

TERMS OF REFERENCE

Consultancy Service to provide training on Gender Transformative Leadership

Project Name	WE-FILL (Women's Empowerment - Financial Inclusion and Lasting Leadership)
Location	Addis Ababa, Ethiopia
Procurement Type	Consultancy Firm
Expected Start Date	To be determined
Duration	November 15, 2024 - April 15, 2025 (the actual assignment will not exceed 25 days)

1. Introduction

The potential for a thriving and inclusive financial sector in Ethiopia is significant, and promoting gender equity is a crucial step toward achieving this goal. However, gender inequality remains a significant challenge, with women facing numerous barriers to participation and advancement within financial institutions. While there has been some progress, the representation of women in leadership roles and on boards continues to be far from the targets set by the National Bank of Ethiopia (NBE). This disparity not only restricts opportunities for women but also limits the overall effectiveness and inclusivity of the financial system, highlighting the critical need for focused efforts to enhance gender equity in this essential sector.

FSDE through the WE-FILL program (Women's Empowerment - Financial Inclusion and Lasting Leadership) has been implementing interventions to promote women's leadership in the financial sector. The program aims to advance the leadership capability of women in the financial sector and influence the financial system to be gender responsive and supportive of their career growth and success. The program will build the strategic thinking, decision-making, communication, and negotiation skills of women in leadership positions that will empower them to drive



transformative change towards greater gender equality and inclusivity. Through empowering individual women and changing institutional mindsets and structures, the women's leadership program seeks to unlock the leadership potential of women in the financial industry.

Therefore, FSD Ethiopia is seeking a consultancy firm to provide training on gender transformational leadership. The firm's primary responsibility will be to prepare and deliver a presentation and training on Gender Transformative Leadership tailored to women managers in the Financial Service Providers (FSPs).

2. About FSD Ethiopia

FSD Ethiopia is a development agency that aims to support the development of accessible, inclusive, and sustainable financial markets for economic growth. Established in 2021, FSD Ethiopia works to identify the underlying factors that contribute to financial system failures, enabling market participants to address these constraints and help build a functional and effective financial sector that contributes to economic growth.

FSD Ethiopia provides technical assistance, grants, and research insights to policymakers, regulators, and market actors to drive large-scale change in financial markets and support sustainable economic development. It works with public, private, and development partners in the financial sector to address critical system constraints and facilitate change that allows for the provision of effective, transparent, stable, and inclusive financial systems. FSDE help diverse stakeholders achieve their goals and design interventions to make Ethiopia's financial sector function effectively and inclusively.

You may find more about FSD Ethiopia on our website: <https://fsdethiopia.org/>.

3. Rational

The gender gap in leadership position is significantly high in the financial sector. According to the World Bank's study (2024), while 26 out of 30 commercial banks in

Ethiopia have at least one female board member, women only hold 15% of board positions across these institutions. Similarly, in the 27 banks, women hold only 12.5% of senior management positions on average - far below the 25% target set by the National Bank of Ethiopia (NBE). More broadly, women constitute 26% of the total workforce across financial institutions in Ethiopia, but only 19% of those are in roles with decision-making authority¹.

This under representation of women in leadership indicates a critical need to address the structural gender barriers preventing women from advancing into these influential roles. Raising women's voices, leadership, participation, and representation are effective ways of advancing women's financial inclusion. This includes enhancing the capabilities of the current and next generation of women leaders. Evidence shows that increased women's leadership helps build a sustainable and resilient financial system. It correlates with better financial institution performance and gender inclusivity (World Bank, 2024). When women are in decision-making positions, more inclusive decisions are made, different voices are heard, and solutions are found.²

Therefore, equipping female decision-makers with gender oriented technical knowledge and leadership competencies is vital. Empowering women in these roles will boost their confidence and enhance their ability to drive financial inclusion on a broader scale.

4. Objective of the assignment

The overall objective of this consultancy task is to enhance the leadership competencies of women managers in the financial sector through targeted training on gender transformative leadership.

¹ Making Ethiopia's financial sector work for Women: 10 evidence-based ideas for Action, world bank 2024

² <https://www.imf.org/en/Publications/Staff-Discussion-Notes/Issues/2018/09/17/women-in-finance-a-case-for-closing-gaps-45136>

Specific objectives

- Equip female managers with essential skills in communication, negotiation, conflict management, and public speaking, enabling them to effectively influence decision-making processes within their organizations.
- Raise awareness of gender-related challenges in the workplace and develop strategies to overcome these barriers, fostering a gender-transformative leadership mindset.
- Provide tools and frameworks that support participants in driving organizational change towards greater gender equality and inclusivity within their institutions.
- Establish an evaluation and monitoring framework to assess the impact of the training on participants' growth and their ability to implement gender-sensitive practices in their roles.

5. Scope of work

FSDE expects the consultancy firm to deliver gender transformative leadership training in three phases, targeting different groups: senior-level leaders, potential board members, and middle-level managers within financial institutions. The following tasks are expected from the firm:

Task 1: Conduct Pretraining Assessment

The consultant will assess the knowledge and skill gaps of trainees prior to the training sessions. By assessing each participant's current competencies, the consultant can identify specific areas where he/she needs to focus. This ensures that the training is tailored to meet the diverse needs of the group.

The pretraining assessment will establish a baseline of participants' skills and knowledge. This allows for measurable comparisons post-training to evaluate the effectiveness of the program. Insights gained from the assessment will inform the development of training materials and content, ensuring that it addresses the identified gaps and is relevant to the participants' roles and responsibilities.

Task 2: Prepare Training Materials and Resources

The firm will develop PowerPoint presentations covering a variety of relevant topics related to gender transformative leadership in the financial sector. Topics should include, but are not limited to, the fundamental concepts of gender transformational leadership, essential key competencies, mentorship and coaching skills, and strategies for driving gender transformational change, including best practices and case studies. The training materials must address the gaps and barriers identified in the pretraining assessment and be tailored to the three target groups at different levels within financial institutions. Throughout the design process, the consultant should ensure that adult learning principles are applied.

Task 3: Providing training

The firm will deliver training to a selected group of trainees from the financial sector and non-financial sectors, specifically for potential board members, to enhance the leadership competencies of women managers. The training will focus on skills such as communication, conflict management, negotiation, and public speaking with diverse audiences. Additionally, it will address gender issues by cultivating a gender-transformative leadership mindset and behaviors, exploring barriers to women's advancement, and providing tools and strategies for driving organizational change that promotes gender equality.

FSDE will identify participants and coordinate arrangements. A list of participants will be shared with the consultant prior to the training for assessment and to ensure their commitment to executing individual action plans following the training.

Task 4: Develop evaluation and monitoring framework

To evaluate and monitor the training outcomes, the consultancy firm will create an assessment framework that tracks participant progress over time. This framework should include various assessment techniques, data collection methods, and a timeline, structured as a "ladder" to effectively measure growth and development at different levels. Particular attention should be given to how participants are applying the acquired knowledge and skills into their respective roles.

Contents of the training

The training will cover the following list of topics that will be tailored to financial sector contexts. Contents are listed below but are not limited to the following:

1. Introduction to Gender Transformational Leadership: involves definition and key characteristic, the business case for gender transformational leadership in the financial sector and barriers and challenges faced by women leaders
2. Foundational: understanding gender norms, biases, and inequalities, intersectionality and its implications for leadership, where are the women leaders in the Financial Sector in Ethiopia, female leadership and strategic influence in the financial sector, and developing gender-responsive mindsets and behaviors
3. Key Competencies of Gender Transformational Leaders: self-awareness and emotional intelligence, communicating with confidence, inclusive and participatory decision-making, fostering gender-equitable organizational cultures, mentoring and empowering emerging women leaders, negotiation strategies and building effective and diverse networks
4. Strategies for Driving Gender Transformational Change: conducting gender-responsive organizational assessments, designing and implementing gender-intentional policies and practices, leveraging data and technology for gender-disaggregated analysis, engaging male allies and champions for gender equality and measuring and communicating progress on gender transformation
5. Sexual Harassment: power and Harassment, preventing and responding to sexual Harassment in the financial sector and other related topics

6. Methodology

The Consultancy firm should propose their methodology for this assignment in line with the expected scope of work and deliverables. The approach should be convincingly and clearly laid out in the bidder's proposal and must address the Scope of Work above.

7. Deliverables and timelines

Working in collaboration and closely with FSDE, the consultant is required to deliver the following outputs:

No	Deliverable	Estimation of duration to complete the task
1	Prepare inception report and present it to FSDE	3 days
2	Submit revised inception report	1 day
3	Conduct pretraining assessment	3 days
4	Prepare presentations and M&E framework	9 days
5	Deliver training for participants	6 (2 days each for three target groups)
6	Submit training report	3 days
	Total engagement days	25 days

Note: All deliverables shall be provided in editable formats, including Word format, Excel formats, and PowerPoint format for presentations.

8. Requirements of the Vendor's Technical Team

The Vendor **MUST** maintain a technical team with the following roles and skill levels

- **Team Leader/Manager:** Must hold a master's degree in leadership and management, or any other relevant field such as gender studies, or organizational development, with expertise in the areas of gender equality, women's empowerment, and transformative leadership. He/She should have a minimum of 10 years of experience working on gender-focused leadership development programs.

- Senior trainer must hold BSc/BA in leadership and management or any related field from a recognized university with 5 years of relevant experience.
- Team has track records of developing and facilitating high-impact capacity-building and training programs for senior officials, and management teams
- Expertise in designing and delivering gender-transformative curricula that address systemic barriers and catalyze institutional change
- Strong understanding of the unique challenges and enablers for women's advancement into leadership roles, particularly in the financial ecosystem.
- Experience in monitoring, evaluation, and knowledge management for leadership development initiatives
- Gender balanced team is required.

9. Invitation to Submit Proposal

FSD Ethiopia is inviting proposals from suitably qualified service providers.

The proposal should contain:

- A description of the Consultants understanding of the context, objective and purpose of the assignment as outlined in these terms of reference and their role in fulfilling this objective.
- A detailed description of the methods and contents that will be used to carry out the assessment and draft action framework.
- A detailed description of the qualifications and professional experience of the Consultant, including an explanation of the transferrable skills and experience relevant to this assignment, A professional CV, along with their roles and expected allocation of time.
- A minimum of three references (and their contact details) who can provide testimony for the Consultant's experience, skills, and overall suitability for

this assignment highlighting experience relevant to this RFP and dates of service.

- An indication of the expected remuneration, including any relevant details on reimbursable expenses, taxes, etc.
- A list of deliverables and outputs that you will provide, including any new inputs not mentioned within this RFP.
- A proposed project timeline, including milestones for each deliverable required.
- A summary of how the service provider meets the skills and qualifications, any unique capabilities of your team that are relevant to this project, and previous experience working with the foundation.

10. Basis of Award

FSD Ethiopia will award a contract to the consultant based on the following criteria:

Assessment Criteria	Weighting (%)
Relevant, demonstrated experience and capacity of the proposed team in this area	40%
Understanding/interpretation of the task set out in the TORs and value add to what is already stated	40%
Fee basis and total costs $FS = 20\% \times LB/BP$ where: FS = is the financial score LB = is the lowest bid quoted	20%

<p>BP= is the bid of the proposal under consideration.</p> <p>The lowest bid quoted will be allocated the maximum score of 20%.</p> <p>The fee quoted must be inclusive of applicable withholding tax</p>	
Total	100%

11. Financial Proposal

- a. An itemized budget for both professional fees and reimbursable expenses, including fee rates, number of days and a breakdown of expenses a required.
- b. As per Ethiopia's tax law, FSD Ethiopia will pay the contractor after withholding the appropriate taxes at the applicable rate. It is the responsibility of the contractor to keep themselves apprised of these applicable taxes.

12. Reporting

Respective consultant, technically will report directly to Gender lead or his/her designee, and in relation to contract will report to CEO, FSD Ethiopia.

13. Commitments

✓ Safeguarding

FSD has a Staff Code of Conduct, Safeguarding and other Policies, which have been developed to ensure the maximum protection of program participants. The

consultancy offered with the opportunity will be expected to adhere to these policies and other FSD and Donor policies.

✓ **Gender equality and inclusion**

FSDE highly promotes Equality, diversity and inclusion and works with women and men, People with disabilities, and various groups and supports their empowerment and appreciates their achievements constantly. FSDE also highly encourages and is considerate of applications to include women, and people with diverse backgrounds to be part of this assignment.

14. How to apply

Interested candidates should submit technical and financial proposals separately by email to bids@fsdethiopia.org by 12:00hrs (EAT) on October 13, 2024 under a subject line reading "Proposal: providing training on gender transformative leadership". Any questions or comments regarding these ToR should be directed to bids@fsdethiopia.org.

Annex 1: Proposed Fee Schedule

Costs should be shown separately in the format set out below. Fees proposed by tenderers should be inclusive of all taxes.

Consultancy Fees*	Days/ Months/Units	Fee in ETB/USD	Total ETB /USD
XX			
XX			
XX			

Total Remuneration cost			
Reimbursable costs**	Unit	Fee in ETB/USD	Total ETB /USD
XX			
XX			
XX			
Total Remuneration cost			
Total proposes Cost			
*Fees Include all taxes			
** Expenses to be reimbursed on actual costs as per FSD Ethiopia policy			