

Request for Proposal

Reference No.: RFP/JOR/2015/5

*To support gender equality and youth employment through social entrepreneurship
in Al Mafraq, Irbid and Zarqa governorates*

September 15, 2015

Dear Sir/Madam,

Subject: Request for Proposal (RFP) for services to support gender equality and youth employment through social entrepreneurship in Al-Mafraq, Irbid and Zarqa governorates.

1. The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) plans to procure services ***to support gender equality and youth employment through social entrepreneurship in Al Mafraq, Irbid and Zarqa governorates*** 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:
 - i. This letter and Proposal Instruction Sheet (**PIS**) including
 - ii. [Instructions to Proposers \(Annex I\)](http://www.unwomen.org/~media/commoncontent/procurement/rfp-instructions-en.pdf) available from this link <http://www.unwomen.org/~media/commoncontent/procurement/rfp-instructions-en.pdf>
 - iii. [Terms of Reference \(TOR\) \(Annex II\)](#)
 - iv. [Evaluation Methodology and Criteria \(Annex III\)](#)
 - v. [Format of Technical Proposal \(Annex IV\)](#)
 - vi. [Format of Financial Proposal \(Annex V\)](#)
 - vii. [Proposal Submission Form \(Annex VI\)](#)
 - viii. [Voluntary Agreement for Promoting Gender Equality in the Workplace \(Annex VII\)](#)
 - ix. [Proposed Model Form of Contract \(Annex VIII\)](#)
 - x. [General Conditions of Contract \(Annex IX\)](#)
 - xi. [Joint Venture/Consortium/Association Information Form \(Annex X\)](#)
 - xii. [Submission Checklist \(Annex XI\)](#)
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 instructions governing the below listed summary of the “instructions to proposers” are available in the Annex I (“Instruction to Proposers”) accessible at this link:

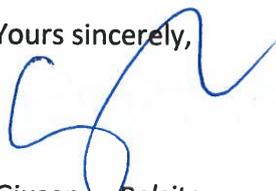
<http://www.unwomen.org/~media/commoncontent/procurement/rfp-instructions-en.pdf>

| Cross Ref. to Annex I | Instruction to Proposers | Specific Requirements as referenced in Annex I |
|-----------------------|---|---|
| 4.2 | Deadline for Submission of Proposals | Date and Time : October 15, 2015 4:00 PM City and Country: Amman, Jordan (for local time reference, see www.greenwichmeantime.com) This is an absolute deadline, proposals received after this date and time will be disqualified. |
| 4.1 | Manner of Submission | <input checked="" type="checkbox"/> Personal Delivery/ Courier mail/ Registered Mail |
| 4.1 | Address for Proposal Submission | Personal Delivery/ Courier mail/ Registered Mail : UN Women Country Office for Jordan Um-Uthaina, Jeddah Street, Villa #6 P.O Box 830896 Jordan, Amman 11814 Tel: +962 6 52-000-60 Attn. Procurement Section. |
| 3.1 | Language of the Proposal: | <input checked="" type="checkbox"/> English <input type="checkbox"/> French <input type="checkbox"/> Spanish |
| 3.4.2 | Proposal Currencies | Preferred Currency: <input checked="" type="checkbox"/> USD <input type="text"/> |
| 3.5 | Proposal Validity Period commencing after the deadline for submission of proposals (see 4.2 above) | 120 days |
| 2.4 | Clarifications of solicitation documents | Requests for clarification shall be submitted <input type="text" value="7"/> business days before the deadline for submission of proposal. |

| | | |
|-----|--|---|
| | Contact address for requesting clarifications on the solicitation documents | <p>Requests for clarification should be addressed to the e-mail address: jordan.procurement@unwomen.org</p> <p>Proposers must not communicate with any other personnel of UN Women regarding this RFP.</p> <p><u>This email address is for clarifications ONLY.</u></p> <p><u>DO NOT SEND OR COPY YOUR PROPOSAL TO THIS E-MAIL ADDRESS, DOING SO WILL DISQUALIFY YOUR PROPOSAL.</u></p> |
| 2.5 | Pre-Proposal/Bid Meeting | <p>Date and time: <i>NA</i></p> <p>Location: <i>NA</i></p> <p><input checked="" type="checkbox"/> Not applicable</p> <p><input type="checkbox"/> Mandatory</p> <p><input type="checkbox"/> Optional</p> |
| 3.9 | Proposal Security | <p><input checked="" type="checkbox"/> Not Required</p> <p>No Proposal Security is required for this RFP at this stage; however UN Women reserve the rights to request a Proposal Security from Proposers at any stage before the award of contract.</p> |
| 7.4 | Performance Security | <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> |

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,



Giuseppe Belsito
Representative
UN Women Jordan

Terms of Reference

UN Women Country Office for Jordan

INTRODUCTION

UN Women is grounded in the vision of equality enshrined in the Charter of the United Nations, works for the elimination of discrimination against women and girls, the empowerment of women, and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security.

UN Women Jordan currently supports projects that promote the economic participation of Jordanian women, and works to improve access and effective participation of marginalized Jordanian women in economic and public life by addressing the barriers that have led to their exclusion.

BACKGROUND/PROBLEM ANALYSIS

The Arab Spring has had important social and economic impacts on the Arab World. Economic injustice played a central role in the uprisings across the region. The high expectations of youth, women's economic inequality and the broader economic crises brought to the fore the dire structural challenges facing the region. In 2010, the employment-to-population ratio for North Africa and the Middle East were 46.6 and 45.4 per cent respectively (compared to the global average of 61.1 per cent), meaning that less than half of those able to work were participating in the labour force.¹ Female labour force participation rates in the region at 26 per cent (compared to 52 per cent globally) were among the lowest in the world, and are indicative of the significant barriers to women's meaningful participation in socio-economic and public life, including lack of economic opportunities. In the years following the Arab Spring the expected gains failed to materialize and increased unrest, violence and political instability ensued in many countries. Across the region, economies have also been negatively affected, unemployment rates have risen, female labour force participation rates remain low and there has been decreases in foreign investment and tourism, and interruptions in exports. Youth unemployment rates are particularly high: at 27.2 per cent (22.9 per cent for males and 43.9 per cent for females) in the Middle East and 29.4 per cent (23.2 per cent for males and 45.0 per cent for females) in North Africa, they are more than double the global average.²

In Jordan civil unrest in 2011 was met with a number of political and socio-economic reforms and the country has remained stable. However, the crisis in neighbouring Syria has severely impacted Jordan, which is hosting more than 630,000 Syrian refugees.³ With some 85 per cent of refugees living outside of the official camps, Jordanians in host communities, in particular in the northern governorates, have been affected by the increased competition for and pressures on wages, public services, housing and limited natural resources. Mafraq, Zarqa and Irbid governorates host – with Amman - the highest concentrations of Syrian refugees and contain within

¹ International Labour Organization, "Challenges in the Arab World: An ILO Response" (2011)

² International Labour Organization, "Global Employment Trends" (2014)

³ <http://data.unhcr.org/syrianrefugees/country.php?id=107>

them numerous pockets of poverty that pre-existed the Syria crisis. In Zarqa 21.9% of all households are deemed to be vulnerable, with 26.7% classified as vulnerable in Irbid. Across Jordan in Q1 2015 the male unemployment rate was 11.0% while female unemployment was more than twice this rate at 22.1%. Youth unemployment was even higher at 35.8 % for those aged 15-19 and 30.4 % for the 20-24 age group.⁴ In Zarqa and Irbid governorates, women's employment stood at 10% and 11.9%, respectively, in 2012.

Global data shows the positive impact women's engagement in the labour market can have on national economies. Therefore finding meaningful ways to integrate women into the Jordanian economy is a key strategy for addressing household and community poverty, while also promoting issues of gender equality.

Social Entrepreneurship

As the Arab region works to address challenges within its boundaries, it has witnessed an increase in community spirit, with a growing awareness of the need for citizens to actively participate in bringing about social change and community development. Moreover, the central role that women played in the Arab Spring has created a new momentum for meaningful citizenship and empowerment in a region that has the lowest levels of political and labour force participation rates among women globally. One manifestation of this has been the increase in the recognition of social enterprises – defined as entities that aim to “fulfill a social mission while following a business model that helps [to] achieve financial viability, sustainability and scale”⁵ – as a means for responding to some of the challenges facing the region. A survey conducted by Stanford University among more than 12,000 citizens of 18 Arab countries found that despite the many obstacles social entrepreneurs face, there is a strong potential for social entrepreneurship in the region.⁶ Respondents of the survey demonstrated: i) a strong interest in volunteerism; ii) a preference to be self-employed or own a business over other forms of employment; iii) familiarity with the term entrepreneurship (around 50 per cent of respondents); iv) interest in entrepreneurship as a profession; v) and a belief that young people are more interested in improving their communities⁷ – all indicating a positive environment for the role and potential of social entrepreneurship in the region.

In Jordan, the notion of social entrepreneurship is being introduced as a way to combat unemployment, barriers to employment and to engage citizens in improving their local communities. As such, social enterprises present an option in responding to Jordanians' socio-economic needs. Organizations are moving towards utilising social entrepreneurship to address persistent problems of poverty and inequality by harnessing the potential of this model to fuel equitable and inclusive economic growth with positive social outcomes. While social entrepreneurship is still a relatively new concept in Jordan, there is evidence of its arrival through international programmes and organizations supporting entrepreneurs in both business and social sectors.

UN Women aims to use employment-focused social enterprises to advance gender equality and support youth unemployment in Mafraq, Irbid and Zarqa governorates. Specifically, the goal is to help women, in particular young women, break the cycle of poverty and unemployment by supporting those who are most vulnerable and face the most significant barriers to employment and economic engagement. The project will utilize and build

⁴ Jordan Response Platform for the Syria Crisis, Comprehensive Vulnerability Assessment (2015)

⁵ World Bank Institute, International Finance Corporation (2012), “How Can Social Entrepreneurs and Inclusive Businesses Contribute to Equitable Growth in MENA?”

⁶ Stanford University (2012), “Social Entrepreneurship: Why is it Important Post Arab Spring?”

⁷ Ibid.

upon the existing capacities of young entrepreneurs in Jordan and raise their awareness of social entrepreneurship and how it can be successful in introducing new reforms and models that could ultimately lead to achieving social outcomes. Rather than maximizing financial profit, the primary goal is to achieve a positive social impact, while at the same time generating employment opportunities. As such, UN Women aims to generate knowledge on the value and potential of social entrepreneurship in addressing community and development challenges. It further aims to support a limited number of social entrepreneurship initiatives to address issues of gender equality and women’s empowerment, focusing in particular on women’s access to the labour market, using business principles and non-conventional approaches.⁸

The project is aligned with the following sectoral objective in the Jordan Response Plan to the Syria Crisis 2015;

Livelihoods and Food Security Sector –

To protect food security to save lives, and enable livelihoods to cope with and recover from the impact of the Syria crisis, as well as strengthen the capacity to adapt to future shocks.

Resilience Strategic Objective 1: More and better job opportunities created for vulnerable women, and young men and women.

PURPOSE

This project seeks to support the promotion of gender equality and youth employment through social entrepreneurship in one or more of the following areas: Al Mafraq, Irbid and Zarqa governorates. UN Women is seeking innovative and impact-oriented initiatives to support women’s access to the labour market and gender equality through social entrepreneurship in Jordan with the aim of addressing challenges exacerbated by the Syrian crisis.

TIMEFRAME

The duration of the project is 9 months – ending August 2016. The ceiling for this work is \$250,000.

GUIDANCE FOR PROPOSALS

Proposals should reflect the following sections to be considered:

| Section | Description/Guidance |
|--|---|
| Executive Summary | An overview of the project and its aims. |
| Project Duration and Geographical focus | The project must close in August 2016 and target at least one of the following governorates: Mafraq, Irbid and Zarqa. |

⁸ For further information on social enterprises/entrepreneurship please refer to the following useful (though not exhaustive) list of resources:

Standford University Social Entrepreneurship Hub: <http://sehub.stanford.edu/>

Harvard University Social Entrepreneurship Resources: <https://i-lab.harvard.edu/foundational-learning/social-entrepreneurship-resources>

Forbes, “What exactly is social entrepreneurship?”: <http://www.forbes.com/sites/greggfairbrothers/2012/05/28/what-exactly-is-social-entrepreneurship/>

Technology Innovation Management Review, “Social Entrepreneurship: Definition and Boundaries”: <http://timreview.ca/article/523>

| | |
|----------------------------------|--|
| Context and Justification | Please include information on the operating context, including information related to the challenges that your project is seeking to address. |
| Organisational Profile | Please describe your organization history, registration details and relevant experiences working on relevant issues to women socio-economic empowerment and social entrepreneurship. |
| Expected results | Please describe the outputs and the outcomes of your proposal. Please also describe clearly the strategies as well as the activities intended to address the main objective of this project as outlined in this TOR |
| Logical Framework | This should include: goal, outcome, outputs, activities, indicators, means of verification and targets/baselines for each indicator. The logical framework should be based on the logical framework provided below. |
| Workplan | Please indicate activities, responsibilities and timeframe for each of your activities. |
| Partnerships | Please list any organizations you are planning to partner with to carry out your proposal (this could include other civil society organizations, international NGOs, and private sector or government entities if relevant). |
| Management Plan | Please outline the personnel that will be implementing this project. |
| Monitoring and Evaluation | This section should detail the plan for the monitoring of the project, and whether an external evaluation will be undertaken (and when). This should also include information on reporting to UN Women – including the frequency and type of reports to be submitted (e.g. progress or final). |
| Budget | Budget proposal should include details of budget allocation, i.e. Amount to achieve each output. |
| Communications Plan | The communication plan should include details of the audience, purpose, messages, communication channels and resources. The final plan will be in line with UN Women’s contractor rules and regulation, and approved by UN Women. |

SUMMARY SHEET

| | |
|---------------------|---|
| Deliverables | <p>Key deliverables over the project duration:</p> <ol style="list-style-type: none"> 1. Social entrepreneurship interventions implemented in Jordan’s host communities (one or more of Mafraq, Irbid and Zarqa governorates), reaching at least 250 young Jordanian men and women; 2. Policy paper on promoting women’s social entrepreneurship; 3. Library of success stories; |
|---------------------|---|

| | |
|--|---|
| | <p>4. Media campaign promoting social entrepreneurship; 5. A final narrative and financial report.</p> <p>To achieve the above deliverable applicants are expected to articulate clearly how they will achieve tangible results in one or more of the following areas, Al Mafrqa, Irbid and Zarqa governorates;</p> <p>Social and economic empowerment through social entrepreneurship: This initiative focuses on supporting gender equality and empowering young female social entrepreneurs living in Jordan’s host communities through engagement in social entrepreneurship interventions. Applicants are expected to present innovative models and tools to improve the competenceies of young Jordanians that will allow them to engage meaningfully in social entrepreneurship to achieve social outcomes relating to gender equality and youth employment. The focus should be on areas with high unemployment and high numbers of refugees. Sustainable models such as the One Village, One Product model are encouraged.</p> <p>Payment will be based on a schedule of deliverables, with payment conditional upon the satisfactory acceptance of deliverables by UN Women.</p> |
| <p>Activities/ Tasks</p> | <p>Activities could include, but are not limited to the following:</p> <ul style="list-style-type: none"> • The development of a model to support gender equality in jordan through social entrepreneuruership interventions. • The identification of project beneficiaries • Concrete support to project beneficiaries iniatives that could include the formation of a cooperation, the identiifcaiton of marketable products, means for providing back to communities through entrepreneurship and skills building. • The production of a policy paper on policy paper on social entrepreneurship, youth employment and gender equality, including best practices on interventions that can scale up social entrepreneurship in Jordan as a model for employment and gender equality. • The production of a library of "success stories" – including images. • A concrete communiation and social media strategy that include the production of images and stories throughout the project duration. |
| <p>Personnel / Qualifications</p> | <p>At a minimum it is expected that the following personnel will be needed to undertake this work: Project Coordinator Project Assistant Finance Officer (part time)</p> |

| <p>Roles and responsibilities of the parties</p> | <p>The contractor will be responsible for delivering the above results. UN Women will join the contractor for key events and will work with the contractor to ensure that necessary visibility is provided to UN Women and its donors.</p> | | | | | | | | | | |
|--|--|-------------|----------------------------------|---|-----|--|-----|--|-----|--------------------------------------|-----|
| <p>Timeframe and location</p> | <p>The project will end in August 2016 and target one or more of the following governorates: Mafraq, Irbid and Zarqa.</p> <p>Payment will be based on the following schedule of deliverables, with payment conditional upon the satisfactory acceptance of deliverables by UN Women.</p> <table border="1" data-bbox="440 657 1369 961"> <thead> <tr> <th data-bbox="440 657 1019 737">Deliverable</th> <th data-bbox="1019 657 1369 737">Payment (as % of awarded budget)</th> </tr> </thead> <tbody> <tr> <td data-bbox="440 737 1019 772">Full Workplan and communications strategy</td> <td data-bbox="1019 737 1369 772">30%</td> </tr> <tr> <td data-bbox="440 772 1019 848">Delivery of social entrepreneurship interventions, reaching at least 250 young Jordanians.</td> <td data-bbox="1019 772 1369 848">30%</td> </tr> <tr> <td data-bbox="440 848 1019 924">Policy paper Library of success stories</td> <td data-bbox="1019 848 1369 924">20%</td> </tr> <tr> <td data-bbox="440 924 1019 961">Final narrative and financial report</td> <td data-bbox="1019 924 1369 961">20%</td> </tr> </tbody> </table> | Deliverable | Payment (as % of awarded budget) | Full Workplan and communications strategy | 30% | Delivery of social entrepreneurship interventions, reaching at least 250 young Jordanians. | 30% | Policy paper Library of success stories | 20% | Final narrative and financial report | 20% |
| Deliverable | Payment (as % of awarded budget) | | | | | | | | | | |
| Full Workplan and communications strategy | 30% | | | | | | | | | | |
| Delivery of social entrepreneurship interventions, reaching at least 250 young Jordanians. | 30% | | | | | | | | | | |
| Policy paper Library of success stories | 20% | | | | | | | | | | |
| Final narrative and financial report | 20% | | | | | | | | | | |
| <p>Communication and reporting obligations</p> | <p>The contractor will be asked to submit quarterly reports to the UN Women Recovery Specialist on progress and results The report may cover such aspects as progress made in the provision of the services, identification of unforeseen issues or areas of concern, delays in the provision of the services, causes of such delays and proposed measures to correct such causes. To receive payment for a deliverable the contractor will be required to submit an invoice with proof of the deliverable(s).</p> <p>A final financial and narrative report will be submitted upon completed delivery of the services procured. This should be delivered within 3 months of the closing of the project. Upon satisfactory receipt of the reports, final payment will be provided.</p> | | | | | | | | | | |

Evaluation Methodology and Criteria

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

A two-stage procedure will be utilized in evaluating the proposals; i) the technical proposal will be evaluated with a minimum pass requirement of 70% of the obtainable 700 points assigned for technical proposal. The proposal shall be rejected at this stage if it fails to achieve the minimum technical threshold of 70% of the obtainable score of 700 points prior to any price proposal being opened and compared. ii) The financial proposal will be opened only for those entities whose technical proposal achieved the minimum technical threshold of 70% of the obtainable score of 700 points and are determined to be compliant. Non-compliant proposals will not be eligible for further consideration.

The total number of points which a firm/institution may obtain for its proposal is as follows:

Technical proposal: 700

Financial proposal: 300

Total number of points: 1000

Evaluation of financial proposal:

300 points will be allocated based on the 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.

The 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 700 points):

| Management Plan | | Points Obtainable |
|---------------------------------|---|--------------------------|
| 1.1 | Reputation of Organisation and Staff (Competence / Reliability) | 25 |
| 1.2 | General Organisational Capability which is likely to affect implementation (i.e. loose consortium, holding company or one firm, size of the firm / organisation, strength of project management support e.g. project financing capacity and project management controls) | 25 |
| 1.3 | Extent to which any work would be subcontracted (subcontracting carries additional risks which may affect project implementation, but properly done it offers a chance to access specialised skills). | 25 |
| 1.4 | Relevance of: <ul style="list-style-type: none"> - Specialized Knowledge - Experience on Similar Programme / Projects - Experience on Projects in the Region - Work for other UN agencies/ major multilateral/ bilateral programmes | 25 |
| | | TOTAL: 100 |
| Proposed Methodology | | Points Obtainable |
| Proposed Work Plan and Approach | | |
| 2.1 | To what degree does the Offeror understand the task? Have the important aspects of the task been addressed in sufficient detail? | 50 |
| 2.2 | To what extent has the Offeror provided a clear plan that can be implemented within a short time frame, generating quick impact results? | 150 |
| 2.3 | Is the social entrepreneurship model innovative? | 50 |
| 2.4 | Is the conceptual framework and logical framework adopted appropriate for the task? Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation of the project? | 100 |
| 2.5 | Does the project adequately target young Jordanians in one or more of the three governorates set out in the RFP terms of reference? | 20 |

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|---|---|--------------------------|
| 2.6 | To what extent is the initiative sustainable beyond the duration of the project? | 80 |
| 2.7 | To what extent are women's empowerment principles reflected in the proposed project? Does the project seek to bolster women's economic engagement and engagement in community mobilization? | 50 |
| | | TOTAL: 500 |
| Resource Plan, Key Personnel | | Points Obtainable |
| Qualification and competencies of proposed personnel | | |
| 3.1 | Composition of the team proposed and the work tasks for each team member (including supervisory roles) Curriculum vitae of the proposed team that will be involved either full- or part-time | 50 |
| 3.2 | Has a monitoring and evaluation plan been included? Are indicators specific, measurable, achievable, relevant and timebound (SMART)? | 25 |
| 3.5 | Is there a clear reporting framework to UN Women? | 25 |
| | | TOTAL: 100 |
| 70% of 700 pts = 490 pts needed to pass the technical proposal | | |

A proposal shall be rejected at this stage if it fails to achieve the minimum technical threshold of 70% of the obtainable score of 700 points for the technical proposal.

Annex IV

Format of Technical Proposal

Technical Proposals not submitted in this format may be rejected.

Financial Proposal must be submitted in a separate envelope.

Proposer is requested to include a **half page** value statement indicating why they are the 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: | |
| Fax: | |
| E-mail: | |

Section A: 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.
- Financial capacity: The Proposer shall demonstrate its financial capacity and reliability with regard to the requirements of the Terms of Reference, which can be established by supporting documentation including, for example, the most recent Audited Financial Statements duly certified by a public accountant.

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.
- Explain any partnerships with local or other organizations relevant to the performance of the TOR. Special attention should be given to providing a clear picture of roles, responsibilities, reporting lines and accountability. Letters of commitment from partners and an indication of whether some or all have worked together previously.

1.4 Subcontracting

- Explain whether any work would be subcontracted, to whom, what percentage of the work, the rationale for such, and the roles of the proposed sub-contractors. Special attention should be given to providing a clear picture of role, responsibilities, reporting lines and accountability.

1.5 Quality assurance procedures, risks 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. Provide any relevant certificate(s) for accreditation of processes, policies, e.g. ISO.

1.6 Relevance of specialized knowledge and experience on similar projects

- Detail any specialized knowledge that may be applied to the performance of the TOR. Include experiences in the region.
- Describe the experience of the organization in performing similar goods/services/works. Experience with other UN organizations/ major multilateral / bilateral programmes is highly desirable.
- 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 B: Proposed Work Plan and Approach

2.1 Analysis approach, methodology

- Clearly articulate the envisaged results and provide a logical framework for the intervention.
- Provide a clear monitoring framework for the project.
- Provide a description of the organization’s approach, methodology, and timeline for how it will achieve the TOR.
- Explain the organization’s understanding of UN Women’s needs for the goods/services/works.
- 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 goods/services/works will be implemented in regard to the TOR.

2.3 Environment-related approach to the service/work required

- Please provide a detailed description of the methodology for how the organization/firm will achieve the Terms of Reference of the project, keeping in mind the appropriateness to local conditions and project environment.

Section C: 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 team member. An organigram illustrating the office location (city and country) and reporting lines, together with a description of the organization of the team structure, should be submitted.

3.2 Gender profile

- Proposer is strongly encouraged to include information regarding the percentage of women employed in Proposer’s organization, women in leadership positions, and percentage of women shareholders. This will *not* be a factor in the evaluation criteria; UN Women is collecting this data for statistical purposes in support of UN Women’s core mandate.
- Proposers are also requested to sign the Voluntary Agreement for Promoting Gender Equality in the Workplace.

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) [Insert details of as many other appropriate assignments as necessary] | | |
| Period: From - To | Name of project/organization: | Job Title, main project features, and activities undertaken |
| | | |
| | | |
| References (minimum 3) | (Name/Title/Organization/Contact Information – Phone; Email) | |
| | | |

Annex V

Format of Financial Proposal

The Financial Proposal must be prepared as a **separate 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 the compliance of the proposal with requirements as per the 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. The Proposer should 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 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 the 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 payments might be expressed by the Proposer, and payments 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.

NOTE: In case two (2) proposals are evaluated and found to be the same ranking in terms of technical competency and price, UN Women will award the offer to the company that is either women owned or has women in majority shareholding in support of UN Women’s core mandate. In the case that both companies are women owned or have women in majority shareholding, UN Women will request a 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 | |

B. Cost Breakdown by Resources

The Proposers are requested to provide the cost breakdown for the above given prices for each deliverable based on the following format. UN Women shall use the cost breakdown in order to assess value for money as well as the calculation of price in the event that both parties agreed to add new deliverables to the scope of Services.

| Description | Quantity | Number of Unit | Unit Cost (USD) | Total Cost (USD) |
|---|--------------------------|-----------------------|------------------------|-------------------------|
| Team Leader | 1 person | Day/week/month | | |
| Team Member | XX person | Day/week/month | | |
| Operational cost Please detail the following: 1. Estimated return tickets for travel (if any) 2. Accommodation and other expenses away from home (if any) 3. Local transportation | 1 lump sum 1 lump sum | | | |

| | | | | |
|--|--------------------------|--|--|--|
| 4. Any relevant overhead costs (report preparation, communication, stationary, etc.) | 1 lump sum 1 lump sum | | | |
| Technical assistance and capability building (training, working group meeting, workshop) | 1 lump sum | | | |
| Publication (seminar/launching of the report, printing, etc.) | | | | |
| TOTAL | | | | |

[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/Fax/Email:

Annex VI

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 Country Office for Jordan
Um-Uthaina, Jeddah Street, Villa #6
P.O Box 830896
Jordan, Amman 11814**

Date: *[insert date of Proposal Submission]*

We, the undersigned, declare that:

- (a) We have examined and have no reservations to the Bid Solicitation Documents;
- (b) We offer to supply in conformity with the Bid Solicitation Documents the following ***Request for Proposals to support gender equality and youth employment through social entrepreneurship in Al Mafraq, Irbid and Zarqa governorates*** 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 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;
- (d) 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;
- (e) 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]*
- (f) We have no conflict of interest in accordance with Clause 1.2 (*Eligible Proposers*) of the RFP Instructions to Proposers;
- (g) 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;
- (h) 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 the Proposal Submission 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]*

Voluntary Agreement

Voluntary Agreement for Promoting Gender Equality in the Workplace

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 in UN Women;
- Provide data (policies and initiatives) to promote gender equality and women empowerment upon request
- Participate in dialogue with UN Women to promote gender equality and women empowerment in their location, industry and or organization;

On behalf of the Contractor:

Name, Title, Address, Signature

Date:

Annex VIII

Proposed Model Form of Contract



Model Professional
Service Contract - Ov

A model of the contract that will be used is attached.

Annex IX

General Conditions of Contract

The UN Women's General Conditions of Contract is attached and can be accessed by Proposer from UN Women website by clicking on the below link.

For [Services \(Available from this link:](#)

<http://www.unwomen.org/~media/Headquarters/Attachments/Sections/About%20Us/Procurement/UNwomen-GeneralConditionsOfContract-Services-en.pdf>)



General Conditions
for Services.pdf

Annex X

JOINT VENTURE/CONSORTIUM/ASSOCIATION INFORMATION FORM
(to be completed and returned with your technical Proposal)

| JV / Consortium/ Association Information | |
|--|--|
| 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 Proposers)}</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 and contact information | (inset name, address, telephone numbers, fax numbers, e-mail address) |
| Consortium/Association Agreement | [attach agreement] |
| 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> |

Signatures of all partners:

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: _____

Signature: _____

Date: _____

Annex XI

Submission Checklist

For submissions by courier mail/hand delivery:

- Outer envelope containing the following:
 - [Proposal submission form](#) _____
 - [Joint Venture Form \(if in a joint venture\)](#) _____
 - [Inner envelope containing technical proposal](#) _____
 - [Second inner envelope containing Financial Proposal](#) _____

[Model Form of contract has been read and understood](#) _____

[General Conditions of Contract have been read, understood and accepted](#) _____