

Request for Proposals

Consultancy for Gender Pay Review for the Americas Field Division

Section I. Introductions, Background, Scope of Work, and Deliverables

I.1. Introduction

An equal pay review is a process that looks at pay arrangements within an organization to find, and address, gender discrimination. It involves comparing the pay of groups of employees who are doing equal work in the organization and investigating any gaps by gender. An equal pay review is concerned with an important, but narrow, aspect of sex discrimination in employment – unequal pay for equal work. It does not directly address other aspects of inequality, such as glass ceilings, but such aspects – which may well contribute to the overall gender pay gap – may be highlighted by the review. An equal pay review is not simply a data collection exercise. It entails a commitment to put right any gender pay inequalities, meaning the review must involve managers with the authority to deliver the necessary changes.

I.2. Background

The Americas Field Division (AFD) is seeking the services of an experienced external consultant to conduct a comprehensive Gender Pay Review in their nine countries of operations (Mexico, Costa Rica, Ecuador, Bolivia, Colombia, Peru, Brazil, Suriname, and Guyana). The aim is to analyze and evaluate the compensation structure to ensure gender equity and identify potential areas for improvement. The equal pay review will compare the pay of women and men doing equal work, investigate the causes of any gender pay gaps and recommend actions to close any gaps that cannot be satisfactorily explained on grounds other than sex. The consultant will work closely with the Human Resources Department and relevant stakeholders to gather and analyze data. The consultant will execute the analysis in one of the nine countries first, to gather relevant insights and lessons learned, to adjust the rest of the work.

I.3. Objectives

The primary objectives of the Gender Pay review are to:

- Identify and analyze any gender-based pay gaps in AFD.
- Provide actionable recommendations to address and rectify identified disparities.
- Establish best practices around equitable compensation.
- To enhance transparency and accountability regarding remuneration practices.
- Retain and attract the best talent by guaranteeing equitable and fair treatment.

I.4 Scope of Work

The Offerors is expected to perform the following tasks:

- Review existing salary structures, compensation policies, and related documentation.
- Interview relevant internal stakeholders.
- Collect and analyze relevant workforce data (including but not limited to salaries, increases, starting salaries, spot bonuses, increase rate, etc.) disaggregated by gender, across all levels, countries, and departments.
- Evaluate the impact of factors such as job roles, functions, responsibilities, and tenure on gender pay gaps.
- Address the organization's promotion and bonus policies to identify potential gender biases.

- Conduct interviews with employees to gather qualitative insights on workplace experiences related to pay equity.
- Compare CI's gender pay data with industry benchmarks and regional standards.
- Provide a detailed analysis of the identified gender pay gaps, including potential causes and areas for improvement.
- Detail a remediation strategy and suggest a timeline of implementation.

I.5. Deliverables and Deliverables Schedule

The Offerors is expected to deliver the following:

#	Deliverable	Activities	Acceptance Criteria	Due Date	(*) Payment Amount (%)
1	One-pager with the Privacy Plan defining the steps to be taken to guarantee the confidentiality of the data and their protection.	Review our Privacy Policy. Interview relevant staff. Writing the document.	The document establishes the detailed steps the consultancy firm will take and those are aligned with our internal Privacy Policy.	1 week after the contract is signed	(5%)
2	Analysis of potential gender gaps in compensation that might exist in two of the nine countries (at least one must be Colombia, Ecuador, Peru, Mexico or Brazil) in English, with and Executive Summary in English and Spanish.	Interview with key internal stakeholders (At least from Compensation, Data, HRBPs, DEI, Country Directors). Data request Data processing Data visualization Data analysis Creation of the report, the executive summary, and a deck with the main findings. Presentation to the CI.	The document include at least: analysis like-for-like gender pay gaps, by-level gender pay gaps, country-wide gender pay gaps, rate of progress in pay by gender. The document includes graphics, explaining the findings.	5 weeks after the contract is signed	(25%)
3	Proposal to scale the analysis in the other seven countries.	Analysis on how to scale the pay gap review, to improve the process and analysis.	The document justifies what adjustments should be made in the consultancy to improve the quality of the analysis.	5 weeks after the contract is signed.	(5%)
4	Analysis of potential gender gaps in compensation that might exist in the rest of the countries and regionally in English, with and	Interview with key internal stakeholders (at least Country Directors). Data request	The document include at least: analysis like-for-like gender pay gaps, by-level gender pay gaps, country-wide gender pay gaps,	16 weeks after the contract is signed, no later than	(65%)

#	Deliverable	Activities	Acceptance Criteria	Due Date	(*) Payment Amount (%)
	Executive Summary in English and Spanish.	Data processing Data visualization Data analysis Creation of the reports, the executive summary, and a deck with the main findings. Presentation to the CI.	regional-wide gender pay gaps, rate of progress in pay by gender. The analysis must include actionable recommendations for adjustments in different processes, including job offers (starting salary), merit increases, promotions, spot bonuses, etc. The document includes graphics, explaining the finding.	June 30, 2024.	

(*) The payment amount (%) can be negotiable.

I.7. Timetable of Performance

The Gender pay review is expected to be completed within three months with the final deliveries submitted never after June 30th, 2024. The Offerors should provide a detailed timeline outlining key milestones, deliverable deadlines, and the overall project duration.

Deadline. Proposals must be received no later than **March 22, 2024, 5 PM Eastern Time (ET)**. Late submissions will not be accepted. Proposals must be submitted via email to AmericasCallforProposals@conservation.org. All proposals are to be submitted following the guidelines listed in this RFP.

Validity of bid. 120 days from the submission deadline

Amendments. At any time prior to the deadline for submission of proposals, CI may, for any reason, modify the RFP documents by amendment which will be posted to the CI website and/or communicated via email.

I.8. Location: In US (HQ) and three countries in the Americas where CI has an office Brazil, Mexico and Colombia.

I.9. Minimum Qualifications

The Offerors should have:

- Expertise in gender pay gap analysis and related HR practices.
- Proven experience conducting similar reviews for organizations of similar size and complexity.
- Familiarity with regional labour laws and gender equality standards in Latin America.
- Experience working in Latin America
- High knowledge using the appropriate software to analyze and visualize data as Excel, Python, SPSS, SAS, Tableau, Microsoft Power BI or others.

Section II. Instruction for Proposal Submission

Proposals & Questions shall be submitted electronically to the following email address, AmericasCallforProposals@conservation.org by the closing date in Section II.3. Offerors are responsible to ensure their offers are received in accordance with the instructions stated herein.

II.1. Proposal Documents to Include

The Proposal must be submitted in English Language with the following information:

- a. Signed cover page on bidder’s letterhead with the bidder’s contact information.
- b. Signed Representation of Transparency, Integrity, Environmental and Social Responsibility (Attachment 1)
- c. Technical Proposal
 - I. Corporate Capabilities, Experience, Past Performance, and 3 client references. Please include descriptions of similar projects or assignments and at least three client references.
 - II. Qualifications of Key Personnel. Please attach CV’s that demonstrate how the team proposed meet the minimum requirements listed in section I.9 (Minimum Qualifications)
 - III. Technical Approach, Methodology and Detailed Work Plan, The Technical Proposal should describe in detail how the bidder intends to carry out the requirements described in the call
- d. Financial Proposal. Offerors shall use the cost proposal template (Attachment 2).

II.2. Evaluation Criteria In evaluating proposals, CI will seek the best value for money considering the merits of the technical and costs proposals. Proposals will be evaluated using the following criteria:

Criteria	%
Relevant Technical Expertise & Past performance	30
Approach, Timeline and Detailed work plan	15
Proposed staff possesses specific technical expertise.	15
Financial proposal	40
Total	100

II.3. Proposal Timeline

The following calendar summarizes important dates in the process. Offerors must strictly follow these deadlines. The dates may be modified at the sole discretion of CI.

Open Call:	03/01/2024
Deadline for questions:	03/15/2024
Due date:	03/22/2024, 5 PM Eastern Time (ET)

II.4. Resulting Award CI anticipates entering into an agreement with the selected bidder by **April 30th, 2024**. Any resulting agreement will be subject to the terms and conditions of CI’s Services Agreement. A model form of agreement can be provided upon request.

This RFP does not obligate CI to execute a contract, nor does it commit CI to pay any costs incurred in the preparation or submission of the proposals. Furthermore, CI reserves the right to reject any and all offers, if

such action is considered to be in the best interest of CI. CI will, in its sole discretion, select the winning proposal and is not obligated to share individual evaluation results.

II.5. Confidentiality All proprietary information provided by the bidder shall be treated as confidential and will not be shared with potential or actual applicants during the solicitation process. This includes but is not limited to price quotations, cost proposals and technical proposals. CI may, but is not obliged to, post procurement awards on its public website after the solicitation process has concluded, and the contract has been awarded. CI's evaluation results are confidential and applicant scoring will not be shared among bidders.

II.6. Code of Ethics All Offerors are expected to exercise the highest standards of conduct in preparing, submitting and if selected, eventually carrying out the specified work in accordance with CI's Code of Ethics [for GCF-funded projects only, add: "and the Green Climate Fund's [Policy on Prohibited Practices](#)"]. Conservation International's reputation derives from our commitment to our values: Integrity, Respect, Courage, Optimism, Passion and Teamwork. CI's Code of Ethics (the "Code") provides guidance to CI employees, service providers, experts, interns, and volunteers in living CI's core values, and outlines minimum standards for ethical conduct which all parties must adhere to. Any violation of the Code of Ethics, as well as concerns regarding the integrity of the procurement process and documents should be reported to CI via its Ethics Hotline at www.ci.ethicspoint.com.

II.5. Attachments:

Attachment 1: Representation of Transparency, Integrity, Environmental and Social Responsibility

Attachment 2: Cost Proposal Template

Attachment 1: Representation of Transparency, Integrity, Environmental and Social Responsibility

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CI relies on the personal integrity, good judgment and common sense of all third parties acting on behalf, or providing services to the organization, to deal with issues not expressly addressed by the Code or as noted below.

I. With respect to CI's Code of Ethics, we certify:

- a.** We understand and accept that CI, its contractual partners, grantees and other parties with whom we work are expected to commit to the highest standards of Transparency, Fairness, and Integrity in procurement.

II. With respect to social and environmental standards, we certify:

- a.** We are committed to high standards of ethics and integrity and compliance with all applicable laws across our operations, including prohibition of actions that facilitate trafficking in persons, child labor, forced labor, sexual abuse, exploitation or harassment. We respect internationally proclaimed human rights and take no action that contributes to the infringement of human rights. We protect those who are most vulnerable to infringements of their rights and the ecosystems that sustain them.
- b.** We fully respect and enforce the environmental and social standards recognized by the international community, including the fundamental conventions of International Labour Organization (ILO) and international conventions for the protection of the environment, in line with the laws and regulations applicable to the country where the contract is to be performed.

III. With respect to our eligibility and professional conduct, we certify:

- a.** We are not and none of our affiliates [members, employees, contractors, subcontractors, and consultants] are in a state of bankruptcy, liquidation, legal settlement, termination of activity, or guilty of grave professional misconduct as determined by a regulatory body responsible for licensing and/or regulating the offeror's business
- b.** We have not and will not engage in criminal or fraudulent acts. By a final judgment, we were not convicted in the last five years for offenses such as fraud or corruption, money laundering or professional misconduct.
- c.** We are/were not involved in writing or recommending the terms of reference for this solicitation document.
- d.** We have not engaged in any collusion or price fixing with other offerors.
- e.** We have not made promises, offers, or grants, directly or indirectly to any CI employees involved in this procurement, or to any government official in relation to the contract to be performed, with the intention of unduly influencing a decision or receiving an improper advantage.
- f.** We have taken no action nor will we take any action to limit or restrict access of other companies, organizations or individuals to participate in the competitive bidding process launched by CI.

- g.** We have fulfilled our obligations relating to the payment of social security contributions or taxes in accordance with the legal provisions of the country where the contract is to be performed.
- h.** We have not provided, and will take all reasonable steps to ensure that we do not and will not knowingly provide, material support or resources to any individual or entity that commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitate, or participated in terrorist acts, and we are compliant with all applicable Counter-Terrorist Financing and Anti-Money Laundering laws (including USA Patriot Act and U.S. Executive Order 13224).
- i.** We certify that neither we nor our directors, officers, key employees or beneficial owners are included in any list of financial or economic sanctions, debarment or suspension adopted by the United States, United Nations, the European Union, the World Bank, or General Services Administration’s List of Parties Excluded from Federal Procurement or Non-procurement programs in accordance with E.O.s 12549 and 12689, “Debarment and Suspension”. [\[Include additional sanctions lists of the country of a public donor, if required by the donor.\]](#)

Name: _____

Signature: _____

Title: _____

Date: _____

Attachment 2: Cost Proposal Template

The cost proposal must be all-inclusive of profit, fees or taxes. Additional costs cannot be included after award, and revisions to proposed costs may not be made after submission unless expressly requested by CI should the offerors proposal be accepted. Nevertheless, for the purpose of the proposal, Offerors must provide a detailed budget showing major expense line items. Offers must show unit prices, quantities, and total price. All items, services, etc. must be clearly labeled and included in the total offered price. All cost information must be expressed in **US Dollar**.

If selected, Offeror shall use its best efforts to minimize the financing of any taxes on goods and services, or the importation, manufacture, procurement or supply thereof. If Offeror is eligible to apply for refunds on taxes paid, Offeror shall do so. Any tax savings should be reflected in the total cost.

Cost Breakdown by Deliverable

#	Deliverable	Price (Lump Sum, All Inclusive)
1	One-pager with the Privacy Plan defining the steps to be taken to guarantee the confidentiality of the data and their protection.	
2	Analysis of potential gender gaps in compensation that might exist in two of the nine countries (at least one must be Colombia, Ecuador, Peru, Mexico or Brazil) in English, with and Executive Summary in English and Spanish.	
3	Proposal to scale the analysis in the other seven countries.	
4	Analysis of potential gender gaps in compensation that might exist in the rest of the countries and regionally in English, with and Executive Summary in English and Spanish.	

Cost Breakdown by Cost Component [\(example only\)](#)

Description	Unit of measure (day, month etc)	Total period of engagement	Unit cost/rate	Total Cost for the Period
Consultant 1				
Consultant 2				
Sub-total Personnel				
Travel Costs (if applicable)				
Other related Costs (please specify)				
Total Cost of Financial Proposal				