of the evaluation.

**Acknowledgements**

**Table of contents**

**Abbreviations**

**Structure of the evaluation report**

**List of tables and figures**

**The key facts table**

**EXECUTIVE SUMMARY** (3 pages max)

**CHAPTER 1: Introduction** (2 pages max)

1.1 Purpose and objectives of the joint project evaluation

1.2 Scope of the evaluation

1.3 Methodology and process

**CHAPTER 2: Country context** (2 pages max)

2.1 Development challenges and national strategies

2.2 The role of external assistance (PBF and other)

**CHAPTER 3: UNFPA, UNV and UNWOMEN joint project** (2 pages max)

3.1 UNFPA, UNV and UNWOMEN strategic response

3.2 UNFPA, UNV and UNWOMEN strategic response through the joint project

**CHAPTER 4: Findings: answers to the evaluation questions** (16 pages max)

4.1 Answer to evaluation question 1

4.2 Answer to evaluation question 2

4.3 Answer to evaluation question 3

4.4 Answer to evaluation question X

**CHAPTER 5: Conclusions** (2 pages max)

5.1 Strategic level

5.2 Programmatic level

**CHAPTER 6: Recommendations** (3 pages max)

6.1 Recommendations

**ANNEXES**

Annex 1 Terms of reference

Annex 2 List of persons/institutions met

Annex 3 List of documents consulted

Annex 4 The evaluation matrix

Annex 5 Methodological instruments used (survey, interviews, focus groups etc.)

Tables and figures should be numbered and include a title.

The executive summary should provide an overview of the evaluation, be written as a stand-alone document and clearly present the main results of the evaluation. It should cover the following five topics:

* The purpose of the evaluation as well as the target audience
* The objectives of the evaluation (overall and specific) and a brief description of the joint project
* The methodology used to conduct the evaluation
* The main conclusions
* The recommendations.

### Cover for all reports

Structure of the cover:

UNFPA/UNV/UNWOMEN/PBF logos

Title of the evaluation

Title of the report (e.g. inception report)

Country Office

Colombo, Sri Lanka

Date

The following information should appear on page 2:

* Title of the evaluation
* Title of the report
* Names of the evaluation management group
* Names of the members of the reference group
* Names of the evaluation team

A box with the following information at the bottom of the page:

Any enquiries about this report should be addressed to:

United Nations Population Fund

E-mail: [xxxx@unfpa.org](mailto:xxxx@unfpa.org) Phone number: xxxxxxx

UN Volunteers

E-mail: xxxx Phone number: xxxx

UN WOMENUNWOMEN

E-mail: xxxx Phone number: xxxx

Footer: Title of the evaluation and page number

Note: There should be no logos/names of companies on any pages of the report except for the names of the evaluation team that should appear on the second page of every report.

## ANNEX V: Evaluation matrix

The evaluation matrix summarizes the core aspects of the evaluation exercise: it specifies what will be evaluated and how.

|  |  |  |  |
| --- | --- | --- | --- |
| **EQ1: To what extent …** | | | |
| **Assumptions to be assessed** | **Indicators** | **Sources of information** | **Methods and tools for the data collection** |
| Assumption 1 |  |  |  |
| Assumption 2 |  |  |  |
| Assumption 3 |  |  |  |
| **EQ2: To what extent …** | | | |
| **Assumptions to be assessed** | **Indicators** | **Sources of information** | **Methods and tools for the data collection** |
| Assumption 1 |  |  |  |
| Assumption 2 |  |  |  |
| Assumption 3 |  |  |  |
| **EQx: To what extent …** |  |  |  |
| **Assumptions to be assessed** | **Indicators** | **Sources of information** | **Methods and tools for the data collection** |
| Assumption 1 |  |  |  |
| Assumption 2 |  |  |  |
| Assumption 3 |  |  |  |

Evaluators must fill in the box with all relevant data and information gathered during the field phase in relation to the elements listed in the “assumptions to be assessed” column and their corresponding indicators. The information placed here can stem from: documentary review, interviews, focus group discussions, etc.

The evaluation team leader must ensure that all of the information displayed:

* Is directly related to the indicators listed above
* Is drafted in a readable and understandable manner
* Makes visible the triangulation of data
* Has source(s) that are referenced in footnotes.

See example on UNFPA Evaluation Handbook at: <https://www.unfpa.org/EvaluationHandbook>

## ANNEX VI: Management response

|  |  |
| --- | --- |
| UNFPA/UNV/UNWOMEN  management response | Joint project evaluation *(from-to): ……..(name of the country)* |

*Note: The following management response lists the recommendations as they appear in the evaluation report. Please refer to the report for more details on each recommendation. Recommendations may be organized by clusters (e.g., strategic recommendations and recommendations associated with the country programme). Within each cluster, recommendations should be ranked by priority levels (high, medium, low).*

Instructions for completing the management response:

* Boxes in white to be completed upon receiving the present request
* Boxes in grey to be completed one year later.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Recommendations** | | | | |
| **Recommendation#** | **To** ……… *(e.g., Office of the Executive Director)* | | | **Priority level: high, medium, low** |
|  | | | | |
| **Management response:** *Please provide your response to the above recommendation. Where recommendations (or parts of) are not accepted, please provide a detailed justification. Where accepted, please indicate the key actions for implementation:*  ……………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………… | | | | |
| **Key action(s)** | **Deadline** | **Responsible unit(s)** | **Annual implementation status updates** | |
|  | **Status (ongoing or completed)** | **Comments** |
|  |  |  |  |  |
|  |  |  |  |  |
| **Recommendation#** | **To** ……… *(e.g., Office of the Executive Director)* | | | **Priority level:**  **…………………** |
|  | | | | |
| **Management response:** *Please provide your response to the above recommendation. Where recommendations (or parts of) are not accepted, please provide a detailed justification. Where accepted, please indicate the key actions for implementation:*  ……………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………… | | | | |
| **Key action(s)** | **Deadline** | **Responsible unit(s)** | **Annual implementation status updates** | |
|  | **Status (ongoing or completed)** | **Comments** |
|  |  |  |  |  |
|  |  |  |  |  |

## ANNEX VII: United Nations approved editing guidelines

Evaluation reports and notes are formal documents. Therefore, they shall be drafted in a language and style which is appropriate and consistent and which follows UN editing rules, in particular:

**Acronyms:** In each section of the report, words shall be spelt out followed by the corresponding acronym between parentheses. Acronyms or abbreviations should be used only when mentioned repeatedly throughout the text. The authors must refrain from using too many acronyms. In tables and figures, acronyms should be spelt out in a note below the table/figure.

**Capitalization:** Capitalize high ranking officials' titles even when not followed by a name of a specific individual. Capitalize national, political, social, civil etc. groups – e.g. Conference for Gender Equity, Committee on HIV/AIDS, Commission on Regional Development, Government of South Africa.

* Capitalize common nouns when they are used as a shortened title, for example, the ‘Conference’ (referring to the Conference on Gender Equity) or the ‘Committee’ (referring to the Committee on HIV/AIDS). However, do not capitalize when used as common nouns – e.g. ‘there were several regional conferences.’
* Some titles/names corresponding to acronyms are not capitalized – e.g. human development index (HDI), country office (CO).
* Use lower case for: UNFPA headquarters; country office; country programme; country programme evaluation; regional office, country programme document; results framework; results-based monitoring framework; monitoring and evaluation system.

**Numbers:** Spell out single-digit whole numbers. Use numerals for numbers greater than nine. Always spell out simple fractions and use hyphens with them (e.g. one-half of…, a two-thirds majority). Hyphenate all compound numbers from twenty-one through ninety-nine. Write out a number if it begins a sentence. Use % symbol in tables and “per cent” in the text.

**Terminology:** Use “UN organizations” not “sister agencies.” Do not use possessive for innate objects (UNFPA’s, UNICEF’s, the Government’s, the country’s, etc.). Instead, use: the UNFPA programme, the government programme, the UNICEF intervention, etc.

**Bibliography**

Author (last name first), Title of the book, City: Publisher, Date of publication.

Author (last name first), "Article title," Name of magazine (type of medium). Volume number, (Date): page numbers, date of issue.

URL (Uniform Resource Locator or WWW address) author (or item's name, if mentioned), date.

**List of people consulted**

* should include the full name and title of people interviewed as well as the organization to which they belong
* should be organized in alphabetical order (English version) with last name first
* should be structured by type of organization

See United Nations Editorial Manual Online at: <http://dd.dgacm.org/editorialmanual/>

1. <http://www.timeanddate.com/worldclock/city.html?n=69> [↑](#footnote-ref-1)
2. WHO publication on Ethical and safety recommendations for intervention research on violence against women is available at <https://www.who.int/reproductivehealth/publications/violence/intervention-research-vaw/en/> [↑](#footnote-ref-2)