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Terms of Reference for PO 7870 : Work and Opportunities for Women(WOW)

1. Introduction

- 1.1 The economic empowerment of girls and women is a central component of two of DFID's strategic priorities: promoting economic development and the empowerment of girls and women. DFID's Strategic Vision for Girls and Women, updated in March 2014, seeks to remove barriers that prevent girls and women from contributing to and benefiting from economic development, including through business, jobs and incomes. DFID's forthcoming Economic Development Strategy states that we will seek to improve access to better and higher productivity jobs for women through targeted programmes and ensuring mainstreaming of gender perspectives throughout economic development work.
- 1.2 The international policy context for women's economic empowerment is shifting, with the agreement of the Global Goals and the establishment of the UN Secretary General's High Level Panel on Women's Economic Empowerment (UN HLP).
- 1.3 The Global Goals for Sustainable Development prioritise women's economic empowerment not only in Goal 5 on gender equality but also in Goal 8 on decent work and economic growth and in Goal 1 on eradicating poverty.
- 1.4 To accelerate progress towards these Global Goals, the UN Secretary General established a High-Level Panel on Women's Economic Empowerment, in January 2016. The High Level Panel provides a focal point for political support and tangible action to create momentum around the goals and targets to economically empower women. The Panel's report, launched in September 2016, includes a call to action, with recommendations that have immediate relevance for governments, citizens, business and international institutions to build partnerships and take action on women's economic empowerment.
- 1.5 In addition to donor and international interest, there has been a proliferation of new private sector led initiatives on women's empowerment in the last few years, and increasing engagement from UK companies with DFID on gender through our corporate relationship management system. But while there are a lot of corporations investing in women's economic empowerment, there is little available data about what is working,¹ and limited work to address structural barriers for women at scale².
- 1.6 The Work and Opportunities for Women (WOW) programme will be a new flagship programme on women's economic empowerment for DFID. It will allow us to build on

¹ International Centre for Research on Women 2014. *The Business Case for Women's Economic Empowerment*

² International Centre for Research on Women and Business and Social Responsibility, 2016, *Promoting Effective Investment in Women's Empowerment*

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the UK's already strong leadership in this area to achieve results for women at scale through partnerships with business and through our economic development work.

- 1.7 These Terms of Reference set out the requirements for a Supplier to implement the WOW programme. These Terms of Reference should be read in conjunction with the extract from the Business Case for WOW (Annex A).

2. Objective

- 2.1 The outcome level objective of WOW is that women have access to improved economic opportunities through business interventions in supply chains and economic development programmes. The indicative outcome level results for WOW proposed in the business case are:

- Businesses improve women's access to higher-return and higher-productivity jobs and roles in supply chains, with improving working conditions.
- Women's work in supply chains is made more visible, to improve global knowledge on women's economic contribution.
- DFID and HMG economic development programmes reach larger numbers of women beneficiaries and improve global knowledge on how to deliver results for women and girls through economic development interventions.

3. Requirements

- 3.1 In order to achieve the above outcome and deliver on vision for the programme, the following outputs must be satisfied.
- 3.2 *Output 1: Partnerships with business to improve women's participation in supply chains.*

For this output the Supplier will be required to do outreach and build relationships with global and British businesses that have supply chains in DFID countries. The Supplier will form partnerships with global businesses to design and implement interventions to improve outcomes for women in their supply chains. These interventions should:

- Address deep-rooted barriers such as discrimination, occupational segregation, violence in the workplace and unpaid care work.
- Seek to increase women's participation in higher return jobs or non-traditional roles within supply chains.
- Build on existing proven or promising interventions for women's economic empowerment to scale up impact.

The balance of interventions should be focused on scaling up, extending the scope of, or replicating existing interventions that are proven or promising, but in some cases piloting new approaches may be necessary.

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In the design of business partnerships, the Supplier is encouraged to look for opportunities to bring together businesses, local women's rights organisations, local government and other actors as appropriate to achieve scale and sustainability of impact.

The criteria for selecting interventions should include:

- Scale of impact
- The additionality and role of DFID funds
- How the project will facilitate positive impacts beyond any one specific private sector entity
- The sustainability of the impact – is it an intervention that will lead to a lasting change through, e.g. a change in workplace policies, or a learning and demonstration effect. For interventions that rely on demonstration effects or learning for sustainability, the intervention design should include plans for capturing learning and dissemination.

3.3 *Output 2: Partnerships with business to improve data and transparency on women's work in supply chains*

For this output, the Supplier will be expected to develop guidance and a methodology for mapping women's work in supply chains. The method should draw on existing supply chain mapping initiatives³, but may need to develop a more granular approach to understanding the specific tasks and roles that women undertake. The data gathering methods should be able to be adapted to different types of supply chains, practical and relatively inexpensive to implement once developed, to encourage wide adoption.

The method developed should be piloted in partnership with businesses to assess incentives and how practical, effective and cost-effective it is. The Supplier should make provision for an expert peer review of the method. The fully developed methodology should be made publicly available as a resource for others to use. The data gathered through these mapping exercises should be made public as far as possible. However, there may be a need to anonymise or redact some data on specific businesses, in agreement with business partners and DFID.

The supplier in consultation with business and other stakeholders should set out options on how to increase transparency around data on women in supply chains, including suggestions to increase the demand for data and incentives for business to share data.

Outputs 1 and 2 could have some overlaps in corporate partnerships. It is possible that the mapping and data gathering could be the first step in identifying and designing interventions as part of some of the corporate partnerships.

3.4 *Output 3. Increased knowledge and support for delivering women's economic empowerment through economic development programmes*

³ For example, the research from the Capturing the Gains Initiative, the International Trade Centre's value chain work, M&S's interactive supplier map and others.

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For this output, the Supplier is required to set up a “helpdesk” function that provides advice, guidance and support to DFID and HMG programming on economic development, to enable them to improve impact for women and girls.

These areas of support could include:

- providing input on the design of new programmes that have significant women’s economic empowerment focus, reviews across a portfolio of investments in one country team, including country context analysis
- guidance on improving results, monitoring or how to implement Annual Review recommendations related to gender impacts.
- improve analysis and evidence based recommendations through strategy processes or communities of practice for thematic areas such as market systems, infrastructure, commercial agriculture, development capital, etc.
- proactive generic guidance which captures common questions or requests.

The helpdesk should prioritise support for:

- largest spending economic development programmes from central or country teams,
- cross-Whitehall priorities including trade, investment and the Prosperity Fund,
- programming in fragile and conflict affected states

The support and guidance generated by the helpdesk should be disseminated across DFID teams but also widely shared externally, with other donors, institutions and programme partners to improve learning on how to achieve results for women and girls through economic development work.

Suppliers are encouraged to refer to the recently published DFID [Economic Development Strategy](#) for information on priority and scaling up areas in our economic development work that are likely to require helpdesk expertise.

For the first year, the WOW SRO will build a pipeline of DFID and HMG programmes that require support from the helpdesk. The supplier will be required to disseminate helpdesk products widely and build an excellent reputation for helpdesk services to maintain demand.

3.5 *Output 4. Support to multiple partnerships and initiatives that respond to the recommendations of the HLP report.*

There are expected to be multiple partnerships and initiatives launched by global partners which respond to the seven drivers of change identified in the UN HLP report. A responsive fund component of WOW should be used to identify and support partnerships that DFID should participate in to take action on the priorities identified by the UN HLP.

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The criteria used to choose which interventions to support will be refined once the HLP Working Group recommendations are known, but considerations should include:

- Additionality and role of DFID funding, particularly for partnerships with other HLP members who are also providing funding
- Alignment with DFID priorities and existing work on women's economic empowerment and economic development
- Alignment with UN HLP recommendations
- Value for Money
- Delivery capability of the proposed delivery partner(s)

For example, there may be activities under the UN Women Flagship Initiative programme on Gender Data that could fit with the above criteria.

3.6 Requirements across components

- 3.6.1 For each of the outputs set out above, the supplier will be responsible for due diligence on all partners (corporate, delivery and others as applicable), disbursing funds and monitoring and reporting on funding allocations.
- 3.6.2 The Supplier will be required to set up a robust monitoring and learning system across all outputs to collect data on programme and partner performance, and gather learning from the programme. The Supplier should make provision to disseminate learning from the programme to a wide audience in later years of the programme.
- 3.6.3 Value for money – the Supplier is required to ensure excellent value for money across all components that will be reported on against a programme VFM framework agreed at programme inception stage.

3.7 Accountability and Governance arrangements

- 3.7.1 For output 1, the Supplier will develop and agree an intervention or partnership proposal with a corporate partner, in consultation with the DFID Senior Responsible Owner (SRO) for WOW. Proposals should be no longer than 10 pages, setting out the level of funding required, and how the intervention meets WOW programme objectives and addresses agreed criteria. Proposals will be approved by the Team Leader for the Economic Inclusion and Gender team.
- 3.7.2 For output 3, requests for support from the helpdesk function should be generated by a DFID or HMG team. The DFID SRO will be responsible for generating a pipeline of requests for support in the first year and support awareness of the programme across the organisation. After the first year, the lead supplier will contribute to generating demand, particularly by disseminating knowledge and evidence from their activities. When a request is generated, the Supplier and requester will draft a 3-5 page mini-ToR for the nature of the support to be provided, which will be approved by the WOW

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SRO. For proactive generic guidance products, the ToR should be developed by the Supplier for approval by the WOW SRO.

3.7.3 For output 4, the DFID HLP lead will initially identify suitable initiatives. Responsibility for identifying further will then move to the Supplier. Proposals for funding will be received on rolling basis by the Supplier. The Supplier will present these with recommendations to the WOW SRO and HLP policy lead of the Economic Inclusion and Gender Team. The SRO will then recommend approved proposals for final sign-off to Team Leader.

3.7.4 There will be a DFID Advisory Group for WOW, comprising geographic and policy leads, to be drawn on flexibly by the SRO for advice on specific proposals and to help shape the overall programme portfolio.

3.8 Inception phase requirements

The inception period for WOW is expected to be four to six months. The DFID programme team will have identified the first few corporate partnerships, HLP opportunities and economic development programmes requiring support in advance of the Supplier inception phase.

During the inception phase, the Supplier will be required to:

- Develop delivery plans and initiate interventions with the partners identified prior to the programme inception phase.
- Develop an outreach strategy to identify corporate partners to work with beyond the first year of the project.
- Finalise criteria for interventions to be supported through the corporate partnerships and UN HLP related initiatives.
- Agree with the WOW SRO a due diligence framework to use for corporate partners, partners for Output 4 and local delivery partners.
- Set up a process through which requests to the helpdesk will be received, delivered and tracked.
- Set up the process through which requests for funding for Output 4 will be received, delivered and tracked.
- Finalise a plan for generating knowledge and public goods – both across programme stakeholders and beyond.
- Develop a detailed workplan for Year 1 of the programme.
- Agree an updated risk matrix to be monitored for the programme.
- Agree a value for money framework against which programme VFM performance will be monitored.
- Agree the programme logframe with the WOW SRO and Team Leader.

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4 Scope

- 4.7 *Countries:* The number of countries that will be part of WOW will be determined by DFID priorities and interest of the corporate partners. We expect the programme to establish approximately ten corporate partnerships for Outputs 1 and 2, working on initiatives in one or two DFID priority countries each, covering up to eight countries. As specified in the WOW business case, the DFID focus countries that WOW is most likely to work in are those where global companies have supply chains e.g. India, Pakistan, Bangladesh, Burma, Kenya, Ghana, Nigeria, Ethiopia. This list is meant to provide an indication of geographic focus and should not be taken as exhaustive. For the helpdesk component, the Supplier is required to prioritise FCAS countries for support.
- 4.8 *Size of the programme:* The overall size of the programme budget is up to £10,212,680 of DFID funds excluding VAT. It may be that some of the corporate partnerships will include resources from companies or other partners and initiatives under Output 4, which will also be drawing on other resources.
- 4.8.1 Outputs 1 and 2 (the corporate partnerships) are expected to be the larger focus of the programme, with a proposed allocation of approximately two-thirds of the programme funds in the Business case. However, suppliers are encouraged to propose how the programme funds should be allocated across the four output areas and the relative sizes of the components should be regularly reviewed during programme implementation.
- 4.8.2 Outputs 3 and 4 (flexible helpdesk and responsive fund) are responsive therefore the level of demand and resource required is difficult to forecast. We anticipate that approximately one-third of resource will be allocated to these components, with approximately £1.5m budgeted for the helpdesk and £2m for the responsive fund. This is similar in proportion to other helpdesks and expertise programmes such as LEGEND and the VAWG helpdesk. Budgets can be reviewed at any point and monies reallocated across outputs as may be required and agreed upon.
- 4.9 *Generation of knowledge and public goods:* The WOW programme is not primarily a research programme. However, it will be developing valuable guidance, and learnings across all of its outputs which should be made available publicly as far as possible. The programme outputs will contribute to DFID, business and broader capability to deliver women's economic empowerment.
- 4.10 *Cross cutting issues:* As WOW will be working on gender-specific constraints and supply chain issues, there are a number of cross-cutting areas will be important to feature in the programme design:
- 4.10.1 Gender-based violence: the programme design is explicitly meant to address violence against women in the workplace. However, the design of

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interventions should also recognise and mitigate the risk of negative consequences for women in the form of violence.

- 4.10.2 Working conditions, child labour and Modern Slavery: All corporate partners for WOW will be required to undergo a due diligence process to ensure that they are compliant with relevant legislation on environmental, social, human rights and labour standards. There is also an opportunity for WOW to contribute to addressing child labour and modern slavery issues, for example developing a methodology for improving data within supply chains, which could be adapted to help business and others to gather information relevant for compliance with modern slavery and child labour legislation.
- 4.10.3 Leaving no one behind: Ensuring that the intersecting inequalities are considered and that the programme is designed to address barriers and contribute to outcomes across economic and social groups.
- 4.10.4 Engaging men: working to empower women and in particular moving women into better or non-traditional jobs carries risks of displacing or affecting men. Individual intervention designs will need to consider how men should be communicated with and engaged on programme activities to mitigate negative consequences.

5 Recipients

- 5.1 The recipients of the Supplier services will include, but are not limited to: DFID, corporate partners, other donors, development professionals and international organisations.

6 Reporting

- 6.1 Progress will be measured every year through an Annual Review reporting against a logframe and monitoring plan.
- 6.2 At the programme mid-point and end-point, the Supplier will be required to synthesise learning across different programme components and disseminate lessons learned. The format and content of the mid-point and end-point reviews will be agreed closer to the time of these reviews. DFID may choose to commission an independent reviewer to participate in this process. The Supplier will be required to share data and information collected on the programme with the independent reviewer.
- 6.3 Due diligence reporting – prior to confirming partnerships with any businesses, local delivery partners or others, the Supplier will notify the WOW SRO and provide assurance that the proposed partner meets agreed due diligence requirements. These should be reviewed and updated annually and fed into the risk matrix.

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- 6.4 Regular reporting – the table below sets out requirements for regular programme reporting:

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Table 1. Reporting

Report	Content
Monthly reporting Financial	<ul style="list-style-type: none"> Updated financial forecasts for programme spend for the full DFID financial year (Apr-Mar) should be submitted to the WOW programme manager no later than the 25th of each month.
Quarterly Updates Progress	<p>The Quarterly progress update should include:</p> <ul style="list-style-type: none"> Highlights of main programme activities in previous quarter, including: <ul style="list-style-type: none"> Progress on outreach to new corporate partners Performance of existing corporate partnerships Level of demand for helpdesk services and the types of support provided Progress on HLP related partnerships Performance of delivery partners Updates against each logframe output target Updates on outcome level logframe targets starting in year 2 of the programme Financial reporting – expenditure in previous quarter and forecasting performance Progress on value for money indicators Updates to the programme risk matrix A short forward look on main activities and action points for the upcoming quarter
Annual Report	<p>Every fourth quarterly report should be an annual report, covering a full year of activity and timed to contribute to the DFID Annual Review. Content should include:</p> <ul style="list-style-type: none"> Highlights of main programme activities in the year Updates against each logframe output target Updates on outcome level logframe targets starting in year 2 of the programme Recommendations for changes to the programme logframe Progress against recommendations for action from previous Annual Review Financial reporting – expenditure in previous year and forecasting performance Progress on value for money indicators, with progress against a baseline figure for first year and comparison with previous years for subsequent years. Updates to the programme risk matrix, including recommendations for risks to add or remove. A short forward look on main activities and action points for the upcoming year

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7 Capabilities

7.1 The Supplier should propose a team structure that demonstrates the skills set demanded by each of the output requirements. This is likely to include:

- Expertise on women's economic empowerment and gender-specific constraints to economic participation, including strong networks across international organisations working on women's economic empowerment
- Experience of and expertise in forming corporate partnerships
- Experience of and expertise in delivering interventions working through corporate supply chains
- Experience of assessing proposals from non-corporate partners (e.g. multilateral organisations and non-governmental organisations)
- Ability to develop and test data gathering methods for mapping of where women work in supply chains
- Expertise in incorporating results for women and girls in economic development and private sector development interventions
- Capability to deliver across a range of different country contexts.

8 Contractual Arrangements and Timeframe

8.1 Inception phase will start soon after issue of contract and implementation up to six months.

8.2 A contract will be issued for the full programme duration of 5 years however there will be two formal break points in the contract: one at the end of the inception phase and other to coincide with the third Annual Review of the project (expected to be September 2019). Continuation of the services after these periods will be based on agreement of deliverables and on satisfactory performance and the progress of the partner against the specified outputs.

8.3 We may require an extension of the programme by up to 24 months, subject to performance and necessity.

8.4 Payments will be linked to successful delivery of programme outputs, and the Supplier accepts the risk of non-delivery

8.5 DFID reserves the right to scale back or discontinue this programme at any point (in line with our Terms and Conditions) if it is not achieving the results anticipated. Conversely, we may also scale up or extend the life of the programme should it prove to be having a strong impact and has the potential to yield better results.

9. UK Aid Branding

9.1 Partners that receive funding from DFID must use the UK aid logo on their development and humanitarian programmes to be transparent and acknowledge that

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they are funded by UK taxpayers. Partners should also acknowledge funding from the UK government in broader communications but no publicity is to be given to this Contract without the prior written consent of DFID.

10. Transparency

- 10.1 DFID has transformed its approach to transparency, reshaping our own working practices and pressuring others across the world to do the same. DFID requires Suppliers receiving and managing funds, to release open data on how this money is spent, in a common, standard, re-usable format and to require this level of information from immediate sub-contractors, sub-agencies and partners.
- 10.2 It is a contractual requirement for all Suppliers to comply with this, and to ensure they have the appropriate tools to enable routine financial reporting, publishing of accurate data and providing evidence of this DFID – further IATI information is available from; <http://www.aidtransparency.net/>

11. Digital Principles for Partners and Suppliers

- 11.1 DFID expects all partners and suppliers who manage aid programmes with a digital element to adhere to the global [Principles for Digital Development](#). If any proposal contains a digital element this must be costed separately within the proformas and are subject to approval by DFID's digital team.

12. Ethical Principles

- 12.1 It is a requirement that all partners DFID commission and fund comply with the Ethics Principles. Partners will be required to include consideration of ethical issues and a statement that they will comply with the ethics principles.

13 Duty of Care

- 13.1 The Supplier is responsible for the safety and well-being of their Personnel (as defined in Section 2 of the Contract) 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.
- 13.2 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.
- 13.3 This Procurement may require the Supplier to operate in a seismically active zone and is considered at high risk of earthquakes. Minor tremors are not uncommon.

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Earthquakes are impossible to predict and can result in major devastation and loss of life. There are several websites focusing on earthquakes, including <http://geology.about.com/library/bl/maps/blworldindex.htm>. 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).

- 13.4 This procurement may require the Supplier to operate in conflict-affected areas and parts of it are highly insecure. Travel to many zones within the region will be subject to travel clearance from the UK government in advance. The security situation is volatile and subject to change at short notice. The Supplier should be comfortable working in such an environment and should be capable of deploying to any area required within the region in order to deliver the Contract (subject to travel clearance being granted).
- 13.5 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 seismically active, dangerous, fragile and conflict-affected environments). The Supplier should ensure their personnel receive the required level of training and, if appropriate, complete a UK government approved hostile environment training course (SAFE)^[1] safety in the field training prior to deployment.
- 13.6 As the countries/areas of work involved in this intervention are currently undetermined, DFID is not in a position to be able to provide a Duty of Care assessment at this point. On this basis, DFID assumes that this programme will be rated as 'Medium/High' risk. Therefore, as part of their SQ response, bidders will be asked to submit a 'generic' response to provide assurance to DFID that they can manage DoC responsibilities in even the most challenging of environments.
- 13.7 During the programme, it is DFID's expectation that any contracted supplier will provide a full Duty of Care assessment for each potential country/area of work where in-country ground work is expected to be necessary.
- 13.8 If the programme activities take place in medium or high risk locations, DFID will share available information with the Supplier on security status and developments in-country where appropriate.
- 13.9 The Supplier has developed their SQ Response and ITT response on the basis of being fully responsible for Duty of Care in line with the details provided above and confirmed 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.

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Duty of Care risk Matrix.

Country	Threat Level *			
	Overall Security	Violent Crime	Civil Disorder	Terrorism
Afghanistan	5	4	4	5
Bangladesh	4	3	3	4
Burma (Myanmar)	2	2	2	2
Democratic Republic of the Congo	4	5	5	2
Ethiopia	3	2	2	3
Ghana	3	3	3	2
India	3	1	1	3
Indonesia	3	3	3	3
Iraq	5	5	4	5
Jordan	4	2	2	4
Kenya	4	5	5	4
Kyrgyzstan	3	2	2	3
Lebanon	4	3	3	4
Libya	4	3	3	4
Malawi	3	3	3	2
Mozambique	3	3	3	2
Nepal	3	3	3	1
Nigeria	4	4	4	4
Pakistan	5	2	3	5
Palestine	4	3	3	4
Rwanda	2	2	2	3
Sierra Leone	3	3	3	2
Somalia	5	2	2	5
South Africa	4	5	5	3
South Sudan	4	5	5	4
Sudan	4	3	3	4
Tajikistan	3	2	2	3
Tanzania	4	4	4	3
Uganda	3	3	3	3
Yemen	5	3	3	5
Zambia	3	3	3	1
Zimbabwe	3	3	3	1

1	2	3	4	5
Very Low Risk	Low Risk	Medium Risk	High Risk	Very High Risk
Low		Medium	High Risk	