

TERMS OF REFERENCE

ITT Volume 3

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Ligada: DFID Mozambique’s Programme for Women and Girls

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INTRODUCTION

The Mozambique country office of the UK’s Department for International Development (DFID) has launched a new gender programme, *Ligada*, with a two-fold purpose:

- i. Economic empowerment of urban adolescent girls and young women (AG&W); and
- ii. Concrete improvements in policy, programming and budgets in relation to gender (including among donors, government of Mozambique and private sector)

The programme aligns with DFID’s central gender strategyⁱ, which aims to significantly improve and sustainably transform the lives of women and girls in developing contexts. As part of this strategy, DFID Mozambique is committed to **improving key socio-economic development outcomes for girls and women** to create an enabling environment for making informed decisions and reducing obstacles to economic empowerment (such as early pregnancy, high levels of violence, access to health and education).

Ligada (meaning ‘connected’) takes a multidimensional approach (at programme, policy and organisational levels) to improving the situation of women and girls in Mozambique, with a particular focus on urban female economic empowerment. The programme will test a new approach in Mozambique, similar to one being tested in DFID DRC, for the management of multiple components. It will establish a joint project office (a ‘hub’) which will house implementing partners and the Programme Team, including a member of DFID staff who will be ‘embedded’ in the team as Programme Manager. This approach is an attempt to overcome coordination and communication issues that have arisen in other similar programmes with multiple partners and interconnected components. Interested suppliers should make it clear in their proposals how they will contribute effectively to this innovation, and what learning they could bring from other similar experiences.

The Ligada Business Case was approved in December 2014, and DFID Mozambique is now seeking a supplier through an open competitive process to partner with DFID in delivering the main components of the programme. This procurement is to secure capacity to deliver the programme’s four workstreams: Innovate, Broker, Learn and Brand:

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- **Innovate:** identify, fund and monitor locally-led projects/innovations, especially for poorer women and girls in the informal economy, building local organisation capacity in the process
- **Broker:** identify and build partnerships between stakeholders, especially private sector and other actors, and support technical assistance/activities to develop, and test sustainable solutions for recruitment and retention of women at work
- **Learn:** strategically build and disseminate the evidence base on girls and women to ensure great impact of investment;
- **Brand:** Design and roll out a brand platform addressing gender norms related to work in urban areas, targeted at communities, including men and boys

Objective

The overall objectives of the programme are to:

- Identify, test and ensure adoption of sustainable solutions to urban female economic empowerment (FEE). These solutions will take account of critical issues of sexual and reproductive health rights, and girls' and women's access to and use of resources.
- To strategically generate greater evidence and capacity on gender, to drive improvements in policy, programming and budgets (including among donors, government of Mozambique and private sector)

As such, it aims to develop and fund concrete initiatives on FEE in urban areas but also **improve the evidence base on women and girls in Mozambique, support existing DFID programmes to improve outcomes for women and girls, and seek to influence other donors and key stakeholders** through communicating the evidence generated by *Ligada*, and through capacity building.

Exact numbers of beneficiaries will be defined during the programme's inception phase, but results across the four workstreams are expected to be:

- **Innovate:** *Ligada* projects demonstrating and delivering credible and replicable pathways to economic empowerment for low income (estimated to reach 20,000 beneficiaries); up to six implementer partners' capacity built;
- **Broker:** Private sector stakeholders supported to increase capacity to tackle gender and decent work, and develop and adopt solutions, resulting in successfully filled quotas for women in work and concrete changes in incentives and policies
- **Learn:** Increased evidence and gender expertise, including focus on adolescent girls resulting in improved policy and implementation
- **Brand:** Attitudinal changes among girls and boys, women and men in urban communities through innovative and dynamic media and communications

The selected supplier(s) will have the following objectives during the inception phase of the contract (more detail is given in the deliverable sections of the workstream scopes later in this document):

- To develop workstream strategies for all four workstreams
- To develop a Year 1 plan detailing activities, budget and results
- To develop a programme Logframe and a refined Theory of Change
- To develop Operational Policies for the effective management and running of the Programme
- To develop an early pipeline of potential investment projects / concepts
- To establish a *Ligada* Advisory Committee and its TOR
- To develop governance arrangements and TOR for the *Ligada* Decision Unit
- To establish a physical space (a 'hub' or platform)
- To map the relationships necessary for the INNOVATE and BROKER workstreams
- To carry out a study on social norms and work in urban areas, to inform the design of the Brand Platform
- To develop the critical success criteria and guidelines for *Ligada* projects under the INNOVATE and BROKER workstreams
- To write an inception phase report, based on TOR developed by the DFID Programme Manager and SRO

The selected supplier(s) will have the following objectives during the implementation phase of the contract:

- Full implementation of the programme components (see full scope of work)

Contract Timeframe

The contract awarded will be for 60 months, plus 6 - 9 months dedicated to the inception period. There will be a break clause after the inception period.

The Scope

The programme has four lines of operation: INNOVATE, BROKER, LEARN and BRAND.

The INNOVATE component is centred on identifying and nurturing local capacity to deliver projects/products which will increase economic empowerment among low income AGW. This component will likely focus on AGW in the informal sector.

The BROKER component will facilitate relationships and fund activities between private sector and other stakeholders, with a specific focus on initiatives concerning the recruitment and retention of young women in work. This component will focus on the formal sector.

LEARN aims to establish baselines, design and conduct quantitative and qualitative research to improve understanding of the economic situation of urban women and girls, and their pathways to decent work. It will also act as the Monitoring and Evaluation hub, testing the model, and gathering applied evidence on identified evidence gaps. Finally it will use this learning to develop influencing and capacity building for a wide range of stakeholders resulting in measurable change in programmes, policy and budgets.

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The BRAND component will target urban communities, including girls, boys, men and women, and traditional and political leaders. It will create attitudinal changes among girls and boys, women and men through innovative and dynamic media and communications, developing and rolling out an urban-relevant communications brand on social norms, gender, work and sexual and reproductive health rights. This will include designing and developing materials, and community-based activities to work with those materials.

DFID is seeking suppliers to deliver a contract awarded through an OJEU process. Suppliers should note the approximate funding available for the contract is £12.5m. Initial estimates suggest that this total value would be divided between workstreams as follows:

Workstreams	
<i>Innovate</i>	40%
<i>Broker</i>	15%
<i>Learn</i>	25%
<i>Brand</i>	20%

Suppliers should not craft their bids in such a way as to reach the guideline budget ceilings. Bids will be evaluated based on value for money in pursuit of achieving the Terms of Reference. Bidders will be asked to provide details of the construction of their financial proposals.

Suppliers are likely to be a consortium of organisations with partners including an academic institution, a consultancy/programme management organisation, and a local or international NGO with proven capability in operational research and project management.

BACKGROUND

Context

Mozambique's economy is one of the most dynamic in Africa, with a 7% rate of real gross domestic product (GDP) growth between 2010 and 2013. The main drivers of growth have been private investment in physical capital through foreign direct investment (FDI), focused mostly on the extractive sector, and high levels of public spending. **Despite growth, Mozambique remains one of the least developed countries in the world.** Mozambique rose in the HDI ranks in 2012, but still sits in the bottom 10.ⁱⁱ And although Mozambique reduced the proportion of the population in absolute povertyⁱⁱⁱ from 69% in 1997 to 55% in 2002 since then poverty rates have remained largely unchanged.^{iv} Mega-projects do not and will not generate sufficient jobs or poverty reduction: the majority of the population, especially women, remain in low productivity agriculture. Public investment, including in basic service delivery, is growing but concerns exist about targeting, cost efficiency and decision-making processes^v.

Within this general picture, there are sharp differences between urban and rural contexts. Urban poverty is a stark reality in Mozambique, exhibiting specific features and characteristics that urgently need to be understood and addressed^{vi}. It is estimated that of the nearly 9 million people living in Mozambique's urban areas^{vii}, more than 50% live on less than 1.25 USD a day^{viii}. This urban need is becoming more rapidly more pressing: by 2025 half of the country's population is expected to live in urban areas, with two thirds of Mozambique's growth between now and 2030

set to take place in these urban centres^{ix}. Inequality in urban areas is also high and increasing, with the Gini co-efficient estimated at 0.502 in 2010, indicating that there is considerable depth of poverty in cities. Although per capita monthly income is higher in urban than in rural areas, so is expenditure, which in cities and towns exceeds earnings^x.

On gender, Mozambique is often viewed as a ‘star performer’ in the region.

With impressive statistics and positions in international indices, Mozambique has the laws and strategies in place which put it in an ideal position to push ahead on gender equality. And yet just as we see a paradox of high growth and stagnation of poverty rates, we also see a paradox in gender issues. Mozambique has a parliament with 39% female representation; **yet the majority of women are trapped in low income employment** and the country has the 11th highest rates of Child, Early and Forced Marriage in the world. Mozambique also has some of the worst maternal mortality rates in the region, and a high unmet need for contraceptives. 1 in 3 women say they have suffered from gender-based violence, with social acceptance of GBV high, and highest in the poorest quintiles. Women’s earnings are also significantly lower than men’s in all economic sectors (INE, 2013). All of these factors have implications for women’s ability to work, to choose decent work, and to have control over their incomes when they do work, which in turn impact on their resilience and ability to get out and stay out of poverty.

Gender and urban issues intertwine to present specific needs and opportunities.

Labour market data is unreliable and lacks depth of analysis, so we know relatively little about: women’s specific role within the informal economy; in which sectors they operate; or where there is potential for more and better quality engagement and opportunities. However, it is clear that girls and women predominate in the urban informal sector - far fewer women than men are in wage employment. There is also very little ‘cross-over’ by women into non-traditional roles or sectors^{xi}.

Girls and women face a number of barriers to decent work. Whilst some of these barriers apply for men and boys as well, gender specific constraints appear to exacerbate barriers for girls and women.

These include a lack of attention to specific needs of young mothers in schools, training institutes and work; lack of access to markets for women in the informal economy and low potential to grow their businesses; lack of transparency in the labour market; malaise among male and female youth, limited access to information and pathways to decent work. Arranging transport and childcare are significant constraints - this in a country where early parenthood is overwhelmingly a female phenomenon, with 35% bearing children before 18, compared to only 5% of males (of whom none reported becoming a father before age 15). Girls from urban areas are significantly more likely than their rural counterparts to get pregnant before the age of 15, whilst disaggregation by wealth quintile shows little variation in the mean age of first pregnancy for the poorest four quintiles^{xii}.

Girls’ and women’s poverty and their poor bargaining power within society also expose them to greater risk of unsafe sex,

often with Multi Concurrent Partners (MCP). This appears to be driven by a combination of social norms/lack of access to or power to use contraceptives/lack of awareness and information/ lack of economic alternatives. HIV/AIDS rates in Mozambique are highest among urban women, with an estimated 26% infection rate. The more education women have, the more likely they are to be infected, indicating that higher rates of education for girls and women are not translating into improved life chances in this dimension.

Women's care burden is also likely to be higher as a result of overall higher rates of HIV/AIDS in urban areas – with yet more implications for their time poverty, which may be connected to decent work.

However, cities are also potentially fertile grounds for change, where there are opportunities to change entrenched gender roles and where women are diversifying income and employment streams, and able to capitalize on social networks. It is less well understood how long-lasting this type of change is, what the impact is on gender relations, or what relationship there is between changes in urban and rural settings.

Programme objective and structure

In light of this context, the programme has an explicit focus on the economic empowerment of urban women and girls, seeing this as an important entry point, and one which has implications for wider gender issues (including Sexual and Reproductive Health). More broadly, the programme intends to drive change for women and girls in Mozambique by creating knowledge and expertise to raise visibility and drive coherence around the gender agenda in Mozambique. The programme responds to recognition that efforts to **mainstream gender** have not yet delivered good enough results in Mozambique. It takes a **twin-track approach to generating evidence** through **operational research** at **policy, programme and organisational** levels to **a) develop new programmes** and **b) improve existing programmes** and policies impact on women and girls (within DFID and externally).

The intended **outcome** is *greater evidence and capacity on gender driving improvements in policy, programming and budgets, with sustainable solutions to urban female economic empowerment (FEE) identified, tested and adopted.*

The programme has been set up to work in a way that generates and disseminates practical and rigorous evidence about what works, and what does not, aiming to influence our partners and other organisations at strategic and practical levels.

The expected **impact** is: *A more enabling environment for urban adolescent girls and women, with improved access to decent work opportunities and enhanced capacity to respond to those opportunities.* As such, related impacts are expected to be reduced vulnerability of women and girls to sexual and gender-based violence; improved access to health and education services for adolescent girls; and more equitable formal and informal institutions supporting the role of women and girls in the economy.

Theory of Change

The figure below outlines the initial Theory of Change for the programme, though this will be refined as part of the inception phase. Bidders are expected to comment on the ToC and highlight relevant assumptions.

Theory of Change: Ligada

Impact	<p><i>A more enabling environment for adolescent girls and women (AGW), with improved access to decent work opportunities and enhanced capacity to respond to those opportunities (measured by increase in incomes, and shift to formal work)</i></p>			
Outcome	<p>Greater evidence and capacity on gender driving improvements in policy, programming and budgets, with sustainable solutions to urban female economic empowerment (FEE) identified, tested and adopted.</p> <p>Example indicators may include: Number and performance of solutions identified and adopted; partnerships brokered; amount and quality of policy and stakeholder-relevant evidence generated, effectively disseminated, and taken up; level of change in girls, communities' and the market's awareness and actions on social norms and work</p>			
Outputs	<p>Physical <i>Ligada</i> Hub established & functioning as link between workstreams</p>			
Inputs	<p>INNOVATE: Innovation designs demonstrating and delivering credible and replicable pathways to economic empowerment for low income AG&W; implementer capacity built;</p>	<p>BROKER: Identified Stakeholders supported to increased capacity to tackle gender and decent work, and develop and adopt concrete solutions (e.g. how to fill quotas ; incentives, childcare etc.); stakeholder capacity built</p>	<p>LEARN: <i>Ligada</i> Learning Hub established, generating & disseminating stakeholder-relevant (i.e. private and govt.sector) research and gender expertise (within DFID and wider stakeholders) , including focus on adolescent girls</p>	<p>BRAND : <i>Ligada</i> brand: Attitudinal changes among girls and boys, women and men through innovative and dynamic media and communications</p>
Challenges	<p>Financial and Technical support to viable innovation projects linking SRHR, voice and economic alternatives for low income AGW</p>	<p>Money, time, people for brokering hub to identify and bring together stakeholders to partner to develop, deliver, adopt solutions to market failures identified</p>	<p>Money, time, people for cohort study; stakeholder and policy-relevant research products on e.g. sexual harassment; transport; childcare options; care economy</p>	<p>Money, time , people and in-kind contribution from PS for <i>Ligada</i> Brand e.g. consultation exercises brokering buy-in and relationships, development of Brand products .</p>
Problem	<p>Low income urban AGW confined to insecure work, little connection to markets or non-traditional sectors.</p>			
Problem	<p>Despite some positive high level indicators on gender equality, many of Mozambique's women suffer from continued exclusion from decent work This is due to inter-related issues around education, fertility and family planning, and more directly 'economic issues', including social norms around work and access to information/exposure/lack of role models demonstrating pathways to decent work. In addition, particular urban issues of transport and childcare (where 1 in 3 women under 18 already has children) affect men and women differently. Gender dynamics in cities are likely to be changing, and represent an opportunity and moment for working towards more inclusive growth and participation decent terms in the economy by adolescent girls and women.</p>			
Problem	<p>Despite quotas & local content laws formal public & private employers & training institutes struggle to attract, recruit & retain women</p>			
Problem	<p>Dearth of accessible information for decision-makers and employers on gendered dynamics of urban work and impact on inclusive growth; weak gender capacity for implementation</p>			
Problem	<p>Acceptance of discriminatory social norms impact on women's ability to do decent work and on gender equality</p>			

Design Decisions

A number of important 'design decisions' have been taken on this programme's focus and management structure on the basis of the evidence and context. Bidders are expected to comment on their specific approach to each of these.

- Age: we have decided to ensure *Ligada* can work with adolescent girls,** for whom the issue of family formation and economic empowerment is particularly important, and for whom evidence shows there is a need for an extra push and specific programming. This focus will complement our family planning and maternal health work, which will also be developing a focus on analysis and programming which takes into account the specific needs of adolescent girls; as well as HQ-supported work (likely to have a rural focus) on Child,. Early and

Forced Marriage. **All workstream strategies and annual plans will therefore consider adolescent girls as a key target group.** However, since the legal age of work in Mozambique is 16, the BROKER workstream will focus on 16-29 year olds (again, given the importance of early intervention in family formation). This does not mean we will entirely exclude older women, who are clearly important household members, role models and transmitters of social norms and will be indirect beneficiaries and actors in the programme.

2. **Wage and non-wage; skilled and unskilled:** Mozambique's urban areas feature both skilled and non-skilled workers, and potentially offer girls and young women both wage and non-wage opportunities. This programme deliberately intends to work with adolescent girls and women in both these groups. This is partly because with a tight geographical focus we feel we are able to exploit the opportunities for reaching both groups whilst not diluting our approach. Based on analysis of urban poverty we believe looking across these categories may give us a broad proxy for poverty, with for example, unwaged, non-skilled AG&W representing the poorest segment of the population. Given we are also interested in learning about the effect of role models and shifts in labour force participation's effect on social norms, we think it is also important to look at both waged and unwaged and any interaction between the two.
3. **This focus across waged and non-waged allows us to engage with a variety of stakeholders** – including the private sector engaged in formal, waged employment, who we believe are important advocates and potential 'learners' in this programme. It also may open the way to working with business associations or collectives. Up until now, the field of female empowerment in Mozambique has been limited to the 'usual suspects' (mostly NGOs and donors) and we believe it is important to bring other actors to the table.
4. **Working with men and boys: 'doing gender' means working with men and boys as well as girls and women – otherwise we will have 'girded David but not dealt with Goliath'**. It is clear from the studies done for this design process that young men are facing some of the same problems as young women. It is also clear that men and boys are as much involved in the perpetuation of social norms, and are crucial 'change agents' in this arena. Further, it is likely that disrupting social norms (either through urbanisation or through directly targeting adolescent girls and women) can have a backlash effect at worst, or at least have an effect worth understanding. All workstreams in this programme will include men and boys to a varying degree. The extent and way in which this will happen is partly left to the bidders. The TOR will request the development of a strategy and plan for engaging men and boys across the workstreams). But the over-arching principle is that the programme will find appropriate levels of engagement with men and boys and understand the impact of changing gender relations as a core part of its learning.
5. **Location:** within the urban focus we want a stretch across the country to test solutions in a range of contexts. The cities of Maputo, Beira and Nampula offer

this stretch. The city of Tete should also be considered given the extractives boom and the potential social and economic impact. These cities straddle the political party divide, (Maputo is a Frelimo-led Municipality, whilst Nampula and Beira are MDM – the addition of Tete would even it out to two of each). DFID-M's urban governance programme, *Dialogo*, highlights the difficulty of working with MDM-run Municipalities in Frelimo-led provinces. However, given this is not a government programme, *Ligada* should be less affected by this dynamic, though we will need to keep it under tight review. The stretch of locations will be critical to ensure *Ligada* learns and implements a nuanced approach to gender in Mozambique, given the differences (particularly between north and south) in position and roles of women.

6. **Stakeholders:** the main stakeholders for the *Ligada* programme will be DFID-M, private sector, the wider donor community, international and national NGOs, and GoM (including Ministries and Parliament, which has a women's caucus). It is important to note that this is not a government programme; however, *Ligada* may work with GoM in a range of ways at different times. For example, in an INNOVATE project, the municipal government may be a key stakeholder for advocacy (as an audience but also possibly as a partner in advocating on urban issues to other parts of government). It may also be a recipient of capacity building. At a central level, the GoM may be supported in areas within the LEARN workstream, and would be an important partner in terms of defining agendas and opportunities for action. It will be important this is not only with the Ministry for Women and Social Action (MMAS). *Ligada* will also seek out champions in other Ministries (e.g. Work; Finance) and target certain influencing agendas towards relevant Ministries/bodies. The development of the LEARN strategy and annual plans will define strategically and operationally how and when engagement with these stakeholders will take place, and in what ways *Ligada* will use these relationships to advance its agenda.
7. **Conceptual framework for FEE:** The *Ligada* programme understands FEE as the following:
 - Access to resources, this includes economic assets, services, and capabilities (abilities/capacity).
 - Power and agency, or personal empowerment and self-efficacy, which clearly mediate access to and use of those resources for maximum impact.
 - Formal and informal institutions (i.e. social norms and rules). Again, these mediate girls and women's ability to make decisions and capitalise on opportunities on issues of assets, work or income. They also mediate control over their bodies – if, when and how many children to have, for example – which then in turn impact on their ability to access and retain assets and decent work. Notably men and boys are an important part of both the formal and informal institutions, and as such are not absent from the FEE agenda.

Management structure

The roles and bodies in the management structure are:

- A DFID Programme Manager, paid for from DFID Programme Funds (i.e. not part of the contract value) and a key member of the Programme Team. The Programme Manager will be supported by the DFID Mozambique Office. S/he will report to the Programme's Senior Responsible Officer (SRO), who will also have a technical QA role. The DFID Growth and Resilience Team Deputy Programme Manager (DPM) and a DFID Project Officer will provide the DFID Programme Manager with standard support on the DFID side.
- The Lead Service Provider, who will report directly to the DFID Programme Manager.
- The Ligada Decision Unit – a Programme Management body which will meet quarterly to review progress, make regular strategic and operational decisions, including investment decisions on workstreams and approve key programme documents. This will be chaired by the DFID Programme Manager and also include the SP, the DFID SRO.
- The Ligada Advisory Committee – a body made up of the SP, the DFID Programme Manager (who will convene the Committee) and a number of external stakeholders, including from government, private sector and civil society. It will be their remit to champion Ligada externally, as well as act as a strategic check on the programme's progress.

The diagram below outlines the relationship between the roles and bodies.

The DFID Programme Manager

The DFID Programme Manager will be recruited by DFID and report to the DFID Senior Responsible Officer for the Programme (likely to be the DFID Mozambique Social Development Adviser). They will work as a Team member in the Ligada Programme Team, alongside the supplier's staff.

All costs for their time and expenses will come directly from Programme funds, and are not included in the SP contract or budget.

The Role of the DFID Programme Manager:

Develop and use *Ligada* learning to ensure sustainability of work on gender and inclusive growth, embedding it as a priority in donors, private sector, government and others' agendas and resource allocations

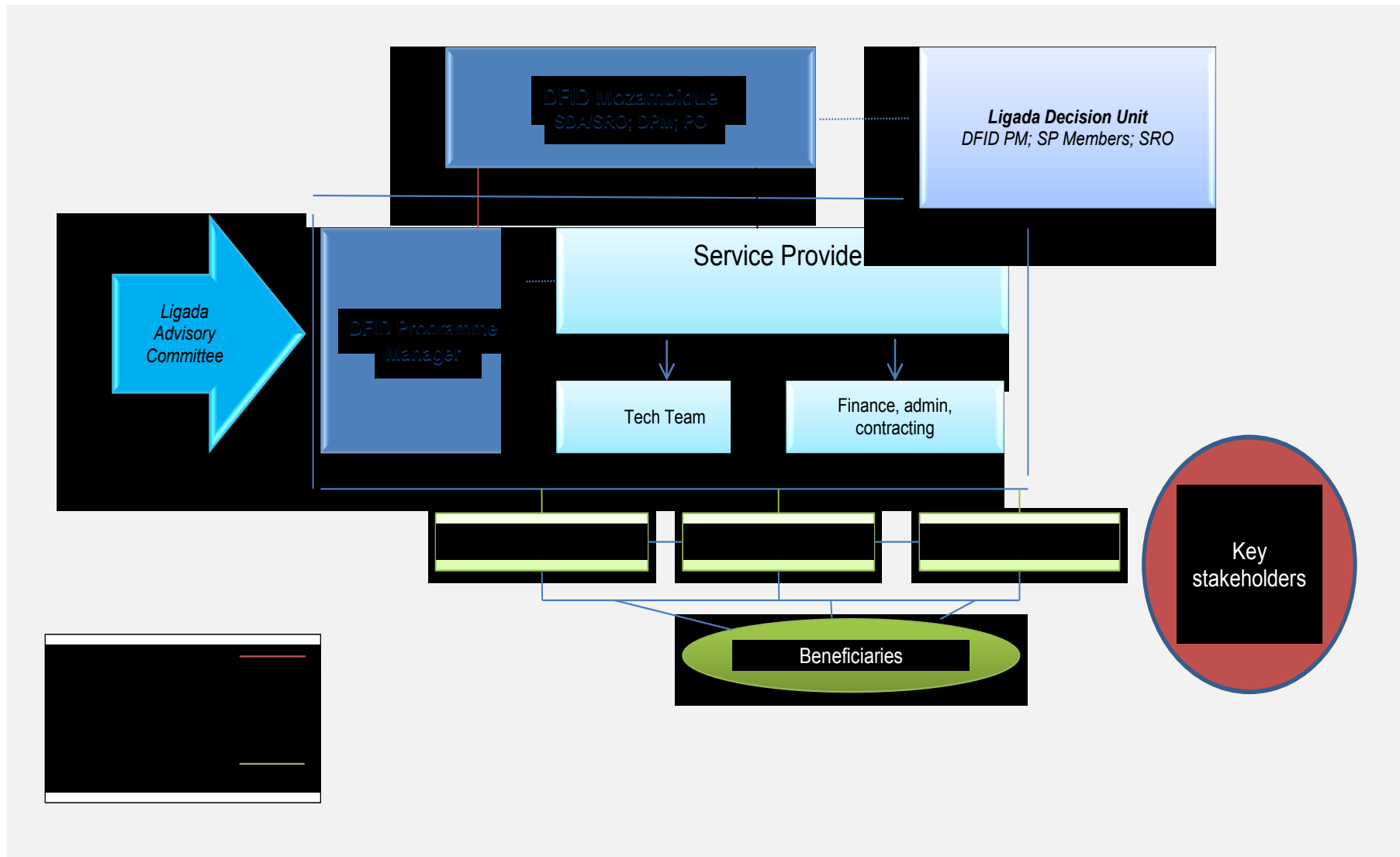
Overall objectives

- Ensure coherence across the workstream strategies, specifically with a view to learning and change as a result of evidence generated

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- Ensure learning and evidence from *Ligada* is strategically conceptualised, commissioned, and used (internally and externally), taking this from a single FEE programme to a flagship programme on gender in Mozambique

Specific objectives and duties of the DFID PM are covered in the LEARN workstream.



There are core activities being procured for as part of these Terms of Reference, but there are also other elements that will be led or delivered directly by DFID. This is covered in more detail by the separate workstream scopes, but the following table outlines some examples.

Workstream	Outcome	Example Activities being tendered under these ToR	Example Activities undertaken by DFID directly
INNOVATE	Increased local capacity; and improved programme outcomes for women & girls.	<ul style="list-style-type: none"> Propose a suitable approval process for Innovate projects Identify, fund and monitor up to 6 (TBC) Innovation projects/products benefiting up to 20,000 recipients. Work with project implementers to develop robust design and M&E capacity, with a focus on <i>Ligada</i> priority areas 	<ul style="list-style-type: none"> Role in Decision Unit which makes investment decisions
BROKER	Private sector capacity built; gender quotas in formal work filled; more women in decent waged employment; private sector in-kind contributions add value to <i>Ligada</i>	<ul style="list-style-type: none"> Identify and build partnerships with key private sector and other relevant stakeholders to develop and adopt concrete solutions to young women's recruitment and retention Develop a BROKER strategy, reviewed annually Develop critical success criteria for BROKER activities and partnerships Design, manage, implement and fund any relevant activities 	<ul style="list-style-type: none"> Initial mapping of incentives for women in formal work in Mozambique Identify links with and liaise with other DFID programmes working with Private Sector (e.g. S4E) Role in Decision Unit which makes investment decisions
LEARN	Evidence and lessons built and shared through participatory, sustainable approaches to operational research.	<ul style="list-style-type: none"> Establish a physical hub to create a shared project office space, to facilitate lesson-learning and dissemination of knowledge and evidence. Undertake baseline survey. Develop a research strategy for first 12 months to identify opportunities for kick-starting research, i.e. two initial studies and consolidation of existing research material. Support development of strategic and programme M&E frameworks, including for INNOVATE and BROKER activities, with a focus on cost-effectiveness, sustainability and reaching the hard to 	<ul style="list-style-type: none"> Initial mapping work on women and girls in work; and access to urban services Manage the overall LEARN strategy and M&E Develop and implement a strategic partnerships plan to identify opportunities to disseminate evidence and undertake capacity building exercises i.e. workshops. Design capacity building plan, including internal and external training, based on need and feasibility.

		<p>reach.</p> <ul style="list-style-type: none"> • Design and implement qualitative and quantitative research, including a cohort study on women and girls' pathways to work, and one-off in depth research pieces (up to 2 per year). • Create and manage <i>Ligada</i> Learning website and other communications materials • Organise and support, and in some cases provide TA to capacity building events • Develop and implement learning events 	<ul style="list-style-type: none"> • Lead on all improvements to and linkages with existing DFID programmes through Gender Action Plan review process, Annual Reviews, and other DFID Mozambique activities.
BRAND	Effective brand platform builds awareness and action on social norms and FEE; effectiveness of branding, and level of impact is better understood	<ul style="list-style-type: none"> • Undertake social norms perceptions study • Conduct a series of perceptions surveys on women and girls in the media, and consumption of media by urban women and girls • Develop and roll out an urban brand platform on gender and work 	<ul style="list-style-type: none"> • Support links to Girl Hub to ensure learning from DFID's centrally supported brand work is maximised

The recipients and beneficiaries

The direct recipients of the programme will be implementing partners under the four workstreams. The direct beneficiaries of the INNOVATE projects will be adolescent girls and young women in urban Mozambique - particularly poor, vulnerable and excluded young women. For the BROKER workstream, direct beneficiaries may be broader, including urban male youth, but with a focus on urban young women and adolescent girls in or aiming to move into formal work. Indirectly, the programme will also support the government, civil society, financial institutions, non-for-profit organisations, the private sector through broader social transformation and efforts to shift socio-cultural norms and achieve systemic change. It will also support DFID, donors and partners through capacity building efforts and research.

Competition criteria

The supplier could be an academic institution, a consultancy or a national or international NGO with proven capability in operational research. Communications expertise across the board will be important to feed into the ability of the programme to influence other donors, organisations and government policy and programmes. Demonstrable ability to work closely, collaboratively and effectively with DFID will be essential. The full list of criteria is available at the end of this document.

Implementation requirements

This is a design and build contract, meaning the supplier, subject to a successful inception period, will both design and carry out elements, with continued engagement with DFID to ensure agreement on approach and outputs.

The supplier will need to supply DFID with proposed methodologies and processes, including proposed risk management and reporting parameters, as part of their proposal. Research methodology must adhere to DFID's three step technical and ethical approval process.

Reporting and DFID Coordination

The supplier will report quarterly against the log frame to the DFID Programme Manager, with quality assurance from the Senior Responsible Owner (i.e. Lead Adviser) and the DFID Growth, Resilience and Rural Development Team Leader. This will include financial reports.

The supplier will be a key part of the *Ligada* Decision Unit. This unit will:

- Sign off Inception Phase
- Act as the Investment Committee for the INNOVATE and BROKER proposals
- Sign off of the Annual work plan/budget for the SP
- Meet quarterly, and provide Quarterly updates of progress in writing

The Unit will comprise DFID Programme Manager, the Supplier's Team Leader plus other core team members. Other representatives are to be discussed during inception, but may include a representative from the British High Commission, the DFID Mozambique Evaluation Adviser; and possibly a member of another DFID Country Office /Policy Division.

The *Ligada* Steering Committee will be a broader group, supporting the implementation of the programme at a strategic level, meeting once a year and drawing in members from key stakeholder groups (including Government of Mozambique, private sector and NGOs).

Note – the programme will be subject to an external mid-term review and impact review, as well as annual reviews conducted by DFID staff/external consultants.

Security and Duty of Care

The supplier will be 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 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.

Tenderers must develop their proposal on the basis of being fully responsible for Duty of Care in line with the details provided above and the initial risk assessment matrix developed by DFID (to be sent in due course prior to contract). They must confirm in their proposal that:

- They fully accept responsibility for security and Duty of Care.
- They understand the potential risks and have the knowledge and experience to develop an effective risk plan.
- They have the capability to manage their Duty of Care responsibilities throughout the life of the contract.

If you are unwilling or unable to accept responsibility for security and Duty of Care as detailed above, your proposal 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, tenderers should consider the following questions:

- a) 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)?
- b) 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?
- c) 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?
- d) 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)?
- e) 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?
- f) Have you appropriate systems in place to manage an emergency / incident if one arises?

The supplier is responsible for obtaining any visa or permits to stay and work in Mozambique, as well as the necessary vaccinations. DFID can provide a support letter if necessary. The supplier is also responsible for all their travel and transport arrangements.

Performance

Suppliers must include Key Performance Indicators (KPIs) in their proposal on how outputs will be achieved (indicative, not fixed). Suppliers will also be expected to work to jointly agreed contract management KPIs with DFID.

Format and content of responses

This will be outlined in the Invitation to Tender documentation.

Payment Profile

It is expected that payments for all implementing costs and expenses for the inception phase will be on a series of milestones that will be defined by the supplier during their bid and thereafter jointly agreed with DFID.

It is expected that a minimum of 25% of management costs and overheads and expenses will be paid on outputs during the implementation phase. For the tender submission suppliers will be expected to provide an outline on what those output based payments will look like for the 1st year of the implementation phase. 25% minimum output based payments for subsequent years will be agreed at the beginning of each anniversary of the implementation phase of the programme jointly between the supplier and DFID for the forthcoming year. The remaining 75% of management costs, overheads and expenses will be paid on agreed milestones of which the supplier will be expected to provide an outline of in their tender submission for the 1st year of the implementation phase, with subsequent years being agreed on the anniversary of each year for the forthcoming year.

Payments of the Fund values will be agreed during the Inception Phase to ensure that DFID is not 'paying in advance of need', but also in ensuring that funds are available for implementing partners to utilise to support the programme requirements.

LIGADA

Objective

The overall objectives of the programme are to:

- Identify, test and ensure adoption of sustainable solutions to urban female economic empowerment (FEE). These solutions will take account of critical issues of sexual and reproductive health rights, and girls' and women's access to and use of resources.
- To strategically generate greater evidence and capacity on gender, to drive improvements in policy, programming and budgets (including among donors, government of Mozambique and private sector)

As such, it aims to develop and fund concrete initiatives on FEE in urban areas but also **improve the evidence base on women and girls in Mozambique, support existing DFID programmes to improve outcomes for women and girls, and seek to influence other donors and key stakeholders** through communicating the evidence generated by *Ligada*, and through capacity building.

The Scope

The scope of work for the programme is in up to four urban areas, namely Maputo, Beira, Nampula and potentially Tete.

The Supplier will manage all four workstreams of the Ligada programme, as outlined by workstream below.

The supplier will be required to **establish a physical 'hub' / platform** (a shared office space) for *Ligada* as a vehicle for coordination between components, lesson learning, sharing research, communicating the evidence and enabling participation across a variety of interested parties. The DFID Programme Manager as well as any suppliers involved in the programme will be housed in this hub. The aim is to ensure coordinated and effective joint working towards achievement of a shared end-state. Details of the hub set-up are covered in the LEARN workstream.

Particularly, there should be a focus on enabling participation of beneficiaries in the learning and design processes to ensure a bottom-up approach that gives adolescent girls' and young women's voices an opportunity to be heard.

Note: Inception Phase deliverable

Although the workstreams are separated below, **the supplier will be expected to deliver a single inception report on the Ligada programme at the end of the inception phase.** Detailed TOR will be developed, but this should include full programme documents – e.g. **including Theory of Change, logframe, VFM metrics** etc. As such, suppliers must allow for time and resources to work on these deliverables as part of the inception phase, though it is clearly stated in the scope below where the DFID PM will play a key role.

WORKSTREAM 1: INNOVATE

Objective

The principal objective of the **INNOVATE workstream** is to identify, fund, support with capacity building and monitor up to six innovative projects, benefitting up to 20,000 recipients in total. A resource envelope of approximately £5m is anticipated. **The main focus will be on adolescent girls and young women in the informal, urban economy.**

The type of 'innovation' could be projects/products/supply chain work/innovative literacy models for girls in work and out of school. They should show potential for scale (not necessarily in terms of roll out or scale up, but in terms of policy traction or tackling market failure). The outputs and approaches of the projects will contribute to the body of evidence of what works to leverage economic and broader social empowerment of women and girls in Mozambique. The aim of the projects will be to test a range of approaches and their impact on leveraging economic empowerment; and to build local capacity in design, M&E, especially around priority evidence gaps, including cost-effectiveness and sustainability and holistic approaches to FEE.

The Scope

The scope of work should be consistent with the **gaps and priorities identified by the LEARNING workstream**. There will need to be a strong link between INNOVATE projects and the other workstreams.

The main scope of work is to **manage the INNOVATE resource envelope**, including: identification of potential recipients; design of the INNOVATE strategy; the policies and systems for funding, development of and adherence to critical success criteria for the allocation and management of grants; and monitoring and evaluation of Ligada projects. Working closely with DFID, the supplier will:

- **Identify and support actors in the field of female economic empowerment** (including civil society organisations, government and private sector) which are working for economic and broader empowerment of urban adolescent girls and young women to develop initiatives for funding.
- Put in place mechanisms to **build local capacity** through improving skills and institutional capacity of the grantees where necessary, especially in core areas of M&E, sustainability, holistic approaches to female economic empowerment and cost-effectiveness.
- Effectively **project manage the projects**, including building effective relationships with grantees, ensuring due diligence and proactive coordination with other Ligada workstreams.
- Through regular reporting, **gather and communicate lessons** learnt from the projects to a broad range of stakeholders to positively inspire other CSOs which are

working for economic and broader empowerment of adolescent girls and young women.

- **Generate evidence** to feed back into programme design and test and evaluate a range of approaches to contributing to the economic and broader empowerment of adolescent girls and young women.

Key deliverables

Throughout the programme, the supplier will be responsible for managing and implementing the resource envelope, ensuring effective and timely delivery against programme outputs and activities as set out in the programme document and log frame. This includes managing the procurement of authorised goods and services as well as the process of allocating funds. The supplier will be responsible for ensuring that established monitoring and evaluation systems of projects along with established systems to ensure spending on the intended purpose and accounting of funds received by local NGOs are in place. The supplier is responsible for identifying risks and implementing a mitigation strategy to protect both the supplier and the donor from the risks identified. To that end, the supplier should ensure that robust checks and balances are in place in order to fulfil its responsibility in that respect. The implementation of the programme will take place in two phases, with the following deliverables:

Inception phase

From contract award there is an inception phase, during which the supplier will:

- **Recruit and procure** of appropriate human resource capacities and expertise for the management and coordination of the Fund. Terms of conditions of the appointed staff will be elaborated by the supplier and agreed by DFID Mozambique.
- Produce a **concept note** and **implementation plan**, which outlines the governance and project management structures.
- Define critical success **criteria for the projects** and suitable approval process
- Define the **process for allocation of grants**.
- Produce a detailed **work plan**.
- Produce an **Inception Report** for approval of the implementation phase.

Implementation phase

- Prepare a project proposal document / concept note to present to *Ligada Decision Unit*
- Identify, select recipients and make grants
- Monitor the implementation of the grants and their respective results
- Produce a final draft of the **programme document**, risk assessment, procurement plan and logical framework (aligned to the log frame for *Ligada*).

- Produce a **capacity building strategy**, for fund recipients, in line with the LEARN strategy.
- Develop a **Monitoring and Evaluation strategy** and **communications strategy** (as part of programme documentation), linked to the issue of scale up, sustainability and the LEARN workstream.
- A report on the successful completion of **grant-making**.

These deliverables should be based on consultations and coordination with key actors and stakeholders, including close working with the DFID team. This will be overseen principally through the **Ligada Decision Unit mechanism**, which will comprise DFID, partners/suppliers and will meet quarterly.

The implementation phase will be launched following approval of the inception phase by the Decision Unit. Activities and milestones for the implementation phase will be developed during the inception phase, specifically through the finalisation of the detailed work plan and the project logical framework.

Throughout the programme, the supplier will manage the resource envelope to ensure development and effective implementation of financial and administrative systems, in line with DFID's procedures, policies and best practice. This will be assessed during DFID's due diligence process, including:

- **Robust financial management**, including maintaining separate bank accounts for the resource envelope and an accounting system that adheres to international standards, including sound financial checks and controls.
- **Procurement practices** consistent with DFID's standard procedures.
- Effective systems for individual and team **performance management**, including continuous monitoring to assess this. The supplier will be responsible for ensuring quality control throughout the programme duration, including individual and team performance management and portfolio quality. Robust governance structures to incorporate grant making, project management and financial accountability systems as well as tools and institutions required to manage the resource envelope, its grants and its accountability to recipients.
- Mechanisms for managing the funds in accordance with best practice on **gender, accountability, human rights, rule of law, good governance** and **value for money**.
- **Robust M&E strategy** to enhance planning and budget execution based on lessons, and sufficient flexibility to respond to issues affecting achievement of the objectives or impact of the programme through continual assessment. This should include regular review of the risk matrix and logical framework.
- Adequate mechanisms in place to **institutionalise effective coordination** with the BROKER, LEARN and BRAND workstreams of the overall programme.

WORKSTREAM 2: BROKER

Objective

The **principal objectives** of the **BROKER** workstream is to broker relationships with relevant stakeholders in order to develop, test and encourage recruitment and retention of young women in formal work. It will also test the assumption that investment in girls and women is economically and socially value for money, and work to show how BROKER activities can build a business case for their inclusion. It will aim to tackle identified market failures which prevent women's recruitment and retention, and find sustainable solutions. Understanding who to target and how to influence them to ensure sustainable adoption of solutions will be critical.

The Scope

The total resource envelope for this workstream is up to £1.5m over six years. Working closely with DFID, the supplier will:

- Build on the mapping of incentives for women in work carried out by DFID in the initial phase of the programme to **identify and develop good practice in Mozambique**
- **Develop a workstream strategy**, aligned with programme documents (including logframe, risk management etc.), which includes potential partners, and critical success criteria for workstream activities, to ensure transparency and coherence to the approach, and a suitable pace of expenditure
- **Identify and build relationships** with a number of stakeholders, especially private sector employers who currently employ or are seeking to employ women in urban areas
- **Develop critical success criteria** for these activities and partnerships, and propose a suitable approval process
- Work with these providers, through TA or funding of specific activities to **address the constraints and find sustainable solutions to increased uptake of young women in work**, including filling of gender quotas
- **Drive the shift to FEE as part of core business values in private sector** organisations with which the programme works
- Build the capacity of stakeholders in the area of gender and female economic empowerment, and through regular reporting, **gather and communicate lessons** learnt from the projects to a broad range of stakeholders to positively inspire other actors which are working for economic and broader empowerment of adolescent girls and young women.

Key Deliverables

Throughout the programme, the supplier will be responsible for managing and implementing the resource envelope, ensuring effective and timely delivery against programme outputs and activities as set out in the programme document and log frame. This includes managing the procurement of authorised goods and services as well as the process of allocating funds. The supplier will be responsible for ensuring that established monitoring and evaluation systems of activities along with established systems to ensure spending on the intended purpose and accounting of funds received by any stakeholders are in place. The supplier is responsible for identifying risks and implementing a mitigation strategy to protect both the supplier and the donor from the risks identified. To that end, the supplier should ensure that robust checks and balances are in place in order to fulfil its responsibility in that respect. The implementation of the programme will take place in two phases, with the following deliverables:

Inception phase

From contract award there is an inception phase, during which the supplier will:

- **Recruit and procure** appropriate human resource capacities and expertise. Terms of conditions of the appointed staff will be elaborated by the supplier and agreed by DFID Mozambique.
- Produce a **BROKER strategy and implementation plan**, which outlines the overall framework for the workstream and strategy for the programme life-time, with a more detailed strategy for the first year of operation.
- Define **critical success criteria and 'approval' for relationships and any subsequent activities**.
- Define the **process for allocation of any funds to be disbursed for BROKER activities**.
- Produce a detailed **work plan**.
- Produce an **Inception Report** for approval of the implementation phase.

Implementation phase

- Produce a final draft of the workstream's **programme document**, risk assessment, procurement plan and logical framework (aligned to the log frame for *Ligada*).
- Actively seek, identify and consolidate partnerships and agree activities
- Work with those partners to implement and monitor related activities
- Produce a **capacity building and influencing strategy for stakeholders** (in conjunction with the LEARN workstream)
- Develop a **Monitoring and Evaluation strategy and communications strategy** (as part of programme documentation).
- A report on the successful completion of **workstream activities**.

These deliverables should be based on consultations and coordination with key actors and stakeholders, including close working with the DFID team. This will be overseen principally

through the **Ligada Decision Unit mechanism**, which will comprise DFID, partners/suppliers and will meet quarterly.

The implementation phase will be launched following approval of the inception phase by the Decision Unit. Activities and milestones for the implementation phase will be developed during the inception phase, specifically through the finalisation of the detailed work plan and the project logical framework.

As per the INNOVATE workstream, throughout the programme, the supplier will manage the resource envelope to ensure development and effective implementation of financial and administrative systems, in line with DFID's procedures, policies and best practice.

WORKSTREAM 3: LEARN

Objective

The objectives for this workstream are three-fold:

- Monitor, evaluate and test the Ligada programme model, and its various workstreams and workstream activities, especially in relation to major evidence gaps
- Build and disseminate the evidence base on female economic empowerment through relevant qualitative and quantitative research, and with a focus on economic empowerment as proven value for money
- Influence and build the capacity of stakeholders in gender and in female economic empowerment; and improve the quality of expertise/support to DFID's existing programmes, as well as partner organisations, other donors and the Government of Mozambique.

The supplier, with key input from the DFID Programme Manager, will build the evidence base to enable communication of the evidence to support: lesson-learning; embedding research and evaluation through the programme; influencing the gender policy and programming of DFID, and other stakeholders; and influence wider behavioural and social norm changes to improve how girls and women are viewed and valued. Measurement of these will be defined as part of the M&E framework.

The Scope

This workstream will have key involvement from the DFID Programme Manager. As such, it is important for suppliers to note the proposed purpose, objectives and specific duties of the DFID PM:

Overall DFID PM Purpose: Develop and use *Ligada* learning to ensure sustainability of work on gender and inclusive growth, embedding it as a priority in donors (including DFID), private sector, government and others' agendas and resource allocations

Overall DFID PM Objectives:

- Ensure coherence across the workstream strategies, specifically with a view to learning and change as a result of evidence generated
- Ensure learning and evidence from *Ligada* is strategically conceptualised, commissioned, and used (internally and externally), taking this from a single FEE programme to a flagship programme on gender in Mozambique

Specific duties of the DFID PM will be:

- Contribute to *Ligada's* strategic vision, by effective analysis, recommendations and decisions (in consultation with the SRO) for programme changes, especially in light of overall coherence, impact, learning for change, and VFM (budget changes and emphasis between workstreams are possible)
- Lead on the development and subsequent revisions of the LEARN workstream strategy (in consultation with the Service Provider) and workplans
- Lead to development of the LEARN section of the Inception Report, with input from the supplier
- Commission relevant baseline work, research and applied research as articulated within the LEARN strategy
- Support the vision, development, implementation and regular review of the other three workstream strategies, especially in light of strategic programme objectives on learning and impact
- Develop the TOR for, and convene and chair the quarterly *Ligada Decision Unit* meetings
- As a member of the *Ligada Decision Unit*, with other permanent members of that team review and select proposals for funding from the INNOVATE and BROKER workstreams, with reference to LEARN objectives
- Lead on strategic influencing partnerships with other donors, partners and interested organisations, especially on use of evidence for influencing the policy and programming of others
- Contribute to the TOR for the *Ligada Advisory Committee* (steering committee), the selection of its membership, and convene and attend its Annual Meetings

- Lead on supporting improvements to, and linkages with, DFID's existing programmes, for example through improving access to latest data and research, and providing targeted capacity building/learning/evidence and advice built on *Ligada* learning
- Through discussions with the Service Provider, develop TOR for the Inception Report, and QA the report along with the DFID SRO
- Work with the SRO to develop commission independent mid-term and impact reviews
- In collaboration with the SP, develop the programme M&E frameworks. Ensure they are on track and used
- In collaboration with the SP, develop and implement VFM metrics (in line with DFID-M VFM strategy) with a particular view to understanding sustainability and progress on gender in the Mozambique context
- Bring in relevant knowledge, learning, innovation and contacts from other DFID funded work (centrally funded and other bilateral work), including Girl Hub, to maximise impact of DFID funds on girls and women
- Lead a donor/wider group on gender (TBC)

The supplier will:

- **Review and synthesise learning and experience** of economic empowerment of adolescent girls from this and other contexts to inform programme design.
- Support the development of an **M&E framework (led by the DFID PM)** to cover both evaluation of *Ligada* as a programme and evaluation of the impact on girls and women of DFID's existing programmes. Progress towards anticipated results will be regularly monitored and reported against the programme's log frame. Specific issues may include:
 - Progress on the effectiveness of gender mainstreaming in DFID Mozambique;
 - Scalability and sustainability of INNOVATION projects and the BRAND workstream;

- Testing the assumption that testing, monitoring and evaluating different types and sequencing of interventions can build the evidence base on what works to empower adolescent girls, with economic empowerment as an entry point for broader empowerment
 - Testing the idea that interventions need to work along a range of levels, including attitudinal and behavioural change; increasing time and opportunities for women and girls to pursue training/education; increasing access to social networks and support; increase voice, agency and self-belief; increase human, social and financial assets.
 - Lessons learned for area-based programming (i.e. geographical differences)
 - Effectiveness of the *Ligada* model for achieving scale through evidence gathering and influencing
- Design and conduct a **cohort study on pathways to decent work**, linked to the M&E framework and including quantitative and qualitative elements, to understand the situation of girls and women including their own perceptions of their status and of economic empowerment. This will include the production of a cornerstone publication on the state of girls, women and the economy in Mozambique at national and provincial levels.
 - **Build the evidence base** through data collection, analysis, innovation, M&E and lesson learning through the four workstream activities, to help DFID to produce appropriate reports, policy briefs, evidence papers and learning events for a variety of audiences. This will include evidence on Value for Money (cost effectiveness and sustainability). This should link closely to the BRAND workstream: the aim is to communicate the evidence to bring about wider behavioural change through challenging prevailing media narratives around girls' status and empowerment.
 - **Design and manage a *Ligada Learn* Website** and all content
 - **Build accountability**, through supporting women and girls to participate actively in the design, implementation and M&E of the programme, and to support them in holding others to account.
 - **Coordinate with the INNOVATE workstream** to ensure the scope of projects is substantial enough to produce meaningful and credible learning (including statistical power and robust evaluation) and to bring about change (both directly to beneficiaries and indirectly through demonstration to others). Change should not however be so large as to threaten learning, ability to be flexible and quality.
 - **Design and deliver capacity building training** either directly or through a sub-contract to a suitable organisation (in agreement with DFID) to local partners, organisations and the government, with the primary objective of improving awareness of all facets of the gender agenda. For local organisations, this training may have a focus on local capacity to design programmes, conduct M&E and influence policymaking.

- The supplier may also provide **surge support** to boost capacity in organisations/partners identified as lacking required expertise, based on the initial needs assessment. This support is not direct or on-going technical assistance to supplant capacity but will be targeted and time-limited to improve skill sets. The need for this, and the associated budget, will be reviewed during the inception period.

The implementation phase will be launched following approval of the inception phase by the *Ligada* Decision Unit. Activities and milestones for the implementation phase will be developed during the inception phase, specifically through the finalisation of the detailed work plan and the project logical framework.

Key deliverables

Inception phase

From contract award there is an inception phase, during which the supplier will:

- **Recruit and procure** appropriate human resource capacities and expertise. Terms of conditions of the appointed staff will be elaborated by the supplier and agreed by DFID Mozambique.
- Contribute to the **LEARN strategy and implementation plan (led by the DFID PM)**, which outlines the overall framework for the workstream and strategy for the programme life-time, with a more detailed strategy for the first year of operation. This should include a **research strategy** (to include the cohort study and up to six additional studies), including qualitative research to improve understanding of how girls are viewed and valued, including by themselves.
- Led by the DFID PM, support the production of a detailed **work plan for the LEARN strategy (planning and input on the cohort and other specific studies to be led by the supplier should be led by the supplier)**.
- **Develop concept note for and methodology for the cohort study** and any other initial research identified for immediate action (and where possible, proceed with ethical approvals for this research)
- Support the development and monitoring of **Value for Money** indicators for the programme (led by the DFID PM).
- Contribute to an **Inception Report** on the LEARN workstream for approval of the implementation phase (LEARN section of the workstream to be led by DFID PM).
- Based on TOR from the DFID PM, develop a short **baseline study (up to 20 pages)** that synthesises all existing material and data on the situation of urban women & girls and FEE – and major gaps. The baseline study will be used to identify gaps and recommend further deep-dive research into issues that are barriers to women & girls' economic empowerment. A shorter version of the study (no more than 4 pages) should be a key initial 'influencing' document
- Initial website design, up and running

- Support the development of a robust **M&E Framework** (led by the DFID PM) to test key assumptions about the model and the process.
- Support the DFID PM to design an **evaluation plan** for the programme to be independent of M&E of strategic and programmatic theories of change. The funds for this evaluation should come from the LEARN line, but will be carried out by an independent body.

Initial plans for implementation phase deliverables include:

- Building on existing reports, carry out a **capacity needs assessment** of DFID partners, DFID staff and key stakeholders including the Government of Mozambique. The assessment should consider coordination mechanisms with donors, stakeholders and other government departments.
- To produce a **feasibility study** including recommendations on training needs and any surge capacity required to boost ability for effective policymaking and programming for women & girls.
- **Design and implement a training plan** based on the capacity needs and feasibility studies. This should include a plan on sustainable capacity building of local actors including adolescent girls, which should be developed in close cooperation with the implementing partner for the LEARNING line of operation.
- **Full website up and running and maintained**
- **Commission/conduct key research pieces**, within the framework of the LEARN strategy (including the cohort research)
- **Produce evidence papers** on key issues (to be identified during the programme) for dissemination to other donors, the government, DFID staff and partners
- **Support a series of appropriate learning events** organised by *Ligada* to influence and advocate.

WORKSTREAM 4: BRAND

The objective of this workstream is to effect attitudinal and behavioural change among urban communities in Mozambique, especially on women's work and related social norms (including around sexual harassment or gender-based violence; and women's capacity to respond to work opportunities). This may focus on both formal and informal work.

Working closely with DFID, the supplier will:

- Conduct a **series of perceptions (insights and attitudes) surveys**, including a study of the media landscape and how media is consumed by girls and women in Mozambique, to inform the development of the brand platform and workstream design.

- **Carry out a mapping of existing brand activities** on women and girls, highlighting success and failures and areas for intervention and lessons for programme design
- **Work with the BROKER workstream to identify potential BRAND partners** (e.g. private sector); and with the INNOVATE and BROKER workstream to follow up on issues arising from beneficiaries' real work lives
- **Design and roll out a brand platform**, aiming to bring about wider behavioural change through challenging prevailing media narratives around girls' and women's status and empowerment, focussing on work and issues which affect their ability to work.
- With the LEARN workstream, **develop data and a framework for monitoring and evaluating the brand platform**, including by ensuring lesson-learning from work emerging in other DFID focus countries (e.g. Rwanda, DRC and Ethiopia)

Key Deliverables

Inception phase

From contract award there is an inception phase, during which the supplier will:

- **Recruit and procure** appropriate human resource capacities and expertise. Terms of conditions of the appointed staff will be elaborated by the supplier and agreed by DFID Mozambique.
- Produce a **BRAND strategy and implementation plan**, which outlines the overall framework for the workstream and strategy for the programme life-time, with a more detailed strategy for the first year of operation.
- Produce a detailed **work plan for Year One**.
- Produce an **Inception Report** for approval of the implementation phase, including a working version of the workstream's **programme documents**, risk assessment, procurement plan and logical framework (aligned to the log frame for *Ligada*).
- Conduct an initial study of social norms and work in urban environments

Implementation phase

- **Design, manage, implement and monitor the roll out of the BRAND platform** (including through, for example, perceptions study; mapping; brand platform design)
- Develop a **Monitoring and Evaluation strategy** (as part of the main programme documentation).
- **A report on key workstream activities** (perceptions study; mapping; brand platform design and M&E report).
- **Use learning from the BRAND platform to inform the LEARN workstream** and its activities, and other workstreams where appropriate

- **Ensure and demonstrate adequate links between the BRAND workstream and other areas** (including partnerships, etc)

These deliverables should be based on consultations and coordination with key actors and stakeholders, including close working with the DFID team. This will be overseen principally through the **Ligada Decision Unit mechanism**, which will comprise DFID, partners/suppliers and will meet quarterly.

The implementation phase will be launched following approval of the inception phase by the Decision Unit. Activities and milestones for the implementation phase will be developed during the inception phase, specifically through the finalisation of the detailed work plan and the project logical framework.

Competition criteria for the overall programme

Implementing partners should comprise international and local expertise (though international partners are not essential, any Service Provider should demonstrate an ability to bring international evidence and approaches to bear). Mozambican experience and presence is essential.

Bidders will be expected to propose a team/structure that responds to the following expertise and experience which will be considered across the workstreams:

Management and Coordination

- Track record in **delivering objectives and programme outputs, and driving programming forward under pressure**
- Demonstrated experience of **project cycle management** from design to implementation and evaluation, including financial and administrative management and reporting requirements. In particular, direct experience with **grant making** to civil society, private sector or other associative movements is essential.
- A proven ability to develop and implement **monitoring and evaluation** systems.
- Demonstrated excellent in **collaborative working with partner organisations** towards shared goals.

Skills, knowledge and expertise

- In depth experience of working on **women and girls' economic empowerment**, in particular networks/associations of informal workers, and private sector incentives for recruitment and retention.
- **A proven track record in identifying and facilitating successful partnerships**
- **Ability to spot and respond to opportunities** and make good judgements at pace
- **High level of awareness of the political economy of change** in relation to gender in Mozambique at a national level, at organisational levels
- **Knowledge of the policy-making process** in a range of organisations, and a demonstrated track record in influencing others and identifying and achieving policy change

- **Experience of working successfully with a wide range of actors** (from Private sector to CSOs, and government) and ‘speaking their language’
- Experience and in-depth understanding of **gender**
- Good knowledge of **donor procedures**, particularly those of DFID.
- In-depth understanding, experience and engagement with the **civil society sector** in Mozambique.
- Demonstrated capacity to **design and implement research** including evaluation, participatory M&E and research into action, using a range of quantitative and qualitative research methodologies.
- Experience and excellent track record in designing, delivering and disseminating quality **research (including participatory and girl-led approaches)**.
- Experience of **behavioural change, social norm change** and how to monitor and evaluate this.
- Capacity for **creative innovations in social communications** and ability to bridge the development and creative sectors.
- Demonstrated ability to **assess capacity of organisations** and to follow through on recommendations to build local capacity, including assessment of **realistic feasibility** in local contexts.
- Demonstrated ability to **design and deliver** (or manage delivery) of **training** to improve local capacity, specifically on gender issues.
- Experience and understanding of **Lusophone** context, including in Mozambique.
- **Portuguese-speaking** staff is essential, but not all staff would be expected to have this skill (we recommend the Team Leader is a Portuguese speaker).

Financial Management and Institutional capacity

- **Established presence in Mozambique is essential.** Demonstration of adequate linkages with provincial and “local” levels is an asset to ensure adequate implementation and monitoring of the programme.
- Proven ability to develop **financial management systems** to effectively manage funds.
- **Good financial track record.**
- Demonstrated experience of delivering **Value for Money**

Timeframe

The contract awarded will be for 60 months, plus 6 - 9 months dedicated to the inception period. There will be a break clause after the inception period.

- Once contracted, the supplier will commence work within two weeks.

- Specific timeframes for Key Deliverables TBC

CB118 (April 2002)

ⁱ *A New Vision for Girls and Women.*

ⁱⁱ UNDP, *Human Development Report 2013*, explanatory note for Mozambique.

ⁱⁱⁱ The population living below the national poverty line of about USD 0.65 (18 MZN) a day.

^{iv} AfDB 2014

^v Mozambique. Country Poverty Reduction Diagnostic; DFID 2014.

^{vi} Tvedten et al, 2011

^{vii} 2010 UN data.org

^{viii} Institute of National Statistics, 3rd Poverty Assessment

^{ix} UN habitat, 2007

* See Tvedten et al, 2011 - "Hidden" expenditures for urban services, transportation and rents are particularly crippling for urban dwellers

^{xi} SPEED data

^{xii} OPM UNICEF Child Early and Forced Marriage data, 2014