

Terms of Reference Ethiopia Safe Space Programme

DFID Ethiopia

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1. Introduction and Overview

Girl Effect Ethiopia (GEE) is a programme team of the UK's Department of International Development (DFID) in Ethiopia. The GEE programme is aimed at empowering adolescent girls in Ethiopia and promoting social norm change in their favour. We work to help girls become healthy, safe, educated, prosperous and vocal, who can access services as well as bring their communities and future generations out of poverty.

An exciting new programme is being developed by the Government of Ethiopia (GoE) to support adolescent girls, aged 11-14 years old, to engage in a safe space programme that will equip them with personal, social, health, safety, education and financial outcomes - building girls confidence, agency, skills and knowledge as they progress through adolescence. The vision for this program is to be scaled nationally, however, a first phase (Phase 1) is required to test the model, curricula and operating model. This will be done in 2 regions, Amhara and Oromia. The Federal Ministry of Health (MoH) has been leading the development of the program to date, together with support from Girl Effect Ethiopia (GEE).

In order for the GoE to get this national programme up and running, DFID intends to procure the services of an organisation or consortia of organisations (hereafter called the 'Supplier') to complete the design of the programme, implement Phase 1 and pave the way for sustainable scale-up. The Supplier will:

1. Complete the co-design of the programme, with girls, the GoE (MoH, MoE, MoWCA), GEE and other stakeholders, and develop an implementation plan for a nationwide Safe Spaces programme for adolescent girls aged 11-14 years old (August-September 2016). This plan should draw on and work with existing government and development structures wherever possible for sustainability and cost-effectiveness. Phase 1 of the programme will be in Amhara and Oromia, gradually expanding nationally.
2. Implement Phase 1 of the programme (From end of October 2016 to August 2017)
3. Work with the GoE and other relevant stakeholders to set in place a sustainable scale-up plan, including providing any required capacity building, whereby implementation of the scale up (Phase 2 onwards) will be wholly led and managed by the GoE. This work should be undertaken continuously throughout the entire Supplier agreement from August 2016 – November 2017 so that by November 2017 the plan is approved, institutionalised and embedded in the GoE and ready to go.

The programme will be based on proven best practices, ongoing clubs/safe space mapping research in Ethiopia, and extensive stakeholder consultations at different levels, including with adolescent girls in the target regions. A separate consultancy has already been released to design all content (both written and drawn), and the methodological approach for the curriculum of the programme.

GEE has also commissioned a separate consultancy to undertake a mapping of existing clubs and safe spaces in Amhara and Oromia to inform the design and sustainability of this safe spaces programme. This research will be provided to the Supplier.

The Supplier must have existing permissions to operate in Ethiopia and be able to quickly start implementation of this programme whilst adhering to national legislation.

The Supplier will be committed to the cause of creating positive change for girls and finding the best value for money in order to deliver better for Ethiopian girls. At a technical level, this requires the Supplier who is committed to striving for excellence and who will seek out and work collaboratively with girls, her family and her community to ensure that the safe spaces programme is as relevant and impactful as possible.

This document outlines the thinking to date as to what operating model is required to deliver such a programme and describes the deliverables of the ToR.

2. Recipient

The recipient of this work is DFID Ethiopia/Girl Effect Ethiopia, with oversight and final approvals from the Ministry of Health. The Supplier will receive no additional support, assets or services from DFID, GEE or the MoH.

3. Scope of Work and Key Activities

Whilst the Safe Spaces Programme is 100% owned by the Government of Ethiopia, and currently housed within the MoH, the government is looking for external support to finalise the design and to get this national programme up and running. As such the scope of work covers three broad areas of work:

1. **Complete the co-design of the programme with girls, the GoE (MoH, MoE, MoWCA), GEE and other stakeholders (August 2016 – September 2016).** It cannot be emphasised enough that this is a co-design process that must include girls, her family and community as well as all relevant sector ministries. Finalisation of the design of this programme should build on the ToR and Concept Note submitted as part of the ITT. The final programme design should include (but is not limited to):
 - The objectives of the national programme and intended outputs and impact (using the objectives already laid out in the ToR)
 - The purpose and aim of the programme
 - The Operating Model. ‘How’ this programme will be delivered, who will it work with, what existing implementation structures will be used to make sure the programme is as cost effective, sustainable and scalable as possible, how will it be governed and quality assured, how will it be monitored. It is only by working with, and within, existing structures in all regions of the country that the GoE will be able to take this programme national. Existing structures might include development armies, groups and associations, health extension workers, schools, local government and so forth.
 - Criteria for girl selection and recruitment strategy (in consultation with girls, local government, community and family)
 - Criteria for Mentor selection and recruitment strategy (in consultation with girls, local government, community and family)
 - Design of a Mentor Motivation Scheme (that is practical, sustainable and appealing, ideally developed with existing government structures, such as the Ministry of Youth and Sports)
 - Detailed Activity and Work Plan for Phase 1, with key milestones and dates. What will be done, by whom and by when.

- This should include selection of the communities (in consultation with the MoH, Girl Effect and the curriculum design consultants) where the safe spaces will be set up for Phase 1
 - Monitoring, Learning and Evaluation Plan to show how the Supplier's achieving the objectives of the safe spaces programme, including outcomes for girls (changes in knowledge, attitudes, beliefs and behaviours)
 - RACI matrix detailing the Supplier's staff appointed to the project and the level of responsibility, accountability, consulting and informing for key stages of implementation.
- 2. **Implement Phase 1 of the programme (the first meeting of all 2000 girls in their newly established safe space should be October 2016.** As such, implementation of Phase 1 includes all the work that needs to be done beforehand to enable that to happen). This includes, but it not limited to:
 - Obtaining buy-in of all relevant Stakeholders at all levels (Kebele up to Federal); Setting-up Governance Structures and Steering Committee's
 - Ministries at Federal Level
 - Bureaus at Regional level
 - Government officials at Woreda and Kebele level
 - Community sensitization and Gatekeeper approval (including Family Sensitization) in all 80 locations where safe spaces will be set up in Phase 1
 - Implementation of the Work Plan including:
 - Recruiting and training 160 mentors (including refresher training (if required) and recruiting and training of any additional mentors in case of drop-out)
 - Recruiting 2000 girls (25 girls max for each safe space), ensuring all necessary parental and community approvals and permissions are in place beforehand
 - Selecting the 80 Safe Space locations with the girls
 - Providing any identified and required training and capacity building to grass roots implementing organisation, partners and government/development structures involved in the programme
 - Graduation ceremony for the 13-14 year old cohort marking their completion of the programme
 - Implementation of the Monitoring, Learning & Evaluation Plan including analysis of:
 - What is working/not working
 - What girls like/don't like
 - What local government, local community and family members think of the programme and how it is helping/not helping
 - Providing timely and detailed narrative and financial programme reports as agreed by GoE and GEE.
 - Adapt the design of the programme for Phase 2 onwards, based on learning from Phase 1 (revised programme design to be completed by October 2017 so changes can be incorporated into Phase 2)
- 3. **In partnership with the GoE and other relevant stakeholders, design and set in place a sustainable and phased scale-up plan, whereby implementation of the scale up (Phase 2 onwards) will be wholly led and managed by the GoE.** Development of this sustainable scale up plan should not happen in the last few months of the agreement, but should rather be a process of 'design, development, trial, learn and adapt' throughout the entire agreement (August 2016 – November 2017) so that the final plan is fully agreed, approved, institutionalised and embedded within the

relevant government ministries and bureaus at Federal and Regional level and ready to go by November 2017.

- Scale-up Plan: What does Phase 2, 3, 4, 5 and beyond look like (planned and practical increase in numbers of girls, regions and communities)
- Sustainability Plan: How can the programme be as cost-efficient as possible (using existing government and development structures; an innovative mentor motivation scheme; local solutions to cover the minimal operating costs (such as mentor's travel and phone cards))
- Financial Analysis: how much will national roll-out cost (what funding is required for each Phase); what are the different funding options
- Provide any required capacity building to the appropriate government department (MoH) who will own and manage the scale up – training, technical assistance, systems and procedures etc.

4. **With the GoE, develop a plan/strategy to provide any capacity building support to the relevant ministries (October 2016).** Implement this capacity building plan/strategy with the GoE to set the relevant ministries up for successful handover, management and implementation of the scale up (Phase 2 onwards). This capacity building should be delivered at planned stages throughout Phase 1, rather than being left until the last few months.

The programme will be based on internationally proven best practices, ongoing clubs/safe space mapping research in Ethiopia, and extensive stakeholder consultations at different levels, including with adolescent girls in the target regions.

A separate consultancy has already been released to design all content (both written and drawn), and the methodological approach for the curriculum of the programme. The Supplier will be expected to work in close collaboration with the Consultants who are designing and developing the curricula.

4. Key Outputs/Deliverables

1. Finalisation of the programme design and implementation model for the National Safe Spaces Programme. This must be approved by the MoH (including other relevant ministries) & Girl Effect and validated by regional governments in Amhara and Oromia and a selection of Phase 1 target communities – September 2016
2. Submission of a detailed activity and work plan for Phase 1 – August 2016
3. Aligning with Monitoring, Learning and Evaluation plan for Phase 1 – August 2016
4. Successful graduation of 2000 girls from a 10-month Safe Space programme (80 Safe Spaces across Amhara and Oromia (max 25 girls per safe space), with 160 mentors and 2000 girls), where all girls attended regularly – August 2017
5. Submission of a revised programme design/model, based on lessons learned from Phase 1 - August 2017
6. Submission of a comprehensive midterm and end term monitoring and evaluation report (April 2017 and November 2017)
7. Submission of a detailed plan for a sustainable, phased scale-up of the programme for the next 5 years. This must be approved by MoH (including other relevant ministries), Girl Effect and other relevant stakeholders. September 2017

8. Strategy for the handover of the management and oversight of the national safe spaces programme to the MoH (or other designated government ministry/department), including completion of any required capacity building and support. November 2017

Requirements

- Existing permissions to operate in-country
- Existing excellent working relationships with MoH, MoE and MoWCA at Federal level and with the relevant Bureau's in Amhara and Oromia
- Grass root presence with functional structures in Amhara and Oromia. Proven experience in working through existing formal and informal structures at the grass roots level in selected communities in Amhara and Oromia.
- Existing capacity and ability in their organization/consortia to be able to immediately start implementing the scope of work. This includes being able to obtain all required government permissions as well as having the right human resources in the organization to deploy to this programme.
- Proven relevant experience in the following areas:
 - o Strong Girl/Gender expertise exists in the organization and will be brought in to support this programme
 - o Early Education
 - o Implementation of Safe Spaces/Clubs
 - o Training
- Strong programme design experience and skills
- Proven past performance (provision of at least 3 references)

The development partner would be required to have a physical presence and functional programs in the area. A very strong and proven relationship with the local government structures and community-based organizations is mandatory. Moreover, the organizations are expected to have expertise and experience on community mobilization tools and techniques such as community conversation and community dialogue.

Additional preferred experience:

- Currently implement girl-centred programmes in Amhara and Oromia, with existing relations at local level
- Proven experience in adolescent girls' life skills programing, including work on behavior change and social norm change.
- Proven experience on family and community level influence and management of multi-stakeholders programmes like safe spaces
- Strong Technical capacity and approach
- High quality monitoring and evaluation experience
- Demonstration of Value for Money (VfM) in previous work

5. The Safe Space Approach

There is evidence to support the links between when girls start puberty, the average age being approximately 12 years old, and how this age is linked to her becoming more vulnerable to things like

school dropout and increased gender-based violence. However, evidence also shows that when girls at this age are supported to develop knowledge and skills on key issues that will affect their lives, it will help them to be able to navigate their transition to adulthood.

Safe space programmes are an effective way to engage a girl and equip her with confidence, agency, skills and knowledge she needs to avoid falling into vulnerability traps as she gets older. Safe space programming refers to girl-only spaces that follow a particular methodology, a key element of which is that the sessions are led by a mentor who is a young female selected from that specific community where safe spaces are run. The environment where girls meet is deemed 'safe' in the sense that they are able to freely express themselves without fear of judgment or backlash and they are not put at risk by accessing the safe space. The methodology is girl-centred and there is a strong community engagement component that engages parents, families, boys and gatekeepers in not only approving girls attending safe spaces, but also participating in activities to create or strengthen support systems at the family and community level.

A safe space approach ensures 4 key elements are taken in to account:

- **Inclusive and participatory design and delivery with girls:** Ensuring girls' voices shape not only the design of the content but also ensure that the delivery method is inclusive and participatory.
- **Mentoring:** Young women from the community provide a link between connecting the safe space to the community and fill a critical role model position for the young girls.
- **Safety:** Girls meet in a 'safe' environment – e.g. girls freely express themselves without fear of judgment or backlash and are not put at risk accessing the safe space.
- **Community engagement:** Parent and gatekeeper approval ensure girls' sustained and meaningful participation. Communities receive positive messaging on the value of adolescent girls to promote shifts in attitudes and behaviors.

6. The Government of Ethiopia's Safe Space Programme

The Ethiopian Federal Ministry of Health (MoH) has committed to developing a national safe space program aimed at improving the personal, social, health, safety, education and financial outcomes for 11-14 year-old girls¹. The long-term ambition of this program is to scale it nationally across all of Ethiopia. However, there will be a Phase 1, starting in October 2016 for one year to run the program in two regions, Amhara and Oromia, to test and refine the model before scaling up.

Objectives of the safe space program

Overall Objective of the National Safe Space Program

Improved personal, social, health, safety, education and financial outcomes for adolescent girls aged 11-14 nationwide across Ethiopia in an environment where girls are positively valued in society.

Specific Objectives of a National Safe Space Program

¹ The criteria for selecting girls to participate will be defined by the Supplier and the MoH Adolescent Sexual and Reproductive Health Technical Working Group.

- To increase and improve knowledge, perceptions and attitudes amongst girls and communities regarding adolescent girls' positive value and entitlement to the assets and services they need
- To develop adolescent girls' knowledge, confidence and capabilities around personal, social, health, safety, educational and financial issues
- To generate and increase demand from adolescent girls and their communities to access girl-friendly safety, education, financial and health services
- To generate evidence of best practice safe space models empowering adolescent girls

Specific Objective of Phase 1 (August 2016 – November 2017)

To pilot a safe space model aimed at improving the personal, social, health, safety, education and financial outcomes for 2,000 adolescent girls in Amhara and Oromia regions by 2017 which will then inform the adaptation and scale-up of the safe space programme to national level. Phase 1 will also test a branded curriculum and an un-branded curriculum to understand the extent to which the branded curriculum leads to deeper engagement, parental and gatekeeper approval and more sustainable outcomes for girls.

Target Group

The safe space program will target all 11-14 year old girls across Ethiopia in two cohort groups, 11-12 year olds and 13-14 year olds (implemented simultaneously). This means there will be two cohorts of safe spaces. Cohort 1 will be a 10-month programme for 11-12 year old girls. Cohort 2 will be a 10-month programme for 13-14 year old girls. Both programmes will run simultaneously. As the programme scales from Phase 2 onwards, girls would graduate from Cohort 1 and then go through Cohort 2.

These age brackets have been selected based on the evidence that the increased social norms and expectations that adolescent girls face, which shape their opportunities and limitations in the long-term, corresponds to the age when they begin to biologically develop, around the age of 12. Equipping girls with skills, knowledge and agency before they fall victim to barriers like child marriage, school dropout and early childbirth, to name a few, can enable them to navigate and avoid these barriers. This age bracket is also before secondary school, where enrolment rates are lower.

7. Core Components of the Safe Space Programme

The table below summarizes the core components required to develop and rollout the safe space program for Phase 1. The table also highlights the responsibility and key deliverables for each component. Together, these components will ensure that the safe space sessions can begin meeting in November 2016.

Component	Lead Responsibility	Timeline	Key Deliverables
Clubs and safe space mapping	Separate Consultancy managed by Girl Effect Ethiopia (GEE)	Completed in June	Report identifying where and how girls currently access clubs/safe space structures in Amhara and Oromia
Curriculum development	Separate Consultancy managed by GEE	To be completed by end of August	Mentor's Handbook (including guided curricula and lesson plans); Girl's Handbook; Training of Trainers

Component	Lead Responsibility	Timeline	Key Deliverables
			Manual
Role of Supplier			
Finalize the design of the programme, including implementation model and work plan	Supplier, reporting to and managed by GEE and FMoH, in consultation with MoE and MoWCA	To be completed by end of August	Design/Develop and get approval from the Ministries of Health, Education, Women and Children's Affairs and Youth and Sport for the 'how' of delivering a sustainable and scalable safe space programme for Phase 1 and beyond
Community selection	Supplier, reporting to and managed by GEE and FMoH	September and October	Supplier will have proposed communities in the RFP, which will be discussed and finalized with the MoH once the contract is signed
Community sensitization	Supplier, reporting to and managed by GEE and FMoH	Periodic dates between September and October	The Supplier's bid should include the approach they will use to sensitise and get buy-in from each community in the build up to the safe space sessions starting in Sept 2016
Establish governance structures	Supplier, reporting to and managed by GEE and FMoH, in partnership with the MoE, MoWCA	August – September	Supplier's role will be to propose governance structures at all levels and ensure the structures are reflected in the implementation model
Criteria for girl selection	Supplier, reporting to and managed by GEE and FMoH, in consultation with the MoE, MoWCA	July	Criteria agreed for how girls will be selected amongst the 11-14 year old age cohort. This will involve community and parental input.
Criteria for mentor selection	Supplier, reporting to and managed by GEE and FMoH, in consultation with the MoE, MoWCA	August	Criteria agreed for mentor recruitment. This will involve community/parental input and especially from girls. It will also include a Mentor Incentive Scheme to encourage voluntarism
Girl recruitment	Supplier, reporting to and managed by GEE and FMoH, in consultation with the MoE, MoWCA	September and October	Supplier to work with community and government structures to recruit girls for safe spaces, according to the agreed Criteria for Girl Selection
Mentor recruitment	Supplier, reporting to and managed by GEE and FMoH, in consultation with the MoE, MoWCA	September and October	Supplier to work with community and government structures to recruit mentors, according to the agreed Criteria for Mentor Selection
Training of Trainers	Supplier, reporting to and managed by GEE	September	Supplier staff and key government bodies trained on how to train

Component	Lead Responsibility	Timeline	Key Deliverables
	and FMOH, in consultation with the MoE, MoWCA		mentors on the curriculum and participatory delivery of the content
Mentor training	Supplier, reporting to and managed by GEE and FMOH, in consultation with the MoE, MoWCA	October	Supplier to lead the training to ensure mentors are familiar with the curriculum and embrace the participatory approach
Safe spaces programme delivery	Supplier, reporting to and managed by GEE and FMOH, in consultation with local GoE structures	From November 2016 to August 2017	2000 Girls enrolled in 80 safe space sessions and are regularly attending the weekly programme
Process Monitoring and Lessons Learned	Supplier, reporting to and managed by GEE and FMOH, in consultation with the MoE, MoWCA	Ongoing throughout programme	Supplier to deliver the monitoring and learning plan for the Pilot (June 2016) and is responsible for implementing this plan (including data collection and analysis)
Independent Impact Evaluation	Separate Independent organization, reporting to and managed by GEE and FMOH in consultation with MoE, MoWCA	Baseline and end line of pilot	This will be conducted by a separate independent agency (with a separate procurement process) but the design of the evaluation will be informed by the objectives and expected outcomes of the pilot, set in the co-design phase by the Supplier.

Clubs and safe space mapping

In order to make sure that the safe spaces program builds on existing structures for adolescent girls, a piece of work has been commissioned by GEE to assess what safe spaces and clubs, both formal and informal, are available to, and accessed by, girls and boys between the age of 10 and 14 in the areas where Phase 1 of the program will be piloted. This will provide rich information about how girls and boys access what's available to them and also inform how this safe space program can be designed and delivered utilizing existing structures. This research will be made available to the Supplier to support the finalization of the design of the programme and its sustainability and scale-up.

8. Programme Implementation

Plan for Phase 1

Phase 1 will run from end of October 2016 to 2017 (including evaluation). Safe space sessions will run from end of October 2016 to beginning of November 2017 with a two month evaluation period. In the build up to Phase 1 starting is the curriculum development, appointment of the Supplier (including finalizing the design and implementation of the programme), and the preparatory work regarding the

community selection, sensitization, training and girl and mentor recruitment. The questions highlighted throughout this draft operating model will be taken forward and answered by the Supplier, in consultation with all relevant stakeholders.

Phase 1 Overview:

- 2000 girls (1000 in Amhara and 1000 in Oromia) aged 11-14 yrs old
- ✓ Amhara:
 - 500 girls in Cohort 1 (11/12 yrs old)
 - 500 girls in Cohort 2 (13/14 yrs old)
- ✓ Oromia:
 - 500 girls in Cohort 1 (11/12 yrs old)
 - 500 girls in Cohort 2 (13/14 yrs old)
- 80 Safe Spaces (Max 25 girls per Safe Space)
- 160 mentors (2 per Safe Space)
- Phase 1 will run from end of September 2016 – October 2017 (including 2 months for completion of monitoring and reporting; delivery of the sustainable scale-up plan; handover to GoE)
- Woreda's to be defined by the Supplier in consultation with MoH

Governance Structures of the Program

This programme by its very nature requires the involvement of different actors, in particular from government - the education sector, health sector, Women and Children Affairs as well as the Youth and Sport sector. It should be emphasized that other government sectors and non-government actors including CBOs, NGOs and the private sector are also important as all of them have different role to play towards the success of this programme. The detailed roles each stakeholder will play will be set out once the Supplier has been appointed and the operating model further developed. One key consideration is how girls' views are represented within the governance structures at all levels that will be established as part of the programme.

In order to ensure smooth implementation of the programme, a governance structure with clearly defined roles and responsibilities needs to be put in place by the Supplier and endorsed by the respective government structures at different levels. **The right entry points need to be identified at different government offices so that the programme will be part of the respective government sectors' mandate and work plans, instead of being considered as an 'add on.'**

The following governance structure at the different levels is proposed below, but will need to be reviewed, finalized and implemented by the Supplier based on continuous discussions among all stakeholders.

Federal Level

The Ministry of Health (as the owner of the programme), the Ministry of Women and Children Affairs, the Ministry of Education and the Ministry of Youth and Sport will be the key government sectors to provide guidance and quality assurance to Phase 1 and to oversee the design, endorsement, implementation and tracking of the programme at scale. A federal level steering committee or governing body will need to be formed or subsumed under an existing cross-government governing body.

The Ministry of Health is currently playing a critical role to own and to lead the initiative; it is coordinating a number of actors including MOE and other Ministries; Girl Effect Ethiopia; UNFPA; UNICEF; Packard Foundation; Engender Health; Population Council and others to mobilize both financial and technical resources as well as to provide strategic direction and guidance.

The Ministry of Women and Children Affairs is uniquely positioned to mobilize the women, adolescent girls and young female structures so that the programme will get strong support at the local levels. They could also play a key role in working with a core team of others to define the recruitment criteria of the girls and the mentors and provide guidance on how to define and identify the safe space structures in close consultation with the girls themselves.

The Ministry of Education will provide quality assurance on the design and content of the different manuals the programme will develop. They will also ensure the safe space curricula is complementary to the school curriculum and not duplicative. As known, girls' school enrollment rate at primary level in Ethiopia is very high. This implies that majority of the 11-14 years old girls have a chance to go to school. Without denying the very fact that girls might drop out of school for a number of reasons, school structures at Keble levels could be one of several entry points to recruit the girls. Therefore the Ministry of Education can contribute to defining the safe space structures in close consultation with the girls, provide guidance on mentors' recruitment as well as manage and track changes on the girls' life as a result the programme. This needs to be thought through by the Supplier.

The Ministry of Youth and Sport is a newly established ministry to work on the social, economic and political participation and benefit of youth. According to the government policy, youth covers people aged between 15-29 years old. The ministry could play a role in supporting the recruitment of Mentors who fall into this age bracket (for example setting up a national mentor recruitment and training programme), providing policy direction on the programme and promoting volunteerism among youth. Its role in helping to define a sustainable and workable benefit scheme for the mentors will be also crucial.

Other partners including NGOs, UN agencies, CBOs and Development Partners

Technical and financial support from different partners is important to ensure the programme can be implemented at scale and in a sustainable manner.

District level Governance Structures

The Bureaus of Health, Education, Women and Children Affairs and Youth and Sport will likely be members of the steering committee at the district level. The steering committee will also be open to other actors including NGOs, CBOs, youth and women associations. If they are not part of the implementing structure of the programme their role and engagement will need to be made clear.

The role of the steering committee at District level could be:

- Provide support to the Woreda level structures who are involved in implementing the safe spaces programme (e.g. with sensitization of the community and parents, helping to identify and recruit mentors, selecting the girls etc.).
- Manage the two-way communication between the grassroots implementation at the Keble and Woreda level and the higher level guidance and direction at Federal level.

- Provide support to the mentors e.g. through putting in place a practical, affordable and sustainable motivation scheme.
- Support the monitoring, learning and evaluation component of the programme including scalability and Value for Money (VFM).

Woreda Level Governance Structure

The Woreda administration, the women and children affairs representative, school teachers and the health extension workers will be member of the Woreda level steering committee members.

The role of the steering committee members at the Woreda level is to:

- Support the community sensitization work to be done by the Agency
- Support the mentors' recruitment processes
- Provide regular monitoring and supervision support for the mentors
- Serve as a first to go entity whenever the girls as well as the mentors face a challenge throughout the programme
- Facilitate and oversee the family and community level involvement and endorsement of the programme content, how the mentors deliver it and how the girls' life is changing

9. Reporting and Governance Arrangements

Direct Reporting with GHE/DFID

The Girl Effect Ethiopia Girl Specialist Team Manager is the overall technical lead on the project with overall responsibility for the contract. However all approvals (work plans, programme model, recruitment criteria, sustainability plan and so forth) will need final sign-off by the MoH.

The Girl Effect Ethiopia Finance and Operations Manager is the financial/ administrative lead on this contract.

The Girl Effect Ethiopia Deputy Country Director is the operational lead on this contract.

Contractual issues should be referred to DFID Procurement and Commercial Department.

Programme management related reporting/reviews

Routine reviews and meetings

- There will be monthly meetings between the Supplier and the GEE Girl Specialist Team. Minutes should be taken with key actions highlighted across all work streams, flagging any delays, risk and/or potential financial constraints.
- There will be bi-monthly meeting with the MoH, GEE and the Supplier to provide updates to the Ministry, discuss challenges and opportunities and obtain any necessary permissions/approvals. Additional meetings with the MoH, to be organised by the Supplier, may be required for the design of the programme.

Quarterly strategic reviews

There will be quarterly meeting between the Supplier and Girl Effect Ethiopia to discuss key strategic direction of the programme as well as operational issues including finance and milestones. This meeting will take place every quarter following receipt of the Supplier written Quarterly Assessment Scorecard (QAS)² and next quarter plan and expected spend with value for money analysis. Girl Effect Ethiopia will provide written feedback to the Supplier QAS and develop joint agenda items for discussion, agreement and decision for the meeting.

Performance Reviews

A performance review will be carried out jointly by the MoH and GEE to assess the Supplier's performance to-date. If the above assessment uncovers serious concerns with performance, further meetings may be set up to ensure that agreed actions are dealt with quickly.

GEE will provide written reports on performance review and poor performance over any 2 quarters may result in the contract being terminated.

10. Performance Requirements

DFID intends to manage service provider performance through measurement of Key Performance Indicators. As an essential aspect of the Design phase, the Supplier is expected to develop in collaboration with DFID KPIs which can be monitored to demonstrate value for money and performance of the contract, including how they propose to achieve the required results and how the Supplier will manage the handover and transition of the programme to the MoH.

Value for money will be monitored throughout the life of the programme. Based on this, value for money indicators will be agreed between DFID and the Supplier and finalised during the design phase.

11. Country Context

Ethiopia has registered commendable development results over the last two decades and is often praised as one of the region's best performers in most of the MDG goals. Notable achievements include increased enrollment in primary education, increased representation of women in parliament and considerable reductions in child and maternal mortality. The country has a strong commitment to girls and women and the Growth and Transformation Plan II has an explicit focus on women, children and youth, with a number of policy and legal frameworks being put in place. Whilst Ethiopia is striving to fulfill the needs and priorities of adolescent girls, this commitment co-exists with some significant

² The QAS is a tool to assess progress against key deliverables, learning's and risks on a quarterly basis. All members of the Supplier will take part in the QAS process which is aligned to GHE's own QAS. The framework and tool will be provided to the Supplier by GHE.

challenges that girls continue to face. Many girls are not yet able to complete secondary education; many girls do not have opportunities for personal development and to learn life skills; child, early and forced marriage and female genital mutilation remains an issue in some areas of the country; and girls are not fully integrated within the economy, which results in challenges like migration. There also continues to be a gap in adolescent girls being equipped with appropriate and timely knowledge, as well as skills, on areas such as sexual and reproductive health.

According to the CAG partnership *“Creating a just and sustainable world depends on the recognition, prioritization, and participation of adolescent girls.”* There is a growing body of evidence that supports how investment in adolescent girls’ personal development, education, health, safety, and economic opportunities could help end inter-generational poverty, achieve gender equality and boost the economies of entire countries.³ One way of investing for and with adolescent girls is through safe spaces programmes.

12. Duty of Care

The Supplier is responsible for the safety and well-being of their Personnel and Third Parties affected by their activities under this Contract, including appropriate security arrangements. They will also be responsible for the provision of suitable security arrangements for their domestic and business property. DFID will share available information with the Supplier on security status and developments in-country where appropriate. DFID will provide the following:

- All Supplier Personnel will be offered a security briefing by the British Embassy/DFID on arrival. All such Personnel must register with their respective Embassies to ensure that they are included in emergency procedures.
- A copy of the DFID visitor notes (and a further copy each time these are updated), which the Supplier may use to brief their Personnel on arrival.

The Supplier is responsible for ensuring appropriate safety and security briefings for all of their Personnel working under this Contract and ensuring that their Personnel register and receive briefing as outlined above. Travel advice is also available on the FCO website and the Supplier must ensure they (and their Personnel) are up to date with the latest position.

The Supplier is responsible for ensuring that appropriate arrangements, processes and procedures are in place for their Personnel, taking into account the environment they will be working in and the level of risk involved in delivery of the Contract (such as working in dangerous, fragile and hostile environments etc.). The Supplier must ensure their Personnel receive the required level of training in the field prior to deployment.

DFID Ethiopia Risk Assessment – Updated May 2016

³ CAG Partnership and Allies toolkit: 2015

	Addis Ababa	Amhara Region	Tigray	SNNPR Region	Oromyia Region	Afar Region	Gambella	Benishangul	Harari	Dire Dawa	Jijiga	Other parts of Somali Region
OVERALL RATING	3	3	3	3	4	4	4	3	3	3	3	4
FO travel advice ¹	2	2	3	3	4	4	4	3	2	2	3	5
Host nation	n/a	n /	n /	n /	n /	n /	n /	n /	n /	n /	n/a	n /
Transportation	3	3	3	3	3	4	3	3	3	3	3	4
Security	3	3	3	3	4	4	4	3	3	3	4	4
Civil Unrest	3	3	3	3	4	3	4	3	3	3	3	3
Violence & Crime	3	2	2	2	4	4	4	2	2	3	3	4
Espionage	3	3	3	3	3	3	3	3	3	3	3	3
Terrorism	3	3	3	3	3	3	3	3	3	3	3	4
War	2	2	3	3	3	3	3	2	2	2	3	4
Hurricane	1	1	1	1	1	1	1	1	1	1	1	1
Earthquake	2	1	1	2	3	3	2	1	2	2	1	1
Flood	2	2	1	3	3	2	3	2	2	3	4	1
Medical Services	3	3	3	4	4	4	4	4	3	3	4	5
Nature of Project/ Intervention	3	3	3	3	3	3	3	3	3	3	3	3

Note: Some regions might need further FCO travel advice, depending on the nature of the project and intervention area.