TERMS OF REFERENCE

Consultancy to provide gender equality & women empowerment support

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| Title | Gender Equality & Women Empowerment Consultant |
| Purpose | Support four IAP Inclusive Businesses (IBs) in Zambia towards enhancing their social and business impact by integrating gender equality and women empowerment (GE/WE) into their businesses and business models |
| Location | Lusaka |
| Expected Contract Duration | 30 working days |
| Starting Date | July 2022 - October 2022 |
| Deadline for application | 14th June 2022 |
| Open to | Individual consultants |



Background

# SNV Netherlands Development Organization

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/)

# The Innovations Against Poverty project

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 Programme 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 environmental sustainability.

The programme provides inclusive business co-investment funding ranging from EUR 50,000-200,000 and business advisory support covering developing and rolling out inclusive business models in low-income markets, professional business operations and management, innovations, and investment matchmaking for scaling up investments from the private sector.

The programme started in September 2016 and runs until the end of 2023. An initial cohort of 35 grantees were 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. From the 21 grantees, 4 are from Zambia and have already commenced implementation of their activities.



Purpose, scope of work and approach

**Purpose**

The purpose of these TOR is to seek the services of a competent gender expert to support four IAP Inclusive Businesses (IBs) in Zambia 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 ICRW1 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 |
| 1. | RAISING AWARENESS OF GENDER | A kick-off workshop to get the | 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). |
|  | INEQUALITY AND IMPACT ON WOMEN IN | basics and concepts right. Key |
|  | THE WORLD OF WORK | terms associated with gender |
|  |  | inequality are explained. |
|  | Objective: |  |
|  | IB recognises gender inequality in the | Well researched PowerPoint |
|  | country they are working in. | presentation to begin a dialogue |
|  |  | with key management, including a |
|  | Consultant develops and uses a | successful business case for |
|  | PowerPoint presentation on ‘Why Inclusive | integrating GE/WE. |
|  | Business Matters for Gender Equality.’ 2 |  |
|  |  | Q&A with company staff to tease |
|  |  | out their awareness of the barriers |
|  |  | that women face in relation to their |
|  |  | business activities. |
| 2. | 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 | * Gender sensitive scan of the respective grantee business | IB gives an account of why they need an engagement strategy with suppliers, distributors, | * Operational research to understand the barriers women face |

1 International Center for Research on Women

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.

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|  | differences between them in their value chains, e.g as suppliers, distributors, customers. | model (design3, production4, marketing5, and sales6)   * Discussion of results with   company management   * Q&A | customers that includes women (this demonstrates that they  understand how gender affects their bottom line). | in their value chains.   * Strategies to address barriers women face in the value chain. * Action to support women in the   value chain. |
| 3. | 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. |
| 4. | 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 structures7 * 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. |
| 5. | IB HR POLICIES AND PRACTICES (mission, | Continuous one on one coaching of | 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* | * 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. |
|  | vision, values) | IB to support on adopting equitable |
|  |  | systems and structures, so that IBs |
|  | Objective: | know the range of employment |
|  | IBs develop and monitor HR policies and | conditions they can offer both |
|  | practices that promote GE/WE. | 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 |

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)?

1. How are female and male employees incorporated across all levels of the production process?
2. 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?
3. 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?
4. 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?

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|  |  | 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. | * *To a lesser extent* * *Not at all* * Track what measures have been adopted. * Check if staff are aware of policies and practices. | * 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. |

Who can apply for the consultant?

The consultancy is for both international and national consultants, the delivered mode will be through a mix of workshop/office engagement/analysis and capacity building depending on the agreed work-plan. The consultancy is planned to be delivered within 30 working days between July 2022 and October 2022. The Consultant will develop activities according to the schedule below, and in close consultation with the IAP project manager.



Tasks and deliverables

The Consultant is expected to first get familiar with the indicated GE/WE support needs of the four IBs in IAP’s portfolio in Zambia 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 and fine-tuned to relevant sectors and country context).8 Group- based session conducted with the 4 grantees to raise awareness of gender inequality and impact on women in the world of work across the sectors of clean energy and agri-food. 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 conduct this scan with the right tools 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 upon 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,

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.

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.

1. Reporting & Learning.
   1. Short monthly progress reports per company to IAP.
   2. Organise 1 physical learning event and/or closing workshop with all 4 grantees to share experiences, case stories and register successes from respective companies – making a case for Inclusive business and gender integration.
   3. Overall assignment report with status per IB and explicit recommendations for follow up subsequently, keeping the bigger picture of the company in mind, beyond the IAP project.
   4. Document a list of the different gender tools applied in the process.



Performance indicators for evaluation of results

The performance of the consultant work will be evaluated using the following indicators:

* Completion of tasks specified in ToR
* Compliance with the established deadlines for submission of deliverable
* Quality of work as assessed by the Supervisor
* Demonstration of high standards of work with SNV and with counterparts.



Location

The Consultant will provide services in Lusaka Province.



Expected level of effort and 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 maximum level of effort is 30 days in 2022. The start date shall be 4th of July 2022 and closing date being 31st of October, 2022.



Profile

The Consultant is expected to have:

1. Minimum of 3 years of experience in consulting, conceptualization, designing and/or managing projects in the area of gender equality and women empowerment in a practical / field tested context.
2. A university degree or equivalent in gender, development studies, social sciences, or other relevant field. A postgraduate degree will be an added advantage.
3. Extensive training in and understanding of gender and development issues.
4. Extensive experience in private sector engagement.
5. Extensive experience in research and analytical work in gender equality and women's economic empowerment.
6. Experience in undertaking similar work.
7. Familiarity with blending different gender instruments and tools to tailor solutions for clients.
8. Strong analytical and presentation skills, proficiency in the English language is a must.
9. Proven track record and ability to liaise with different groups at different levels from the public and private sectors and at the community level.
10. Knowledge of participatory approaches and tools.
11. A good facilitator of learning processes.

Evaluation Criteria:

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|  | Criteria | Maximum score |
| 1 | Consultant or firm experience in previous similar assignment and reputation – Past performance, references for the work performed in the last five years | 30% |
| 2 | Understanding of the ToR, Methodology, work plan and the overall quality of the proposal – Understanding of the assignment and its tasks, Methodology and approach to be used, Operational plan with clear timeline. | 40% |
| 3 | Relevance qualifications – Detailed CV of the individual consultant or CVs of key personnel (if a firm) with highlighted competencies on the similar works. | 20% |
| 4 | Sample of previous works in the mentioned areas completed within the last five years - Three samples of similar assignments implemented in the past five years | 10% |

Documents to be submitted as part of the Consultants application:

Interested Consultants should submit separately their technical and financial proposals demonstrating their ability to deliver on this assignment with detail on their qualifications and experience as guided below.

1. Technical Proposal
   1. The Technical Proposal should include but not limited to the following (4-6 pages - 6 pages max, 11 point font):
      1. Summary of the objectives of the assignment from consultant perspective (0.5 -1 page)
      2. Proposed approach/methodology for each activity and deliverable to meet objectives (2-3 pages)
      3. Project implementation and work plan showing milestones, activities, detailed sequence, start and end dates, days necessary and required resources (1-2 pages)
      4. CV of the individual consultant
2. Past Performance
   1. Include three reference projects related to gender equality and women empowerment support provided within the past five years containing the following information (0.5 pages per project max):
      1. Name of Client/Employer
      2. Title of the Project, dates and duration of the project
      3. Scope of the Project, Requirements of the assignment, Proposed Solutions and Outcome
      4. Reference/Contact person details for each assignment and contact information
      5. Attach evidence of performance for each of the three referenced projects listed in the candidate profile (e.g. report samples, presentations, visuals, web-links, etc.)
3. Financial Proposal
   1. 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. Indicate total budget estimated in EUR for international consultants and ZMW for national consultants (Note that WHT of 15% on consultancy fees to be deducted).

Only proposals that have attained a rating above 70% in the technical evaluation will proceed to the financial evaluation stage. Payment is scheduled as follows:

* + - 30% of contract fee after submission of approved inception report
    - 35% upon delivery of kick-off workshop, engagement plans and gender sensitive scans for all 4 companies
    - 35% upon acceptance by SNV of final report and successful delivery of learning event

1. Mandatory requirements

4.1 Copies of Tax Registration certificate TPIN and the most recent tax clearance certificate.

Failure to provide a full package of documents listed above will result in disqualification of the whole bid. Only Shortlisted Candidates will be contacted.

Proposals and inquiries/queries should be submitted via email to: The Contracts and Procurement Department: [Zambiaprocurement@snv.org](mailto:Zambiaprocurement@snv.org) Proposals should be submitted by 5:30pm on Friday 14th June 2022.