**TERMS OF REFERENCE FOR A GENDER EXPERT**

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| **Client** | SNV – Netherlands Development Organization |
| **Project** | Innovations Against Poverty |
| **Reports to** | Project Manager |
| **Assignment** | Implement IAP’s Gender Equality and Women Empowerment (GE/WE) Engagement plan for grantees of IAP fund in Uganda |
| **Duration** | From 16th August 2021 – 6th May 2022  (The assignment is to be spread across 9 months) |
| **Contract type** | National consultancy |
| **Location** | Uganda |

**BACKGROUND**

**Company Description**

SNV is a not-for-profit international development organization that applies practical know-how to make a lasting difference in the lives of people living in poverty. We use our extensive and long-term in-country presence to apply and adapt our top-notch expertise in agriculture, energy, and WASH to local contexts. SNV has over 1250 staff in more than 25 countries in Asia, Africa, and Latin America. We are proud to be a not-for-profit organization that uses project financing to implement our mission. This requires us to work efficiently and to invest in operational excellence. In its new Strategic Plan period (2019 – 2022), SNV will more explicitly aim for systems change during project preparation and implementation - by strengthening institutions and kick-starting markets that help many more to escape poverty beyond our projects. We will continue to position ourselves as a premium organization and invest in making knowledge flow to and from the frontline.

For more information on SNV, visit our website: [www.snv.org](http://www.snv.org/)

**About IAP**

SNV is implementing the second phase of a multi country Innovations Against Poverty (IAP) project (2020- 2023) with funding from Swedish International Development Agency (SIDA). SNV is supported by BoP Innovation Centre and Inclusive Business Sweden in implementing the project across Cambodia, Ethiopia, Uganda, and Zambia. The overall goal of the project is to reduce poverty and improve living conditions for the Base of the Pyramid (BoP) population. The IAP Program challenges private sector Enterprises to implement innovative business projects that deliver both commercial benefits for the companies themselves and development benefits for the people living in poverty in terms of Job creation, income improvement, access to basic goods and services and contribute to CO2 reduction.

The program provides inclusive business co-investment funding ranging from EUR 50,000- EUR 200,000 and business advisory support covering developing and rolling inclusive business models in low-income markets, professional business operations and management, innovations, and matchmaking for scale up investments from other financing opportunities.

The Program started in September 2016 and runs until the end of 2023. An initial cohort of 35 grantees was contracted in 2017/2018, of which 23 successfully completed their planned activities by early 2021. An additional 21 grantees were selected by the end of 2020. Of the 21 grantees, 6 are from Uganda and have already commenced implementation of their activities.

**ASIGNEMENT DESCRIPTION**

**Purpose**

The purpose of these TOR is to seek the services of a competent gender expert to support the 6 IAP Inclusive Businesses (IBs) in Uganda towards enhancing their social and business impact by integrating gender equality and women empowerment (GE/WE) into their businesses and business models.

**Scope of Work**

The study “Women and Social Enterprises”, conducted by ACUMEN and ICRW[[1]](#footnote-2) with support from the Cartier Charitable Foundation, gives interesting insights into how gender integration can boost entrepreneurial solutions to poverty. The study revealed that layering a gender lens on a social enterprise’s business model illuminates how gender integration can produce products and services that amplify business outcomes for the company and social outcomes for customers. Therefore, when considering the social and business impact of integrating gender into the respective business models, the following levels of impact should be looked at:

1. Social impact at the customer level, e.g. since women typically fetch water in many of the regions where IAP invests, innovations that increase access to clean water can meaningfully improve the lives of women by saving time and providing health benefits.
2. Business impact at the company level, e.g. female distributors and sales agents may be able to position companies to better serve female markets and increase sales.
3. Social and economic impacts at the employee/supplier level, e.g. because of the inequalities women face in labor force participation and income generation, the ability to gain these opportunities and resources has vast potential for economic advancement and empowerment for women.

**Engagement plan per result area (2-5 are not sequential, but 2-3 and 4-5 could run in parallel)**

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|  | **Result Area** | **Methods to be used** | **How progress will be scored** | **Jointly agreed engagement plan** |
|  | **RAISING AWARENESS OF GENDER INEQUALITY** **AND IMPACT ON WOMEN IN THE WORLD OF WORK**  **Objective:**  IB recognises gender inequality in the country they are working in.  Consultant develops and uses a PowerPoint presentation on ‘Why Inclusive Business Matters for Gender Equality.’ [[2]](#footnote-3) | A kick-off workshop to get the basics and concepts right. Key terms associated with gender inequality are explained.  Well researched PowerPoint presentation to begin a dialogue with key management, including a successful business case for integrating GE/WE.  Q&A with company staff to tease out their awareness of the barriers that women face in relation to their business activities. | Aware and engaged:   * *To a greater extent* * *To some extent* * *To a lesser extent* * *Not at all* | **Could include:**   * Grantee specific engagement plans/roadmaps setting the pace for next steps. * Presentation to other staff of the company. * Agreement to produce and review a company organisational chart by gender and to engage in dialogue on other areas (see below). |
|  | **IB KNOWLEDGE OF HOW GENDER INEQUALITY AFFECTS THEIR VALUE CHAINS**  **Objective:** Consultant supports IB to conduct practical research to understand the needs of men and women and the differences between them in their value chains, e.g as suppliers, distributors, customers. | * Gender sensitive scan of the respective grantee business model (design[[3]](#footnote-4), production[[4]](#footnote-5), marketing[[5]](#footnote-6), and sales[[6]](#footnote-7)) * Discussion of results with company management * Q&A | IB gives an account of why they need an engagement strategy with suppliers, distributors, customers that includes women (this demonstrates that they understand how gender affects their bottom line). | * Operational research to understand the barriers women face in their value chains. * Strategies to address barriers women face in the value chain. * Action to support women in the value chain. |
|  | **IB IMPROVES ITS CAPACITY TO ENGAGE WITH VALUE CHAIN/CUSTOMERS EQUALLY AND TAKE ACTION THAT IMPROVES THE STATUS OF WOMEN**  **Objective:** IBs strengthen their capacity to engage with men and women in their value chains and customers. | Continuous one on one coaching of IBs. Support the IBs to develop and roll out practical gender strategies that can help to optimize the company business models—from design, production, marketing to sales, to build better businesses and improve the lives of people living in poverty. | The extent to which IBs improve policy, practice and capacity, e.g. through training, dialogue, supervision. Internally and externally with their partners along the value chain. | Capacity strengthening of the business management and staff engaging with suppliers, distributors, customers so that they assess and respond to the needs of men and women equally. |
|  | **IB AWARENESS OF EMPLOYMENT BY GENDER AT HQ AND OTHER RELEVANT OUTLETS**  **Objective:**  IBs understand their workforce by gender. | * Gender sensitive scan of the respective IB’s systems and structures[[7]](#footnote-8) * Visit * Discuss * Q&A | N/A | Company maintains an up-to-date organisational chart and tracks any changes over time where there are more women in, for example leadership positions or as employees, particularly in posts which previously employed men. |
|  | **IB HR POLICIES AND PRACTICES (mission, vision, values)**  **Objective:**  IBs develop and monitor HR policies and practices that promote GE/WE. | Continuous one on one coaching of IB to support on adopting equitable systems and structures, so that IBs know the range of employment conditions they can offer both female and male workers to enable them to be most effective in their jobs.  Explain that a policy is a statement of intent, an aim. Policies need to be reinforced by systems and procedures which should include training for HR staff; checklists of what to do and how.  An available checklist will be used as an awareness raising tool during discussions of what can be done. | In the first instance, track the extent to which IBs are willing to develop gender strategies and take action, i.e.,   * *To a greater extent* * *To some extent* * *To a lesser extent* * *Not at all* * Track what measures have been adopted. * Check if staff are aware of policies and practices. | * Agreeing with IBs that policy statements on HR policies are a key tool for ensuring women have equal opportunities. * IBs documenting some/ all the items on the checklist. * IBs putting systems/ processes in place to ensure policies are translated into action. * Staff awareness of HR policies/practices that promote GE. * HR practices are tracked in relation to recruitment, equal pay, and promotion on an annual basis. Company understands and takes action to reduce its gender pay gap. |

**Deliverables**

The consultant is expected to first get familiar with the indicated GE/WE support needs of the 6 IBs in IAP’s portfolio in Uganda and to understand more in-depth the current state of the companies, their value proposition, and wider business model.

We expect the following deliverables to be relevant:

1. **Kick-off Workshop & Engagement Plans.** The consultant organises a joint kick-off workshop through which s/he enables the IBs to get acquainted with gender concepts. S/he will deliver a PowerPoint presentation on ‘Why Inclusive Business Matters for Gender Equality’ (draft version available, to be updated/fine-tuned to relevant sectors).[[8]](#footnote-9) Group-based session(s) conducted with the 6 grantees to raise awareness of gender inequality and impact on women in the world of work across the sectors of clean energy, agri-food, and WASH. The consultant is further expected to support the grantees to develop roadmaps for further engagement and support.
2. **Gender Analysis.** Concise and actionable gender sensitive scan of each company internally and its value chain. Support the companies to with the right tools to conduct this scan as it triggers their awareness on the gender related gaps and needs along their business and value chains. Each company scan should be in a format that clearly highlights the actionable gender insights, ensuring the information can be easily used to act by IBs.
3. **Capacity Building.** Capacity strengthening session(s) for key management staff to increase awareness of HR policies/practices that promote GE. One on one coaching sessions with key management staff per company. Support the IBs to develop and roll out practical gender strategies that can help to optimize their business (models)—from design, production, marketing and sales to workplace, structures, and systems—to build better businesses and improve the lives of people living in poverty. Also, support IBs to develop and track specific indicators to measure progress toward gender equality and integrate GE targets within the business KPIs to be able to continually monitor progress and improve results for all. The consultant is expected to properly document the capacity building support process and share the result of the strategies developed.
4. **Reporting & Learning.**
5. Short quarterly progress reports per company to IAP.
6. Organise 1 virtual learning session for the wider IAP team to learn from experiences of engaging grantees in Uganda.
7. Organise 1 physical learning event with all the 6 grantees integrated with a field visit.
8. Organise a physical closing workshop at the trajectory to share experiences, case stories and register successes from respective companies – Making a case for Inclusive business and gender integration.
9. Overall assignment report with status per IB and explicit recommendations for follow up subsequently, keeping the bigger picture of the company in check beyond the IAP project.
10. Document a list of the different gender tools applied in the process.
11. A written expert paper with opinions on making gender work for inclusive businesses (co-written with key members of the IAP team)

**Assignment duration**

The consultant is expected to propose the total number of days in which s/he will conduct the assignment following the structure of the deliverables above. The start date shall be 9th August 2021 and closing Date being 6th May 2022.

**Qualifications, skills, and experience required:**

The consultant is expected to have:

1. A post graduate degree in gender, development studies or social sciences
2. Extensive training in and understanding of gender and development issues.
3. Extensive experience in private sector engagement
4. Extensive experience in research and analytical work in gender equality and women's economic empowerment
5. Familiarity with blending different gender instruments and tools to tailor solutions for clients
6. Strong analytical and presentation skills
7. Proven track record and ability to liaise with different groups at different levels from the public and private sectors and at the community level.
8. Knowledge of participatory approaches and tools
9. A good facilitator of learning processes

**Administrative requirements**

*For firms/companies, the following must be attached*

* Relevant registration documents showing registration to operate in Uganda
* Valid trading licences/ ngo permit
* Memos &articles of association/companies act.
* C.V’s of proposed personnel for the assignment.

*For individual consultants*

* Detailed C.V’s showing education background, work experience and consultancy experience in the related field if any.

**Note: without these, the candidate/ firm shall not proceed to the next stage of evaluation.**

**How to apply**

Interested consultants should submit their technical and financial proposals demonstrating their ability to deliver on this assignment with detail on their qualifications and experience, methodology, workplan and team structure (if relevant).

The detailed financial proposal should include the proposed rate per day as s/he will be paid as per the number of days delivered (a day being 8 hours max). Please note that, all activity costs including travel/DSA costs should not be included in the financial proposal.

**Deadline**

Deadline for submission of proposals is 5pm on Friday 6th August 2021. Proposals should be submitted by mail to [ugandatenders@snv.org](mailto:ugandatenders@snv.org)

1. International Center for Research on Women [↑](#footnote-ref-2)
2. Key issues to be covered in the PowerPoint: gender division of labor (women do unpaid work at home; men do less and have more access to jobs in the formal labor market for higher wages); Culture and social norms limit opportunities for women; women have less access to education and health care; less land ownership/inheritance; less access to jobs in the formal labor market; more women work in agriculture/forests where they receive less pay; less voice in decision-making; Violence against women and girls restricts their movement and comprises their safety, including in the workplace; female headed households are poorer/more vulnerable; women need access to clean energy and labor saving appliances, or appliances that help them earn an income; gender and the labor force; more women work in agriculture forests, fisheries etc. [↑](#footnote-ref-3)
3. To what extent does the product or service consider women’s needs and desires and engage women in the design process (as designers or consumers)? [↑](#footnote-ref-4)
4. How are female and male employees incorporated across all levels of the production process? [↑](#footnote-ref-5)
5. How well does the company understand how women and men are and could better be using its products or services? Does the company take this into consideration when marketing to women customers? [↑](#footnote-ref-6)
6. Does the company employ female sales agents? Regarding the actual sales transaction, does the company sell products or services at times and locations that are convenient for women consumers and include financing mechanisms that enable the product or service to be affordable and accessible for female customers? [↑](#footnote-ref-7)
7. Does the company create an enabling environment to effectively engage female and male employees to create, produce, market, and sell products and services that target, reach, and sustain a strong customer base? [↑](#footnote-ref-8)
8. Key issues to be covered in the PowerPoint: gender division of labour (women do unpaid work at home; men do less and have more access to jobs in the formal labour market for higher wages); Culture and social norms limit opportunities for women; women have less access to education and health care; less land ownership/inheritance; less access to jobs in the formal labour market; more women work in agriculture/forests where they receive less pay; less voice in decision-making; Violence against women and girls restricts their movement and comprises their safety, including in the workplace; female headed households are poorer/more vulnerable; women need access to clean energy and labour saving appliances, or appliances that help them earn an income; gender and the labour force; more women work in agriculture forests, fisheries etc. [↑](#footnote-ref-9)