
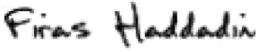


TERMS OF REFERENCE FOR SERVICE CONTRACTING

Assignment	Gender and the COVID-19 response in MENA. A regional / multi-country evaluation
Estimated budget	95.000 USD
Budget Source	234R/A0/10/001/001/007 [Non-grant (MBA)]
Location	Home-based + in countries field visits if possible
Duration	18 weeks / 4.5 months
Estimate number of working days	95 days (total for a team of two people)
Start date	15 th November 2021
End date	30 th March 2022
Reporting to	Regional Office Evaluation Specialist

Prepared and finalised	Valentina Prosperi (Eval.Spec.)	 30.09.2021
	_____	_____
	(Requester's Name)	Date
Reviewed	Robert Stryk (Reg. Eval. Adv.)	
	_____	_____
	Chief of (Section)	Date
Reviewed	 Supply and Logistics Specialist	04.10.2021
	_____	_____
	Supply and Logistics Specialist	Date
Authorised	_____	_____
	(DRD or D. Rep)	Date

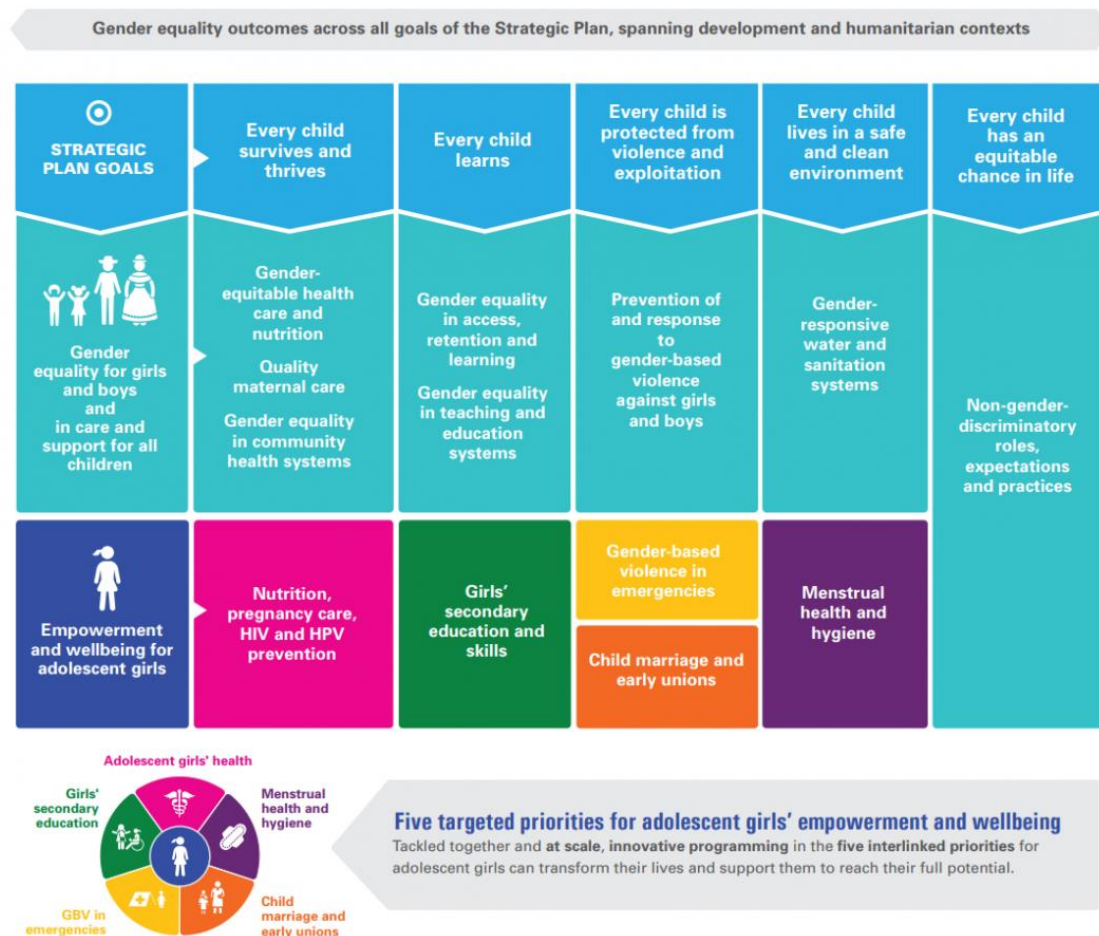
1. JUSTIFICATION/BACKGROUND

Background

Gender in UNICEF

1. UNICEF puts [gender equality](#) at the hearth of its mission, under the understanding that equal rights and opportunities for girls and boys help all children fulfil their potential. Girls and boys see gender inequality in their homes and communities every day – in textbooks, in the media and among the adults who care for them. Reducing inequality strengthens economies and builds stable, resilient societies that give all individuals – including boys and men – the opportunity to fulfil their potential. UNICEF builds partnerships across the global community to accelerate gender equality. In all areas of work, UNICEF [integrates strategies that address gender-specific discrimination and disadvantages](#).
 2. Aligned with UNICEF’s Strategic Plan 2018-2021, the [UNICEF Gender Action Plan](#) (GAP) is UNICEF’s roadmap for promoting gender equality in everything we do, as well as in support of achieving the [Sustainable Development Goals](#).
 3. **UNICEF embed gender results for girls, boys and women across all of UNICEF’s programmes:** including [health](#), [nutrition](#), [HIV/AIDS](#), [education](#), [water, sanitation, and hygiene](#), [child protection](#) and [social policy](#).
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Gender Results in Programmes



Source: <https://www.unicef.org/gender-equality/gender-action-plan-2018-2021>

4. **We prioritize the unique needs of adolescent girls (and youth)** by focusing on five interlinked areas to tackle some of the most pressing challenges girls face.

- 1) **Ending child marriage** and protecting girls from multiple risks that limit life opportunities.
- 2) Advancing **girls' secondary education** with a focus on STEM skills.
- 3) Promoting **gender-responsive adolescent (and youth) health**, including nutrition, pregnancy prevention and care, and HIV and HPV prevention.
- 4) Supporting **menstrual health and hygiene**.
- 5) Preventing and responding to **gender-based violence**, particularly in humanitarian settings.

5. Targeted, interlinked investments in these areas can transform vulnerability into opportunities, multiplying the positive effects for girls, their families, and the next generation.

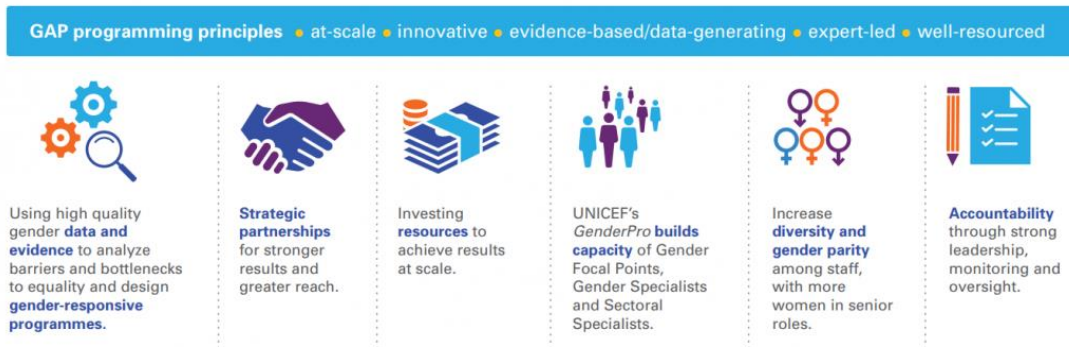
6. UNICEF is also investing in doing gender better.

7. Our programming principles ensure we deliver results that are at-scale, innovative, evidence-based, expert-led and well-resourced.

8. We support governments and partners to undertake robust gender analysis so we can identify gender-related barriers to positive childhood outcomes and develop appropriate and fitting solutions.

9. Since data and evidence are the backbone of good programming, we not only disaggregate data by sex, but also promote increasingly sophisticated measurement of gender inequality.

..... **MAKING UNICEF A MORE GENDER-RESPONSIVE ORGANIZATION**



Source: <https://www.unicef.org/gender-equality/gender-action-plan-2018-2021>

10. UNICEF also recently (in 2020) released the new [Core Commitments for Children](#) for a predictable, effective and timely collective humanitarian action, which incorporated gender equality commitments and benchmarks.

11. UNICEF is guided by an understanding that while humanitarian contexts may exacerbate pre-existing gender inequality, there may also be an opportunity for transformational change. Therefore, in addition to gender equality being integrated into all CCC commitments as an organizational principle for collective responsibility and strategic results, the following are three overarching commitments designed to accelerate and catalyse our advocacy, coordination, and programming efforts:

STRATEGIC RESULT	
Children, adolescents and their communities benefit from gender-responsive programmes and services	
COMMITMENTS	BENCHMARKS
<p>1: An end to Gender Based Violence (GBV)</p> <p>GBV risk mitigation¹ for all² is included in multisectoral programmes, with a focus on the safety and resilience of girls and women.</p>	<p>UNICEF programme sectors implement quality designs and actions that reduce risks of GBV, including working with GBV actors/coordination mechanisms, equipping and training sector personnel with information on available GBV response services and referral procedures to support GBV survivors.</p> <p>1.1 Programmes are designed to prevent and mitigate the risks of GBV.</p> <p>1.2 Coordination is established with GBV actors to ensure that GBV is mainstreamed in all sectors.</p> <p>1.3 All sectors' frontline workers and personnel are trained and equipped with information on available GBV response services and referral procedures to support GBV survivors.</p>

2: Engagement with and for women and girls

Women, adolescent girls and their respective organizations are actively engaged in the design and delivery of programmes.

- 2.1 Organizations representing adolescent girls, women's rights, and youth are engaged in programme design, delivery and monitoring.
- 2.2 Women and adolescent girls are equitably represented in all community feedback and complaints mechanisms.
- 2.3 Men and boys are mobilized to support and promote the rights and engagement of women and girls.

3: Gender-responsive programming, including a lens on adolescent girls

Analyses, programming, and enabling environment (e.g., partnerships, communications) respond to the distinct needs and experiences of girls, women, boys and men.

- 3.1 Context-specific gender analysis informs the design and delivery of programmes in all sectors, for all needs assessment reports, situation reporting and HACs.
- 3.2 Monitoring, reporting and evaluation systems of all preparedness and response actions include sex- and age-disaggregated data and strategic gender indicators, in accordance with the [UNICEF Gender Action Plan](#).
- 3.3 Programmes intentionally promote positive behaviour and social change toward gender equality, especially by empowering adolescent girls.
- 3.4 Programme and enabling environment services provided and/or supported are gender-responsive to the different needs of girls, boys, men and women.

12. The source is the [CCC in humanitarian action – Gender equality overview](#), which contains also illustrative indicators.

Five Actions for Gender Equality in the Coronavirus Disease (COVID-19) Response

13. UNICEF commitment to ensuring gender equality is at the heart of our COVID-19 response, especially as it relates to front-line service delivery, system-strengthening support, and advocacy and communications. We continue to work alongside our United Nations sister agencies, government partners, civil society collaborators and private-sector allies.

14. To that end, UNICEF prioritizes five core programmatic and advocacy actions that recognize the public health, social and economic consequences of this pandemic:

- 1) Care for caregivers.
- 2) Prepare for increases in gender-based violence throughout the COVID-19 outbreak.
- 3) Maintain core health and education services and systems.
- 4) Engage women's and youth rights networks to support connectivity and the flow of vital information.
- 5) Ensure gender data are available, analyzed and actionable

Source: <https://www.unicef.org/documents/five-actions-gender-equality-coronavirus-disease-covid-19-response-technical-note>

15. The background of the five actions is that under UNICEF's Core Commitments for Children, every humanitarian response has gender equity at the core with a focus on: 1) An end to Gender-based Violence (GBV) 2); Community engagement with and for women and girls; 3) Gender-responsive programming, including a lens on adolescent girls (and youth). Consequently, the benchmarks identified in the ["Five actions for gender equality in the COVID-19 response – UNICEF technical note"](#) are:

- All sectors' frontline workers and personnel are trained and equipped with information on available GBV response services and referral procedures to support GBV survivors.
- Organizations representing adolescent girls (and youth), women's rights, and youth are engaged in programme design, delivery and monitoring.
- Women and adolescent girls (and youth) are equitably represented in community feedback and complaints mechanisms

- Context-specific gender analysis informs the design and delivery of programmes in all sectors.
- Planning, monitoring, and evaluation of programmes, as well as reporting, includes sex- and age-disaggregated data and strategic gender indicators in accordance with the UNICEF Gender Action Plan.
- Programmes intentionally promote positive behaviour and social change toward gender equality, especially by empowering adolescent girls (and youth).

Regional Background

16. At the beginning of the COVID-19 response in the region, gender was not given core attention, because of the urgency and the focus on lifesaving interventions. But a gender differentiated impact has been observed, and it has been progressively realized that gender dimension cannot be ignored, globally as well (hence the global document with 5 actions for gender equality in the COVID-19 response has been released, but the momentum around gender programming build up after June).

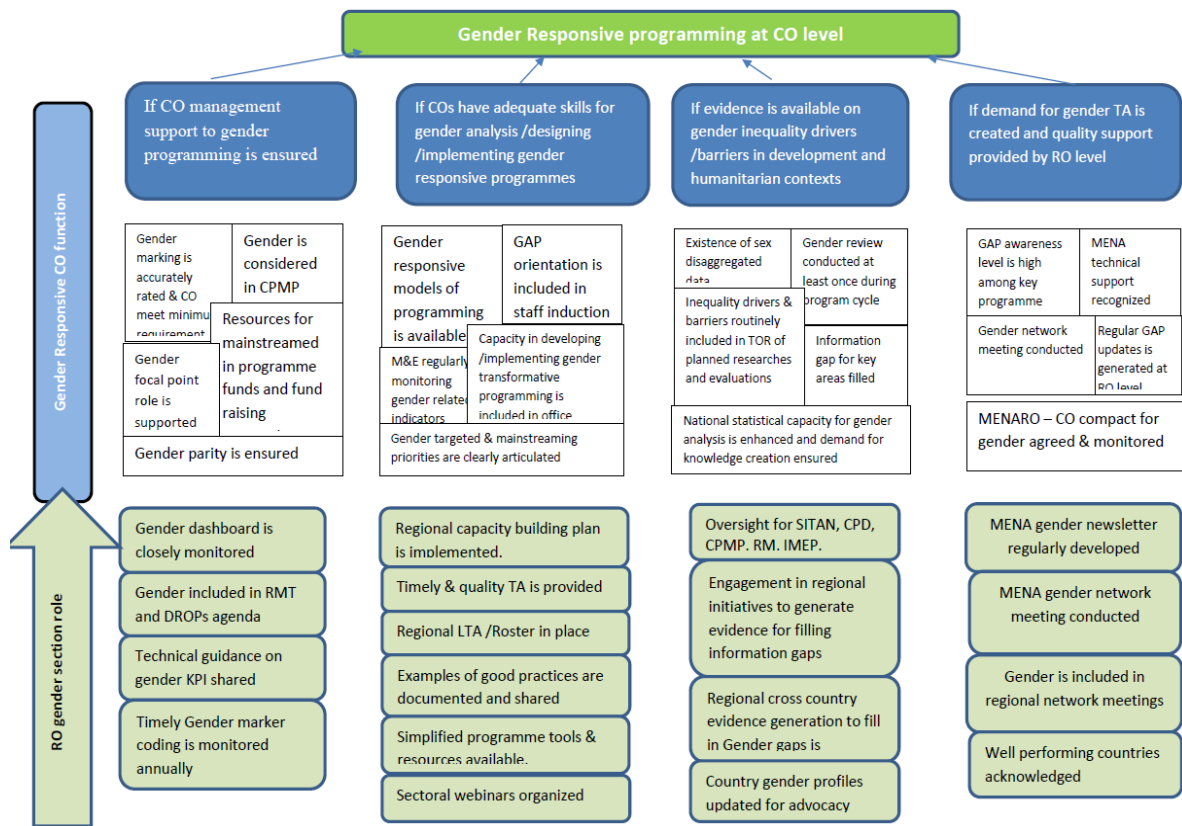
17. In the region gender was part of the COVID-19 task force and developed a program guidance – what to do to strengthen gender dimension, in line the call for (the 5) actions. However, the implementation has been stagnant, with some countries taking some actions. Also, the gender focal points team has not been systematically engaged in the country response teams. As the response moved forward, more attention has been consecrated to gender programming, to make sure the region was doing well (this has been captured and documented in various knowledge products focusing on the country level, where also gaps have been identified – see the reference section at the bottom of this document, in particular the gender iterative review and the gender programmatic reviews).

18. The Regional Emergency Management Team (REMT) committed (in its November 2020 meeting) to strengthen gender and enforced a role of the gender focal points to influence country responses – with a focus on accountability: COs must align to global commitments in terms of disaggregated data, budgeting and capacity. The push from management was influential in creating the momentum, making the COs aware of commitments and accountability, and assuring compliance.

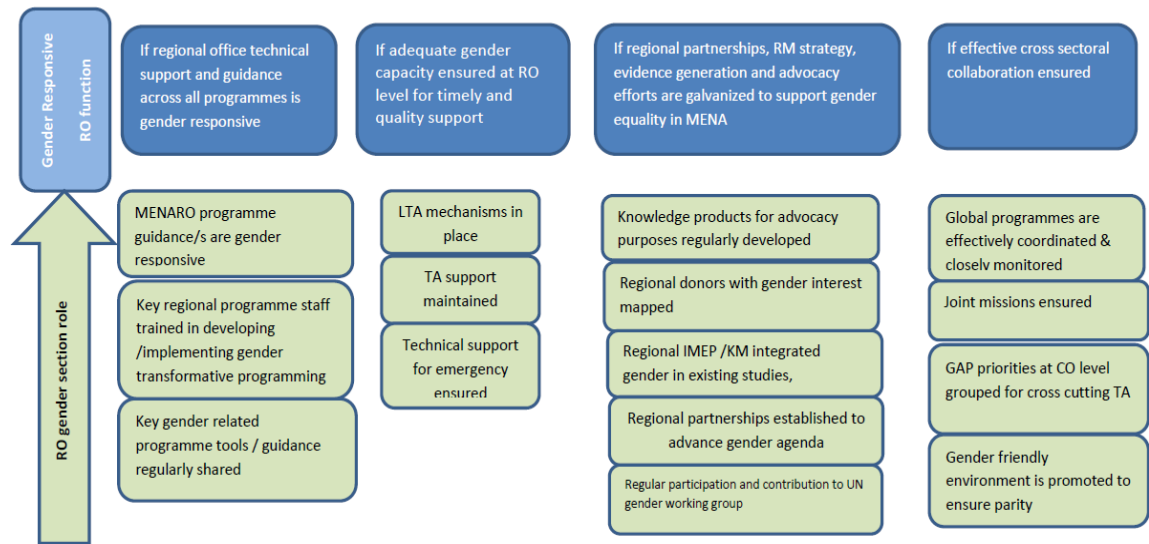
19. In preparation of the meeting, an analysis of country offices performances in terms of programming, budget, sex disaggregation and GE reporting was conducted to inform the REMT agenda.

Theory of Change

20. The gender Theory of Change for the region:



Gender Responsive technical support, oversight and management effectiveness at RO level across all programme sectors



2. OBJECTIVE AND TARGETS

Purpose and Objectives

Purpose

21. With the COVID-19 pandemic having affected UNICEF work and humanitarian response for about a year and a half, and with the new CCC having been recently released, this evaluation is timely in looking back at how country offices in the region considered gender in planning and implementing the humanitarian response, and in looking forward at how gender considerations might be taken into account in preparedness plans and in future humanitarian responses.

22. The evaluation will be used mainly for learning, advocacy and for informing UNICEF's way forward in making sure gender is included in humanitarian responses.

23. Users are mainly UNICEF COs, RO and HQ.

Objectives:

24. The evaluation has the following objectives:

- Assess how the country level response to COVID-19 aligned to the Gender Action Plan, to the gender benchmarks identified in the Core Commitments for Children and to the Five actions for gender equality in the COVID-19 response ; the capacity response of the COs' teams and the processes followed; and what has been the quality of the response;
- Look into lessons learned and opportunities for improvement, across the gender benchmarks – especially in the context of the recent launch of the new CCC, and of the role that gender has in its roll out, in preparedness plans and in humanitarian response.
- To distil two clear programmatic and two institutional recommendations at country level, and two for the regional office.

3. SCOPE OF THE WORK

Scope

25. The evaluation will focus on the integration of gender in the UNICEF COVID-19 response in the Middle East and Northern Africa region. The [MENA Real Time Assessment of the COVID-19 response](#) observed that gender related risks and vulnerabilities were not considered as cross cutting issues in all the sectors and programmes of the response; however, the assessment was not able to identify whether this has impacted the appropriateness of the response to gender-specific needs. This is what this evaluation intends to focus on, while at the same time looking at how overlooking gender related risks and vulnerabilities might have impacted sector results.

Focus countries:

26. Although the evaluation has the ambition to be a regional evaluation, it would not be manageable to evaluate all the 20 countries of the region. For this reason, three countries have been identified as promising for a telling analysis during the evaluation. The countries proposed and the rationale for selection are in the table below, and they intend to represent examples of countries with good reporting of sex disaggregated results, good gender intentional programmes and effective implementation of COVID-19 response in a humanitarian context:

Countries	Rationale for selection
Jordan	Jordan office across the different pillars presented a good model of gender intentional programmes with specific focus on WASH, social protection, education, and adolescent (and youth) skills building programmes, Jordan was also exemplary in reporting sex disaggregated results across all pillars.
Lebanon	Lebanon's (Laha) project to address the dignity and hygiene needs of women and girls in emergency is a good example for gender intentional programmes that considered an intersectoral approach. While the evaluation intends to look closely into this project, the interlinkages with responses through other pillars will also be considered.
Yemen	Yemen's effective implementation of Jump start package (in the framework of the COVID-19 response) with the integration and empowerment of community health workers for outreach capacity is seen as a good approach to maintain health and nutrition services in complex environments.

Evaluation questions:

27. The evaluation is expected to answer the following, preliminary questions (to be refined and confirmed during the inception phase):

Appropriateness

28. To what extent was the COVID-19 response gender appropriate/transformational and rightly focused on what was needed?

29. To what extent have guidance, benchmarks, analyses and capacity building from HQ and RO translated in better gender response in COs?

30. To what extent have the needs of girls, women, community been taken into consideration in the response? Have existing women's networks, social and community platforms and youth networks been heard and included in the response interventions?

Efficiency

31. Were gender resources (both human and financial) efficiently allocated and spent? Were the financial resources clearly (gender) coded? What was the power of the gender focal point at CO level and how was s/he associated to decision making?

32. Are COVID-19 related (disaggregated) data and mechanisms in place to analyze data with a gender lens and for real-time feedback loops to programming?

33. Do the timing of gender (staff) inputs coincide with more gender sensitive/transformational outputs/outcomes? Are progresses on track?

Effectiveness

34. How did the COVID-19 response align/contribute to results along the gender programmatic (5 actions) and institutional benchmarks - i.e. did we do it right?

35. To what extent have specific gender considerations been integrated in ensuring the continuity of core and quality education, health and protection services? Have efforts for preparedness for increased GBV stepped up?

Child rights, equity and gender

36. The evaluation will also look at whether UNICEF has been able to advance equity issues.

Stakeholders

37. The stakeholders whose perceptions of the UNICEF MENA COVID-19 response gender sensitiveness are relevant for the evaluation and who should be included in the evaluation process, its findings and recommendations are the following:

- Regional level actors
- Government bodies and actors
- Civil Society Organizations, including women, girls and community groups
- Donors
- UN agencies
- UNICEF stakeholders (Reps, DepReps, gender focal point, program and ops staff)
- Rights holders
- Service providers / vendors

Methodology

38. As far as possible, existing data and analyses will be utilised. A list with available resources will be available with inputs from country offices and from the gender section in MENARO. In particular, monitoring data will be made available to the evaluation team for further analysis – ideally gender disaggregated data will be made available.

39. Global and regional resources (UNICEF Technical Note: Five Actions for Gender Equality in the COVID19 Response, Core Commitments for Children, GAP, RTA – to mention few) will be used by the evaluation team, together with CO level processes, programmes and resources, for assessing alignment and compliance.

40. The literature review and data triangulation will utilize a participatory approach and be complemented by key informant interviews. People to be interviewed would be typically the gender focal points, but also other program and ops staff involved in the humanitarian response to COVID-19, and ideally the COs top management (Representatives and Deputy Representatives Program and Operations). They might subsequently indicate other KIs.

Ideally, few other stakeholders should be identified - in each of the three focus countries selected for the evaluation - for being interviewed, among Government counterparts, donor community, civil society, other categories of stakeholders.

41. The data collected through KKIs are typically qualitative and will be analyzed accordingly, although a core set of items might be considered for a quantitative survey of KIs. The evaluator(s) will make sure to have enough data to triangulate and verify information before reaching conclusions.

42. The methodology will be refined during the inception phase and reviewed by the evaluation steering committee and ethical review board.

43. In the interest of time and timeliness, the data collection phase will be rather short and, in order to contribute to make it successful, the client and the evaluation manager will work together well ahead of time to make sure that all the materials will be available ahead of time and that the KIIs are ready to make themselves available to be interviewed.

Sources of Data

44. Existing data will be made available to the evaluation team, while primary data will be collected mainly through Key Informants Interviews (KKIs) and possibly Focus Group Discussions (FGDs).

Limitations

45. Limitation of the proposed methodology related mainly to the availability of documentation and disaggregated data. Also, observation might not be possible as evaluators might not be able to travel to the countries. The type of engagement expected with key stakeholders would justify remote interviews. The official language in the selected countries is Arabic, so the evaluation team should be able to rely on Arab speaker members or on translation service.

4. EXPECTED DELIVERABLES

Deliverables

46. The contract will have the following deliverables: Inception Report, Presentation of Preliminary Findings and Recommendations, Draft Report, Final Report, Response to the Comments Matrix. In the table below a preliminary timeline is laid out. In several of the stages more than one person would work on the deliverable in parallel.

Task	Expected duration	Tentative timeline after contract signature	Tentative evaluation service provider's workload (in weeks)	Deliverables	Responsibility
Kick off	Two hours	One week		-	Evaluation manager with evaluation team

Inception report	Three weeks	Four weeks	3	Report	Consultants
Acceptance of inception report ¹	Two weeks	Six weeks			Evaluation manager / steering committee
Field work	Four weeks	Ten weeks	4		Consultants
Presentation of preliminary findings	One day			Presentation	Consultants
Draft report	Three weeks	13 weeks	3	Draft report	Consultants
Quality assurance.	One week	14 weeks			Evaluation manager
Commenting process	Two weeks	16 weeks			Evaluation manager to coordinate
Final report / response to the comments	Two weeks	18 weeks	2	Final report	Consultants
			10 weeks		

47. The Report will follow the UNICEF guidelines and be cognizant of relevant UNICEF and UNEG guidelines for evaluation.

5. REALISTIC DELIVERY DATES AND DETAILS ON HOW THE WORK MUST BE DELIVERED

Key Deliverables/Milestones	Indicative Timelines	Payment schedule in %
1. Inception Report	Four weeks after signing of the contract	20 percent
2. Presentation of Preliminary findings and Recommendations	Ten weeks after signing of the contract	30 percent
3. Final Report	18 weeks after signing the contract	50 percent
	<i>(Total no. of days or weeks)</i>	100%

6. PAYMENT SCHEDULE

48. The assignment is to be carried out between November 2021 till March 2022, for approximately four months and a half. One month will be added for administrative and payment purposes. Payment schedule is provided above which is according to the deliverables mentioned in the previous section.

7. OFFICIAL TRAVEL INVOLVED

49. Ideally the team of consultants will travel to the three countries of the multi-country evaluation for the data collection phase.

Travel will be under responsibility of the contractor in accordance with UNICEF's rules and tariffs. All travel costs should be planned properly in the technical proposal and included in

¹ In case the report is not accepted, an additional commenting process might be necessary.

the financial proposal. Please note that if selected, the contract can be a supporting document to obtain entry visa (if necessary). UNICEF will be unable to secure travel visas. Flight costs will be covered at economy class rate as per UNICEF policies.

Travel costs should be included as a separate component on cost proposal and the contract and paid against actual travel undertaken. There could be a situation where is not possible due to the pandemic.

8. DESIRED QUALIFICATIONS, SPECIALIZED KNOWLEDGE OR EXPERIENCE

Team composition

50. The below sets out the tentative workload of the different specialist, as well as the required skills for the different team members. Ideally the team is mixed in terms of gender and cultural backgrounds. The team should have experience covering evaluation, gender,

Team leader	50 days
Thematic expert	45 days

Team leader	<ul style="list-style-type: none"> • Relevant master’s degree (evaluation, development studies economics, social and/or gender studies, public health etc.) • Experience in leading evaluation teams in political environments • Experience in managing evaluations in the UN system • Experience in regional evaluations • Been evaluation team leader of at least 7 evaluations • Good understanding of the child rights agenda • Good understanding of integrating gender and human rights into evaluations • Experience in evaluating gender (mainstream, sensitive, transformative) programmes. • Strong interpersonal skills • Ability to work with senior officials • Cultural sensitivity • Language skills (Proficiency in English; Arabic desirable)
Thematic expert	<ul style="list-style-type: none"> • Relevant master’s degree (gender studies, public health, qualitative and quantitative methods) • Experience in analyzing UN strategies • Experience in working on gender • Strong interpersonal skills • Ability to work with senior officials • Cultural sensitivity. • Language skills (proficiency in English and Arabic)

9. CONTRACT MANAGEMENT

Governance

51. The evaluation will be guided by a steering committee that will discuss the terms of reference and endorse the inception report. It might also be guiding the evaluation should

any unforeseen challenges. The direct management of the evaluation will be done by the regional evaluation specialist. The gender regional office advisor and the country offices part of this regional evaluation will ensure that all relevant documentation is available to the consultants and support the arrangement of meetings with relevant stakeholders (partners, UNICEF staff).

52. The team leader will coordinate the inputs of the team and be responsible for the quality of the deliverables. The company will support the evaluation team and backstop the team where required.

Technical proposal

53. Considering that LTAs will be used for procuring an evaluation service provider, for the technical proposal only a brief description of the understanding of assignment and suggested approach is required (maximum 4 pages), while the curriculum of the proposed candidates will be the most important part of the proposal (with an emphasis on demonstrated capacity to carry on this regional evaluation).

Sources/biblio

54. [UNICEF Gender Action Plan](#)
55. [UNICEF Technical Note: Five Actions for Gender Equality in the COVID19 Response \(March 2020\)](#)
56. [UNICEF, Core Commitments for Children in humanitarian action \(2020\)](#)
57. [CCC and gender equality - https://www.corecommitments.unicef.org/cc-2-4-1;https://aa9276f9-f487-45a2-a3e7-8f4a61a0745d.usrfiles.com/ugd/aa9276_b45dd9d06de04c9da5049c0cb691c25e.pdf;](https://www.corecommitments.unicef.org/cc-2-4-1;https://aa9276f9-f487-45a2-a3e7-8f4a61a0745d.usrfiles.com/ugd/aa9276_b45dd9d06de04c9da5049c0cb691c25e.pdf)
58. Gender integration in Covid-19 response plans - Middle East and North Africa Region
59. Situation analysis of women and girls in MENA and Arab State Region. Regional report. January 2021
60. [Overview of gender implications of MENA humanitarian action](#)
61. [Gender iterative review](#)
62. [Gender Programmatic reviews](#)
63. <https://www.unicef.org/mena/coronavirus>
64. MENA Real Time Assessment of the COVID-19 response <https://www.unicef.org/evaluation/reports#/detail/17509/real-time-assessment-of-the-covid-response>

10. PERFORMANCE INDICATORS FOR EVALUATION OF RESULTS

All tasks have been delivered in a timely manner as indicated in the TOR/Contract. High quality of work and results achieved correspond to the specification of the TORs.

Deliverables are submitted on time and the quality of work should be acceptable to UNICEF. Overall performance at the end of the contract will be evaluated against the following criteria: timeliness (as per the timelines agreed with UNICEF), responsibility, initiative, communication, and quality of the services delivered.

11. FREQUENCY OF PERFORMANCE REVIEWS

A formal performance review will be performed at the end of the contract. The quality of the deliverables will be assessed, and when satisfactory instalments will be paid.

12. CALL FOR PROPOSALS

A two-stage procedure shall be utilized in assessing the proposals, with assessment of the technical proposal being completed prior to any price proposal being compared. Applications shall therefore contain the following required documentation:

A. Technical proposal

Applicants shall prepare a technical proposal as an overall response to ToR ensuring that the purpose, objectives, and deliverables of the assignments are addressed. All proposals to include (but not limited to):

- ☐ A brief cover letter and understanding of the assignment is required (1 page).
- ☐ Based on the proposed timetable laid down in the TOR, a proposal of the methodology, tentative work plan and time schedule is required (4 pages).
- ☐ Updated profiles/ CVs of the team members listing similar experiences/assignments and highlighting those focused-on evaluation and gender.

B. Financial Offer

☐ A financial proposal with a breakdown of all costs that are to be charged to UNICEF and based on deliverables. This includes estimated number of working days, consultancy fees, all office administrative costs, international and local travel costs, as well as any additional requirements needed to complete project or that might have an impact on cost or delivery of products. Travel expenses should be based on the most direct route and economy fare. Quotations for business class fare will not be considered.

The Financial Proposal shall be submitted in a separate file, clearly named Financial Proposal. No financial information should be contained in the Technical Proposal.

C. Timetable (Schedule)

This section should include a proposed time/delivery schedule. An action plan specifying the timeframe with various milestones and activities should be included under this section.

15. CONDITIONS

- The **contractor** will work on its own computer(s) and use its own office resources and materials in the execution of this assignment. **The contractor's fee shall be inclusive of all office administrative costs**
- Local travel and airport transfers (where applicable) will be covered in accordance with UNICEF's rules and tariffs.
- Flight costs will be covered at economy class rate as per UNICEF policies.
- Any air tickets for travel will be authorized by and paid for by UNICEF directly, and will be for the attendance of meetings and workshops.
- Please also see UNICEF's Standard Terms and Conditions attached.

Enquiries:

Please direct any enquiries to the below dedicated email address indicating the bid reference.

UNICEF Jordan procurement team: JCO-Procurement@unicef.org

Proposals with all supporting documents should be addressed to:

UNICEF Jordan Country office Bids

jordanbids@unicef.org

INTERNAL USE ONLY

A. ESTIMATED BUDGET FOR THE CONSULTANCY

The estimated cost of the institutional contract is **US\$ 130.000** inclusive of personnel costs, evaluation costs and overheads, as follows:

	Cost Category	Cost description	USD
1	Staff		
1.1	Senior staff / lead consultant		45.000
1.2	Thematic expert		32.000
2	Travel?		10.000
4	Any other cost		8.000
	Estimated total		95.000

B. FUNDING SOURCE

Grant: 234R/A0/10/001/001/007 [Non-grant (MBA)]

expiring on 21.12.2021