

## TERMS OF REFERENCE

### Developing Implementation and Result Measurement Framework for a programme on Women's Safety in the Tea Sector in Assam

October 2020

#### BACKGROUND

Gender equality or the lack of it has a direct impact on businesses' commercial and social performance. Studies have shown that gender inequality prevalent in the forms of unequal pay, fewer women in leadership positions, fewer opportunities for growth for women and lack of women's safety in workplaces impact growth of businesses and the economy as a whole. According to the OECD, discriminatory social institutions, including violence against women, cost the global economy approximately \$12 trillion a year. <sup>1</sup>

Assam is one of the 8 states in the North-East region of India. It produces nearly 11% of the world's tea.<sup>2</sup> According to data provided by the Directorate of Social Welfare, Government of Assam, there are 803 tea gardens in Assam. The women workers in the tea garden form the largest women's workforce of Assam. Women constitute about 60% of the total workforce in the tea sector. They work mostly as pluckers at the lowest level of the industry.

Largely labour intensive, the tea industry has several challenges in advancing towards human rights-based business approaches.

Gender based violence and discriminations within the tea industry in Assam are seen in:

- High levels of domestic violence, sexual harassment and trafficking
- Unequal division of labour: women do the lowest level of work in the production process, they do most of the unpaid domestic work and are mostly absent in higher levels of the industry
- Difficult working and living conditions: they often have to work for long hours without facilities for toilet, drinking water and regular supply of electricity, proper housing etc
- Lack of facilities for education and health care and other basic rights
- Lack of women worker's rights linked to provisions like promotions and skill up-gradation, maternity and childcare benefits, separate toilet etc
- Lack of participation in decision making and absence of redressal mechanisms

Several organisations and projects have been working with the tea garden communities of Assam. For instance, the 'Improving the lives of women and children in Assam's tea communities' programme<sup>3</sup> is a collaborative effort between 7 tea buyers and IDH, and is implemented by ETP and UNICEF. It aims to impact 250,000 tea workers and community members across over 200 estates in Assam to address, promote and integrate human rights and mechanisms within the business practices of the tea industry. Many local NGOs are also implementing projects working with children and women from the

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<sup>1</sup> Why addressing gender-based violence is an imperative for businesses today, Chiara Condi, Business Fights Poverty, 2019

<sup>2</sup> Study of Assam's Tea Value Chain, Oxfam Germany, 2019

<sup>3</sup> <https://www.ethicalteapartnership.org/improving-the-lives-of-women-and-children-in-assams-tea-communities/>

tea garden communities which aim to address issues like lack of education, health, child marriage, trafficking and livelihood etc

These programmes, however, face challenges in bringing together producers, supply chain partners, workers, communities, civil society and the government to bring change at the sector level. Also, few address the specific challenges of women's safety at workspace for women tea workers, which is especially material given they form most of the workforce. Gaps in using the gender lens to understand specific challenges faced by women workers within on-going programmes exist.

### **About the Women Safety Accelerator Fund (WSAF)**

**The Women's Safety Accelerator Fund (WSAF) is a bold new program to address women's safety and gender-based violence in the Indian tea sector. The fund has been set up in partnership by Unilever and IDH – the Sustainable Trade Initiative.**

Unilever is committed to respecting and promoting women's rights, which includes the right to safety of women and girls - in their workplaces and their extended supply chain. Unilever's aim is to implement policies and processes that women trust, with an emphasis on addressing the harmful social and cultural norms and behaviours that can leave women at risk.

IDH recognises that gender equality - reflected by access to resources, their position in leadership roles and women's workplace safety - is a catalyser for economic growth. Gender is a key impact theme in IDH's global strategic plan. IDH sets out to embed gender equality into its transformation strategies.

In 2017, Unilever and IDH along with other producers, technical experts like UN Women and sector actors in Kericho, Kenya, came together to work on the Gender Empowerment Platform (GEP) in an inclusive approach that extended the engagement to government authorities, tea associations, and women, youth and community groups. The learnings from the Kenya programme informed and provided opportunity to adapt UN Women's Safe Cities/Safe Public Spaces Global Initiative - to agricultural value chains in rural settings, beginning with the tea sector and in the development and launch of the Global Women Safety Framework in Rural Spaces: Informed by Experience in the Tea Sector<sup>4</sup>.

Given Unilever's contribution to development in global value chains, and its strong position in the tea value chain, as one of the largest purchasers of black tea in the world, there is great opportunity to further leverage partnerships to help operationalise the GWSF at scale in the tea sector with additional producers and in other commodity sectors over time.

With this ambition, Unilever and IDH have created the Women's Safety Accelerator Fund to implement the Theory of Change provided by the GWSF – catalysing and accelerating impact at scale. It will build a structure in which local capacities are built in suppliers, CSOs and service providers, and partnerships are fostered with the public sector and producer associations, to drive deeper shifts on safety within the tea supply chain.

**The WSAF will provide resources, tools, technical assistance, and specialised services for tea producers and workers in the tea sector in Assam. It aims to develop a model that will build a common understanding that is applicable to other commodity sectors in agricultural value chains.**

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<sup>4</sup> [https://www.unilever.com/Images/unw-global-safety-framework-final\\_tcm244-529439\\_en.pdf](https://www.unilever.com/Images/unw-global-safety-framework-final_tcm244-529439_en.pdf)

**Vision:**

All women and girls are socially, economically, and politically empowered in rural spaces that are free from sexual harassment (SH) and other forms of violence.

**Mission and Objectives:**

The Women Safety Accelerator Fund will address gender-based violence in the Indian tea industry. To do this, the Fund will collaborate with a range of stakeholders to promote tangible and continuous improvements for the women workers in the Indian tea industry by:

- Enabling producers and suppliers to implement the Global Women Safety Framework (“GWSF”) developed by UN Women: resulting in strengthened prevention and response mechanisms at tea producer / supplier level.
- Building the capacity of local implementation partners and service providers as well as a supporting network of relevant (civil society) organizations and government authorities, to provide support to producers as technical, training or mobilization partners.
- Embedding continuous improvement by establishing a common platform supported by additional funding and technical partners to support and sustain the changes facilitated through the Fund’s engagement, moving from actions to outcomes.

**Specific Aims:**

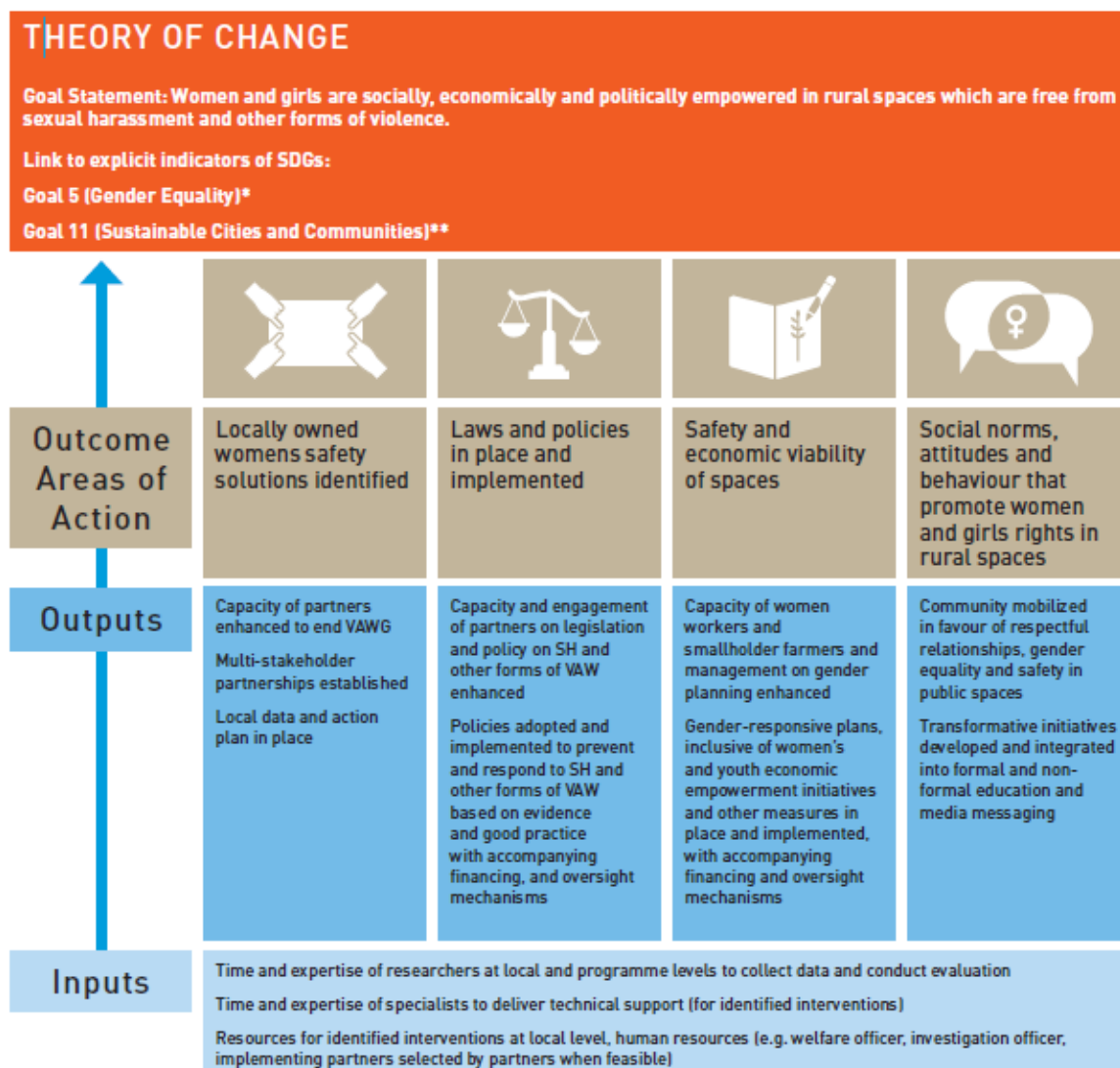
- Reduce instances of gender-based violence and addressing root causes to GBV
- Support the strengthening of grievance mechanisms with trusted and credible reporting mechanisms
- Improve understanding of relevant laws, programs, and policies
- Demonstrate the business case for greater gender inclusion and women’s safety in the industry.
- Create safe and empowered spaces for women to live and work
- Influence social norms, attitudes and behaviour that promote women and girls’ rights in rural spaces
- Provide opportunities for women workers to up skill, and have improved representation of women in supervisory & managerial positions
- Facilitate collaborative learning on the effective implementation of the GWSF

**Impact Indicators:**

The Fund will evaluate the outcomes of the funded/ financed projects by considering some of the following key performance indicators against a baseline:

- % improvement in productivity of women workers
- % increase in women in supervisory/ managerial roles
- % decrease in the wage gap between male and female workers
- % decrease in absenteeism of female workers
- % decrease in gender-based violence or health related incidents (reported)
- Cost-benefit ratio of gender interventions
- # of prevention and response mechanisms in place

Theory of Change of the Global Women’s Safety Framework for Rural Places:



WSAF’s Goal and Approaches:

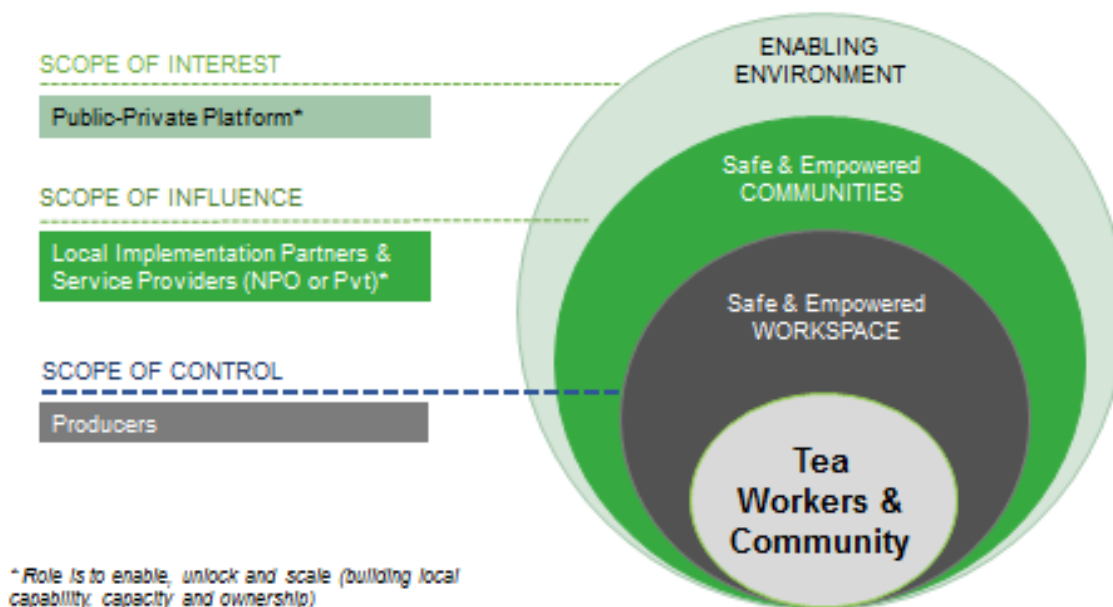
WSAF aims to progress from a grant based to a Result Based model of funding that will support producers to initiate changes in governance, business practices and workers community that show clear and sustainable impact. A result-based model of funding will provide support based on measurable impact of actions for change than for completion of activities as in grant-based funding.

‘Results-based financing is banking on development impact. RBF ensures that development funding is linked to pre-agreed and verified results, and that funding is provided when the results are achieved. Through a range of mechanisms, RBF helps deliver development outcomes, improves accountability, and drives both innovation and efficiency.’<sup>5</sup>

<sup>5</sup> <https://www.worldbank.org/en/news/feature/2019/06/28/banking-on-impact-what-you-need-to-know-about-results-based-financing>

**WSAF wants to achieve impact in the GWSF outcome areas by:**

## Putting the tea workers & community at the core



### WSAF's Key Principles:

- Producers as primary agents of change in the Fund, Ecosystem actors enabled
- Implementation framework that supports the transition from a Grant-funded/ outputs-based funding to a Outcome-based/Funding & Financing model
- Key Question to be answered: How does the Fund add value in the support that it gives to producers? (What is the Additionality)
- Acknowledge variable starting points of different Producers in terms of the engagement and understanding of the issues around women worker safety

### WSAF's Impact Indicators:

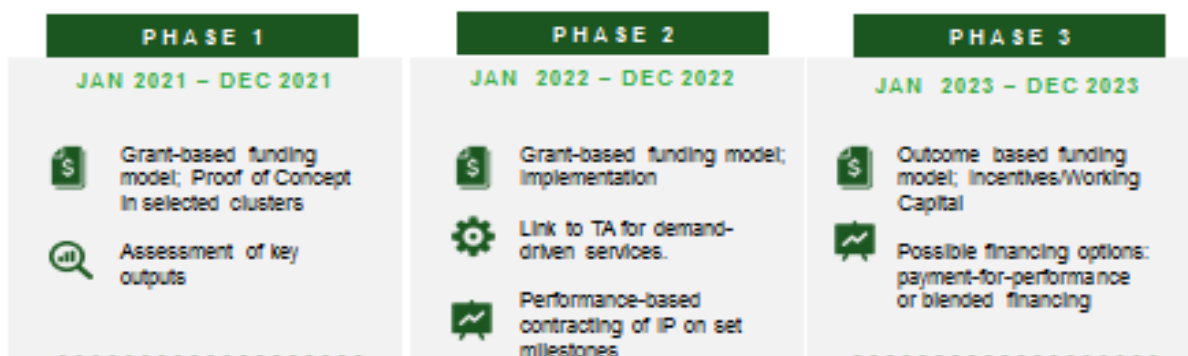
The Fund will evaluate the outcomes of the funded/ financed projects by considering some of the following key performance indicators against a baseline:

- % improvement in productivity of women workers
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The ToR is requesting for delivery of two specific and inter-linked frameworks for the implementation and evaluation of the plan set up by WSAF to address women’s safety in the tea gardens of Assam to feed into the eventual results-based funding model for the WSAF.

### 1. The Implementation Framework:

The Implementation Framework will provide a detailed blueprint with phase wise steps and actions to be taken up with each stakeholder at different levels for WSAF to progress from a grant based model to a result based model in 3 phases.



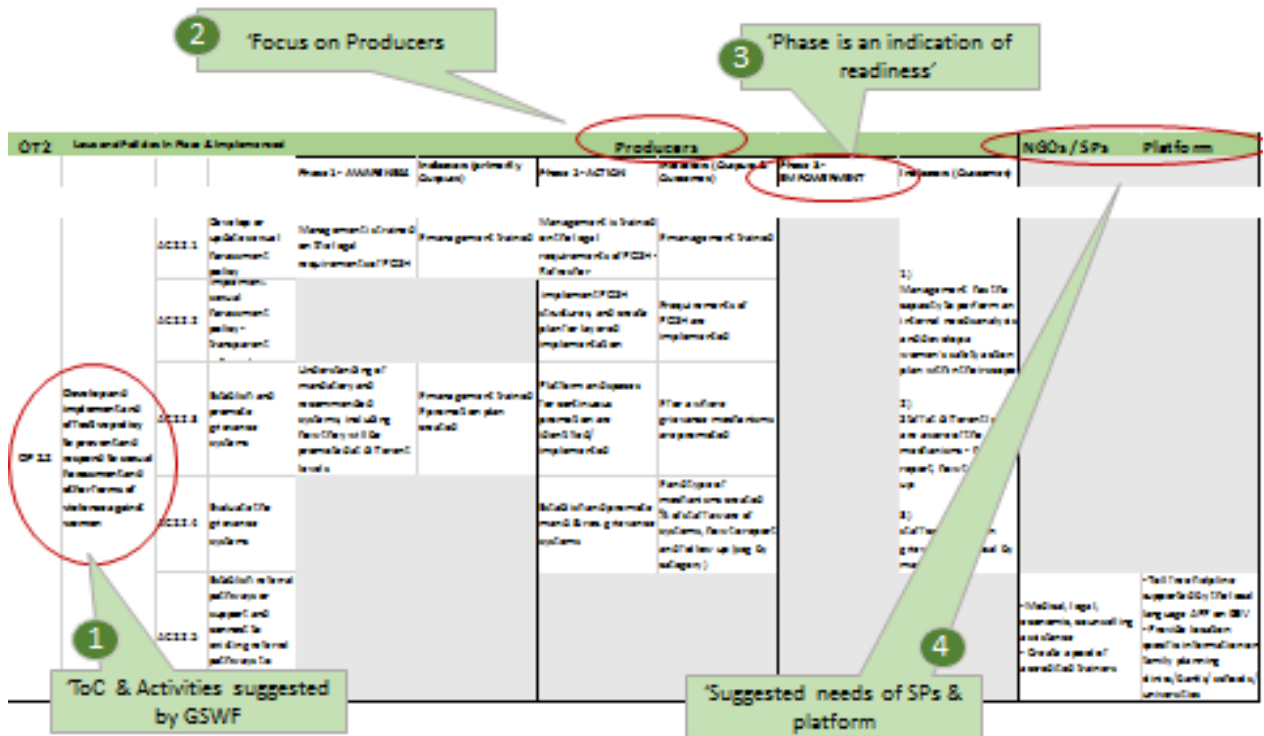
*Example only: Phases in a Producers Journey, shifting from Awareness to Empowerment with evolved models of support from the Fund.*

#### 1.1 Objectives of the Implementation Framework:

- Inform the baseline with indicators for assessing maturity and readiness levels of producers
- Develop a clear implementation blueprint with phase wise activities to be taken up, progress measurement milestones and strategies for transitioning to a result-based model
- Inform the result measurement framework with impact narratives and key performance indicators

#### 1.2 Scope of Work for the Implementation Framework:

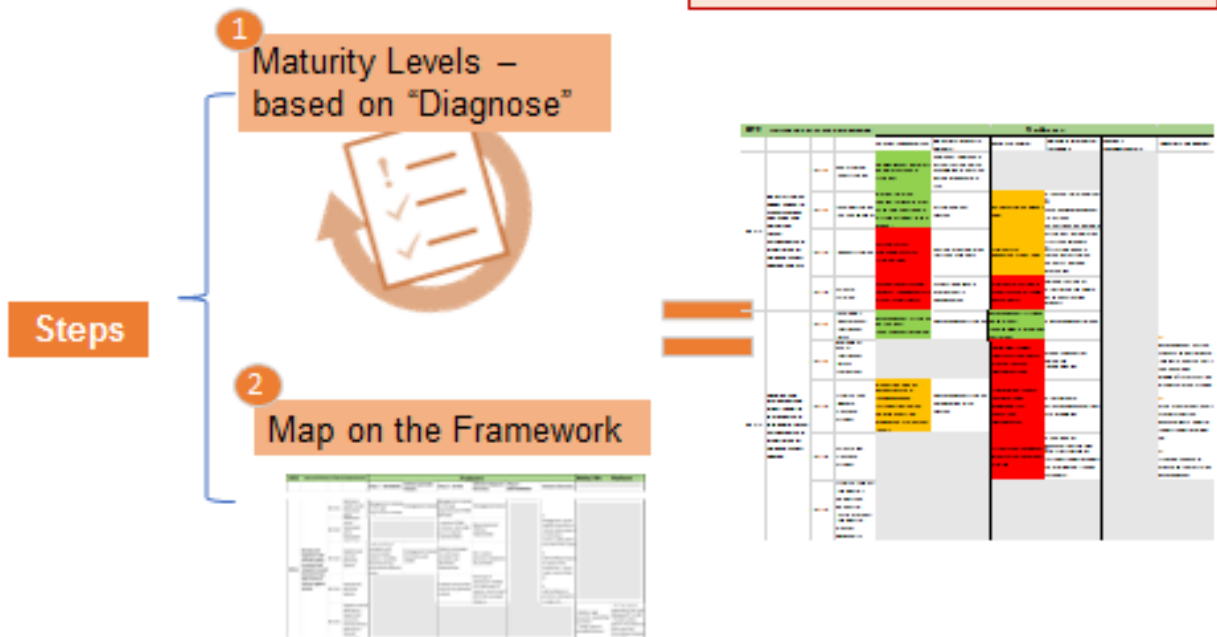
- Map implementation pathways across different maturity levels: Awareness, Action, Empowerment/Change to be conducted with workers, producers and other stakeholders to ensure women’s safety in the tea gardens of Assam
- Develop clearly defined strategies based on internal and external factors of the tea sector
- Identify points of leverage and convergences with internal and external players for maximising impact of the Fund (Service Providers, Platform Agenda)
- Phase wise plan with milestones for progress on outcome and transition to RbF
- Provide indicators and actions to identify the additionality of the Fund – where will the Fund add value?



*Illustrative only: Looking at outcome areas in the GWSF, and phasing out the key interventions at 3 levels: Awareness, Action, Empowerment*

**Illustrate – “Programming”**

Where will the Fund **add value**?

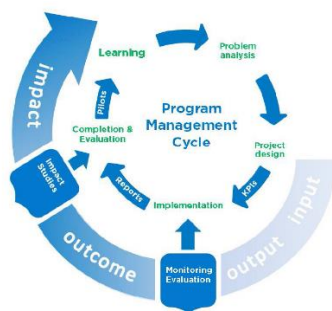


*Illustrative only: Combining a maturity check + blueprint of pathways to customise an Implementation track for the Producer*

### 1.3 Deliverables for the Implementation Framework:

1. Checklist for assessing maturity and readiness of producers
2. Organise stakeholder meeting for strategy development and report
3. List of stakeholders for each of the four outcome areas of the GWSF
4. Final blueprint with activities and milestones with specific activities in a phase wise manner
5. Communication deck with maximum 20 slides

### 2. The Result Measurement Framework:



The RMF is expected to provide a clear pathway for measuring inputs, outputs and outcomes of progress and impact of the programme as defined within the four outcome areas of the GWSF. The RMF will define Key Performance and Impact Indicators for the WSAF. The RMF is embedded within the programme management cycle and provides milestones for delivery of the key activities and evaluation strategies.

### Objectives of the Result Measurement Framework:

- Provide key indicators across the 4 GWSF outcome areas and for the 3 Phases designed in the Implementation Framework on women’s safety, reduction in GBV and actions for gender equality
- Develop measurement methods for monitoring and evaluation at every stage of the project
- Data management plan that will indicate progress and show impact

### Capturing the change: Awareness. Action. Empowerment.

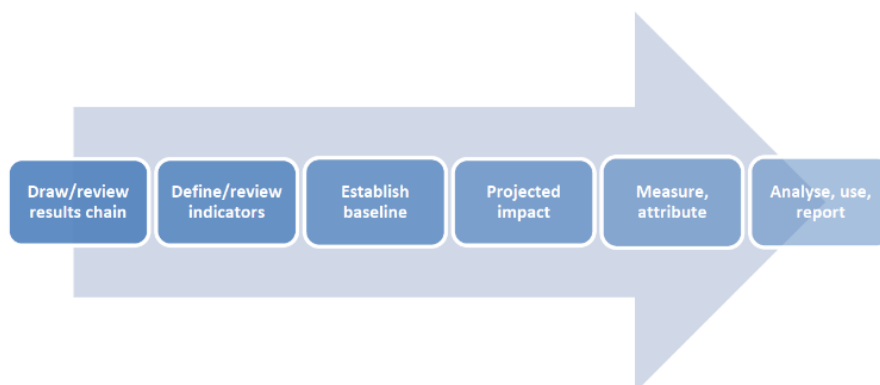
	PHASE 1	PHASE 2	PHASE 3
<b>OUTCOME AREA 1</b>	Capacity building and Business Case grant Based Funding	Technical Assistance milestone-based funding	Impact Investment outcome-based funding
1. Locally owned women safety solutions	Gender analysis and baseline / producer scope	-	
2. Laws & policies Implemented and in place	# POSH committees established # trainings on POSH	# POSH committees that rate 3.5 and above on effectiveness	% increase in effective grievance redressal fora
3. Safety and economic viability of places	# gender responsive plans created	# gender responsive plans implemented	% improvement in women worker safety
4. Social norms and behavior changes in community	# Community members trained	# women represented in governance structures, committees etc	% improvement in participation by women workers

*Illustrative only: Change in the type of indicators as the Phase of implementation shifts. Outputs to Outcomes.*



### Scope of work for the RMF:

- Clearly define impacts of the programme to ensure women's safety and address gender based violence in the tea sector in Assam
- Incorporate findings from the baseline and the implementation framework to define result chains with different stakeholders and internal and external contexts of the tea gardens in Assam
- Clearly define measurable qualitative and quantitative indicators for the result chains that show changes in capacity and need of stakeholders, changes in policy, practices and norms of the tea industry and workers community, in implementation of laws and policies of the government that leverage the four outcomes areas of the GWSF
- Provide qualitative and quantitative KPI and Impact Indicators for the implementation plan and measuring the additionality (value to producers) of WSAF to producers
- Put in place a measurement method and plan to monitor, evaluate and measure progress and implement
- Assess data gaps and provide a clear plan for data management to be embedded into the implementation plan



### Deliverables for the Result Management Framework:

1. List of Key Performance Indicators and Impact Indicators with definitions
2. Milestones for transitioning from grant-based to result based model
3. Final framework with result chain, milestones, measurement plan and reporting cycle
4. Communication deck with maximum 20 slides

Must include:

1. Input, activity, output and outcome in each outcome area
5. Measurement tools and methods
6. Reporting Cycle

### Suggested Methodology:

- For providing the details of these components, the consultant/service provider would:
- Review and incorporate baseline study, implementation framework, result framework and other relevant documents and incorporate these into the implantation framework
- Study relevant laws and policies and suggest action required for adherence and implantation

- Interact with WSAF key stakeholders to seek their suggestions and incorporate these into the framework

**Proposal guidelines and timeline:**

IDH is seeking proposals from consultancy firms and organisations with deep and wide experience to deliver the expected outcomes.

The proposal must include the following:

- A succinct, well-documented approach and methodology, separately for the Implementation and Result Measurement Framework
- A proposed work plan with indicative milestones from inception to delivery
- Inclusion of a budget with a break-down of working days/rate per consultant and other anticipated expenses such as travel.
- Clear description of the project team, relevant experience of team members and time allocation per team member
- Description of sub-contractors (if applicable).
- Statement of experience on similar work
- References
- Sample of previous work.

**To note:** Proposals may be independent or collaborative projects. You may choose to collaborate with other organizations in your application and propose a joint application – however, you must have 1 lead organization to engage with the Program.

**Selection Criteria and Steps**

**The consultant will have to have expertise and experience in:**

- Developing and delivering such assignments prior
- Understanding of gender, human rights and business
- Understanding of the context of the tea sector in Assam
- Collecting and producing high quality data
- Deep analytical skill to collate information into concise clear suggestions

**Your proposal will specially be assessed on the following Criteria:**

<b>Organisation Capacity</b>	<ul style="list-style-type: none"> <li>• Evidence of experience – similar assignments conducted before (list and reports etc)</li> <li>• Relevant network in India, tea sector and Assam both in public and private sector (details of engagement in brief)</li> <li>• Experience working with actors relevant to the tea sector and women’s safety</li> <li>• Strong ability to analyse quantitative and qualitative data</li> </ul>
<b>Team Capacity</b>	<ul style="list-style-type: none"> <li>• Good English verbal and written skills</li> <li>• Strong research and analytical skills</li> <li>• Good understanding of the sector, geography and beneficiary profile</li> <li>• A track record of similar work and previous working experience</li> </ul>
<b>Approach</b>	<ul style="list-style-type: none"> <li>• Robustness of methodology and tools proposed</li> </ul>

	<ul style="list-style-type: none"> <li>• Project Management Approach for smooth collection of data and mapping and</li> <li>• Efficiency and quality of data collection, cleaning and presentation tools and systems</li> </ul>
<b>Work Plan</b>	<ul style="list-style-type: none"> <li>• Description of activities &amp; deliverables for the data collection approach and plan, taking into account the different types of data collection (as requested for the budget) and the assignment schedule</li> <li>• Progress tracking and reporting plan</li> </ul>
<b>Presentation (50 minutes)</b>	<ul style="list-style-type: none"> <li>• Introduction of organisation and team</li> <li>• Presentation of proposal + work plan</li> <li>• Response to comments</li> </ul>

**PROPOSED TIMELINE:**

<b>Activity</b>	<b>Timeline</b>
Deadline for submission of proposals	20 <sup>th</sup> Oct 2020
Selection of consultant	1st November 2020
Presentation Inception meeting with the selected consultant	9th Nov 2020
Finalisation of work plan	20 <sup>th</sup> Nov 2020
<b>Implementation Framework Delivery</b>	
1. Delivery of checklist for producer maturity assessment	10 <sup>th</sup> Dec 2020
2. Stakeholder engagement and presentations on key strategies for impact and transition	5 <sup>th</sup> January 2021
3. First draft of implementation blueprint and communication deck	18th January 2021
4. IDH review and comments on draft	25 <sup>th</sup> January 2021
5. Final Report and Communication Deck for Implementation Framework	5 <sup>th</sup> February 2021
6. IDH review and approval of Implementation Framework	10 <sup>th</sup> February 2021
<b>Result Management Framework Delivery</b>	
1. Delivery of KPI and Impact Indicators	7 <sup>th</sup> December 2020
2. Presentation on milestones and transition plan from grant based to RbF	21st December 2020
3. First draft of Result Measurement Framework and Communication Deck	11 <sup>th</sup> January 2021
4. IDH review and comments	20 <sup>th</sup> January 2021
5. Final Result Measurement Framework and Communication Deck	1 <sup>st</sup> February 2021
6. IDH review and approval of RMF	8 <sup>th</sup> February 2021
<b>Final version Implementation and RMF + PowerPoint presentation</b>	<b>15<sup>th</sup> February 2020</b>
Weekly written updates / cadence calls	Weekly
Monthly review meetings	Monthly

**Submission of proposals**

Please send a proposal (maximum 10 pages), including a proposed approach, timeline and budget (in INR and EUR), before 20 October, 2020 to Banamallika Choudhury, Fund Manager, WSAF - [choudhury@idhtrade.org](mailto:choudhury@idhtrade.org); cc: Jasmer Dhingra, Senior Manager - [dhingra@idhtrade.org](mailto:dhingra@idhtrade.org) . Any inquiries can also be directed to these email addresses.

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**Annexure:****1. Reading:**

[Global Women's Safety Framework](#)

**2. Women's Safety definition:**

Women's safety involves **strategies, practices and policies** which aim to **reduce gender-based violence (or violence against women), including women's fear of crime.**

Women's safety **involves safe spaces.** Space which causes fear restricts movement and thus the community's use of the space. Conversely, space can also create a sensation of safety and comfort, and can serve to discourage violence. It includes **safe workplaces.**

Women's safety involves **freedom from poverty.** This includes **safe access to water, toilets, healthcare, education, childcare, housing** etc

Women's safety involves financial security and autonomy. Women's economic empowerment reduces their vulnerability to situations of violence as they become less dependent on men and better able to make their own decisions.

Women's safety involves safe homes and communities where women have the right to value themselves, to be empowered, to be respected, to be independent, to have their rights valued, to be loved, to have solidarity with other family and community members, and to be recognized as equal members in society

Women's safety involves strategies and policies that take place before violence has occurred to prevent perpetration or victimization.

Women's safety means a safer, healthier community for everyone. This is a participatory process focused on changing community norms, patterns of social interaction, values, customs and institutions in ways that will significantly improve the quality of life in a community for all of its members

- Jagori, India, Understanding Women's Safety, Towards a Gender Inclusive City

<http://www.jagori.org/wp-content/uploads/2006/01/Handbook1.pdf>