

Request for Proposal

Reference No.: RFP-IND-2020-01

**Resource Agency for Facilitation, Adoption and Implementation of
Women's Empowerment Principles (WEPs) by the Corporate Sector
in India**

April 20, 2020

Dear Madam/Sir,

Subject: Request for Proposal (RFP) for **Resource Agency for Facilitation, Adoption and Implementation of Women's Empowerment Principles (WEPs) by the Corporate Sector in India**

1. The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) plans to procure the services of an agency to conduct **Resource Agency for Facilitation, Adoption and Implementation of Women's Empowerment Principles (WEPs) by the Corporate Sector in India** 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](http://www.unwomen.org/-/media/headquarters/attachments/sections/about%20us/procurement/un-women-procurement-rfp-instructions-en.pdf?la=en&vs=3939)) available from this link: <http://www.unwomen.org/-/media/headquarters/attachments/sections/about%20us/procurement/un-women-procurement-rfp-instructions-en.pdf?la=en&vs=3939>
 - 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. Proposal Security Form (Annex 11)
 - m. Performance Security Form (Annex 11)
 - n. Submission Checklist (Annex 12)
3. The Proposal Instruction Sheet (PIS) below provides the requisite information (with cross-reference numbers) which is further detailed in the [Instructions to Proposers \(Annex 1 – see above link\)](#)

PROPOSAL INSTRUCTION SHEET (PIS)

Detailed Instruction governing below listed summary of the “instructions to proposers” are available in **Annex I** (“Instruction to Proposers”) accessible from this link: <http://www.unwomen.org/-/media/headquarters/attachments/sections/about%20us/procurement/un-women-procurement-rfp-instructions-en.pdf?la=en&vs=3939>

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: 4th May 2020; 17:00 HRS IST Extended Till 11th May 2020; 1700 HRS IST City and Country: New Delhi, India reference, see www.greenwichmeantime.com) This is an absolute deadline. Any proposal received after this date and time will be disqualified.
4.1	Manner of Submission	<input type="checkbox"/> Personal Delivery/ Courier mail/ Registered Mail <input checked="" type="checkbox"/> Electronic submission of Proposal
4.1	Address for Proposal Submission	Electronic submission of Proposal: Dedicated Secure E-mail address(s): Technical Proposal: procurement.india@unwomen.org Financial Proposal: procurement.india@unwomen.org To secure your financial offer please set up a password and share the same at the email ID mentioned above along with financial proposal.
3.1	Language of the Proposal:	<input checked="" type="checkbox"/> English
3.4.2	Proposal Currencies	Preferred Currency: INR

3.5	Proposal Validity Period commencing after the deadline for submission of proposals (see 4.2 above)	90 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. UN Women shall endeavor to provide responses to clarifications in an expeditious manner, but any delay in such response shall not cause an obligation on the part of UN Women to extend the deadline date, unless UN Women deems that such an extension is justified and necessary.
	Contact address for requesting clarifications on the solicitation documents	Requests for clarification should be addressed to the e-mail address: procurement.india@unwomen.org Clarification emails should include a subject header in the following format: "UNW RFP-IND-2020-01, Request for Clarification, Company Name" Proposers must not communicate with any other personnel of UN Women regarding this RFP.
2.5	Pre-Proposal/Bid Meeting	<input checked="" type="checkbox"/> Not applicable <input type="checkbox"/> Mandatory: <input type="checkbox"/> Optional: Date and time: UN Women 55 Lodhi Estate, New Delhi- 110003
3.9	Proposal Security	<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	<input checked="" type="checkbox"/> Not Required 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.
3.2	Waiver & Release of Indemnity (If there is a site visit/inspection)	<input checked="" type="checkbox"/> Not Required No site inspections/visits are necessary and therefore a waiver/release of indemnity is not required.

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,

Meena Kapoor
Operations Manager

TERMS OF REFERENCE (TOR)

I. Background

UN Women, 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. Placing women's rights at the centre of all its efforts, the UN Women leads and coordinates United Nations system efforts to ensure that commitments on gender equality and gender mainstreaming translate into action throughout the world. It provides strong and coherent leadership in support of Member States' priorities and efforts, building effective partnerships with civil society and other relevant actors.

A key area of concern for UN Women is women's economic empowerment as expressed in UN Women's Strategic Plan 2018-2021 as well as in the targets and indicators of the Sustainable Development Goal (SDG) 5 for gender equality and women's empowerment and of several other SDGs relating to inclusive growth, decent work, ending poverty, reducing inequality, and revitalizing the global partnership for sustainable development.

The WeEmpower Asia programme

The WeEmpower Asia (WEA) programme is a collaborative effort between the Regional Office of UN Women for Asia and the Pacific (ROAP) and the European Union (EU), which is funding the action under its Partnership Instrument. With this programme, the two entities will leverage their joint commitment to enhance women's economic empowerment globally. They each have longstanding experience and partnerships in the Asian region. UN Women will apply its triple mandate of normative, operational and coordination actions and use its convening power to bring multiple stakeholders together for effective collaboration. EU brings valuable private and public sector partnerships across sectors as well as its solid expertise in trade and economic development.

The overall objective of the WEA programme is that ***more women lead, participate and have access to enhanced business opportunities and leadership within the private sector to advance sustainable and inclusive growth***. The programme will achieve this through three complementary outcome areas to be implemented in seven select middle-income countries (China, India, Indonesia, Malaysia, Philippines, Thailand and Vietnam) in Asia:

- **ADVOCACY:** Women's networks, public institutions and the private sector will collaborate and share expertise and knowledge to build an enabling business environment for women's economic empowerment in the workplace and in the marketplace,

- **ENTREPRENEURSHIP:** The capacity of women-owned businesses and women entrepreneurs will be developed to enable them to engage with government and private sector corporations in policy development and dialogues for advancing women’s economic empowerment, and
- **BUSINESS ENGAGEMENT:** The private sector will be supported to implement gender-sensitive practices and culture within their businesses through the take-up of the Women’s Empowerment Principles (the WEPs – a set of guiding principles to achieve gender equality within companies).

Ultimately, the programme will contribute to the achievement of gender equality through enabling women’s increased participation in the labour force and in the marketplace, improved opportunities for women entrepreneurship and business start-ups, and through strengthening of corporate sector’s commitment and action to ensure gender equality in business culture and practices.

The guiding platform for the programme is the Women’s Empowerment Principles (WEPs), a set of seven principles for businesses offering guidance on how to strengthen gender equality in the workplace, in the marketplace and in the community. The WEPs are jointly developed by UN Women and UN Global Compact and seeking the commitments and concrete implementation by private corporations around the globe [<https://weps.org>].

The following are the 7 WEPs:

Principle 1: Establish high-level corporate leadership for gender equality

Principle 2: Treat all women and men fairly at work – respect and support human rights and non-discrimination

Principle 3: Ensure the health, safety and well-being of all women and men workers

Principle 4: Promote education, training, and professional development for women

Principle 5: Implement enterprise development, supply chain and marketing practices that empower women

Principle 6: Promote equality through community initiatives and advocacy

Principle 7: Measure and publicly report on progress to achieve gender equality

All businesses stand to benefit from greater equality for women and more than 2500 businesses leaders around the world and 54 in India endorsed WEPs before the onset of WeEmpower Asia Programme [<https://www.weps.org/companies>].

The WeEmpower Asia Programme in India undertook a desk-based review of existing government and corporate policies and programmes on promoting women’s entrepreneurship and employment in line with WEPs. Out of the existing 54 WEPs signatories, 46 were included in the desk-based review. Out of the 46 signatories, 17 companies were found implementing at least one Women’s Empowerment Principles as per the data available in public domain.

II. Objective of the Assignment

The objective of the assignment is to facilitate adoption and implementation of WEPs by existing and new WEPs signatories in India.

It is envisioned that the companies will need support throughout the cycle from their first introduction to the WEPs till they have committed and started to integrate changes into their business practice and culture. The 'WEPs journey' is expected to have these steps:

- Learning
- Considering
- Signing
- Activating
- Sustaining

The WeEmpowerAsia programme aims to support companies on each step of this journey through knowledge sharing, guidance, and capacity building. This support may be offered to the individual company or a group/ batches of several companies at a time, thereby creating opportunities for joint learning, co-creation and sharing of best practices, and building communities of learning and shared values.

The assignment entails developing a strategy to identify and mobilize companies to adopt and implement WEPs, enable companies to take existing WEPs GAP Analysis Tool, identify capacity building needs outreach and awareness generation around WEPs, dialogues, capacity building trainings and accompaniment support towards implementation of WEPs as well as monitoring and reporting. The assignment entails coordination among partners and stakeholders such as Global Compact Network India, CII, FICCI, NASSCOM and other such industry associations and corporate bodies to leverage their networks and initiatives in mobilizing and engaging with companies for adoption and implementation of WEPs. It will also entail identifying opportunities for policy advocacy to promote gender equality and women's empowerment in the corporate sector to promote gender equality with existing and new WEP signatories in the private sector.

UN Women seeks to hire services of an organization/consulting firm/resource agency to support the implementation of WeEmpower Asia Programme in India to meet the objectives as stated above. The agency is expected to deploy its proven expertise, established resource base as well as experience on empowering women and promoting diversity and inclusion within corporate environment.

The selected agency is expected to have a full-time team of professionals comprising of expertise and experience on women's economic empowerment policies, programmes, private sector policies on HR and Procurement, Supply Chains, diversity and inclusion, trainers and operational staff fully dedicated to WEA assignment.

III. Target Group

- 37 existing WEPs signatory companies before the onset of the Programme that do not have information in the public domain on policies/ programmes/ practices aligned with WEPs /not part of the review by UN Women
- 120 new Indian and EU companies working in pan India locations to sign WEPs

IV. Duties and Responsibilities

1. Undertake Baseline assessment of existing 37 WEPs signatories in India

The Resource Agency for adoption and implementation of WEPs will be responsible for undertaking a baseline assessment to understand the status of WEPs implementation and identify capacity building/training needs to support them in implementing WEPs.

2. Devise a strategy to work with additional existing 17 WEPs signatories already implementing WEPs that have information in public domain on initiatives aligned with WEPs framework to leverage their expertise and experience in enabling new companies to adopt and implement WEPs through knowledge sharing and outreach initiatives.

3. Mobilize 120 new Indian and EU companies to sign/ adopt and implement WEPs

This entails outreach with 120 Indian and EU companies working in India to adopt and implement Women's Empowerment Principles. The CEO's of the companies need to sign the CEO statement of Support and upload it online at the following link: <https://www.weps.org/join>

4. Undertake baseline assessment of 120 new Indian and EU companies working in India

This entails undertaking a baseline assessment of 120 new Indian and EU companies committed to WEPs to understand the status of gender responsiveness of existing workplace, marketplace and community development policies/programmes/initiatives, identify gaps and capacity building/training needs assessment. The baseline will help in designing most strategic interventions in the companies to promote gender equality and women's empowerment within the WEPs framework. See Annex 13 for a list of the seven WEPs and a non-exhaustive list of related policies/ policy areas.

5. Organize 15 capacity building trainings (online and offline) targeting senior/mid management executives from 37 existing and 120 new WEPs signatories based on baseline and capacity needs assessment

- Provide technical support through capacity building trainings as well as dialogues to companies to operationalize the WEPs commitments by tailoring them to the reality of corporations in specific sectors and contexts, including identification of areas for concrete implementation of these commitments.
- Provide all-inclusive standardized training packages/modules on WEPs that can be delivered online and offline (includes HR costs, training material/content, logistical costs of training participants) for a batch sizes of 20-25, 45-50, 80-100 trainees for senior and mid-level executives of Indian companies. The standardized costs will be valid for the duration of the project life cycle and used for the pay out on a pro-rata

basis

- Use the assets and tools developed under the WEA Programme e.g. WEP Gap Analysis Tool and training material on WEPs as well as its own validated resource tools to assess/ review, facilitate/promote adoption, implementation, and monitoring of WEPs. The Agency will develop relevant tools, if need be, and undertake capacity building trainings for the corporate sector in ensuring inclusive and diverse work environment that promotes equality in line with WEPs
- Undertake pre-post capacity assessment
- Leverage companies’ resources (infrastructure/travel and stay of the participants) towards organizing trainings/dialogues etc.) and propose a business model for sustainability of the interventions

6. A compendium of 10 good corporate practices in promoting gender equality and women’s empowerment

The documentation will focus on identifying good practices that can be replicated widely across sectors, while identifying companies incentives to change their practice to embrace more gender-sensitive actions, and analyzing how this contributes to the building of a strong business case for companies to support women’s empowerment through the implementation of the WEPs.

7. Report on a bi-monthly basis the progress on adoption and implementation of one or more Women’s Empowerment Principles by Companies including regular follow-up and monitoring. Submit six monthly detailed progress report as well as final project completion report

V. Time Frame and Location:

The contract will cover the period from **June 2020 to January 2022** and the assignment will include working with Indian and EU companies in pan India locations.

VI. Expected Deliverables

S. No.	Tasks & Deliverables	Target dates		
		Year 1 (May – Dec 2020)	Year 2 (Jan- Dec 2021)	Year 3 (Jan 2022)
1	An Inception Report (detailing methodology, action plan, team of professionals) submitted & approved by UN Women.	June 2020		
2	Baseline and training needs assessment report for existing 37 signatories	July 2020		

S. No.	Tasks & Deliverables	Target dates		
		Year 1 (May – Dec 2020)	Year 2 (Jan- Dec 2021)	Year 3 (Jan 2022)
3	120 new Indian and EU Companies mobilized and sign WEPs	20 companies by Oct 2020	70 companies by Mar 2021 30 companies by Jun 2021	
4	Baseline and training needs assessment report for new 120 signatories	20 signatories by Oct 2020	70 signatories by Mar 2021; Remaining 30 signatories by Jun 2021	
5	15 capacity building training organized for 37 existing and 120 new companies to ensure implementation of WEPs and training reports submitted. If the number of trainings need to be increased the contract would be amended accordingly in line with the UN Women procurement rules and regulations.	3 trainings during July- Dec 2020	6 trainings during Jan to May 2021; Remaining 6 trainings during Jun to Oct 2021	
6	37 existing signatories implement at least one Women’s Empowerment Principle	By Oct 2020		
7	120 new companies (Indian and EU) implement at least one Women’s Empowerment Principle	20 companies by Dec 2020	70 companies by Jun 2021; Remaining 30 by Dec 2021	
8	A compendium of 10 good practices from corporate sector on promoting gender equality and women’s empowerment within WEPs framework submitted	3 good practices by Dec 2020	7 good practices by Dec 2021	
9	Bi-monthly progress updates	10 Jul 2020, 10 Sep 2020, 10 Nov 2020	10 Jan 2021 10 Mar 2021 10 May 2021 10 Jul 2021 10 Sep 2021 10 Nov 2021	
8	Six monthly detailed progress report		Jan 2021, Jul 2021	
9	Final project closure Report			Jan 2022

VII. Technical Qualifications/Competencies

Essential knowledge and experience:

- The organization should have at least 5 years substantive experience in promoting diversity and inclusion, economic empowerment of women in corporate sector in Indian context.
- The organization should have at least 5 years demonstrated experience in supporting gender equality programming and conducting gender research with reference to women’s economic empowerment specifically in the corporate/formal sector. Specific experience working on projects related to women’s economic empowerment and with private sector, enterprises, industry networks, supply chains would be highly desirable.
- The organization should have professionally competent team of experts to support the above assignment. (Master’s degree in gender issues, economics, business administration, human resources, public policy, law, international relations or other related fields. Minimum 5 years of relevant experience with a demonstrable ability in working on issues of diversity and inclusion, conducting interactive trainings/workshops/dialgoues, undertaking research and analytical reviews, and providing technical expertise in the areas of gender, economic empowerment, and multi-sector partnerships. Excellent command of English. Other UN languages an asset.
- Experience in similar assignment and producing reports (preferably policy-linked) to a publishable quality is a distinct advantage.
- Experience working with multi-national organizations, inter-governmental organizations, business companies and United Nations agencies is an advantage.

Corporate Competencies:

- Demonstrates integrity by modeling the United Nations' values and ethical standards;
- Promotes the vision, mission, and strategic goals of the UN and UN Women;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Ability and willingness to work as part of a team to meet tight deadlines and produce high quality work.

VIII. Evaluation

Applications will be evaluated based on the cumulative analysis.

- Technical Qualification (700 points) weightage [70%]
- Financial Proposal (300 points) weightage [30%]

IX. Payments

Payments for this consultancy will be based on the achievement of each agreed deliverable and certification that each has been satisfactorily completed.

S. No	Major deliverables	Payment schedule	Timeline
-------	--------------------	------------------	----------

1.	Submission of Inception Report	10%	June 2020
2	<ul style="list-style-type: none"> • Submission of baseline and needs assessment report of 37 existing and 20 new signatories • Progress update on implementation of at least one WEPs by 37 existing signatories 	15%	October 2020
3	<ul style="list-style-type: none"> • Completion of 3 trainings and submission of training report • Progress update on implementation of at least one WEPs by 20 new signatories 	15%	January 2021
4	Submission of baseline and needs assessment report of remaining 70 new signatories	15%	April 2021
5	<ul style="list-style-type: none"> • Completion of another 6 trainings and submission of training report. • Progress update on implementation of at least one WEPs by 50 new companies 	20%	July 2021
6	<ul style="list-style-type: none"> • Completion of last 6 trainings and submission of training report; • Progress update on implementation of one WEPs by remaining 50 new companies 	15%	December 2021
7	Submission of final Project Closure Report	10%	January 2022
Total		100%	

EVALUATION METHODOLOGY AND CRITERIA

1. Preliminary Evaluation

The preliminary evaluation is done to determine whether the offers meet the administrative requirements and Eligibility Criteria of the RFP. The standard eligibility criteria for suppliers wishing to engage in a contract are laid out below. Further information on doing business with UN Women/ how to become UN Women vendor can be found on [UN Women's website](#).

Legal Capacity: Bidders may be a private, public or government-owned legal entity or any association with legal capacity to enter into a binding Contract with the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women).

Conflict of Interest: Bidders must disclose any actual or potential conflict of interest and they shall be deemed ineligible for this procurement process unless such conflict of interest is resolved in a manner acceptable to UN Women. Conflict of interest is present when:

- A Bidder has a close business or family relationship with a UN Women personnel who: (i) are directly or indirectly involved in the preparation of the bidding documents or specifications of the contract, and/or the bid evaluation process of such contract; or (ii) would be involved in the implementation or supervision of such contract;
- A Bidder is associated, or has been associated in the past, directly or indirectly, with a firm or any of its affiliates which have been engaged by UN Women to provide consulting services for the preparation of the design, specifications, Terms of Reference, and other documents to be used for the procurement of the goods, services or works required in the present procurement process;
- A Bidder has an interest in other bidders, including when they have common ownership and/or management. Bidders shall not submit more than one bid, except for alternative offers, if permitted. This will result in the disqualification of all bids in which the Bidder is involved. This includes situations where a firm is the Bidder in one bid and a sub-contractor on another; however, this does not limit the inclusion of a firm as a sub-contractor in more than one bid.

Failure to disclose any actual or potential conflict of interest may lead to the Bidder being sanctioned further by UN Women.

Ineligibility Lists: A Bidder shall not be eligible to submit an offer when at the time of quotation submission, the Bidder:

- is included in the Ineligibility List, hosted by [UNGM](#), that aggregates information disclosed by Agencies, Funds or Programs of the UN System;
- is included in the [Consolidated United Nations Security Council Sanctions List](#), including the [UN Security Council Resolution 1267/1989 list](#);
- is included in any other Ineligibility List from a UN Women partner and if so listed in the RFP Instructions;
- is currently suspended from doing business with UN Women and removed from its vendor database(s).

Code of Conduct: All Bidders are expected to embrace the principles of the [United Nations Supplier Code of Conduct](#), reflecting the core values of the Charter of the United Nations. UN Women also expects all its suppliers to adhere to the principles of the [United Nations Global Compact](#) and recommends signing up to the [Women’s Empowerment Principles](#).

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

A two-stage procedure will be utilized in evaluating of the proposals; the technical proposal will be evaluated with a minimum pass requirement of [70%] of the obtainable [700] 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 [700] 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 [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 points]

Financial proposal: [300 points]

Total number of points: [1000 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:

An Evaluation Committee will be constituted by UN Women to evaluate the proposals. 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 weightage (total possible value of [700] points):

Part 1. Expertise of agency submitting the proposal		Points obtainable
1.1	Organizational Architecture	10
1.2	Adverse judgments or awards	10
1.3	General Organizational Capability which is likely to affect performance (i.e. size of the organization, strength of management support)	10
1.4	Extent to which any work would be subcontracted (subcontracting carries additional risks which may affect delivery, but properly done it offers a chance to access specialized skills.)	10
1.5	Quality assurance procedures, warranty	10
1.6	Relevance of: <ul style="list-style-type: none"> • Specialized Knowledge on issues related to gender & substantive experience in gender equality, economic empowerment of women, promoting diversity and inclusion in the private sector in Indian context ▪ At least 5 years substantive experience in promoting diversity and inclusion, economic empowerment of women in the corporate/formal sector in Indian context. • Experience in similar assignment • Experience with multi-national organizations, inter-governmental organizations, business companies, and United Nations agencies 	100

Total part 1		150
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.	350
2.2.	Management Services – Timeline and deliverables.	100
Total Part 2		450
3.0 Resource Plan, Key Personnel		Points Obtainable
Qualification and competencies of proposed personnel		
3.1.	Composition of the team proposed to provide, and the work tasks (including supervisory) Curriculum vitae of the proposed team that will be involved either full or part time	100
Total Part 3		100
GRAND TOTAL POINTS		700
70% of 700 pts = 490 pts needed to pass technical evaluation		

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 i.e, 490 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 one-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.
- **Financial capacity:** The Proposer shall demonstrate its financial capacity and reliability regarding 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, how much 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 the role of roles, responsibilities, reporting lines and accountability.

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. Provide certificate (s) for accreditation of processes, policy e.g. ISO etc.

1.6 Relevance of Specialized Knowledge and Experience on Similar Projects

- Detail any specialized knowledge that may be applied to performance of the TOR. Include experiences in the region.
- Describe the experience of the organization performing similar goods/services/works. Experience with other UN organizations/ major multilateral / or bilateral programmes is highly desirable.
- Provide at least 3 references

Project	Client	Contract Value	Period of performance (from/to)	Role in relation to the undertaking to goods/services/works	Reference Contact Detail (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 goods/services/works.

- 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 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 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. An organigram illustrating the office location (city and country), reporting lines, together with a description of such organization of the team structure, should be submitted. Please provide information on demonstrable skills of your human resources in developing and producing animated videos.

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:		
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 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 [[list them as referred to in the RFP]	Percentage of Total Cost	Total Cost (Lump Sum, All Inclusive)	Delivery time/time period
1	Deliverable 1			
2	Deliverable 2			
3	Deliverable 3			
	Total	100%	INR	

B. Cost Breakdown by Resources/Cost Component:

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 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 of Activity	Quantity	Number of Unit	Unit Cost (INR)	Total Cost (INR)

	1 person	Day/week/month		
	XX person	Day/week/month		
Operational cost (to be reimbursed on actuals) Please detail the following: 1. Estimated return tickets for travel - No of trips/days, no of tickets 2. Accomodation & other expenses 3. Local transportation 4. Any relevant costs (communication, stationary, printing, translation etc.) 5. Overhead costs	Unit wise cost Unit wise cost Unit wise cost Unit wise cost			
Technical assistance and Capacity Building (training, working group meetings, workshop)	Unit wise cost			
Printing of training tools	Unit wise cost			
Other Related Costs/ Administrative overheads	Unit wise cost			
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: _____

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
55 Lodhi Estate
New Delhi 110003 INDIA
Tel: +91-11-446532333

Date:

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 for **Resource Agency for Facilitation, Adoption and Implementation of Women Empowerment Principles by Corporate Sector in India** 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 90 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 India.
- (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]*

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

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”);
- (d) [other annexes that may be relevant]

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 ineffect 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.

4. PRICE & PAYMENT 1

In full consideration for the complete and satisfactory performance of the Services under this Contract, UN Women shall pay the Contractor a price not to exceed [*insert currency & amount in figures and words*] (“the Maximum Total Amount”). The Maximum Total Amount is not a guaranteed amount. The Fee Schedule in Annex [*insert annex number*] contains the maximum amounts per cost category that are reimbursable under this Contract; such maximum amounts are not guaranteed amounts. The Contractor shall reflect in its invoices the amount of the actual reimbursable costs incurred in the performance of the Services. The Contractor shall not do any work, provide any equipment, materials and supplies, or perform any other services which may result in any costs in excess of the Maximum Total Amount or of any of the amounts specified in the Fee Schedule for each cost category without the prior written agreement of UN Women. The Contractor shall submit itemized invoices for the work done every [*insert period of time or milestones*].

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:

[*insert address and contact details for submission of invoices*].

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:

For the Contractor:

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:

Signature _____

Name _____

Title _____

Date _____

For and on behalf of the Contractor:

CONTRACTOR RETAINS 1 ORIGINAL CONTRACT AND RETURNS TO UN WOMEN 1 DULY SIGNED AND DATED ORIGINAL.

ANNEX 9

GENERAL CONDITIONS OF CONTRACT

The General Conditions of Contracts can be accessed by the proposer by clicking on 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

SECURITY INSTRUMENTS

The Proposal and Performance Security Forms can be accessed by the proposer by following the below link.

<http://www.unwomen.org/-/media/headquarters/attachments/sections/about%20us/procurement/un-women-procurement-rfp-security-instruments-en.docx?la=en&vs=1034>

(Not Applicable)

ANNEX 12

SUBMISSION CHECKLIST

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)	
• Proposal Security Form (not required)	
• Performance Security Form (required)not	
Financial Proposal PDF sent to the financial e-mail address specified in the Invitation Letter includes:	
• Financial Proposal	
• Financial Excel Spreadsheet	

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 A LEGAL ENTITY FOR MY ORGANIZATION'S ABILITY TO COMPLY AND ACCEPT ALL TERMS.	

ANNEX 13

Table 1: Women’s Empowerment Principles and related policies

WEPs by principle	Related policies/ policy frameworks (Not exhaustive)
<p>Principle 1: Establish high-level corporate leadership for gender equality</p>	<ul style="list-style-type: none"> ▪ Corporate gender equality action plan ▪ Gender-sensitive corporate culture
<p>Principle 2: Treat all women and men fairly at work – respect and support human rights and non-discrimination</p>	<ul style="list-style-type: none"> ▪ Fair remuneration policy ▪ Equal pay policies ▪ Living wages (minimum wage floors) ▪ Non-discrimination and equal opportunity in recruitment, retention, promotion ▪ Flexible work arrangements ▪ Childcare and dependent care ▪ Paid parental leave ▪ Gender balance on non-executive boards, executives and senior management positions ▪ Gender balance in workforce ▪ Work-life balance initiatives
<p>Principle 3: Ensure the health, safety and well-being of all women and men workers</p>	<ul style="list-style-type: none"> ▪ Safe working conditions ▪ Safety and protection from violence and harassment at work ▪ Zero tolerance for labour and sexual exploitation ▪ Domestic Violence for Employees Policy ▪ Support Programmes for domestic violence survivors ▪ Health care provisions for workers ▪ Health, safety and hygiene needs of women at work and while commuting to work
<p>Principle 4: Promote education, training and professional development for women</p>	<ul style="list-style-type: none"> ▪ Gender-responsive training, skills development programmes and continuous education ▪ Women’s training to facilitate their jobs in male-dominated departments/ sectors ▪ Networking, mentoring and sponsorship for women
<p>Principle 5: Implement enterprise development,</p>	<ul style="list-style-type: none"> ▪ Gender-responsive procurement ▪ Supplier diversity programme including with women SMEs ▪ Gender-sensitive solutions to credit and lending barriers

supply chain and marketing practices that empower women	<ul style="list-style-type: none"> ▪ Policy regarding unethical practices and respect of the dignity of women in all marketing and other company outreach materials ▪ Zero tolerance of human trafficking and labour and sexual exploitation in the supply chain
Principle 6: Promote equality through community initiatives and advocacy	<ul style="list-style-type: none"> ▪ Representation of community in consultation ▪ Promotion and engagement with women’s leadership and organizations in communities ▪ Gender equality in corporate social responsibility activities (philanthropy, partnership, grants) ▪ Products and services to serve and not discriminate against women and girls in local communities
Principle 7: Measure and publicly report on progress to achieve gender equality	<ul style="list-style-type: none"> ▪ Sex-disaggregated data and targets ▪ Monitoring and evaluation, including independent gender audit ▪ Public reporting ▪ Incentives and accountability mechanisms