

## Terms of Reference

### Sabalaa: DFID Nepal Support for the Economic Empowerment of Women and Girls

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## 1. Introduction

The Nepal country office of the United Kingdom's Department for International Development (DFID) has launched a new programme to support the economic empowerment of women and girls – the Sabalaa Programme.

The business case for this Programme was approved in May 2016 and DFID Nepal is now seeking the services of suppliers through these Terms of Reference to implement the Programme. The Programme will run for 5.5 years from contract award. This includes a six-month inception phase. There will be a break clause after the 6-months inception phase and following the second annual review.

## 2. Recipients and Beneficiaries

The main recipients of the Programme will be the implementing partners. The third component of the Programme, named REACH, will provide Technical Assistance to the Ministry of Women, Children and Social Welfare to support the implementation of the Women's Development Programme. The component is outlined in more detail below.

Beneficiaries for all four components specified below will be women and girls in Nepal. The Programme will focus on developing interventions to (i) benefit the poorest women and girls in Nepal and (ii) drive structural, transformative change to support Women's Economic Empowerment in Nepal.

The implementing partner will report to a Programme Steering Committee (comprised of Government of Nepal officials and DFID) and DFID Senior Responsible Officer.

## 3. Objective

The Programme will develop solutions to the structural barriers that prevent women and girls from engaging freely and productively in the economy. Sabalaa (meaning "powerful woman") will adopt a multidimensional approach to Women's Economic Empowerment and address:

1. Issues of access: to resources, assets and opportunities for women and girls across Nepal to participate and benefit from economic opportunities across all sectors.
2. Issues of agency: to create an environment in which women are perceived, both by themselves and by others, as having full ownership over their income, assets and the economic opportunities available to them.

The Programme Outcome is: Greater evidence and capacity on Women's Economic Empowerment driving improvements in programming and policy, with sustainable solutions to support women's economic empowerment identified, tested and adopted.

The Programme Impact is: A more enabling environment for women and girls in which their economic potential is harnessed, resulting in more inclusive growth and poverty reduction.

Sabalaa is a long term investment that has the opportunity to fundamentally change the role that women play in Nepal's economic growth. It will increase the incomes of 140,000 women and help 1 million women participate in strong rural cooperatives that provide access to markets, business opportunities, and financial services. Suppliers are encouraged to be more ambitious in their results, where feasible.

Through Sabalaa, we expect to see:

- women entering higher-value jobs within Nepal's growth sectors (i.e. agro-business, construction, tourism, ICT and hydropower);
- a growth in successful small and medium sized enterprises owned and managed by women (shifting beyond micro-enterprises) and strong support for these businesses (i.e. associations, financial services);
- an increase in the number of women successfully entering the civil service across Nepal where they are currently significantly underrepresented;
- strong rural cooperatives that are market-oriented and providing women with agro-business opportunities (i.e. vegetables, spices, dairy, high-value livestock);
- an increase in available finance products that provide women with high-quality savings, insurance and credit products to meet their needs (to save money, manage risk and to grow businesses);
- an increase in implemented policies and practices that support gender equality; and
- new types of interventions and evidence that increase women's productive engagement in the economy and are embraced and scaled up by government, businesses and development partners.

#### **4. Requirements**

DFID has identified key constraints to Women's Economic Empowerment, outlined in Annex A. These constraints are closely interlinked and cut across a range of intervention areas, including (but not limited to) evidence building, policy reform, network-building, addressing sectoral and market constraints and supporting social and structural change.

Sabalaa is a national programme, but will require strong local interventions. Geographic focus should be considered across all components.

Nepal is currently undergoing a process of government restructuring which may impact on the implementing environment (particularly in the Reach component). Suppliers are expected to be aware of the ongoing reforms and be equipped to adapt accordingly.

Four interlinked components have been identified- Learn (1), Deliver (2), Reach (3), and Transform (4). Components 2 (Deliver) and 3 (Reach) represent the primary delivery

mechanisms of the programme with Components 1 (Learn) and 4 (Transform) providing key supportive elements to the overall delivery.

### **Component 1: Learn**

The expected outcome of the LEARN component is to generate evidence and drive capacity building on women's economic empowerment in Nepal, to be used internally (across all programme activities) and externally (through wider dissemination and research uptake). This may include:

- i. Commissioning focused research and evidence on women's economic empowerment issues in Nepal. The scope of the research may be determined by, but not limited to, a thorough analysis of the wider evidence base on Women's Economic Empowerment in Nepal and/or by developing research that is immediately relevant to the programme's activities. The output from this will be a range of applied research products – at least 10 studies across the life of the programme and 1 piece of longitudinal research (e.g.: a cohort study).
- ii. Strategic and problem-driven influencing and dissemination of the evidence base generated by Sabalaa to (i) influence stakeholder understanding of and action on women's economic empowerment; (ii) engage with champions willing to test and scale up innovations; and (iii) identify sectors, companies, and policy areas where transformation on women's economic empowerment issues is welcome and feasible. The outputs from this will be an information hub where research and policy advice can be accessed in English and Nepali, focused public-private dialogues on key issues, and the establishment of partnerships and coalitions to help drive change.
- iii. Putting in place effective Monitoring, Evaluation and Learning (MEL) mechanisms that enable the programme to rapidly collect, evaluate and use evidence on the performance of the programme.

Efforts should be taken to ensure that outreach and influence of knowledge and policy work extends beyond Kathmandu.

### **Component 2: DELIVER**

The expected outcome for the DELIVER component is to increase the incomes of *at least* 20,000 women and girls by piloting market systems solutions to key barriers and constraints to women's economic empowerment. The programme will then scale up successful interventions and encourage their replication across a network of stakeholders, reaching *at least* an additional 20,000 women and girls. Suppliers are encouraged to review and stretch these ambitions. The aim of these interventions should be to increase the incomes of beneficiaries, achieve substantive economic equality for women and girls, and to demonstrate results across meaningful indicators related not just to economic capability but also to agency. Piloting a range of interventions will enable Sabalaa to test different

approaches, measure the impact of its interventions and invest in activities that work, maximising Value for Money. The Deliver component should be delivered through a Challenge Fund modality that encourages strong, evidence-based competition and robust evaluation and learning.

DFID expects the supplier to develop processes to determine the location, target group, success, scalability and replicability of interventions. It is anticipated that Years 1-2 will be focused more on innovation and piloting and years 3-5 will focus more on achieving scale.

DFID Nepal has identified five indicative areas across which interventions may be supported. However, the supplier is encouraged to challenge these five areas and propose their own:

1. Support the employment and retention of women in transformative growth sectors (hydropower, tourism, agro-business, ICT) and non-traditional jobs (e.g.: civil service, construction), with a specific focus on the growth sectors of construction, infrastructure, agriculture and forestry, energy and tourism. This may include interventions that:
  - Help women prepare for and be successful in entering the civil service through targeted training and mentoring;
  - Work with industry bodies and networks to identify and address challenges to hiring and retaining qualified female staff (across sectors);
  - Provide targeted skills and interventions to help women access non-traditional jobs (i.e. construction)
  - Support interventions that increase the quality, productivity and marketability of micro-agro processing activities (i.e. ginger, medicinal plants, dairy)
  - Identify specific innovations and financial services that can help women be more competitive in agricultural sectors (i.e. mechanisation tools, equipment leasing)
  
2. Support the growth and success of: (i) Women-owned enterprises; (ii) Enterprises that provide products or services targeted to women; (iii) Enterprises in one of the above-mentioned transformative growth sectors where there are opportunities for women to enter or play a bigger role. This may include interventions that:
  - Support interventions by chambers of commerce and business networks to grow and expand their female membership base and targeted services;
  - Identify promising female-owned businesses and provide targeted support to help them grow;
  - Increase market understanding of female consumers and products that can improve the lives of women and girls (i.e. nutrition, health and wellness, safety)
  - Work with selected businesses in growth sectors to help them increase, retain and advance their female work force.

3. Developing interventions that will support women so that they are better equipped to respond to the challenges and opportunities of urban labour markets. This may include interventions that:
  - Increase the skills of young urban women entering urban job markets so that they can access well-paid secure jobs;
  - Increase efficiency and productivity of women in informal businesses through interventions like business skills and wholesale purchasing;
  - Identify and address risks that women may face in identifying safe and productive urban work by providing access to information services.
  
4. Supporting interventions and innovations to recognise, reduce and redistribute the burden of unpaid care work. This may include interventions that:
  - Identify and scale up business opportunities for child care services for working women;
  - Identify the value of “unpaid” care as a contribution to the economy
  - Support innovations and introduce technology that can reduce care burdens within the household (i.e. cook stoves, water collection)
  
5. Addressing key constraints women face in accessing financial products and services. This may include interventions that:
  - Help banks identify and deliver products and services that can better reach women’s banking needs;
  - Encourage women to proactively utilize their assets (i.e. savings, credit, property) to increase their financial security;
  - Strengthen the link between credit provision and business development services for women.

It is expected that interventions in this component will include a strategic mix of advisory services as well as direct support to beneficiaries (including but not limited to: business innovation grants, technology transfer, training and skills development).

### **Component 3: REACH**

The expected outcome of the REACH component is to support the Ministry of Women, Children and Social Welfare’s Women’s Development Programme (WDP) so it can maximise its outreach and impact and drive positive transformative change for its members. Sabalaa is expected to provide (i) indirect benefits for all 1 million women in the WDP, by strengthening the delivery of the Programme; and (ii) direct benefits for at least 100,000 women and girls, by building the capacity of selected savings groups and cooperatives to help women increase their incomes. To achieve this outcome, Sabalaa support will include:

**1. Technical Assistance to the Ministry of Women, Children and Social Welfare.** Sabalaa will provide Technical Assistance to the Ministry of Women, Children and Social Welfare (MoWCSW) to jointly identify the key areas for improvement in their policies, systems and processes. Technical Assistance will build on the recommendations of the 2014 Strategic

Review of the Women's Development Programme and improve core processes so that the programme is able to reach more women more effectively. The modalities of support will be decided through a joint consultative process between DFID Nepal, the Government of Nepal and the Sabalaa Programme's implementing partner, to identify the Ministry's programmatic needs and priorities and design the support accordingly. However, it is envisaged that this support will include support for:

- strategic planning at national and local level;
- monitoring and evaluation of programme activities;
- strengthening human resources processes;
- improving information systems;
- supporting cross-government coordination.

The Ministry of Women, Children and Social Welfare may wish to reflect the TA support within their systems of budgeting and planning. The supplier will support this process, as required.

**2. Support to Cooperatives:** Sabalaa will work closely with the WDP's women's groups and cooperatives and will provide them with strategic support which may include technical assistance, technology and seed money that can be used to increase their outreach and effectiveness within specific markets. Cooperatives have been instrumental for the socio-economic empowerment of women, and this support will build on those achievements by:

- enhancing the capacity of cooperatives to deliver their services to their members,
- supporting the growth of smaller cooperatives, and
- enhancing the productivity of larger cooperatives through stronger market linkages.

With the MoWCSW, Sabalaa will identify specific cooperatives that will receive targeted support. The selection process for cooperatives will likely be based on indicators such as: (i) Membership portfolio – targeting cooperatives that serve a community with a high density of poor and disadvantaged women; (ii) Economic analysis – targeting cooperatives where opportunities exist for better links to the local and national economy; (iii) Capacity portfolio - identifying institutionally strong cooperatives with high growth potential, and institutionally weaker cooperatives that would benefit from further support.

**3. Scale-up of Sabalaa interventions:** Sabalaa will work with the WDP to identify potential opportunities to scale up interventions and innovations from other parts of the programme- and through the private sector- across the reach of the WDP. These may include:

- targeted research and evidence (LEARN)
- market systems innovations (DELIVER)
- specific financial products and services (DELIVER)

- information and interventions to challenge social obstacles for women (TRANSFORM)

It is expected that this component will work closely with the MoWCSW to define all activities and approaches. Approaches should clearly differentiate between elements (i) and (ii) above as approaches and skills to implement these two elements will likely vary.

#### **Component 4: TRANSFORM:**

The expected outcome of the TRANSFORM component is to support a more enabling environment for women and girls, so that they are able to freely make, act on and benefit from economic decisions. Sabalaa will work with a range of partners to both support interventions that can help build a positive environment for women's economic empowerment by highlighting good practices (i.e. role models, positive images of women's participation of the economy, promotion of women's businesses) and addressing particular challenges that some women may face (i.e. limited mobility, discrimination, unequal pay, limited access to education, safety issues)

This may include:

- i. Developing interventions to challenge attitudes and behaviours that impede on women and girls' ability to participate freely and productively in the economy. This may require developing interventions working on multiple levels (individual, communal, societal and institutional) and bringing in a diverse set of partners across all levels to weaken the structures that perpetuate harmful norms, to catalyse social change and to create an environment in which new attitudes and behaviours can flourish.
- ii. Taking a strategic and entrepreneurial approach to policy reform by identifying key policy areas where reform or support for implementation is technically sound and politically feasible.

These types of interventions will require a diverse set of partners, and a long time horizon. Interventions should be integrated across all of the Sabalaa components and will aim to:

- reinforce key positive messages about women's economic opportunities, their contributions and how they overcome challenges;
- support policy implementation that facilitates women's economic opportunities;
- increase the awareness of the private sector to the market opportunities in better serving women and girls;
- make women and girls aware of service and products that are available to them;
- engage men as champions of women's economic opportunities;
- challenge conventions and practices that inhibit women's economic opportunities; and
- publicise and promote progressive policies and practices that support gender equality.

The impact of this support will be measurable changes in attitudes towards women's economic empowerment (e.g.: increased levels of economic agency and decision-making power; increased control over assets and resources; increased participation of women in non-traditional growth sectors; decreases in the time spent by women and girls on unpaid care work) across selected geographic clusters and communities. These changes should be amplified through networks and innovative approaches to achieve scale and to encourage positive behaviours and attitudes towards women and girls' employment.

## **5. Timing**

The contract will run for a total period of five and a half years which includes a 6-month inception phase. DFID may, in agreement with the supplier, extend the contract beyond the 2022 end date for up to 2 additional years. This would be subject to agreement through a contract amendment between DFID and the supplier and subject to good performance by the supplier over the course of the contract. Any extension would be based on a needs assessment by DFID.

Owing to the long duration of the programme, the contract will have adequate provision for variation to adapt to changes that occur during the life of the programme. To support this, there will be two break points in the programme, one at the end of the inception period and one after the second Annual Review. The break points will enable DFID to assess whether or not the programme has delivered desired results and continues to offer good value for money. At this point, based on the review, DFID (and any partners) may decide to strengthen the programme implementation to address any gaps or to terminate the contract at any point where DFID has strong justification that the programme is not delivering the intended results and / or does not offer value for money. DFID will have the right to request changes to the contract, including services, the ToR and the contract cost to reflect lessons learned, or change in circumstances, policies or objectives relating to or affecting the programme.

## **6. Inception Phase Requirements**

An inception period will take place following contract award, which will last no longer than 5 months. It is envisaged that this inception phase is used by the supplier to refine approaches agreed as part of procurement, in consultation with key Government of Nepal stakeholders and DFID.

During the inception phase, the supplier will put in place all of the necessary arrangements to ensure that the programme begins operating on the date agreed in the contract. This includes mobilisation of all core staff, establishment of the programme in suitable premises,

formation of governance structure and the adoption of clear policies and procedures to ensure the smooth functioning of the programme.

The supplier is expected to:

- a) Within 6 weeks of contract signature, establish a fully operational central programme office, including the mobilisation of requisite core staff and establishment of the programme in suitable premises (mobilisation);
- b) Develop detailed Year 1 activities in conjunction with DFID, key Government of Nepal and external stakeholders. These activities should be ready to begin immediately after inception, though some activities may commence during inception.
- c) Agree the payment milestones for the first year, and the process for developing and agreeing milestones for subsequent years.
- d) Develop and adopt policies and procedures to ensure smooth functioning of the programme. This will include plans, timetables, policies and procedures to support:
  - i. A detailed final implementation plan that sets out the expected deliverables and financial plan for the two years and indicative work-plan for the latter years;
  - ii. Programme management and reporting processes;
  - iii. Procurement, due diligence, financial management and reporting following international best practice;
  - iv. Design and establishment of a results framework and a monitoring and evaluation system.
  - v. Staffing plans and timetable, including duty of care, management and contractual arrangements for all staff;
  - vi. A detailed risk identification and risk mitigation strategy, including of consortiums or sub-partners;
  - vii. A refined version of the indicative five-year strategy, work plan and budget which suppliers are expected to outline in their bids. This will include a management and programme delivery strategy and a broad budget for the full lifetime of the Programme. Budgets should be broken down by output and activity and include projected timelines of key activities;
- e) Build an initial network of key stakeholders across Nepal (including businesses, civil society, Government officials, policy-makers, women's activists, academics, think tanks and the wider donor community).
- f) Agree the programme logframe and revised Theory of Change with the SRO.
- g) Develop a detailed Delivery Chain Mapping that maps how the funds flow from the initial source through all partners involved in delivering a specific goods and services, down to the end beneficiary and identify key risks and control mechanism to mitigate the risk throughout the delivery chain.
- h) Produce an Inception Report no later than 5 months after signing the contract and submit it to the DFID Senior Responsible Owner.

## **7. Delivery and Partnerships**

DFID will sign a contract with a single supplier. The supplier will bring together a team of experts with relevant experience, expertise and understanding to deliver the full range of outcomes of the Programme.

## **8. Programme and Financial Management**

### **a) Payment Modality**

The Supplier will be contracted under a hybrid model where a proportion of the contract will be linked to the achievement of outputs (that are finalized and agreed during the inception phase), with the remainder paid against fees and expenses.

The level of payments linked to delivery of outputs and their timing must include financial management performance milestones. Bidders should propose a series of outputs under each component. DFID will be looking for suppliers to make proposals which demonstrate a balance between risk and reward with progressively more challenging results as the programme matures. DFID expect that the proportion of interventions linked to performance-based incentives to increase over time as the programme builds a pipeline of work. DFID will be looking for proposals with robust arrangements for ensuring performance monitoring, accountability for delivering VFM and incentives for delivering results

Payments will be made quarterly and will be based on agreed fee rates linked to delivery of the agreed workplan for that period, as described in a quarterly progress and finance report. Expenses will be reimbursed based on actual costs incurred. For payment of fee rates, Suppliers should include in their proposals detail on how, for outputs delivery, an innovative and effective Payment by Results (PbR) mechanism could be implemented in a way that financially incentivises performance and retains financial risk. Note that any precise arrangements on such proposed payment schedules will be finalised and agreed with DFID during the inception phase.

All fees proposed should cover and breakout the cost of salary, overseas inducements, leave allowances, bonuses, profit, taxes, insurances, superannuation, non-working days and all other costs including, but not limited to, passports, visas and vaccinations, overheads and expenses of whatsoever nature that may be incurred.

The Supplier must operate within the technical and financial plans that are agreed by the SRO during the inception phase. The Supplier must ensure that the overall programme is delivered according to the agreed plan. This means that all tasks must be completed on time and to required quality levels in each quarter. Performance will also be assessed as part of DFID annual reviews of the overall programme. DFID and the Supplier will meet as required

to review performance and results.

The contract will be awarded for a total of 5.5 years, subject to a break clause after the inception phase (6 months) and after the second annual review.

In their proposals, suppliers will provide a detailed budget/financial plan for the inception and implementation period including fee rate breakdowns, reimbursable expenses, and a clear indication of what proportion of resources will directly benefit women and girls. A template listing the level of detail required has been provided in the Invitation to Tender pack Volume 2. The overall financial limit with inception budget and milestone and indicative annual costs- broken down by indicative milestones- should also be proposed for the additional five years beyond inception.

The supplier should propose an appropriate mix of full time personnel and short term technical assistance to implement the programme. Suppliers will carefully consider the proportion of international and national experts, and will make efforts to ensure that the programme utilizes national experts wherever possible. Suppliers will maximise the overall funding being provided for beneficiary assistance.

The supplier will provide advance funding from their own resources which will be reimbursed by DFID on a quarterly basis in accordance with agreed milestone payments. The supplier will be responsible for monitoring and forecasting all spending and be fully accountable to DFID for all expenditure.

Neither the supplier (nor any of its consortium members) will be eligible to receive any of the funding (i.e technical assistance or any form of financial assistance or support of any kind as part of the implementation of this programme). The supplier should be solely implementing the project using the funds agreed through its contract with DFID.

## **b) Management Arrangements**

The supplier will report to a Programme Steering Committee (comprised of Government of Nepal officials and DFID) and DFID Senior Responsible Officer. It will also serve as the secretariat for the Programme Steering Committee, providing support for meetings and information as required.

In their proposals, suppliers should outline in detail their proposed management and governance structure, inputs, personnel and days. Management arrangements should reflect the flexible and adaptive approach required for this kind of work in Nepal.

Any bids involving one or more consortium partner, or other procurement approaches, should ensure that the choice of contract/agreement model used for downstream, consortium or sub-partners will reflect the degree of risk associated with delivery of the project intervention and have in place an approach to deliver each area of requirements and quickly manage and/or deflect any risks. Appropriate due diligence of downstream partners

will also be required on a mandatory basis to assure DFID of the capability of such partnerships.

### **c) Reporting Requirements and Performance Management**

Progress will be measured every year through and Annual Review reporting against a logframe and monitoring plan.

The key formal reports will be as follows, although these may be amended by mutual agreement between DFID and the supplier:

- i. Monthly Summary Progress Reports and an Update Meeting to be held with the DFID Senior Responsible Owner.
- ii. Quarterly Progress Reports in a succinct format that links directly to the results framework, submitted to DFID.
- iii. Six-monthly work plans and budgets to be delivered one month before the start of the next six monthly programme cycle to allow adequate time for consultation with and feedback from DFID and key stakeholders. (Submitted to Programme Steering Committee)
- iv. Annual Report on total progress, achievements and lessons learned from feedback mechanisms. Submitted to Programme Steering Committee.
- v. Annual Audit of overall programme audited by the independent auditor.
- vi. Key supplier performance reviews conducted by DFID.

#### Performance requirements

Suppliers shall propose a contract management plan to effectively measure performance against objectives and activities set out in this ToR (and that will be finalized and agreed with DFID during inception). Suppliers should use Annex (b) as a basis for agreeing Key Performance Indicators. The final KPIs and contract management plan will be agreed with the winning tenderer during the inception period.

The contract management plan should also confirm how the Suppliers will keep DFID informed of performance and operational issues.

Tenders should reflect suppliers' approach to value for money and demonstrate the ability to monitor and report on this throughout the life of the programme, including proposed indicators. Based on this, in addition to the suggested KPI set in Annex (b), value for money indicators will be agreed during the inception phase, in consultation with DFID.

DFID and the supplier will agree Key Performance Indicators in order to manage contract performance. It is expected that the successful supplier will be able to align to and report against a number of KPIs set in Annex (b), which sets out examples of suggested key

performance indicators on supplier performance. These and indicators to track programme-level performance will be developed and agreed during inception.

Annex (b) KPIs are set against supplier performance. It is expected that further KPIs will be developed by the successful supplier and DFID through the Inception phase which are aligned to activities measurement and performance.

#### d) Implementation Requirements

This is a design and implementation contract, which requires the supplier, subject to a successful inception period and approval, to continue with the programme with continuous engagement with DFID and the steering committee to ensure agreement on approach and outputs.

The supplier will supply DFID with proposed methodologies and processes, including proposed risk management and reporting parameters, as part of their proposal.

#### e) Proposal Requirements

Requirements on format and content of technical and commercial proposals will be provided at the Invitation to Tender stage. Suppliers should include the following in their proposals:

- i. **Strategic Approach:** The supplier should prepare a clear and concise description of how they will (i) select interventions based on expected results and impact, (ii) test the effectiveness of proposed interventions, (iii) make decisions on whether to stop or scale interventions, and (iv) support replication of successful interventions.
- ii. **An assessment of key agents for change** related to women's economic empowerment.
- iii. **Geographical approach and indicative coverage:** The proposed approach and criteria for identifying geographical coverage of each of the programme activities. Proposal should provide an indicative approach to where the programme will focus interventions and how these will be managed.
- iv. **Indicative five-year strategy, work plan and budget.** Budgets and work plan must be broken down by indicative programme output and proposed milestone activity and include timelines of key activities. The work plan should detail indicative activities and interventions, milestones, a results framework and budget. The results framework will include an indicative set of indicators for measuring progress and verifying assumptions in the log-frame.
- v. **Detailed work plan and budget for the inception phase (6 months) and the first year of the Programme.**
- vi. **Proposed results, Logical Framework** and Theory of Change based on the objectives set out in this Terms of Reference. Drawing on projected activities of the five-year strategy and two-year work plan, this will include a full set of indicative but objectively and quantitatively verifiable indicators for measuring progress against impact, outcome and output, including means of verification and risks and

assumptions. This should also include an outline of how the Theory of Change and its underlying assumptions will be assessed throughout implementation, and how programmatic approaches would be influenced by updated Theory of Change analysis.

- vii. **Monitoring, Evaluation and Learning framework** for the Programme, in line with the key competency requirements outlined above.
- viii. **Team structure and management** that includes detail on the leadership and technical team, and provides detail on short and long term advisory services and how they will be deployed. Details of relevant experience and evidence of key competencies will be expected of all senior positions. A plan for how teams will be organised and managed to ensure effective programme delivery.
- ix. **Partner management:** In their bids, suppliers will provide an indicative list of partners for the Programme, detail how working with these partners will contribute to achieving the Sabalaa objective, and outline a clear governance arrangement for the proposed consortium.
- x. A clear description of the **governance arrangements**, including a description of any proposed external or advisory boards.
- xi. **Initial Delivery Chain Mapping:** mapped how the funds flow from the initial source through all partners involved in delivering a specific goods and services, down to the end beneficiary and identify key risks and control mechanism to mitigate the risk throughout the delivery chain.
- xii. **Key Requirements:** Proposals should reflect the Key Requirements outlined below in section 10.

#### f) Security and Duty of Care

The supplier is responsible for the safety and well-being of their personnel and third parties affected by their activities detailed in this TOR. They will also be responsible for the provision of suitable security arrangements for their domestic and business property.

The supplier is responsible for ensuring appropriate safety and security briefings for all of their short-term personnel delivering work as defined in these TOR and ensuring, where appropriate that their long-term 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 information.

This Procurement will require the Supplier to operate in a seismically active zone and is considered at high risk of earthquakes. Minor tremors are not uncommon. Earthquakes are impossible to predict and can result in major devastation and loss of life. The Supplier should be comfortable working in such an environment and should be capable of deploying to any areas required within the region in order to deliver the Contract (subject to travel clearance being granted).

If the Supplier is unwilling or unable to accept responsibility for Security and Duty of Care as detailed above, your Tender will be viewed as non-compliant and excluded from further evaluation.

Acceptance of responsibility must be supported with evidence of capability and DFID reserves the right to clarify any aspect of this evidence. In providing evidence, Suppliers should consider the following questions in no more than 2 sides of A4 as an annex to the Technical Proposal:

- i. Have you completed an initial assessment of potential risks that demonstrates your knowledge and understanding, and are you satisfied that you understand the risk management implications (not solely relying on information provided by DFID)?
- ii. Have you prepared an outline plan that you consider appropriate to manage these risks at this stage (or will you do so if you are awarded the contract) and are you confident/comfortable that you can implement this effectively?
- iii. Have you ensured or will you ensure that your staff are appropriately trained (including specialist training where required) before they are deployed and will you ensure that on-going training is provided where necessary?
- iv. Have you an appropriate mechanism in place to monitor risk on a live / on-going basis (or will you put one in place if you are awarded the contract)?
- v. Have you ensured or will you ensure that your staff are provided with and have access to suitable equipment and will you ensure that this is reviewed and provided on an on-going basis?
- vi. Do you have appropriate systems in place to manage an emergency / incident if one arises?

## **9. Financing Mechanism**

The total cost for the delivery of the programme will not exceed a maximum of £19.75 million. There is flexibility for allocation across the components- and an expectation that components will be mutually reinforcing. Components 2 (Deliver) and 3 (Reach) represent the primary delivery mechanisms and should reflect the bulk of programme resources.

It is imperative that the Sabalaa programme is able to demonstrate how its funding modality will directly benefit women and girls, with a clear indication (in technical and commercial bids) of how funds will flow to beneficiaries.

The Reach component should be at least £4.5 million but could be more. Suppliers should clearly identify how resources and activities will be allocated towards (i) direct support to cooperatives and (ii) technical assistance to the MoWCSW. Suppliers should note that funding for Reach may be re-allocated to Financial Aid at a future date.

The supplier should be prepared to amend the strategy, work plans and budgets should any circumstances arise in which DFID decide to scale up or down on the programme, and the supplier should be aware of the need for a contract amendment this being the case. Should DFID decide to scale up or down, contract performance to date will be taken into consideration. Should DFID decide to scale up the fund, the management fee rate is not envisaged to increase. During implementation the suppliers' ability to provide accurate forecasts and spending risks analysis will be a key performance criterion.

The total cost will include the supplier fees for management and technical assistance demonstrating good value for money outcomes to deliver the maximum intended results. The supplier is required to demonstrate key activities, allocation of the funds to each activity, and the transparent breakdown of management and administrative costs associated with delivery of these activities. Non-personnel resources that flow to programme beneficiaries directly (i.e. through seed funding, technology transfer, capital inputs, etc.) should ideally represent no less than 50% of the total budget and evidence should be provided for this. In total, the supplier should demonstrate that a maximum amount of the budget is allocated directly to beneficiaries and front line delivery technical assistance.

All lead bidders should ensure that they include copies of up to date Memoranda of Understanding between all consortium members and that the selection of such partners including sub-partners should follow DFID's due diligence approach. The MOUs should refer specifically to the Sabalaa programme and due diligence assessment of consortium partners should be included as an annex to the proposal.

## **10. Key Requirements**

This section will outline DFID Nepal's expectations of suppliers in the proposal and implementation of the programme. Full technical evaluation criteria will be provided in the Invitation to Tender letters which will be issued at a future date. Suppliers should demonstrate innovative thinking and evidence-based analysis on how the objectives will be achieved and should reflect the following, where appropriate:

### **a) A thorough understanding of the issues.**

- i. A thorough understanding of women's economic empowerment as a process that supports: (i) women's ability to succeed and advance economically, (ii) women's power, influence and agency so they can make, act on and benefit from economic, social and policy decisions.
- ii. A strong knowledge of gender relations in Nepal, including:
  - An understanding of the formal and informal institutions that cause and perpetuate unequal power relations between genders.

- Considered analysis of the barriers that prevent women from being economically empowered and how these may differ according to social identifiers like ethnicity, geographical background and caste.
- A strong ability to apply a gender lens to social, political and economic issues (e.g.: internal migration; urban labour markets; intra-household power structures and care responsibilities; access to financial services; private sector engagement; policy design and reform).

**b) Strategic thinking and experience on how to achieve policy and social change in Nepal.**

- Thorough Political Economy Analysis and strategic thinking about which stakeholders to bring in across Private Sector, Government, civil society, communities and households, and how to engage these actors to drive change. The supplier will develop a detailed strategy for changing social norms and for engaging actors to influence policy.
- Strategic thinking on how to engage and influence Government across all Programme activities. The supplier should demonstrate working knowledge of government structures in Nepal, who their key government counterparts will be, and how they intend to work with these counterparts. The supplier will identify where change is politically feasible and use their expertise of working with Government to capitalise on those opportunities. The supplier will be familiar with the range of government bodies and ministries that may be instrumental in achieving positive reform on women's economic empowerment issues.
- The supplier will demonstrate a thorough understanding of the Government of Nepal's Women's Development Programme, strong change management capabilities and strategic thinking on how they will work with the Ministry of Women, Children and Social Welfare to drive reform. This will take into account how to potentially manage changes in Government structure over the life of the programme.

**c) Strong market and economic analysis.**

- A thorough understanding of the Nepal economic context and of women's economic empowerment issues in Nepal or in similar contexts. Suppliers should demonstrate capabilities in applying a market-systems approach, identifying where leverage points exist for large scale change and economic inclusion of women. This may include:
  - A process and criteria for selecting specific sectors, outlining what the gender labour divisions are within the sector, what the reasons are for these divisions and where the opportunities for inclusive growth are.
  - Thorough analysis on the benefits and risks of the intervention.

- Thorough analysis on the scale potential of the intervention and on how this potential will be reached.

**d) Appropriate team skills and management arrangements to deliver a flexible and adaptive programme**

- i. A team structure that demonstrates the skill set demanded by the programme. This is likely to include: Team and chosen partners reflect an appropriate mix of technical and management expertise needed to deliver the outcomes outlined in the ToR, including (but not limited to):
  - managing large and complex programmes using flexible and adaptive approaches
  - knowledge of market systems approaches
  - sectoral expertise (i.e. tourism, construction, agro-business and hydropower)
  - women’s economic empowerment
  - working with government and cooperatives
  - livelihoods
  - gender issues and social norms
  - research and learning
  - monitoring, evaluation and learning of/from flexible and adaptive programmes.
  
- ii. How the Programme will take an integrated, systemic and multi-level approach to economic empowerment. The supplier should think strategically about how interventions will be designed and sequenced to achieve impact while retaining reach and geographic diversity. The supplier will demonstrate how interventions will complement each other in a linked process, and how this will maximise the impact and outreach of the Programme.
  
- iii. Experience of testing and scaling up interventions. Suppliers will design and implement strategies to design, manage, test and evaluate projects. This will include developing results frameworks for all projects, outlining how the success, sustainability, scalability and replicability of a project will be determined.
  
- iv. Experience in Monitoring, Evaluation and Learning (MEL) of flexible and adaptive programmes. The supplier will develop a robust MEL framework for the Programme and develop appropriate indicators to measure all dimensions of economic empowerment (i.e. both economic advancement and agency; social change indicators). Suppliers will put in place governance structures and MEL mechanisms that encourage rapid learning across all programme activities and that enable the Sabalaa team to effectively collect and respond to evidence on Programme performance. The supplier will demonstrate how new knowledge gained over the life

of the programme will be integrated into programme decision-making in an iterative way.

- v. Strategic thinking about geographical reach. The supplier will have a strong working knowledge of Nepal's geography and diversity and will demonstrate how this knowledge has informed the programme strategy and the design of interventions.

**e) Strong partnership building capabilities.**

- vi. Due to the complexity of the Programme and the wide range of specific skills and expertise needed to deliver it, the supplier will have to bring together an experienced team and demonstrate how and why partners have been selected.

**f) Maximizing direct support to beneficiaries**

- vii. A commitment to ensuring that the programme provides a strategic mix of advisory services and direct support to beneficiaries to achieve programme results- with a strong emphasis on direct support to beneficiaries. It is important to be able to effectively demonstrate to the UK taxpayer and the Government of Nepal that the Sabalaa programme is delivering high quality inputs and results for the women and girls of Nepal. Value for money indicators will be agreed during the inception phase, in consultation with DFID.

## Annex A

In Nepal, gender-based discrimination is deeply embedded within the social, political and economic fabric of society, and is perpetuated by formal and informal institutions. Despite women's increasing participation in the economy and their visibility at the household level, gender discrimination has meant that women are not recognised or supported as economic agents in the same way that men are. This issue manifests itself in a number of ways:

**Discriminatory social norms and attitudes prevent women from engaging freely in the economy and perpetuate economic inequality.** Practices like violence against women and girls, early marriage, the stigmatisation of widows, the dowry system and the segregation of women and girls during menstruation (*chhaupadi*) violate women's rights, perpetuate their economic exclusion, and impact on their confidence and ability to make decisions about their lives. Women require permission from male family members to access public spaces, visit their families and make decisions on purchases, health care, and visiting friends and family. These attitudes are deeply embedded within the social fabric of Nepal, and are perpetuated by both men and women.

**Time Poverty:** The most common reason given by women in Nepal for not working is having small children to look after (32%), not being allowed to work by their family (19%) and having a heavy workload at home (18%). Women in Nepal often carry the dual responsibilities of running the household (child care, cleaning, cooking, collecting water and firewood) and being involved in income generating activities. Addressing the burden of unpaid care work for women and the intra-household gender relations that perpetuate this pattern is essential for interventions aimed at economically empowering women. Engaging women in small-scale income generating activities without addressing gender relations within the household risks increasing the burden of work for women, impacting on their rights to an education, political participation, decent work and leisure. There is a need for greater recognition of unpaid care work at the social and at the structural level.

**Unequal Access to Finance, Assets and Skills:** Gender discrimination occurs from birth and disadvantages women and girls in terms of access to healthcare, education and opportunities, and ownership over physical and financial assets. As a result, while women in Nepal are economically active, they tend to be most active in lower-skilled agricultural value chains with little potential for added value. This work is often supplemented by informal income-generating activities such as street vending, craft production or micro-enterprises, but a lack of confidence, skills, mobility, assets and resources prevent these activities from being scaled up to provide a sustainable and reliable income.

**Unequal Wages:** Gender-based discrimination and social norms impact on income opportunities for women. Data shows that 61% of women are not paid for their work, compared to only 12% of men. Women's wages lag far behind men's, and they are often

paid less for doing the same work as men. Gender stereotypes and a lack of skills make higher paid positions harder to access for women.

**Male Out-Migration and De Facto Female Headed Households:** Although the majority (72%) of households in Nepal are headed by men, the proportion of female headed households has risen from 23% in 2006 to 28% in 2011, with the rise more marked in rural than urban areas. This rise is in part due to high numbers of male out-migration. In 2014/15, 95.72% of labour migrants were male (these numbers do not capture migration to India and only looks at the number of labour permits issued). Research findings on the socio-economic standing of de facto female headed households in Nepal is mixed, with some evidence suggesting that they are more at risk of insecurity and economic deprivation. Women heads of households often have an increased burden of work, which can lead to negative health and economic outcomes. Other research suggests that women heads of households have greater decision-making powers and autonomy. However, in both cases, men living abroad maintain the position of “formal” head of households and are in charge of making decisions of greater consequence.

**Economic Context and Urbanisation:** Despite a sharp decline in poverty rates in recent years, economic growth in Nepal remains slow and unstable. Substantial increases in remittance flows from out-migration have supported consumption-based growth and offset the country's growing trade deficit, but are an unreliable and vulnerable source of income. The vast majority of the population works in the informal sector, particularly in agriculture and the services sector. However, men are leaving agriculture at a faster rate than women, in part due to high levels of male, international out-migration. Safety concerns, lack of assets and lack of mobility make international migration less accessible to poor women and an increasing number of women are migrating internally to urban centres in the pursuit of better work. Urban labour markets pose specific challenges for women in terms of personal safety, accessing public services (such as child and healthcare) and entering decent work. This makes poor women in urban settings particularly vulnerable to poverty and exploitation. However, when women are provided with the right skills, information, networks and opportunities, urban labour markets can offer unique opportunities for women and girls to diversify their income and become involved in more productive and safe work.

**Sectoral Opportunities for Growth:** Despite these issues, Nepal has huge untapped economic potential. Nepal's significant natural resources and the dependency on agriculture for the majority of households is an opportunity to develop Nepal's agricultural sector by supporting key agro-based value chains and natural resource management. Similarly, large scale exploitation of hydropower for domestic and export markets and tapping into Nepal's tourism potential represent huge opportunities. The reconstruction efforts following the 2015 earthquakes will stimulate the construction industry and its support markets, leading to short-term economic growth.

**The Women's Development Programme:** The Government of Nepal is committed to addressing gender inequality and to empowering women and girls. As part of this commitment, it has implemented a nation-wide Women's Development Programme. The Women's Development Programme originated in 1981 and now reaches all 75 districts in Nepal, reaching an estimated 1 million women through a network of women's groups and cooperatives. A 2014 Strategic Review of the Women's Development Programme recommended: addressing structural barriers that prevent the poorest from joining the Programme; enhancing the credit component of the Programme or pro-actively linking women to formal financial institutions; building the capacity of women's groups and cooperatives; building staff capacity by providing them with relevant training and resources (infrastructure, vehicles); coordinating with other agencies to avoid duplicating efforts; developing a focused social norms strategy; and ensuring activities are informed by an understanding of the local economy, and are better linked to local markets. The review assessed that addressing these issues could significantly increase the impact and outreach of the Programme, and deliver long-term, transformative benefits for its members.

**Inter-group Differences:** Women and girls in Nepal are not a homogenous group. Despite cross-cutting issues, the barriers that exclude women in Nepal from work vary according to a range of social identifiers such as caste, region and ethnic group. An intervention that aims to address women's economic empowerment in Nepal has to be mindful of this heterogeneity, and tailor interventions accordingly.

**The United Nations High Level Panel** on Women's Economic Empowerment was announced in January 2016 to galvanise action on the economic empowerment of women and girls as part of the 2030 Sustainable Development Agenda. In September 2016 the Panel will present its first report to the UN Secretary-General. The report will draw on rigorous evidence and broad-based consultations with partner countries to highlight best practices and provide action-oriented recommendations. The publication of the High Level Panel report is an opportunity for Sabalaa to work with key stakeholders to take collective action on the recommendations of the report.

Annex B

<b>INDICATOR 1 - QUALITY &amp; DELIVERY</b>	1a) Quality of deliverables and alignment of project outputs to project need
	1b) Timeliness of milestone delivery
	1c) Quality and timeliness of reporting (including financial reporting)
	1d) Appropriate and effective identification and management of risks
<b>INDICATOR 2 - FINANCIAL MANAGEMENT &amp; FORECASTING</b>	2a) Robust cost control in line with contract
	2b) Accurate and timely submission of forecasting and invoices
<b>INDICATOR 3 - PERSONNEL</b>	3a) Performance of team leader (including managing staffing levels, staff performance and sub contractors)
	3b) Performance of team and appropriate level of expertise / skill level of personnel allocated to project
	3c) Key resources proposed at contract award still appropriately allocated to project or have been replaced by an acceptable equivalent
	3d) Ability to problem solve and address issues with appropriate escalation channels
<b>INDICATOR 4 - CLIENT RELATIONSHIP MANAGEMENT</b>	4a) Extent to which supplier is responsive and flexible to client and stakeholder needs and seeks to align with DFID priorities
	4b) Regularity of communication with DFID and delivery of agreed action points
	4c) Project Team provide a courteous, client-centred and professional service and demonstrates willingness to improve partnership with DFID and project stakeholders
<b>INDICATOR 5 - CONTINUOUS IMPROVEMENT &amp; INNOVATION</b>	5a) Provider has sought to improve on the last reporting period's performance
	5b) Supplier proactively promotes innovation in programme
	5c) Ability to maximise value for money for DFID including flexibility to scale up or down quickly as appropriate
	5d) Actively capturing and sharing lessons learnt
<b>INDICATOR 6 - CORPORATE SOCIAL RESPONSIBILITY</b>	6a) Supplier proactively implementing its environmental / corporate social responsibility policy at programme level in order to minimise its impact on the environment
	6b) Supplier actively seeking opportunities to employ local contractors and/or utilise SMEs used within the supply chain to deliver the programme