

Request for Proposal

Reference No.: *RFP-CHN-2016-001*

Chinese Case Studies on Gender Equality in the Business World

19 April 2016

Dear Sir/Madam,

Subject: Request for Proposal (RFP) for *Chinese Case Studies on Gender Equality in the Business World*

1. The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) plans to procure *Chinese Case Studies on Gender Equality in the Business World* as described in this Request for Proposal and its related annexes. UN Women now invites sealed proposals from qualified proposers for providing the requirements as defined in these documents.
2. In order to prepare a responsive proposal, you must carefully review, and understand the contents of the following documents:
 - a. This letter (and the included [Proposal Instruction Sheet \(PIS\)](#))
 - b. Instructions to Proposers ([Annex 1](#)) available from this link:
<http://www.unwomen.org/~media/commoncontent/procurement/rfp-instructions-en.pdf>
 - c. Terms of Reference (TOR) (Annex 2)
 - d. Evaluation Methodology and Criteria (Annex 3)
 - e. Format of Technical Proposal (Annex 4)
 - f. Format of Financial Proposal (Annex 5)
 - g. Proposal Submission Form (Annex 6)
 - h. Voluntary Agreement for to Promote Gender Equality and Women's Empowerment (Annex 7)
 - i. Proposed Model Form of Contract (Annex 8)
 - j. General Conditions of Contract (Annex 9)
 - k. Joint Venture/Consortium/Association Information Form (Annex 10)
 - l. Submission Checklist (Annex 11)
3. The Proposal Instruction Sheet (PIS) -below- provides the requisite information (with cross reference numbers) which is further detailed in the [Instructions to Proposers \(Annex-I –see above link\)](#).

PROPOSAL INSTRUCTION SHEET (PIS)

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

<http://www.unwomen.org/~media/commoncontent/procurement/rfp-instructions-en.pdf>

Cross Ref. to Annex I	Instruction to Proposers	Specific Requirements as referenced in Annex I
4.2	Deadline for Submission of Proposals	<p>Date and Time : Tuesday 31 May 2016 5:00 PM</p> <p>City and Country: <i>Beijing, China</i></p> <p>This is an absolute deadline. Any proposal received after this date and time will be disqualified.</p>
4.1	Manner of Submission	<p><input type="checkbox"/> Personal Delivery/ Courier mail/ Registered Mail</p> <p><input checked="" type="checkbox"/> Electronic submission of Proposal</p>
4.1	Address for Proposal Submission	<p><input type="checkbox"/> Personal Delivery/ Courier mail/ Registered Mail :</p> <p><input checked="" type="checkbox"/> Electronic submission of Proposal:</p> <p>Technical Proposal: <i>unwomen.china@unwomen.org</i></p> <p>Financial Proposal: <i>unwomen.china@unwomen.org</i></p> <p>Proposals should be submitted to the designated address by the date and time of the deadline given.</p>
3.1	Language of the Proposal:	<p><input checked="" type="checkbox"/> English <input type="checkbox"/> French <input type="checkbox"/> Spanish</p> <p><input type="checkbox"/> Other (pls. specify) _____</p>
3.4.2	Proposal Currencies	<p>Preferred Currency: <input checked="" type="checkbox"/> USD</p> <p>If no, please indicate Currency: <input type="text"/></p> <p><i>Proposer may submit proposal in any freely convertible currency</i></p>

3.5	Proposal Validity Period commencing after the deadline for submission of proposals (see 4.2 above)	120 days If other, please indicate: <input type="text"/> days.
2.4	Clarifications of solicitation documents	Requests for clarification shall be submitted <input type="text" value="7"/> days before the deadline for submission of proposal.
	Contact address for requesting clarifications on the solicitation documents	Requests for clarification should be addressed to the e-mail address: jing.xu@unwomen.org. Clarification emails should include a subject header in the following format: "UNW RFP-CHN-2016-001, Request for Clarification, Company/Contractor Name" Proposers must not communicate with any other personnel of UN Women regarding this RFP. <u>The e-mail address above is for clarifications ONLY.</u> <u>IMPORTANT: Do not send or copy the e-mail address above while submitting a proposal. Doing so will disqualify your proposal.</u>
2.5	Pre-Proposal/Bid Meeting	<input checked="" type="checkbox"/> Not applicable <input type="checkbox"/> Mandatory: <input type="checkbox"/> Optional:
3.9	Proposal Security	<input type="checkbox"/> Required Amount: _____ (USD) [If other currency, please indicate] Form: See Annex XI <input checked="" type="checkbox"/> Not Required

		Proposal Security is not foreseen to be required by UN Women at this stage; however UN Women reserve the rights to request a Performance Security from the successful bidder at any stage.
7.4	Performance Security	<p><input type="checkbox"/> Required</p> <p>The Performance Security will be equivalent to % of your total offered price for this assignment. The amount will be determined by your price proposal.</p> <p>Form: See Annex XII</p> <p><input checked="" type="checkbox"/> Not Required</p> <p>Performance Security is not foreseen to be required by UN Women at this stage; however UN Women reserve the rights to request a Performance Security from the successful proposer at any stage.</p>
3.2	Waiver & Release of Indemnity (If there is a site visit/inspection)	<p><input checked="" type="checkbox"/> Not Required</p> <p>No site inspections/visits are necessary and therefore a waiver/release of indemnity is not required.</p> <p><input type="checkbox"/> Required</p> <p>Return this Waiver to UN Women in advance of the site inspection, to the contact below;</p> <p>email to: _____</p>

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

Yours sincerely,

Julia Broussard

Country Programme Manager

UN Women China Office

TERMS OF REFERENCE (TOR)

Project Title: Chinese Case Studies on Gender Equality in the Business World

Purpose: Selection of a qualified business school or other similar education institution focused on business/management/human resources education to produce case studies on gender equality in the business world

Duration: 8 months (tentatively 15 July 2016 through 14 March 2017)

Contract Type: Institutional contract

Background

The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) 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. UN Women provides support to Member States' efforts and priorities in meeting their gender equality goals and for building effective partnerships with civil society and other relevant actors. Placing women's rights at the center of all its efforts, the UN Women leads and coordinates United Nations system efforts to ensure that commitments on gender equality are translated into action throughout the world. It provides strong and coherent leadership in support of Member States' priorities and efforts while building effective partnerships with civil society and other relevant actors.

One of UN Women's key areas of work is women's economic empowerment. UN Women believes that investing in women's economic empowerment sets a direct path towards gender equality, poverty eradication and inclusive economic growth. Women make enormous contributions to economies, whether in businesses, on farms, as entrepreneurs or employees, or by doing unpaid care work at home. But they also remain disproportionately affected by poverty and exploitation. Globally, women suffer discrimination in accessing labor markets, are over-represented in vulnerable employment, and are paid lower wages than men for work of equal value.

Many international commitments support women's economic empowerment, including the Beijing Platform for Action, the Convention on the Elimination of All Forms of Discrimination against Women and a series of International Labour Organization conventions on gender equality. UN Women supports women's economic empowerment in line with these, and with the

growing body of evidence that shows that gender equality significantly contributes to advancing economies and sustainable development.

The economic case for increasing the representation of women in all levels of the workforce is clear. In an extensive 19-year longitudinal study of 215 Fortune 500 companies in the USA, a researcher at Pepperdine University found a strong correlation between a strong record of promoting women into the executive level and high profitability.¹ The Fortune 500 companies that have the best record of promoting women to senior positions are up to 69% more profitable than the median Fortune 500 firms in their industries².

A study published by Catalyst “established that companies with the highest representation of women leaders financially outperform, on average, companies with the lowest [representation of women leaders]”³. Companies with gender diversity in their Board of Directors, and that maintained that gender diversity across at least four out of five years, significantly outperformed those with zero women directors.

A Gallup study of more than 800 business units from two companies representing two different industries -- retail and hospitality – found that gender-diverse business units have better financial outcomes than those dominated by one gender:

- Gender-diverse business units in the retail industry had 14% higher average comparable revenues than less-diverse business units (5.24% vs. 4.58%).
- Gender-diverse business units in hospitality showed a 19% higher average quarterly net profit (\$16,296 vs. \$13,702) than less-diverse business units.

Furthermore, if the gender-diverse business units are also highly ‘engaged’, that is employers engage employees to building open, trusting, and supportive relationships to utilize the power of diversity, financial performance improves dramatically. Retail units that are diverse *and* engage employees have a 46% higher increase in comparable revenue. Similarly, diverse and ‘engaged’ units in hospitality have a 58% higher net profit than single-gender and less-engaged units. ⁴These results show the positive effect of gender diversity and engagement of employees on a company's bottom line.

¹ Women in the Executive Suite Correlate to High Profits, Roy D. Alder, Ph.D., Pepperdine.

² Adler, Roy: Women in Executive Suites Correlate to high profits.

³ Nancy M. Carter and Harvey M. Wagner, *The Bottom Line: Corporate Performance and Women's Representation on Boards (2004–2008)* (Catalyst, 2011); Lois Joy, Nancy M. Carter, Harvey M. Wagner, and Sriram Narayanan, *The Bottom Line: Corporate Performance and Women's Representation on Boards* (Catalyst, 2007); and Catalyst, *The Bottom Line: Connecting Corporate Performance and Gender Diversity* (2004).

⁴ Gallup <http://businessjournal.gallup.com/content/166220/business-benefits-gender-diversity.aspx?version=print> McKinsey, Women Matter: An Asian Perspective, p.3

The Situation in China

Although the percentage of women employed in China is higher than the average for OECD and Asia Pacific countries, women in China still face gender-based discrimination in employment. Women tend to be employed in low income professions and seldom feature in managerial positions. Despite the enormous economic growth that China has experienced the past two decades, the income gap between Chinese women and men is increasing. According to the Third Chinese Women's Social Status survey, jointly carried out by the All-China Women's Federation (ACWF) and the National Bureau of Statistics of China, in 2010 urban women's income was 67.3% of men's, and rural women's income was 56% that of their male counterparts. In 1990, the percentages were 77.5% and 79%, respectively. The same survey revealed that more than 72% of women had a clear perception of "not being hired or promoted because of gender" discrimination. Over 75 % believed they were dismissed due to marriage and childbirth.

There is still an underrepresentation of women in leadership positions in all sectors in China whether private, multi-national or NGO. For example, only 8 percent of corporate board members and 9 percent of executive committee members are women⁵.

UN Women's project "Equal Employment Opportunities for Women" was designed within this context. Its overall goal is that private sector duty bearers in China take actions to ensure that women have equal access to employment, professional development opportunities and social protections within their companies. One of the project's key components targets specifically business executives and graduate students: China's current and future business leaders. It aims to strengthen their knowledge of corporate benefits of and practices to achieve a gender-equal workforce and leadership through development and dissemination of case studies on gender equality in the business world.

Purpose

A growing body of international evidence shows that utilizing the skills and talents of both men and women is beneficial for companies. However, China-specific information on gender equality in the business world is still limited. More specifically, there is a general lack of relevant case study materials tailored to business leaders in China.

The purpose of the case study materials is to provide information on the business case for gender equality in companies and provide practical examples of how private sector institutions promote and benefit from gender equality within their workforce. The target audience of the materials is business executives and graduate students enrolled in business schools and other relevant higher education institutions in China – China's current and future business leaders.

Once the case studies have been finalized, they will be presented at an event and disseminated free of charge via different channels by both the contractor and UN Women.

⁵ McKinsey, Women Matter: An Asian Perspective, p.3

Consultancy

UN Women China seeks the services of a business/management -focused higher education institution to produce three case studies on companies or other private sector institutions.

Core Tasks:

1. Conduct a desk review of the available research on the business case for gender equality and identify private sector institutions for the case studies.
2. Produce an inception report, including brief information on the private sector institutions suggested for the case studies, data collection methods, and a detailed work plan for the consultancy. The work plan must include information on how the institution will promote and disseminate the case studies free of charge.
3. Data collection: develop case studies on gender equality in the business world
 - At least three case studies on private sector institutions in China, including a trade association suggested by UN Women, an international company operating in China and a third case study, to be determined in consultation with UN Women.
 - The case studies should cover much needed information on why and how the selected private sector institutions have promoted gender equality within their operations; and what the benefits are. Each case study could address the following issues (though not necessarily limited to these), as appropriate:
 1. MOTIVATION: Why did the private sector institution choose to take actions for gender equality?
 2. DECISION-MAKING: How were the decisions for the gender equality actions taken and by whom? Who were the key stakeholders involved?
 3. DESIGN: How were the actions designed? Who were the key stakeholders involved? What are the specific actions/policies/practices? How do they relate to the overall policies of the private sector institutions?
 4. IMPLEMENTATION: How are the actions implemented? Who are the key stakeholders involved? How is the implementation monitored?
 5. RESULTS: What are the expected and unexpected results of the actions? How are the results assessed? What key factors contributed to/hindered achievement of the results?
 6. LESSONS LEARNED: What are the key lessons learned?
 - The case studies must include information on the international and Chinese research and data available on the business benefits of gender equality.
4. Share draft case studies with UN Women.
5. Submit final case studies to UN Women.
6. Organize an event (for at least 30 persons) in a higher education institution to present, discuss and disseminate the case studies.
7. Submit 1-2 page report on how the case studies have been disseminated and promoted via several different channels within and outside the institution, including (a) website link(s), if relevant.

Management Arrangements

The duration of this assignment is 8 months.

UN Women will have the responsibility of coordinating and managing all aspects related to the project. UN Women will oversee the selected institution, including approving its work plan and selection of case studies, monitoring the development of the case studies, and approving its deliverables.

The selected institution will have overall responsibility for framing the scope of the case studies, and ensure that it is in line with international standards. It will also be responsible for ensuring that the work is progressing according to set timeframes, and in line with needs identified by UN Women. The institution will be responsible for logistical arrangements during data collection for the case studies in China.

The consultant will be responsible for his/her office space, administrative and secretarial support, telecommunications and printing of documents.

Time Frame and Location

The overall duration of the research covered by this TOR is a period of 8 months (tentatively 15 July 2016 through 14 March 2017).

Location: to be proposed by applicants and determined in consultation with UN Women

Deliverables:

All deliverables, must be submitted in both English and Chinese. The selected institution will be responsible for translating these documents and ensure accuracy, timely and professional translation. UN Women will not be responsible for translating these documents. Periodic payments from UN Women to the selected institution will be tied to the timely submission and satisfactory acceptance of the deliverables.

UN-WOMEN shall be entitled to all intellectual property and other proprietary rights including, but not limited to, patents, copyrights, and trademarks, with regard to products, processes, inventions, ideas, know-how, or documents and other materials which the selected institution has developed for UN-WOMEN under the Contract and which bear a direct relation to or are produced or prepared or collected in consequence of, or during the course of, the performance of the Contract.

At any point, during of after the consultancy assignment, the selected institution will not be allowed to sell the case studies to any other parties. The case studies need to be made available **free of charge** via different channels, once UN Women has approved them. UN Women will also disseminate the case studies via our own channels.

Deliverable	Description	Target Delivery Date (tentative)
Inception report with a detailed work plan	<ul style="list-style-type: none"> ○ Inception report that includes information on the private sector institutions selected for the case studies, data collection methods, and a work plan for the consultancy. The work plan must include information on how the institution will promote and disseminate the case studies. 	5 August 2016
Draft case studies	<ul style="list-style-type: none"> ○ Initial draft case studies (about 10 pages each) submitted for review of UN Women 	15 November 2016
Final case studies	<ul style="list-style-type: none"> ○ Based on feedback from UN Women, final revised and polished version of the case studies (both Chinese and English) submitted for final approval 	2 January 2017
Dissemination event	<ul style="list-style-type: none"> ○ Organize an event in a higher education institution (for at least 30 persons) to present and disseminate the case studies 	1 March 2017
Brief report on how the case studies have been disseminated	<ul style="list-style-type: none"> ○ 1-2 page report on how the case studies have been disseminated and promoted via several different channels within and outside the institution, including website links, if relevant. 	14 March 2017

Qualifications Required

The selected higher education institution should have the following qualifications:

- Solid knowledge of the Chinese business context, private sector operations and employment issues in China
- Prior experience working with private sector institutions in China and an ability to involve them in the case study development
- Demonstrated experience in working on Corporate Social Responsibility (CSR) and gender issues
- Prior experience in producing case study materials for business audience

In addition to a separate financial proposal detailing the budget required to develop the case studies (please refer to the RFP guidelines), the institution shall include in its offer a narrative, technical proposal describing its relevant experience conducting similar work, the basic research methods it intends to use, its team composition, including updated CVs of the team leader and members (if relevant). The research team must include, at a minimum, a team leader. The institution may suggest that the team leader works in collaboration with other researchers, research assistants or other relevant personnel, in which case also their CVs should be included in the proposal. There will be no replacement of experts / team members without explicit consent from UN Women. The institution's team members should be able to work in English, in addition to Chinese. The following profiles will be required:

a. Team leader

- A PhD degree in a relevant discipline is required.
- At least 10 years of experience in business management, human resources, CSR, gender issues, or other related areas.
- Solid analytical and research skills. Solid experience in case study development, including proven capacity to do research on private sector policies and operations.
- Demonstrated capacity to write clear and well-constructed reports within specified time constraints.
- Solid knowledge of China's business context. Knowledge of China's labour law and relevant regulations.
- Solid and China-specific experience with women's empowerment issues and familiarity with international norms and standards on gender equality and CSR.
- Strong communication and writing skills in English, as well as in Chinese.
- Excellent communication, interpersonal and liaison skills with corporate, government, inter-governmental, academic and other relevant partners.

b. Team member(s) (if relevant)

- At least 2 years of experience in business management or administration, human resources, CSR or gender issues.
- Strong communication and writing skills in English, as well as in Chinese.
- Excellent communication, interpersonal and liaison skills with corporate, government, inter-governmental, academic and other relevant partners.

Communication and reporting obligation

The selected institution will report frequently to the UN Women Programme Analyst responsible for monitoring this project, and who is under the supervision of the Country Programme Manager of the UN Women China office. Aside from the deliverables, the selected institution must maintain regular phone and email contact with the Programme Analyst regarding the implementation of the project and must report and seek prior approval for any changes in its design.

EVALUATION METHODOLOGY AND CRITERIA

1. Preliminary Evaluation

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

- Submitting companies are not included among United Nations suspended companies;
- The offer is complete and eligible.

2. Cumulative Analysis Methodology: A proposal is selected on the basis of *cumulative analysis*; the total score is obtained by combining weighted technical and financial attributes.

A two-stage procedure will be utilized in evaluating the proposals; the technical proposal will be evaluated with a minimum pass requirement of 70% of the obtainable 1000 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 1000 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 1000 points and are determined to be compliant. Non-compliant proposals will not be eligible for further consideration.

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

Technical proposal: 1000 points

Financial proposal: 300 points

Total number of points: 1300 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:

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 1000 points):

1.0 Expertise and Capability of Proposer		Points obtainable
Expertise of organization submitting proposal		
1.1	Organizational Architecture	50
1.2	Absence of adverse judgments or awards	50
1.3	General Organizational Capability which is likely to affect performance (i.e. size of the organization, strength of management support)	50
1.4	Relevance of: <ul style="list-style-type: none"> - Prior experience in producing case study materials for business audience - Prior experience working with private sector institutions in China and an ability to involve them in the case study development - Solid knowledge of the Chinese business context, private sector operations and employment issues in China - Demonstrated experience in working on CSR and gender issues 	150
		300
2.0 Proposed Work Plan and Approach		Points obtainable
Proposed methodology		
2.1	Analysis Approach, Methodology- including Proposer's understanding of UN Women's work, adherence to procurement principles and TOR.	200
2.2	Management Services – Timeline and deliverables.	100

2.3	Consideration of the local context : Methodology for how the organization/institution will achieve the Terms of Reference of the project, keeping in mind the appropriateness to local conditions and project environment.	100
		400
3.0 Resource Plan, Key Personnel		Points obtainable
	Qualification and competencies of proposed personnel	
3.1	Qualifications and composition of the team proposed to provide services	300
		300
	[70%] of [1000] pts = [700] pts needed to pass technical	1000

A proposal shall be rejected at this stage if it fails to achieve the minimum technical threshold of [70X%] of the obtainable score of [1000] points for the technical proposal.

ANNEX 4

FORMAT OF TECHNICAL PROPOSAL

Technical Proposals not submitted in this format may be rejected.

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

Proposer is requested to include a *quarter* page value statement indicating why they are most suitable to carry out the assignment.

Name of Proposing Organization:	
Country of Registration:	
Type of Legal entity:	
Name of Contact Person for this Proposal:	
Address:	
Phone:	
E-mail:	

Section 1.0: Expertise and Capability of Proposer

1.1 Organizational Architecture

- Background: Provide a brief description of the organization submitting the proposal, including if relevant the year and country of incorporation, types of activities undertaken, and approximate annual revenue.

1.2 Adverse judgments or awards

- Include reference to any adverse judgment or award.

1.3 General Organizational Capability

- Outline General Organizational Capability which is likely to affect performance (i.e. size of the organization, strength of project management support e.g. project management controls, global networking, financial stability).
- Include a description of past and present experience and relationships that have a direct relationship to the performance of the TOR. Include relevant collaborative efforts the organization may have participated in.

1.5 Quality assurance procedures, risk and mitigation measures

- Describe the potential risks for the performance of the TOR that may impact achievement and timely completion of expected results as well as their quality. Describe measures that will be put in place to mitigate these risks.

1.6 Relevance of Specialized Knowledge and Experience on Similar Projects

- Detail any specialized knowledge that may be applied to performance of the TOR.
- Describe the experience of the organization performing similar work.
- Provide at least 3 references

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

Section 2.0: Proposed Work Plan and Approach

2.1 Analysis approach, methodology

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

2.2 Management - timeline, deliverables and reporting

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

Section 3.0: Resource Plan, Key Personnel

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

Describe the availability of resources in terms of personnel and facilities required for the TOR. Describe the structure of the proposed team/personnel, and the work tasks (including supervisory) which would be assigned to each.

3.2 Profile on Gender Equality

- Proposer is strongly encouraged to include information regarding the percentage of women: (1) employed in the Proposer's organization, (2) in executive and senior positions, and (3) shareholders. While this will *not* be a factor of evaluation, UN Women is collecting this data for statistical purposes in support of its mandate to promote gender equality and women's empowerment.

- Proposers are also invited to: (1) become a signatory to the Women Empowerment Principles (if more than 10 employees) <http://weprinciples.org/Site/PrincipleOverview> ; or (2) sign the Voluntary Agreement to Promote Gender Equality and Women's Empowerment (if less than 10 employees). Good practices of gender-responsive companies can be found here: <http://weprinciples.org/Site/CompaniesLeadingTheWay/>

Provide Curriculum vitae of the proposed personnel that will be involved either full time or part time.

Highlight the relevant academic qualifications, specialized trainings and pertinent work experience.

Substitution of key personnel shall only be permitted in accordance with section 2.4 of the General Conditions of Contract.

Please use the format below, with each CV no more than THREE pages in length.

Sample CV template:

Name:		
Position for this Assignment:		
Nationality:		
Language Skills:		
Educational and other Qualifications		
Employment Record: [Insert details of as many other appropriate records as necessary]		
From [Year]: _____ To [Year]: _____		
Employer: _____		
Positions held: _____		
Relevant Experience (From most recent; Among the assignments in which the staff has been involved, indicate the following information for those assignments that best illustrate staff capability to handle the tasks listed under the TOR)		
Period: From - To	Name of project/organization:	Job Title, main project features, and Activities undertaken

References (minimum 2)	(Name/Title/Organization/Contact Information – Phone; Email)
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ANNEX 5

FORMAT OF FINANCIAL PROPOSAL

The financial proposal must be prepared as a separate PDF file from the rest of the RFP response as indicated in Clause 3.4.1 of the Instruction to Proposers. The components comprising the total price must provide sufficient detail to allow UN Women to determine compliance of proposal

with requirements as per TOR of this RFP. The proposer shall include a complete breakdown of the cost elements associated with each line item and those costs associated with any proposed subcontract/sub-awards (separate breakdown) for the duration of the contract. Provide separate figures for each functional grouping or category.

Estimates for cost-reimbursable items, if any, such as travel, and out-of-pocket expenses should be listed separately.

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

In addition, the financial proposal must include, but not necessarily be limited to, the following documents:

1. A summary of the price in words and figures

- i. **Price breakdown:** The price must cover all the services to be provided and must itemize the following:
 - a. An all-inclusive fee rate per working day for each expert to be assigned to the team. The fee rate must include remuneration of each expert, all administrative costs of employing the expert and the margin covering the proposer's overhead and backstopping facilities.
 - b. An all-inclusive daily subsistence allowance (DSA) rate (otherwise known as a "per diem rate") for every day in which the experts shall be in the field for purposes of the assignment.
 - c. An all-inclusive amount for necessary international travel and related expenses by the most appropriate means of transport and the most direct economy class practicable route. The breakdown shall indicate the number of round trips per team member.
 - d. An all-inclusive amount for local travel, if applicable.
 - e. If applicable, other costs required for purposes of the assignment not covered in the foregoing or beneath paragraphs such as communication, printing and dispatching of reports to be produced during the assignment, rental and freight of any instruments or equipment required to be provided by the proposer for the purposes of the services, office accommodation, investigations, surveys, etc.
 - f. Summary of total cost for the services proposed.
- ii. **Schedule of payments:** Proposed schedule of payment might be expressed by the proposer, and payment will be made by UN Women in the currency of the proposal. The

payment schedule must be linked to the delivery of the outputs specified in your technical component.

All prices/rates quoted must be exclusive of all taxes, since the United Nations, including its subsidiary organs, is exempt from taxes.

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

A. Cost Breakdown per Deliverables

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

[Note: This spreadsheet should be accompanied by a short narrative summary that explains the figures supplied and that adds any relevant information that has been used to make the calculations.]

Signature of Financial Proposal

The Financial Proposal should be authorized and signed as follows:

"Duly authorized to sign the Proposal for and on behalf of

(Name of Organization)

Signature/Stamp of Entity/Date

Name of representative: _____

Address: _____

Telephone: _____

Email: _____

ANNEX 6

PROPOSAL SUBMISSION FORM

[The proposer shall fill in this form in accordance with the instructions indicated. No alterations to its format shall be permitted and no substitutions shall be accepted.]

To: UN Women China Office

UN House 2-8-2 Tayuan Diplomatic Office
Beijing 100600
China

Date: *[insert date of Proposal Submission]*

We, the undersigned, declare that:

- (a) We have examined and have no reservations to the Proposal Solicitation Documents;
- (b) We offer to supply in conformity with the Proposal Solicitation Documents *Case Studies on Gender Equality in the Business World in China* and undertake, if our proposal is accepted, to commence and complete delivery of all services specified in the contract within the time frame stipulated.
- (c) We ensure any due diligence regarding the legal review and ability to be compliant to all contract terms and conditions has been undertaken prior to the submission of our offer. Submission of this offer is confirmation of accepting a UN WOMEN contract included herein.
- (d) We offer to supply for the sum as may be ascertained in accordance with the Financial Proposal submitted in accordance with the instructions under the Proposal Instruction Sheet;
- (e) Our proposal shall be valid for a period of **120** days from the date fixed for opening of proposals in the Request for Proposal, and it shall remain binding upon us and may be accepted at any time before the expiration of that period;
- (f) If our proposal is accepted, we commit to obtain a performance security with the instructions under the Proposal Instruction Sheet;
- (g) We, including any subcontractors or suppliers for any part of the contract, have nationality from countries _____ *[insert the nationality of the proposer, including that of all parties that comprise the proposer]*
- (h) We have no conflict of interest in accordance with Clause 1.2 (*Eligible Proposers*) of the RFP Instructions to Proposers;
- (i) Our firm, its affiliates or subsidiaries—including any subcontractors or suppliers for any part of the contract—has not been declared ineligible by UN Women, in accordance with Clause 1.2 (*Eligible Proposers*) of the RFP Instructions to Proposers;
- (j) We understand that you are not bound to accept the lowest evaluated proposal or any other proposal that you may receive.

Signed: _____ *[insert signature of person whose name and capacity are shown]*

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

Name: _____ *[insert complete name of person signing the Proposal Submission Form]*

Duly authorized to sign the proposal for and on behalf of: _____ *[insert complete name of proposer]*

Dated on _____ day of _____, _____ *[insert date of signing]*

ANNEX 7

VOLUNTARY AGREEMENT

Voluntary Agreement to Promote Gender Equality and Women's Empowerment

Between

(Name of the Contractor)

And

The United Nations Entity for Gender Equality and the Empowerment of Women

The United Nations Entity for Gender Equality and the Empowerment of Women, a composite entity of the United Nations established by the United Nations General Assembly by its resolution 64/289 of 2 July 2010 (hereinafter referred to as “UN Women”) strongly encourages **(Name of the Contractor)** (hereinafter referred to as the “Contractor”) to partake in achieving the following objectives:

- ☐ Acknowledge values & principles of [gender equality](#) and [women’s empowerment](#);
- ☐ Provide information and statistical data (that relates to policies and initiatives that promote gender equality and women empowerment), upon request;
- ☐ Participate in dialogue with UN Women to promote gender equality and women’s empowerment in their location, industry and organization;
- ☐ Establish high-level corporate leadership for gender equality;
- ☐ Treat women and men fairly at work and respect and support human rights and nondiscrimination;
- ☐ Ensure health, safety and wellbeing of all women and men workers;
- ☐ Promote education, training and professional development for women;
- ☐ Implement enterprise development, supply chain and marketing practices that empower women;
- ☐ Promote equality through community initiatives and advocacy;
- ☐ Measure and publicly report on progress to achieve gender equality.

On behalf of the contractor:

Name : _____, **Title :** _____

Address : _____

Signature : _____

Date: _____

ANNEX 8

PROPOSED MODEL FORM OF CONTRACT

CONTRACT – INSTITUTIONAL OR PROFESSIONAL SERVICES

Contract No

Business Unit: UN Women China

Organisational Unit/Section/Division/Office/Country: China

This Contract is made between the UNITED NATIONS ENTITY FOR GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN (“UN Women”),

and

[*insert official name of company in full*], with its registered offices at [*address*] (“Contractor”)

(Both hereinafter separately and jointly referred to as the “Party” or the “Parties”).

1. CONTRACT DOCUMENTS

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

- (a) This document;
- (b) UN Women General Conditions of Contract—Contracts for the Provision of Services, annexed hereto as Annex A (“General Conditions”);
- (c) Terms of Reference, annexed hereto as Annex B (“TOR”);

2. SCOPE

The Contractor shall perform services (“Services”) as specified in the TOR. Except as expressly provided in this Contract and in particular the TOR, (i) UN Women shall have no obligation to provide any assistance to the Contractor in performing the Services; (ii) UN Women makes no representations as to the availability of any facilities or equipment which may be helpful or useful for performing the Services (iii) The Contractor shall be responsible at its sole cost for providing all the necessary personnel, equipment, material and supplies and for making all arrangements necessary for the performance and completion of the Services.

3. DURATION

This Contract shall take effect on the date of the latest signature (the “Effective Date”) and shall remain in effect until [*insert date*], unless earlier terminated (“Initial Term”). UN Women may, at its sole option, extend the Contract, under the same terms and conditions as set forth in this Contract, for a maximum of two additional period[s] of up to 2 months each. UN Women shall

provide a written notice of its intention to do so at least 30 (thirty) days prior to the expiration of the then Initial Term.

4. PRICE & PAYMENT

In full consideration for the complete and satisfactory performance of the Services under this Contract, UN Women shall pay the Contractor a total fixed fee of *[insert currency & amount in figures and words]*. This fee shall remain firm and fixed during the term of the Contract. The Contractor shall submit invoices only upon achievement of the corresponding milestones and for the following amounts:

<u>MILESTONE</u>	<u>AMOUNT</u>	<u>TARGET DATE</u>
Submission of an inception report and a workplan	05/08/2016
Submission of draft case study materials	15/11/2016
Submission of final case study materials	02/01/2017
Holding an event where the case studies are presented	01/03/2017
Submission of a brief report on how the case studies have been disseminated	14/03/2017

5. INVOICES

The Contractor shall submit to UN Women an original copy of its invoices, as is required in the preceding Article, specifying, at a minimum, a description of the Services performed, the unit prices in accordance with the Fee Schedule (if relevant), and the total price of the Services, together with such supporting documentation as UN Women may require, as follows:

Jing XU
UN Women China Office
UN House 2-8-2 Tayuan Diplomatic Office
Beijing 100600
China
Tel: +86 10 8352 2605
Fax: +86 10 8532 5195
Email: jing.xu@unwomen.org

6. PAYMENT

Payments shall be made to the Contractor thirty (30) days from receipt of the Contractor's invoice and supporting documentation and certification by UN Women that the Services represented by the invoice have been provided and that the Contractor has otherwise performed in conformity with the terms and conditions of this Contract, unless UN Women disputes the invoice or a portion thereof. All payments to the Contractor shall be made by electronic funds transfer to the Contractor's bank account, as follows:

Name of Bank:

Bank Address:

Bank ID:

Account No:

Title/name:

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

7. NOTIFICATIONS

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

For UN Women:

UN Women China Office
UN House 2-8-2 Tayuan Diplomatic Office
Beijing 100600
Attn: Julia Broussard, Country Programme Manager
Fax: + 86 10 8532 5195
Email: julia.broussard@unwomen.org

For the Contractor:

[Insert Name, Address, Phone and Email]

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

For and on behalf of UN Women:

For and on behalf of the Contractor:

Signature _____

Name _____

Title _____

Date _____

ANNEX 9

GENERAL CONDITIONS OF CONTRACT

The General Conditions of Contracts can be accessed by the proposer by clicking or copying-and-pasting the below link.

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

ANNEX 10

JOINT VENTURE/CONSORTIUM/ASSOCIATION INFORMATION FORM

(to be completed and returned with your technical proposal)

JV / Consortium/ Association Information	
Name of leading partner (with authority to bind the JV, Consortium/Association during the Bidding process and, in the event a Contract is awarded, during contract execution)	<i>[insert name, address, telephone/fax or cell number, and the e-mail address]</i>
JV's Party Legal Name:	<i>[insert JV's Party legal name] {Attach original copy of document of incorporation/registration of the JV, in accordance with Clause 3 (Eligible Bidders)}</i>
JV's Party Country of Registration:	<i>[insert JV's Party country of registration]</i>
JV's Party Year of Registration:	<i>[insert JV's Part year of registration]</i>
JV's Party Legal Address in Country of Registration:	<i>[insert JV's Party legal address in country of registration]</i>
Consortium/Association's names of each partner/authorized representative and contact information	
Name of partner: _____ Address : _____ Phone Number(s) : _____ Email Address(es) : _____	Name of partner: _____ Address : _____ Phone Number(s) : _____ Email Address(es) : _____
Name of partner: _____ Address : _____ Phone Number(s) : _____ Email Address(es) : _____	Name of partner: _____ Address : _____ Phone Number(s) : _____ Email Address(es) : _____

<p>Consortium/Association Agreement</p>	<p>Attached are copies of original documents of: <i>[check the box(es) of the attached original documents]</i></p> <p><input type="checkbox"/> Articles of Incorporation or Registration of firm named in 2, above, in accordance with Clause 3 (<i>Eligible Bidders</i>).</p> <p><input type="checkbox"/> JV Agreement, or letter of intent to enter into such an Agreement, signed by the legally authorized signatories of all the parties</p>
--	--

Signatures of all partners/authorized representatives:

We hereby confirm that if the contract is awarded, all parties of the Joint Venture, or Consortium/Association shall be jointly and severally liable to UN Women for the fulfillment of the provisions of the Contract.

Name of partner: _____

Name of partner: _____

Signature: _____

Signature: _____

Date: _____

Date: _____

Name of partner: _____

Name of partner: _____

Signature: _____

Signature: _____

Date: _____

Date: _____

ANNEX 11

SUBMISSION CHECKLIST

For submissions by courier mail/hand delivery:

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

For email submissions:

Technical Proposal PDF sent to the technical e-mail address specified in the Invitation Letter includes:	
• Technical Proposal	
• Proposal Submission form	
• Joint Venture Form (if a joint venture)	
• Voluntary Agreement to Promote GE & WE (Voluntary)	
Financial Proposal PDF sent to the financial e-mail address specified in the Invitation Letter includes:	
• Financial Proposal	

Please check-off to confirm the below:	
MODEL FORM OF CONTRACT HAS BEEN READ AND UNDERSTOOD	
THE GENERAL CONDITIONS OF THE CONTRACT HAVE BEEN READ, UNDERSTOOD, DULY REVIEWED BY AN LEGAL ENTITY FOR MY ORGANIZATION'S ABILITY TO COMPLY AND ACCEPT ALL TERMS.	

Consolidated Questions and Answers

RFP-CHN-2016-001

Q1: Would you accept a submission from a consultancy firm with our team lead being a full-time faculty member of a business school?

A1: No, we would not accept a submission from a consultancy firm. This RFP is only open to higher education institutions.

Q2: The RFP states that the contract type is an "institutional contract". By this do you mean that you want a contract directly with a full time faculty member or researcher?

A2: No, we want a contract directly with an institution, not an individual.

Q3: Are you able to indicate a budget range?

A3: No, we are not able to indicate a budget range for the assignment.