

TERMS OF REFERENCE (TOR)

Design and Pilot Testing of a Replicable Care Entrepreneurship Accelerator Approach: Leveraging private sector and entrepreneurship-driven solutions to address unpaid care work in Asia

1. BACKGROUND - UN WOMEN AND THE WEEMPOWERASIA PROGRAMME

UN Women – the United Nations Entity for Gender Equality and the Empowerment of Women - works for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace, and security.

Placing women’s rights at the centre of all its efforts, 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.

Women’s economic empowerment is a key area of concern for UN Women as expressed in its Strategic Plan 2018-2021. Empowering women to participate fully in economic life is essential to building strong economies, establishing just societies, and achieving the 2030 Agenda including Sustainable Development Goal (SDG) 5 for gender equality and women’s empowerment and several other SDGs relating to inclusive growth, decent work, ending poverty, reducing inequality, and revitalizing the global partnership for sustainable development. Ensuring women’s participation and leadership and inclusion of their needs, experiences, and skills in the economy requires intentional actions and commitments from both the public and the private sector.

Girls’ and women’s disproportionate share of unpaid care and work has been on UN Women’s agenda from the entity’s establishment in 2010 and is recognized as a main barrier for women’s economic empowerment at level with other issues such as inadequate quality and quantity of paid work, insufficient public services, weak access to productive assets, cultural and societal barriers and lacking social and labour protections.

With the 2030 Agenda, governments of the world have committed to act to strengthen social protection incl. care in SDGs 1, 4, 5, and 10. Global discussions and intergovernmental processes, notably the agreed conclusions of the 61st Commission on the Status of Women in 2017 and the reports of the UN Secretary General’s High-Level Panel on Women’s Economic Empowerment, have resulted in further refinement and concretization of actions to address unpaid care.¹

The WeEmpowerAsia (WEA) programme² 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

¹ See <https://www.unwomen.org/-/media/headquarters/attachments/sections/csw/61/csw-conclusions-61-web.pdf?la=en&vs=5452> and <https://hlp-wee.unwomen.org/en>

² <https://asiapacific.unwomen.org/en/focus-areas/women-poverty-economics/weempowerasia>

action under its Partnership Instrument. With this programme the two entities 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 selected middle-income countries - China, India, Indonesia, Malaysia, Philippines, Thailand and Vietnam - in Asia:

(1) **ENABLING ENVIRONMENT** for women's economic empowerment: Women's networks, public entities and 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.

(2) **ENTREPRENEURSHIP**: The capacity of women-owned businesses and women entrepreneurs will be developed to enable them to run successful enterprises and engage with government and private sector corporations in policy development and dialogues for advancing women's economic empowerment, and

(3) **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 Empowerment Principles (the WEPS – a set of guiding principles to achieve gender equality within companies).³

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 WEA programme's target group of women is mainly women in the formal sector, i.e. in jobs and occupations requiring a certain level of skills and education and regulated under national labour laws and / or corporate law, and will in its implementation focus less on women workers and self-employed in the informal sector.

³ <https://www.weps.org>

THE ISSUE: WOMEN'S UNPAID CARE AND WORK

Women's disproportionate share of unpaid care work – domestic and household work and direct care of persons within the family and/ or the community - keeps them from paid work and other economic activities such as entrepreneurship and education and skills-building that could lead to future income.

The outbreak and spread of the COVID-19 in early 2020 has more than ever laid bare the disproportionate share of unpaid care work and household work that women take on in normal circumstances and now at an exacerbated level.⁴ It has also shown that women's unpaid or underpaid care work, which is now proven to be essential in a crisis, is precisely the work that economies have consistently neglected and devalued.⁵

Estimates show that globally women perform 76 per cent of the total amount of unpaid care work. Unpaid care work is the main reason why women are outside the labour force. Women in Asia and the Pacific work the longest hours (paid and unpaid work) in the world and on average they do four times the amount of unpaid care work that men do. Research has shown that in the ASEAN countries women do up to 3.5 hours more of unpaid work than men each day but in most extreme cases in the Asia Pacific region girls and women spend up to 11 times as much time as men on unpaid and household work.⁶

This has serious implications on outcomes such as gender gaps in earnings as well as in women's lower rate of economic and political participation in the region. In 2018, the labour force participation rate among men 25 years of age and older was 84 per cent in the region, compared to 50 per cent among women of the same age group, down from 55 per cent in 1995.⁷

The monetary value of unpaid care work carried out by women aged 15 and above is at least USD 10.8 trillion (based on estimation of unpaid wages) on a global level – in comparison this is three times the size of the global tech industry. In calculating the economic gains to be made from a higher level of gender equality in the economy, it has been estimated that improving women's labour-force participation represents 58 percent of the total GDP opportunity in Asia Pacific.⁸

The combination of expanding populations, changing family patterns, increasing urbanization, and rapidly ageing societies in Asia is driving an increase in the demand for care and there is likely to be significant deficits in coverage unless there is substantively increased investment in care services. It is predicted that an increase in investment in care services to achieve the SDGs would create 120 million more jobs in the care economy and 149 million indirect jobs in non-care sectors by the year 2030 - investing in the care economy would result in job creation across many sectors.⁹

⁴ Women as a force for accelerated and inclusive economic recovery post-COVID-19 in Asia and the Pacific. Action Brief, UN Women Asia and the Pacific, April 2020.

⁵ COVID-19 sends the care economy further into crisis mode, by Silke Staab, UN Women, April 2020 (data.unwomen.org)

⁶ *Gender Equality and the Sustainable Development Goals in Asia and the Pacific: Baseline and pathways for transformative change by 2030*. UN Women & ADB 2018.

⁷ *Review of the progress and remaining challenges in implementation of the Beijing Declaration and Platform for Action in Asia and the Pacific*. ESCAP, September 2019 (ESCAP/MCBR/2019/1)

⁸ *The Power of Parity: Advancing women's equality in Asia Pacific*. McKinsey Global Institute 2018.

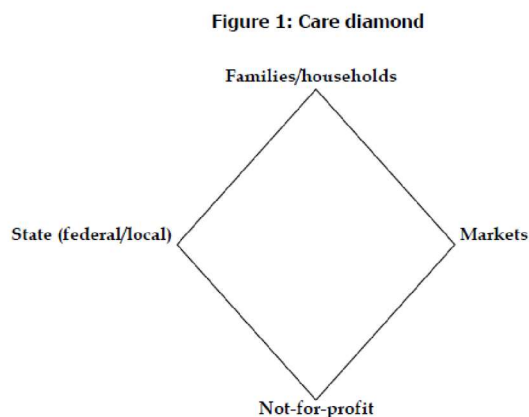
⁹ A Quantum Leap for Gender Equality: For a better future of work for all (ILO 2019)

The COVID-19 outbreak has exposed the cracks in the care economy where a crisis has been steadily growing over many years and has now been pushed to a breaking point. This offers an opportunity to seriously re-think and redress long-standing inequalities in paid and in unpaid work. When the virus is contained and economies and daily lives resume it will be crucial to address the systemic changes that are needed – in economic, health and social protection systems – to ensure long-term economic recovery and resilience.¹⁰

Corporations’ stake in addressing their employees’ care needs is increasingly getting traction because of the recognition of the benefits for the businesses themselves when their employees’ care needs are met such as strengthened recruitment, staff diversity and retention, heightened productivity, and enhancement of corporate reputation.¹¹ This is a point acknowledged by the Women’s Empowerment Principles in Principle 2 – ‘Treat all women and men fairly at work – respect and support human rights and non-discrimination’, and employers’ support to meeting employees’ care needs is in fact a proposed action under this Principle.¹²

Approaches to addressing unpaid care work

The ways to address unpaid care and work are often described with the ‘the four Rs’ – recognition, reduction, and redistribution of unpaid care work and representation of caregivers and care workers. The Sustainable Development Goals include a specific target on the issue aligned to these steps, which propose action from strengthening the provision of public services, infrastructure and social protection policies, to the sharing of care work within the family and household.¹³ The care economy involves several care providers as the ‘care diamond’ visualizes:



Source: Source: Razavi, S. (2007). “The Political and Social Economy of Care in a Development Context Conceptual Issues, Research Questions and Policy Options,” UNRISD Programme Paper No. 3, Geneva.

¹⁰ Policy brief: Recognizing, reducing and redistributing the burden of unpaid care work on women in the context of COVID-19. UN Women, May 2020 (forthcoming).

¹¹ See Gamage, S., Sultana, N., Kes, A. 2019. *Maximizing Competitiveness: Firms That Help Workers Balance Care and Work Reap Rewards*. International Center for Research on Women, and *Tackling childcare: A guide for employer-supported childcare*. International Finance Cooperation/ The World Bangkok Group, 2019.

¹² <https://www.weeps.org/principle/treat-all-women-and-men-fairly-work-without-discrimination>

¹³ <https://sustainabledevelopment.un.org/sdg5> (Sustainable Development Goal, Target 5.4)

UN Women advocates for the principle of state responsibility for social protection policy and implementation, i.e. care services as a public good for all, but also recognizes that if care services are not provided by the public sector (the State) or are cut back, families' care needs do not disappear and other actors, such as for-profit or not-for-profit entities, should ideally assume a larger share of the responsibility and provision for care, if not a more equal sharing of work within the household. Such a (re)-distribution needs to take place at different levels:

Within the household: A more equal sharing of care work within the household between the household's male and female members, while challenging ingrained social norms and gender stereotypes such as 'men are breadwinners' and 'women are caregivers';

Between the household and the State: A distribution of unpaid care work between household and the State so that some of the responsibility for care work is taken over or reduced by the State in the form of care service provision and care-relevant infrastructure investments; recognizing that in some countries without adequate social protection systems these actions are often carried out by non-governmental/ not-for-profit organizations; and

Role of private sector: Private sector's share of responsibility in providing or subsidizing care facilities and services for its staff and apply family-friendly work conditions to improve business outcomes through decrease of staff turnover, improvement of staff retention and staff productivity, and CSR/ ESG compliance, as well as implementation of WEP 2.

No matter how care services and care facilities are funded and provided, it is universally recognized that they must be accessible, affordable and of good quality. Ensuring the quality of care goes hand-in-hand with decent pay and conditions for workers in care services, who are predominantly women.¹⁴

¹⁴ Gender Equality and the Sustainable Development Goals in Asia and the Pacific: Baseline and pathways for transformative change by 2030. Asian Development Bank and UN Women 2018.

2. OBJECTIVE OF THE ASSIGNMENT

The WEA programme now wishes to support women entrepreneurs in the WEA programme countries with a capacity and network building acceleration program that will allow them to contribute to the care economy by expanding families' access to quality and affordable childcare and other care services through their innovative solutions, while at the same time building themselves a viable, sustainable enterprise that also provides decent jobs and career paths for women.

Different elements and issues around such a capacity and ecosystem building program need to be mapped and analyzed in order to outline an execution manual that will support entrepreneurs in meeting the needs and rights of families and households to care services that are accessible, affordable and of good quality, and caregivers' need for skills training and certification in order to qualify them for jobs with living wage and decent work conditions.

The development of such a program model should also integrate the role of the employers and how they can support their employees' care needs (with in-house childcare facilities, paid/subsidized care, etc.). Equally important is the building of a supporting entrepreneurial ecosystem around the care sector. This includes engaging investors and other entrepreneurship ecosystem builders and other public-private organisations. Recognizing that even when private sector moves to meet some of the care needs at the community level, it cannot do so without provision of policies and regulation or financing or both from the public sector, the assignment should build off of existing UN Women analysis of the larger 'care ecosystem' in the respective/ selected countries and at sub-regional and regional level to take into consideration enabling regulation and standardization from the side of the State or local authorities that would facilitate the quality of care (i.e. standardization of caregivers' qualifications, certification and employment contracts; size, standard and safety of care facilities; set ratio of children-caregivers per care facility, and other as relevant). The financial viability of the entrepreneurship model supported through the capacity building acceleration program would also be dependent on the sharing of costs of care between the State, the employer and the household.

The completed assignment will provide a replicable toolbox (including capacity building curriculum for different stakeholders) that the WEA program will use in its further programmatic activities and/or other UN Women programs that address the issue of women's unpaid care work through women's entrepreneurship activities.

With this assignment the following questions are sought to be answered:

- How can entrepreneurial capacity building programs be tailored to be both gender-sensitive and customized to the specifics of the unpaid care sector?
- What does a gender-sensitive "Care-Entrepreneurship" Acceleration look like, what are the key components (tools & assets), needed partners and implementation approaches to run these successfully?
- What support do women entrepreneurs need in order to build and retain viable, sustainable care enterprises, and which resources and support are already available in the WEA programme countries?
- How can an entrepreneurship-based care provision model integrate, in an economically viable way, formalization and professionalization of care work so that care currently

undertaken by unpaid, underpaid, unskilled and/ or un protected workers can be turned into decent, skilled, and secure work for women?

- What innovative business models and new technologies can be used for enabling and strengthening care services and care service management, customer-client relations, marketing, capacity building of caregivers, and for other users to be included in the capacity building program?
- How can holistic care-entrepreneurship acceleration programs catalyze increased demand for market-based care provision services, increase the number of care-entrepreneurs and boost investments in care-entrepreneurship?
- How can investors be trained to become more gender-sensitive and make more conscious investment decisions into women-owned/ benefitting enterprises at large and into ‘care-enterprises’?
- How donors, governments, private-sector, investors and others can contribute to accelerate the growth of a gender-sensitive and women-benefitting ‘care-entrepreneurship’ ecosystem?

3. SCOPE OF WORK

The assignment will include the following components and steps:

1. Development of a model for a viable, sustainable and replicable UN Women ‘**Care Entrepreneurship Acceleration**’ model that will take into consideration:
 - (a) Needs of women entrepreneurs in terms of access to finances, technical knowledge, and partnerships with employers, and regulatory and/ or licensing bodies for business startup;
 - (b) Development of a pipeline (where not already available) of up-skilled, qualified and certified caregivers to enter the care work-force;
 - (c) Engaged Employers’ (potentially WEPs companies) commitment to supporting and providing care services for their employees (optional depending on the business models);
 - (d) Developing a group of gender-sensitive investors interested in women-owned/ benefitting ventures and created a special interest in ‘Care-Entrepreneurship’

The model will be based on desk reviews of relevant materials and documentation, the review done by two other consultants/contractors on a) Regulatory Landscape and b) Landscaping of existing business models and their codification. However, the documented, sustainable, replicable, and scalable model will be based on a first pilot executed and evaluated by the selected contractor.

2. Piloting of the UN Women ‘**Care Entrepreneurship Acceleration**’ model developed

The Care Entrepreneurship Accelerator capacity-building programme is aimed to combine both business and social impact (especially on SDG 5 / SDG 8) acceleration through a gender-sensitive curriculum, which will be implemented through an online/ virtual Acceleration programme.

The selected contractor will manage the entrepreneurial and investment readiness aspects of the capacity building programme, as well as ensuring, with the support of UN Women and industry

partners, that the curriculum is impact focused and gender-sensitive. The programme should include the following elements:

- Analysis and support activities to build the caregiving ecosystem, including elements of preparedness, response and support to women entrepreneurs and other ecosystem stakeholders
- End to end online Acceleration Programme management for 10-15 entrepreneurs for 6 to 9 months with curriculum tailored to the care-sector
- Engagement of specialized mentors from the domain field, as well as leading relevant global and regional investors
- Sourcing and selection of 10 to 15 ventures with solutions that address the care sector and are at the seed and post-seed stage from countries across the ASEAN region
- Program Monitoring and Evaluation including a comprehensive application and selection process of the entrepreneurs
- Visibility campaign for the Care Entrepreneurship Accelerator Programme and to promote awareness around the care ecosystem, including workshops and programme-tangential events that address key issues within the care ecosystem.

Specifically, the firm will conduct the following tasks:

1. Solicitation, review and analysis of ventures in the proposed area (i.e. caregiving, caretech):

- Developing criteria and priorities for the selection,
- Organizing structured outreach activities to develop the venture pipeline,
- Screening and selection of the ventures for the program

2. Acceleration Program inputs for the ventures

- Coordinate with UN Women the overall curriculum, timeline and activities of the program, including incorporation of impact relevant elements i.e. sessions, gender-sensitive trainings, inclusive care exercises, cases to be provided by UN Women and the selected firm's experts.
- Allocate technical tools, as well as digital means and media to effectively implement the program;
- Set-up conducive, encouraging and collaborative environment to stimulate synergistic interactions among the ventures, mentors, investors, partners and other stakeholders.
- Provide a specially designed curriculum to support the selected ventures in attaining product-market fit, increasing their investment readiness and network of possible partners, mentors and funders. This would include trainings, workshops, mentoring, and network introductions
- Provide mentorship sessions for up to 15 selected ventures
- Prepare venture teams for pitching to potential investors/ funders, provide information about available funding opportunities
- Organize an online Demo Day to showcase the ventures and pitch to a group of relevant investors.
- Develop a new training and train the mentors and investors for the Care Entrepreneurship Accelerator program and other industry stakeholders to recognize unconscious bias and have peer discussions on what they can do to support caregivers/ women entrepreneurs to thrive.

- Support outreach and mobilization of min. 2-3 selected corporate partners to support the process and potentially offer the opportunity for the entrepreneurs to pilot some of their solutions (to be explored throughout the process)

3. Report on the results, learnings, implications for the main Initiative

- Provide an analytical review on the results of the program based on the feedback from the ventures, involved mentors and potential investors.
- Summarize learnings in terms of effectiveness of reaching and recruiting the ventures, overall quality of the pipeline and selected cohort, effectiveness of usage of online tools and platform, implications for the design of the main Initiatives, including recommendations on the resources mobilization approaches to the potential funders and investors.
- Develop min. 10 case studies of participating entrepreneurs featuring their ventures, experiences and impacts the acceleration program will have
- Providing input into an external publication to encourage further uptake on ‘Care Entrepreneurship Models’, catalyze more investments and mobilize governments etc. to create enabling environments

4. EXPECTED DELIVERABLES & TIMEFRAME

No	Deliverables	Tasks/Activities	Target dates	Payment %
1	1.1. Needs assessment analysis 1.2 Draft Gender-responsive Care Entrepreneurship Acceleration program strategy and design (including workplan and detailed replicable methodology)	<ul style="list-style-type: none"> • Conduct needs assessment • Develop the implementation roadmap for amending acceleration program methodologies to be gender sensitive and Care-sector responsive, using UN Women entrepreneurship toolkits • Prepare the Acceleration Program Design inclusive of other UN Women research and business model landscaping 	February 2021	15%
2	Application process designed and implemented to recruit minimum 10-15 care entrepreneurs (documented report and finalized website)	<ul style="list-style-type: none"> • Launch the website and platform for application sourcing and screening for the selection of the start-ups cohort for participation in the accelerator. • Develop and implement a marketing and outreach campaign roadmap to invite and solicit applications from 	March 2021	10%

		ventures with solutions focused on caregiving. This should include distribution through relevant, targeted partner networks in addition to social media outreach.		
3	Online care acceleration curriculum developed including min. 5 replicable and designed modules	<ul style="list-style-type: none"> • Conduct a needs assessment to identify development needs for Care Entrepreneurs • Develop the curriculum of the online Care Acceleration Programme • Develop programme curriculum modules including business development modules, finance, gender-responsive pitching training, gender-inclusive business modeling and Social Impact and Diversity & Inclusion topics in coordination with UN Women and industry experts and the needs assessment 	March 2021	10%
4	Design and pilot implementation of a mentorship approach documented in a report (including mentor and expert list)	<ul style="list-style-type: none"> • Provide a list of specialized mentors and experts for participation in the Care Entrepreneurship Accelerator, as well as the roadmap for their engagement throughout the program • Work with selected mentors and experts to enhance the whole acceleration programme 	March 2021	15%
5	Finalize the Implementation Roadmap with clearly articulated needs / trainings and customization based on selected entrepreneurs	<ul style="list-style-type: none"> • After the selection of the entrepreneurs finalizing the further implementation roadmap 	July 2021	10%
6	Gender-sensitive care enterprise investor trainings in a presentation	<ul style="list-style-type: none"> • Develop gender-sensitive and care-sector awareness investor trainings for the 	September 2021	15%

	format accompanies with a implementation manual (Report on delivery of min. 2 trainings to min. 10-15 investors)	group of mentors and investors		
7	Report on Demo Day	<ul style="list-style-type: none"> Organize an online Demo Day to showcase the ventures and pitch to a group of relevant investors. 	October 2021	5%
8	<p>8.1 Final report (including learnings, stakeholder feedback, and recommendations for scaling and future programming within a wider Care Ecosystem)</p> <p>8.2. Min. 10 Case-Studies written up with pictures and data</p>	<ul style="list-style-type: none"> Publish a report on the best practices and learnings from the programme, including feedback from the participants and other stakeholders, as well as recommendations for the rollout of the larger Care Ecosystem program in future. Create 'Impact' Case Studies 	November 2021	15%
9	Opportunity Brief	<ul style="list-style-type: none"> Develop executive summary of the published report to mobilize scale-up investors (governments, companies and private investors) 	December 2021	5%

TIMEFRAME AND LOCATION

The contract will cover a period of 11 months (February 2021 to December 2021). The contractor will be home-based, liaising with the WeEmpowerAsia team, UN Women in Bangkok.

5. QUALIFICATIONS OF THE CONTRACTOR

The Consulting Firm hired must fulfill the following requirements:

- Officially registered legal entity with a valid registration
- Minimum 7 years of relevant experience with a demonstrable ability to work with entrepreneurs, private sector companies, building inclusive business models and applied expertise in the areas of gender, economic empowerment, and multi-sector partnerships.
- Minimum 7 years of experience in social impact investing
- Familiarity with UN system is an asset
- Strong network of partners in the space of entrepreneurship within Asia and the EU
- Publication or co-authorship of knowledge-products
- Positive track-record on unlocking co-financed resources with public and private sector
- Innovation track-record and work-experience and/or presence in Asia
- Experience in the fields of Gender-Smart Investment a strong plus

The team composition is expected to have at **minimum one senior staff leading the assignment. A max. of 3 persons to support the assignment.** The assignment lead must have strong program management and enterprise development capabilities

Qualifications of Senior Expert/ Team Leader

- Master’s degree and/or comparable experience in the fields of economics, business administration, gender studies, public policy, law, international relations, impact investing or other related fields
- Minimum 7 years of relevant work experience and/or equivalent entrepreneurial work experience with a demonstrable ability to undertake research and analytical assessments and provide technical expertise in the areas of business development, impact investment, gender, and economic empowerment.
- Very good multi-stakeholder understanding with strong focus on SMEs, private sector, and governments.
- Very good understanding of the Asia SME and start-up and investors landscape
- Excellent English writing skills

Essential knowledge and experience:

- Excellent grasp of substantive gender equality, entrepreneurship and economic dynamics and actors in the Asian region.
- Experience in supporting women and business development in the Asian region. Specific experience working on research or projects related to women’s economic empowerment is an asset.
- Excellent entrepreneurial capacity building program execution skills.
- Very good multi-stakeholder understanding with strong focus on SMEs, private sector, and governments.
- Very good understanding of the Asia SME and start-up landscape
- Excellent experience in setting-up and implementing acceleration programmes
- Excellent understanding of impact investing
- Excellent grasp of substantive gender equality, entrepreneurship and economic dynamics and actors in the Asian region.
- Experience in supporting women and business development in the Asian region. Specific experience working on research or projects related to women’s economic empowerment is an asset.
- Excellent English writing skills.

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.

Qualifications of team members

- Minimum Bachelor’s degree in management or related field
- Minimum 3 years of relevant experience in gender, women’s economic empowerment space and working with entrepreneurs (SMEs) and impact investing

- Knowledge of entrepreneurial ecosystems, especially in ASEAN countries
- Proven experience in business planning and development and project management
- Experience working in multi-stakeholder environments
- Strong English Writing Skills

Team members will be assessed on the following:

- General Qualification
- Suitability for the Programme
- Technical expertise in women's economic empowerment and entrepreneurship
- International Working Experience
- Professional Experience in the area of specialization as required by the ToR
- Knowledge of the region
- Language Qualifications

6. COMMUNICATION AND REPORTING OBLIGATIONS

The service provider will report to the WEA Regional Programme Manager.

7. ROLES AND RESPONSIBILITIES OF THE PARTIES

UN Women will provide technical guidance and coordination with key collaborators for the study. The service provider shall be required to bear all the related costs and work independently to successfully achieve the end results.

The service provider will be responsible for the following costs:

- Professional fees must be quoted in the lumpsum amount per deliverable. The lumpsum amount must be detailed on how the professional fee of each team member is calculated.
- Indirect costs such as printing, stationeries, communications in relation to the scope of work of services must be included in the financial proposal.
- Travel costs for technical team members of service providers: all envisaged travel costs such as most direct and most economic local travel, living allowance, terminal expenses, etc. must be included in the financial proposal. In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses shall be agreed upon, between UN Women and Service provider, prior to travel and will be reimbursed upon Contract Amendment.
- Logistics arrangement for operating hotlines, trainings for staff, volunteers and interpreters, etc.
- All costs related to the development of the report including logistics arrangements for data collection, field visits, interviews, etc.
- All costs related to quality assurance, data entry, data cleaning and data processing.

8. SUBMISSION OF APPLICATION

- Updated CVs for the team members
- Company profile
- Company registration
- Technical Proposal
- Names of three former clients for reference checks

- Sample of previous work undertaken
 - Financial proposal/quotation with breakdown of budget lines **as per required deliverables**. The quotation shall specify a lump sum amount breaking down the professional fee for each deliverable, travel and other related cost.
-

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 if and when at the time of proposal 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 the MNRE 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 weighting (total possible value of [700] points):

1.0 Expertise and Capability of Proposer		Points obtainable
Expertise of organization submitting proposal		
1.1	Organizational Architecture	10
1.2	Adverse judgments or awards: <ul style="list-style-type: none"> • The proposer is in sound financial condition based on the financial documentation and information furnished in their proposal which should not show any financial concerns, such as negative net worth, bankruptcy proceedings, insolvency, receivership, major litigation, liens, judgments or bad credit or payment history. • The proposer has not declared bankruptcy, are not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against them that could impair their operations in the foreseeable future. 	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	20
1.6	Demonstrated relevant knowledge and experience: <p>The Consulting Firm hired must fulfill the following requirements:</p> <ul style="list-style-type: none"> • Officially registered legal entity with a valid registration • Minimum 7 years of relevant experience with a demonstrable ability to work with entrepreneurs, private sector companies, building inclusive business models and applied expertise in the areas of gender, economic empowerment, and multi-sector partnerships. • Minimum 7 years of experience in social impact investing • Familiarity with UN system is an asset • Strong network of partners in the space of entrepreneurship within Asia and the EU • Publication or co-authorship of knowledge-products • Positive track-record on unlocking co-financed resources with public and private sector • Innovation track-record and work-experience and/or presence in Asia • Experience in the fields of Gender-Smart Investment a strong plus 	100
		160

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.	320
2.2	Management Services – Timeline and deliverables.	80
2.3	Environmental Considerations : Compliance Certificates, Accreditations, Markings/Labels, and other evidences of the Bidder’s practices which contributes to the ecological sustainability and reduction of adverse environmental impact (e.g. use of non-toxic substances, recycled raw materials, energy-efficient equipment, reduced carbon emission, etc.), either in its business practices or in the goods it manufactures.	10
		410
3.0 Resource Plan, Key Personnel		Points obtainable
Qualification and competencies of proposed personnel		

<p>3.1</p>	<p>Composition of the team proposed to provide, and the work tasks (including supervisory)</p> <p><u>Qualifications of Senior Expert/ Team Leader</u></p> <ul style="list-style-type: none"> • Master’s degree and/or comparable experience in the fields of economics, business administration, gender studies, public policy, law, international relations, impact investing or other related fields • Minimum 7 years of relevant work experience and/or equivalent entrepreneurial work experience with a demonstrable ability to undertake research and analytical assessments and provide technical expertise in the areas of business development, impact investment, gender, and economic empowerment. • Very good multi-stakeholder understanding with strong focus on SMEs, private sector, and governments. • Very good understanding of the Asia SME and start-up and investors landscape • Excellent English writing skills <p><u>Essential knowledge and experience:</u></p> <ul style="list-style-type: none"> • Excellent grasp of substantive gender equality, entrepreneurship and economic dynamics and actors in the Asian region. • Experience in supporting women and business development in the Asian region. Specific experience working on research or projects related to women’s economic empowerment is an asset. • Excellent entrepreneurial capacity building program execution skills. • Very good multi-stakeholder understanding with strong focus on SMEs, private sector, and governments. • Very good understanding of the Asia SME and start-up landscape • Excellent experience in setting-up and implementing acceleration programmes • Excellent understanding of impact investing • Excellent grasp of substantive gender equality, entrepreneurship and economic dynamics and actors in the Asian region. • Experience in supporting women and business development in the Asian region. Specific experience working on research or projects related to women’s economic empowerment is an asset. • Excellent English writing skills. <p><u>Corporate Competencies:</u></p> <ul style="list-style-type: none"> • 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. 	<p>90</p>
------------	--	-----------

3.2	<p><u>Qualifications of team members</u></p> <ul style="list-style-type: none"> • Minimum Bachelor’s degree in management or related field • Minimum 3 years of relevant experience in gender, women’s economic empowerment space and working with entrepreneurs (SMEs) and impact investing • Knowledge of entrepreneurial ecosystems, especially in ASEAN countries • Proven experience in business planning and development and project management • Experience working in multi-stakeholder environments • Strong English Writing Skills 	40
		130
	70% of 700 points = 490 points needed to pass technical evaluation	700