

Call for Proposals SHE CAN Women Entrepreneurs Digital Empowerment

Amended Version – March 2018*¹

The UN Entity for Gender Equality and Empowerment of Women (UN Women) in China is calling for proposals to recruit a Responsible Partner (RP) for the project “SHE CAN Women Entrepreneurs Digital Empowerment”.

The successful proposal will enhance women entrepreneurs’ capacities to utilize digital transformation and to promote gender equality, during April 2018-June 2020.

Please note that this document is an amended version and the deadline for applications has been extended until 20 March 2018.

Guidelines for the submission of proposals

1. Who can apply?

Proposals can be submitted by an organization, or jointly by two or more organizations of any of the following categories:

- Non-governmental organizations (NGOs)/social organizations registered in China
- Training and research centers based in educational or academic institutions in China.

The applying organizations must be legally registered. Organizations registered as for-profit but operating in reality as non-profit are eligible to apply.

2. When is the proposal due?

All proposals should be sent to unwomen.china@unwomen.org by 18:00 (Beijing time) 20 March 2018, and the email subject line should be as follows:

CFP CHN 2018001 - (Name of Proponent)-Proposal

Planned award date: 30 March 2018

Planned contract start date: 30 April 2018

3. What is the format of the proposal:

¹ The amended parts are highlighted in yellow in Annex 5 .

Given the project's Terms of Reference (TOR, refer to Annex 1), the proposal should contain the following:

- 1) Proposal/ no proposal confirmation form (Annex 2)
- 2) Mandatory requirements/pre-qualification criteria form (Annex 3)
- 3) Narrative proposal (Log frame refer to Annex 4)
- 4) Resumes of proposed team members

Annexes:

1. Terms of Reference (TOR)
2. Proposal/ no proposal confirmation form
3. Mandatory requirements/pre-qualification criteria form
4. Narrative proposal log frame format

4. What criteria will be used for the selection of proposals?

Only proponents meeting the mandatory criteria will advance to the technical evaluation in which a maximum possible 70 points may be determined. Technical evaluators who are members of a Committee for Partners' Assessment (CPA) appointed by UNWOMEN will carry out the technical evaluation applying the evaluation criteria and point ratings as listed below. In order to advance beyond Phase I of the detailed evaluation process to Phase II (financial evaluation, maximum 30 points) a proposal must have achieved a minimum cumulative technical score of 50 points.

<p>Technical description and appropriateness/adequacy of approach / service</p> <ul style="list-style-type: none"> • Understanding of the issue; • The capability and proposed approach to reach out to women entrepreneurs of both targeted groups (women entrepreneurs from big companies and women entrepreneurs from rural areas); • The capacity to conduct pre-project survey to analyze the current situation of digital innovation and gender equality among these two groups; • Language capacity-The capacity to submit the project reports, financial reports and other project documents in English 	40 points
<p>Relevance and technical capacity</p> <ul style="list-style-type: none"> • proposed staffing (number and expertise) for the services to be delivered; • organizational experience and proven track record/credibility on gender and development, RBM and its application to key processes (e.g., planning, programming, monitoring, reporting and evaluation), and other areas of expertise relevant to the services required; • relevant experience in partnerships with UN Women, other UN agencies, governments, NGOs, and other development actors 	15 points

Governance and management capacity	8 points
<ul style="list-style-type: none"> • Management arrangement for the required services, including for monitoring and reporting, and if needed, evaluation • Overall governance/management structure of the proponent organization 	
Financial and administrative management capacity	7 points
TOTAL	70 points

5. Other instructions

Cost of proposal

The cost of preparing a proposal, attendance at any pre-proposal conference, meetings or oral presentations shall be borne by the proponents, regardless of the conduct or outcome of the CFP process. Proposals must offer the services for the total requirement; proposals offering only part of the services will be rejected.

Clarification of CFP documents

A prospective proponent requiring any clarification of the CFP documents may notify UNWOMEN in writing at UNWOMEN email address indicated in the CFP by the specified date and time. UNWOMEN will respond in writing to any request for clarification of the CFP documents that it receives by the due date outlined on page 1. Written copies of UNWOMEN response (including an explanation of the query but without identifying the source of inquiry) will be posted using the same method as the original posting of this (CFP) document.

If the CFP has been advertised publicly, the results of any clarification exercise (including an explanation of the query but without identifying the source of inquiry) will be posted on the advertised source.

Amendments to CFP documents

At any time prior to the deadline for submission of proposals, UNWOMEN may, for any reason, whether at its own initiative or in response to a clarification requested by a prospective proponent, modify the CFP documents by amendment. All prospective proponents that have received the CFP documents will be notified in writing of all amendments to the CFP documents. For open competitions, all amendments will also be posted on the advertised source.

In order to afford prospective proponents reasonable time in which to take the amendment into account in preparing their proposals, UNWOMEN may, at its discretion, extend the deadline for the submission of proposal.

Language of proposal

The proposal prepared by the proponent and all correspondence and documents relating to the proposal exchanged between the proponent and UNWOMEN, shall be written in English.

Supporting documents and printed literature furnished by the proponent may be in another language provided they are accompanied by an appropriate translation of all relevant passages in English. In any such case, for interpretation of the proposal, the translation shall prevail. The sole responsibility for translation and the accuracy thereof shall rest with the proponent.

Annex 1

Terms of Reference SHE CAN Women Entrepreneurs Digital Empowerment

Background and Rationale

In China, women entrepreneurs are developing rapidly and count for one-fourth of the total entrepreneurial population. However, they still face various challenges.

One challenge is how, in a digital world, women entrepreneurs can seize the opportunities offered by digital transformation. Digital transformation will continue to have great impact on economic development. New Internet applications could fuel between 7 to 22 percent of China's incremental GDP growth from now until 2025, depending on the rate of adoption. That translates into 4 trillion to 14 trillion Renminbi in annual GDP by 2025.² All these trends indicate the importance of digital transformation for businesses, regardless of their industry.

Women are comparatively disadvantaged in digital and high technology sectors, however. Based on the W20 and EMSD study on the effects of digitalization, women are less likely to be online, more likely to have low or no digital skills, and are at greater risk of being socially and economically excluded by digital disruption.³

Ensuring women's equal access to innovation and technology is important for gender equality. According to a study by Accenture, if governments and businesses can double the pace at which women become digitally fluent, gender equality could be achieved in 25 years in developed nations, versus 50 years at the current pace. In developing nations, gender equality in the workplace could be achieved in 45 years, versus 85 years at the current pace.⁴ In light of this, UN

2. McKinsey Global Institute (MGI), 2014, China's digital transformation

3. JULIANE ROSIN, April 2017, Women20 recommendations for a gender-equal digital transformation

4. Accenture, 2016, *Getting to Equal: How Digital is Helping Close the Gender Gap at Work*

Women and SAP China jointly launched the “SHE CAN Women Entrepreneurs Digital Empowerment” project in 2017. Engaging women entrepreneurs in digital transformation will have positive impact on developing their businesses, this in turn will directly contribute to promoting women’s economic rights and leadership. On the other hand, there is also big potential to increase women entrepreneurs’ understanding of gender equality, and encourage them to adopt gender sensitive policies in their companies.

UN Women China is issuing a Call for Proposals (CfP) for a responsible partner (RP) to implement the project “SHE CAN Women Entrepreneurs Digital Empowerment”. We are seeking innovative and catalytic proposals from NGOs/social organizations or academic institutions that have experience in working with women entrepreneurs, and preferably in the area of promoting gender equality and/or digital innovation.

Expected results

The project “SHE CAN Women Entrepreneurs Digital Empowerment” is one component of UN Women’s “Women’s Access to Equal Employment and Leadership in China” (WEL) Programme.

The expected outcome and output of UN Women’s WEL programme is as follows:

Outcome: Private and public sector policies, programmes and regulations incorporate gender perspectives to promote equal employment and leadership opportunities for women and men.	
Output	<i>Women entrepreneurs have enhanced capacity to advocate for gender equal employment rights.</i>

The project “SHE CAN Women Entrepreneurs Digital Empowerment” will achieve the above Output result by undertaking activities designed to achieve the following

1. **Women entrepreneurs have enhanced capacities to utilize digital transformation**
2. **Women entrepreneurs have enhanced capacities to promote gender equality**

The project seeks to create change focusing on two groups of women entrepreneurs: 1) **women entrepreneurs from “big” companies**, and 2) **female business starters from rural areas**. With respect to the first group, big companies can refer to the definition of large and medium sized corporations by National Bureau of Statistics⁵. Women entrepreneurs of this group are defined as founders and C-level leaders (CEOs, CTOs, COOs, etc.) of these big Chinese companies. The second group include female business starters from rural areas, or women from rural areas who would like to start their own businesses. To be the RP for the project, possessing the necessary resources and networks to work with these two groups of women entrepreneurs is highly important. **All proponents should explain in their proposals how they can reach out and work with women entrepreneurs of these two groups, including their previous relevant experiences.**

Project Design: Proposed Key Activities and Project Location

The project will select one pilot province, to be decided by the RP in consultation with UN Women.

⁵ http://www.stats.gov.cn/statsinfo/auto2073/201310/t20131031_450691.html

An ideal pilot province is a province where the local policies and regulations are in support of digital innovation, and where there are a large number of women entrepreneurs of both targeted groups.

All proponents should explain in their proposals which pilot province they would like to propose and the reasons for the selection.

In addition, the project will also increase the understanding of digital innovation and gender equality among a larger number of women entrepreneurs in other areas of China through offline events and online promotion.

To achieve the output, the main activities are as follows:

1. Pre-project survey

The project will first conduct a pre-project survey about the above mentioned two groups of women entrepreneurs in the pilot Province. The survey will analyse the current situation of digital innovation and gender equality among these two groups, their digital needs, digital assets and digital barriers, as well as their understanding of gender and gender barriers. When the survey is finished, there will be a dissemination event to disseminate the survey results to participants (representatives from the government, private sector companies, academic institutions, media organizations, etc.). The project will also disseminate the survey results online to a larger number of women entrepreneurs all over China, as well as to the public.

2. Develop the toolkits for capacity building

Based on the survey results, the project will develop capacity building toolkits for the two groups of women entrepreneurs in the pilot province. The purpose of the toolkits is to enhance the capacity of the two groups of women entrepreneurs to utilize digital transformation, and to promote gender equality. While the selected RP will be responsible for the development of the toolkits, UN Women will provide technical support to the contents related to gender equality, and SAP will provide technical support to the contents related to digital innovation.

3. Capacity building in the pilot Province

Based on the pre-project survey and the toolkits, the project will provide capacity building for 100 women entrepreneurs from big companies, and 100 female business starters from rural areas in the pilot province over three years.

With respect to the first group of women entrepreneurs, we will provide two rounds of capacity building on digital innovation and gender equality, with the minimum time of 48 hours, over a period of three years. The format of capacity building may include trainings, workshops, study tours and networking activities. We will also encourage women entrepreneurs to take action on digital innovation as well as integrate gender equality into their companies' policies. SAP's expert volunteers will act as trainers in this activity.

As for the second group, we will equip them with the digital skills and knowledge needed to start their own businesses. We will also increase their understanding of gender equality. Representatives of women entrepreneurs from the first group may act as mentors and role models for the second group.

4. Identify and document best practices

The project will identify and document the best practices made by women entrepreneurs targeted

under the project on digital innovation, as well as on promoting gender equality. The best practices will be promoted via online promotion and at the offline events under this project, or at other events organized by UN Women.

5. Online promotion

The project will also increase understandings regarding innovation and of gender equality among women entrepreneurs all over China, and the public, via online promotion. The contents of online promotion may include the pre-project survey report, live courses, best practices identified under the project, and general knowledge about innovation and gender equality. The selected RP will produce at least one weibo/wechat article every two weeks. The project is designed with the potential to indirectly influence 100,000 women entrepreneurs in China.

The RP will be the principle implementing agent, but will be working closely with UN Women during project implementation. UN Women will provide technical support where necessary and valuable connections through its engagement with key stakeholders in China.

Timeframe

The project implementation is expected to be between April 2018 and June 2020. The suggested timeframe for the main activities are as follows.

Pre-project survey: completed by September 2018, dissemination event to be organized by end of September 2018;
Develop toolkits: completed by November 2018;
Capacity building: two rounds of capacity building for women entrepreneurs from big companies, and capacity building for female business starters, during the project duration;
Identify and document best practices: throughout project duration;
Online promotion: throughout project duration.

Reporting

The partner will provide interim and final narrative and financial reports in line with UN Women guidelines and requirements. The reporting schedule is as follows:

- Quarterly Funding Authorization and Certificate of Expenditures (FACE) financial reports;
- Review of original supporting expenditure documentation, such as invoices, receipts etc., is *required* with the submission of FACE forms;
- Quarterly and annual narrative reports;
- A detailed and comprehensive report of all activities (as part of the report including partnerships, lessons learnt, photographs, press coverage, list of participants, etc.) in hard and soft copy will be submitted at the end of the grant period;
- The knowledge products, such as the pre-project survey (including questionnaire) and other reports need UN Women's approval before finalization;
- All knowledge products/ press releases produced under this project must acknowledge the support and seek approval of UN Women.

Competencies

The selected RP is expected to have good understanding of digital innovation and gender equality, with main competencies as in the following:

1. Technical description and appropriateness/adequacy of approach/ service
 - Understanding of the issue;
 - The capability and proposed approach to reach out to women entrepreneurs of both targeted groups (women entrepreneurs from big companies and women entrepreneurs from rural areas;
 - The capacity to conduct pre-project survey to analyze the current situation of digital innovation and gender equality among these two groups;
 - Language capacity-The capacity to submit the project reports, financial reports and other project documents in English.
2. Relevance and technical capacity
 - Proposed staffing (number and expertise) for the services to be delivered;
 - Organizational experience and proven track record/credibility on gender and development, RBM and its application to key processes (e.g. planning, programming, monitoring, reporting and evaluation), and other areas of expertise relevant to the services required;
 - Relevant experience in partnerships with UN Women, other UN agencies, governments, NGOs, and other development actors
3. Governance and management capacity
 - Management arrangement for the required services, including for monitoring and reporting, and if needed, evaluation
 - Overall governance/management structure of the proponent organization
4. Financial and administrative management capacity (such as the administrative and financial rules of the organization and internal control framework).

Budget

Total grant is a maximum of RMB 1,550,000.

Annex 2

Call for proposal

Description: SHE CAN Women Entrepreneurs Digital Empowerment

CFP No. **CHN 2018001**

Proposal/no proposal confirmation form

If after assessing this opportunity, you have made the determination not to submit your proposal we would appreciate if you could return this form indicating your reasons for non-participation.

Date:

To: UNWOMEN

Email:

From: _____

Subject _____

YES, we intend to submit an offer.

NO, we are unable to submit a proposal in response to the above-mentioned Call for Proposal due to the reason(s) listed below:

- ☐ The requested products are not within our range of services/supply
- ☐ We are unable to submit a competitive proposal for the requested services at the moment
- ☐ We cannot meet the requested terms of reference
- ☐ Your CFP is too complicated
- ☐ Insufficient time is allowed to prepare a proposal
- ☐ We cannot meet the delivery requirements
- ☐ We cannot adhere to your terms and conditions (please specify: payment terms, etc.)
- ☐ Other (please provide reasons)

- ☐ We would like to receive future CFPs for this type of services
- ☐ We don't want to receive CFPs for this type of services

If UNWOMEN has questions to the proponent concerning this NO PROPOSAL, UNWOMEN should contact Mr./Ms. _____, phone/email _____, who will be able to assist.

Annex 3

Description of Services: SHE CAN Women Entrepreneurs Digital Empowerment

CFP No. **CHN 2018001**

Mandatory requirements/pre-qualification criteria

Proponents are requested to complete this form and return it as part of their submission. Proponents will receive a pass/fail rating on this section. To be considered, proponents must meet all the mandatory criteria described below. All questions should be answered on this form or an exact duplicate thereof. UN WOMEN reserves the right to verify any information contained in proponent's response or to request additional information after the proposal is received. Incomplete or inadequate responses, lack of response or misrepresentation in responding to any questions will result in disqualification.

Mandatory requirements/pre-qualification criteria	Proponent's response
1.1. Confirm that the services being requested are part of the key services that the proponent has been performing as an organization. This must be supported by a list of at least two customer references for which similar service is currently or has been provided by the proponent.	Reference #1: Reference #2:
1.2. Confirm proponent is duly registered or has the legal basis/mandate as an organization	Yes/No
1.3. Confirm proponent as an organization has been in operation for at least five (5) years	Yes/No
1.4. Confirm proponent has a permanent office within the location area.	Yes/No
1.5. Proponent must agree to a site visit at a customer location in the location or area with a similar scope of work as the one described in this CFP.	Yes/No
1.6. Confirm that proponent has not been the subject of a finding of fraud or any other relevant misconduct following an investigation conducted by UN Women or another United Nations entity. The Proponent must indicate if it is currently under investigation for fraud or any other relevant misconduct by UN Women or another United Nations entity and provide details of any such investigation	Yes/No
1.7. Confirm that proponent has not been placed on any relevant sanctions list including as a minimum the Consolidated United Nations Security Council Sanctions List(s)	Yes/No

Annex 4 Narrative proposal logframe format

Component 1: Organizational Background and Capacity to implement activities to achieve planned results (max 1.5 pages)

This section should provide an overview with relevant annexes that clearly demonstrate that the proposing organization has the capacity and commitment to implement successfully the proposed activities and produce results. Key elements to be covered in this section include:

1. Nature of the proposing organization – Is it a NGO/social organization, research or training institution, etc.?
2. Overall mission, purpose, and core programmes/services of the organization
3. Target population groups (women, youth, etc.)
4. Organizational approach (philosophy) - how does the organization deliver its projects, e.g., gender-sensitive, etc.
5. Length of existence and relevant experience
6. Overview of organizational capacity relevant to the proposed engagement with UN Women
(e.g., technical, governance and management, and financial and administrative management, and also the capacity to reach out to women entrepreneurs of both targeted groups, the capacity to conduct pre-project survey and the English capacity)

Component 2: Expected Results and Indicators (max 1.5 pages)

Expected results: 1. Women entrepreneurs have enhanced capacities to utilize digital transformation
2. Women entrepreneurs have enhanced capacities to promote gender equality

This section should articulate the proponent's understanding of the UN Women Terms of Reference (TOR). It should contain a clear and specific statement of what the proposal will accomplish in relation to the UN Women TOR. This should include:

- ❓ The **problem statement** or challenges to be addressed given the context described in the TOR.
- ❓ The specific **results** expected through engagement of the proponent. The expected results are the measurable changes which will have occurred by the end of the planned intervention. If not provided in the TOR, the expected results should have corresponding indicators, baselines and targets. Propose specific and measurable indicators which will form the basis for monitoring and evaluation. These indicators will be refined, and will form an important part of the agreement between the proposing organization and UNWOMEN.

All proponents should explain in this section which pilot province they would like to propose and the reasons for the selection.

Component 3: Description of the Technical Approach and Activities (max 2.5 pages)

This section should describe the technical approach and should be able to show the soundness and adequacy of the proposed approach, what will actually be done to produce the expected results in terms of activities. There should be a clear and direct linkage between the activities and the results at least at the output level. Specific strategies should also be described to support the achievement of results, such as building partnerships, etc.

Activity descriptions should be as specific as necessary, identifying **what** will be done, **who** will do it, **when** it will be done (beginning, duration, completion), and **where** it will be done. In describing the activities, an indication should be made regarding the organizations and individuals involved in or benefiting from the activity.

All proponents should explain in their proposals how they can reach out and work with women entrepreneurs of these two groups, including their previous relevant experiences.

This narrative is to be complemented by a tabular presentation that will serve as Implementation Plan, as described in Component 4

Component 4: Implementation Plan (max 1.5 pages)

This section is presented in tabular form and can be attached as an Annex. It should indicate the **sequence of all major activities and timeframe (duration)**. Provide as much detail as necessary. The Implementation Plan should show a logical flow of activities. Please include in the Implementation Plan all required milestone reports and monitoring reviews.

Implementation Plan

Project No:		Project Name:															
Name of Proponent Organization:																	
Brief description of Project																	
										Project Start and End Dates:							
Brief Description of Specific Results (e.g., Outputs) with corresponding indicators, baselines and targets. Repeat for each result																	
List the activities necessary to produce the results Indicate who is responsible for each activity.						Duration of Activity in Quarters											
						2018				2019				2020			
Activity	Responsible	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
1.1																	
1.2																	
1.3																	
1.4																	

Monitoring and Evaluation Plan (max. 1 page)

This section should contain an explanation of the plan for monitoring and evaluating the activities, both during its implementation (formative) and at completion (summative). Key elements to be included are:

- ❑ How the performance of the activities will be tracked in terms of achievement of the steps and milestones set forth in the Implementation Plan
- ❑ How any mid-course correction and adjustment of the design and plans will be facilitated on the basis of feedback received

Component 5: Risks to Successful Implementation (1 page)

Identify and list any major risk factors that could result in the activities not producing the expected results. These should include both internal factors (for example, the technology involved fails to work as projected) and external factors. Describe how such risks are to be mitigated.

Include in this section also the key **assumptions** on which the activity plan is based on. In this case, the assumptions are mostly related to external factors which are anticipated in planning, and on which the feasibility of the activities depend

Component 6: Results-Based Budget (max. 1.5 pages)

The development and management of a realistic budget is an important part of developing and implementing successful activities. Careful attention to issues of financial management and integrity will enhance the effectiveness and impact. The following important principles should be kept in mind in preparing a project budget:

- ❑ Include only costs which directly relate to efficiently carrying out the activities and producing the results which are set forth in the proposal. Other associated costs should be funded from other sources.
- ❑ The budget should be realistic. Find out what planned activities will actually cost, and do not assume that you will be able to make do for less.
- ❑ The budget should include all costs associated with managing and administering the activity. Particularly include the cost of monitoring

and evaluation.

- ❓ Indirect costs, or administrative overhead costs, such as staff salaries and office rent are not funded. These therefore should not be part of the funding request.
- ❓ The budget line items are general categories intended to assist in thinking through where money will be spent. If a planned expenditure does not appear to fit in any of the standard line item categories, list the item under other costs, and state what the money is to be used for.
- ❓ The figures contained in the Budget Sheet should agree with those on the proposal header and text.

Result: Women entrepreneurs have enhanced capacities to utilize digital transformation and to promote gender equality						
Expenditure Category	2018 RMB	2019 RMB	2020 RMB	Total RMB	US\$	% Total
1. Personnel						
2. Equipment / Materials						
3. Training / Seminars / Travel Workshops						
4. Contracts						
5. Other costs ¹						
6. Incidentals						
7. Other support requested						
8. Contingency (max. 5%)						
Total Cost						

Annex 5 Amendment to the Call for proposals "SHE CAN Women Entrepreneurs Digital Empowerment"

Hereby, we would like to inform applicants and potential applicants to the Call for Proposals "SHE CAN Women Entrepreneurs Digital Empowerment" of an Annex.

The aim of this Annex is to modify the following points:

1/ The deadline for the Call is prolonged:

All proposals should be sent to unwomen.china@unwomen.org by 18:00 (Beijing time) **20 March 2018**, and the email subject line should be as follows:

CFP CHN 2018001 - (Name of Proponent)-Proposal

Planned award date: **30 March** 2018

Planned contract start date: **30 April** 2018

2/ Modification of the list of applying organizations

Section 1. "Who can apply?" has to read:

1. Who can apply?

Proposals can be submitted by an organization, or jointly by two or more organizations of any of the following categories:

- **Non-governmental organizations (NGOs)/social organizations** registered in China
- Training and research centers based in educational or academic institutions in China.

3/ The total budget for this action is decreased to **RMB 1,550,000.**

The Budget section on page 8 of the Call has to read:

Total grant is a maximum of **RMB 1,550,000.**