

## TERMS OF REFERENCE

### Empanelment of Service Providers for 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 and their 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 employees and lack of women's safety in workplaces impact growth of businesses and the economy. 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 in Assam. About 60% of the workforce in the tea sector are women. 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 including issues related to gender-based violence and women's safety.

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 working 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 toilets 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 implemented by ETP and UNICEF, aims to impact 250,000 tea workers and community members across over 200 estates in Assam to address, promote and integrate human rights

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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/>

and mechanisms within the business practices of the tea industry. At the same time, many local NGOs are also implementing projects working with children and women from the 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, 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 issues 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. The fund aims to develop a model for result based funding in the tea sector that demonstrate clear impact of actions taken and can be scaled up for adaptation in other commodity sectors.**

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 economy growth. Gender is a key impact theme in IDH's global strategic plan, in which we set out to embed gender equality into our transformation strategy.

In 2017, Unilever, IDH along with other producers, technical experts 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 learning from the Kenya programme informed and provided opportunities to opportunity to adapt UNWomen'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.

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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)

With this ambition, Unilever and IDH have collaborated to create 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 in the tea sector that is applicable to other commodity sectors in agricultural value chains.

**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:**

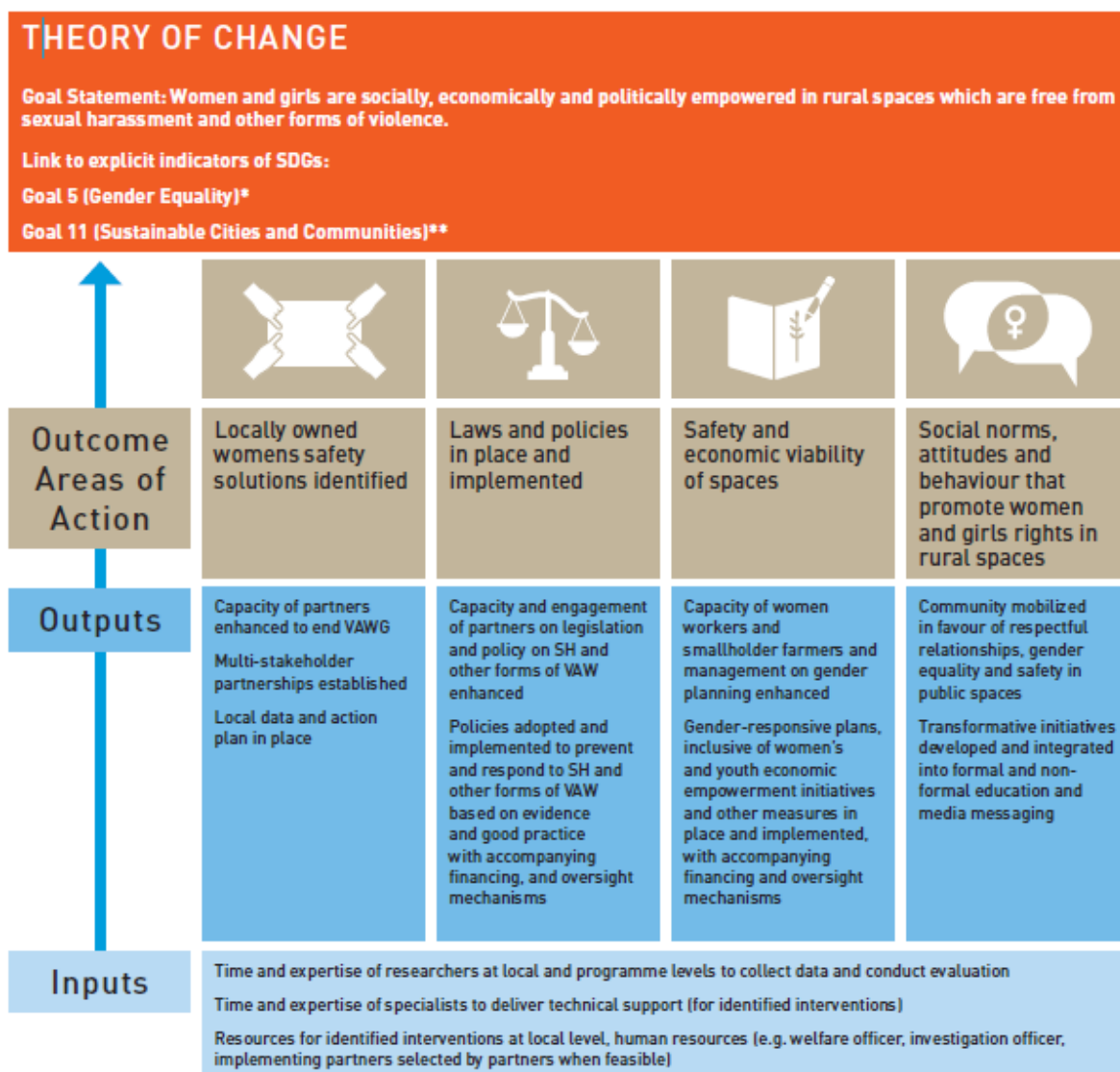
The Women Safety Accelerator Fund will address gender-based violence in the Indian tea industry. To do this, the Fund will collaborate with a range of stakeholders to promote tangible and continuous improvements for the women workers in the Indian tea industry by:

- 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

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



**WSAF’s Goal and Approaches:**

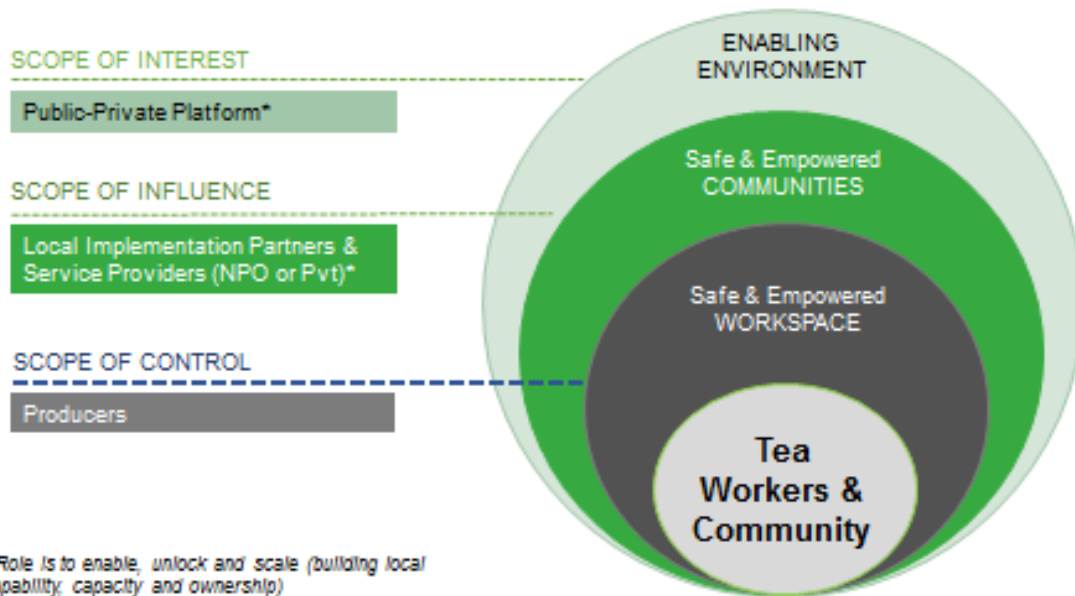
WSAF aims to progress from a grant based to a Result Based model of funding that will support producers to initiate changes in governance, business practices and workers community that show clear and sustainable impact. A result-based model of funding will provide support based on measurable impact of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

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

### Putting the tea workers & community at the core



#### 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
- % 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

<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>

**Invitation to Service Providers for Empanelment:**

Through this ToR, IDH is looking to empanel experienced and reputed service providers in a wide range of expertise in the tea sector, gender and programme development and management, capacity building and training materials development, impact measurement and evaluation, financial management, legal and other services etc.

**Role of Service Providers:**

The service providers will be supporting tea producers in implementing the GWSF, conducting key activities planned for this purpose. This would include identifying gap areas, capacity needs, stakeholders and executing activities, setting up and managing monitoring and evaluation systems and processes, reporting, building capacities, gathering relevant data etc.

The service providers will be experts in subjects relevant to realising the vision, impact objectives and measuring KPIs. They will work with the implementing producers and WSAF secretariat in planning, implementing and monitoring stages of the project.

**Service providers profile:**

- For profit firms
- Non-profits organisations (must have a valid FCRA approval)
- Individual consultants
- Consortiums
- Intergovernmental Organisations
- Government Departments

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.

**Areas of Expertise and Experience required:****Program Management Services:**

1. Programme Implementation: project design, planning and budgeting and financial management
2. Gender Programming: designing programmes for gender equality within organisation and sector, gender budgeting, M&E systems to ensure inclusion etc
3. Development of Training Materials and Content: training content development, module design, Training of Trainers
4. Capacity Building and Training – producers and community members: capacity need assessment, conducting trainings for different stakeholders etc
5. Monitoring and Evaluation: Data planning, collection and management, baseline, endline, impact assessments etc
6. Policy Development and Implementation: policy analysis and formulation

7. Media and Communications – communication need identification, plan, material development, mainstream and social media strategies etc

**Enabling Services:**

8. Legal Advice, Counselling and Services
9. Health and medical advice and Services
10. Social Audits including gender and safety audits
11. Community mobilisation and awareness – identifying needs, strategies and tools for community engagement etc
12. Network and Advocacy – with key influencers from government, Tea sector and civil society

**A Service Provider may have expertise in more than one area. Service Providers must have relevant experience of working directly or through key partners in:**

1. Gender, business and human rights programmes
2. Tea Industry and the sector in Assam

**Evaluation Criteria:**

Service Providers will be selected for empanelment on the basis of the following criteria. Applicants will have to match the criteria and provide evidence for empanelment.

| Sl | Qualification Criteria   | Evidence  |
|----|--|---|
| 1  | Expertise in relevant areas  | Provide samples of previous work (2-3)  |
| 2  | Experience of working in and contacts with the tea sector in Assam and gender issues | Provide samples of previous work, mention 2-3 contacts  |
| 3  | Experienced and adequate staff   | List of staff with description of relevant experience and expertise                                     |
| 4  | Legal compliances  | Registration documents including 12A, 80G, FCRA etc if a non-profit organisation<br>GSTIN if for profit |
| 5  | Financial compliances  | Audit reports of last 3 years   |
| 6  | Company policies on gender equality, child protection and sustainability issues      | Mention specific policies   |
| 7  | Sub-contractor/partner if any  | Provide experience and evidence in relevant areas   |

|   |            |   |
|---|------------|---|
| 8 | References | From reputed organisations with whom the service provider has worked before |
|---|------------|---|

**Please find annexure for providing detailed information under each criterion**

#### Empanelment process and timeline:

Interested service providers are requested to submit their application for empanelment with completed information sought through this ToR and annexure provided and relevant documents requested.

An IDH internal committee will be responsible for selection of service providers based on the criteria mentioned.

| Selection Process   | Timeline for selection process |
|---|--------------------------------|
| Receipt of completed empanelment application with all documents | 25th October                   |
| First level selection of service providers                      | 5th November                   |
| Due Diligence process   | 9th November                   |
| Presentation from selected service providers                    | 16th to 20th November          |
| Confirmation of selected service providers                      | 25th November                  |

#### Submission of Application:

Please send an application in formats provided in annexure with all relevant details and copies of documents before 25th 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.

#### Annexure 1:

**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>

**Annexure 2: Service Provider and Partner Details:**

Kindly provide copies of all relevant registration, certificates, statutory compliance documents, reports etc with the application:

|  |  |
|--|--|
| Full name of organization                                    |  |
| Legal form of entity   |  |
| Do you have FCRA approval                                    |  |
| Full name & position legal representative                    |  |
| Address of the organization                                  |  |
| Name of contact person                                       |  |
| Contact details of contact person                            |  |
| Main areas of service expertise to be offered to             |  |
| List the name and position of staff assigned to this project |  |

**Sub-contractor/partner details:** Add a table like this for each partner involved

|   |  |
|---|--|
| Full name of organization   |  |
| Legal form of entity  |  |
| Full name & position legal representative   |  |
| Address of the organization   |  |
| Main role and responsibilities in the WSAF work areas   |  |
| Describe the nature of partnership – what roles will they play, what role will you play? How will the partnership be managed? |  |

**Section 1: Expertise and Experience:**

- Please provide details of your experience in the following areas.
- Experience in Assam and in the tea sector will be highly preferable
- If you are applying to be empaneled for multiple services, please answer the set of questions below separately for each service
- Answer in max 100 words and please link any published reports, articles etc related to your answers

|   |  |
|---|--|
| What is your core expertise related to the services mentioned in this ToR? Describe and provide samples |  |
| How long have you been working in these areas? Please provide details                                   |  |
| Have you worked in similar projects? Describe your experience. Provide 2-3 samples                      |  |
| Which are geographical areas where you have worked before?  |  |
| Describe your experience in working with the tea industry in this region                                |  |
| What is your experience in working on gender issues in tea industry?                                    |  |
| What is your experience in working with estates/ plantations?   |  |
| What is your experience in working with the bought leaf factories?                                      |  |
| Other   |  |

## Section 2: Human Resources and in-house capacity

|  |  |
|--|--|
| Please state your current total number of permanent staff  |  |
| Please describe the number of people with relevant experience for 'service' and provide their CV |  |

## Section 3: Language Skills

What languages are the project team proficient in? Please indicate the highest level of proficiency achieved by at least one team member.

| Language | Basic | Average | Fluent | Native |
|----------|-------|---------|--------|--------|
| Assamese |       |         |        |        |
| English  |       |         |        |        |

## Section 4: Reporting & Evidence of Service Provision

|  |  |
|--|--|
| Please describe existing strategy for monitoring and reporting on the services provided  |  |
| What are the distances involved relating to visiting the project areas? Do you have offices in the project areas? How will manage the project? |  |
| What evidence will you be able to provide of implementation activities in the field and in the factories                                       |  |

## Section 5: Finances and resourcing:

|   |  |
|---|--|
| Will you be able manage multiple projects simultaneously?   |  |
| What is the scale that you feel you can deliver to in 1 year – small tea growers, factories, area |  |

|  |  |
|--|--|
| Please provide copies of your most recent financial reports and balance Sheets |  |
| How is your organization funded?   | If the funding comes from various sources, please provide the % breakup of different types of funding – earned income, membership fees, government, national CSR, international donors etc |

**Section 6: References: Provide 3 references**

Please provide the contact details for three organizations you have worked with before who you would like to act as references

|  | Contact 1 | Contact 2 | Contact 3 |
|--|-----------|-----------|-----------|
| Organization                                   |           |           |           |
| Name, & Designation                            |           |           |           |
| Official email                                 |           |           |           |
| Phone no                                       |           |           |           |
| Postal Address                                 |           |           |           |
| In what capacities have the referee known you? |           |           |           |
| How long has the referee known you?            |           |           |           |

**Annexure 3: Budget Guidelines**

**Service providers will have to submit a budget in a prescribed format. Kindly email us for the budget template.**

- Cost for covering 10 tea estates in each of the 3 clusters of Odaguri-Sonitpur, Dibrugarh-Tinsukia and Biswanath-Lakhimpur and Silchar-Karimgunj districts of Assam
- Number of units and cost per unit for budget items in INR and Euro
- Budget heads specific to the service/s and linked to the activities proposed

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