



INVITATION TO TENDER

Programme Development Consultant: RUN Programme

Return Date of ITT: 20 February 2018, 12:00 CET

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Appendix 1 – Milvik Group / FMO grant funding agreement

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SECTION 1 Invitation Letter

11 January 2018

Dear Sir/Madam

Invitation to Tender [ITT] Ref: RUN1101
Scope of Service: Programme Development Consultant [PDC], RUN Programme

Summary of Consultancy Requirement

In July 2018 BIMA [Milvik Group], in collaboration with FMO and Leapfrog, are planning to run a global workshop with around 14 female “future leaders” from our (BIMA’s) operations in emerging markets around the world. This workshop will require scoping and planning by the PDC. Thereafter the PDC will be required to design and deploy an ongoing programme of training and development throughout the rest of 2018 and all 2019 in order to support and develop our female leadership programme. In 2019 the leadership programme needs to undertake external initiatives to propagate female leadership across our markets.

More information on the nature of the commitment between Milvik Group and FMO can be found in Appendix 1. Within the parameters outlined in Appendix 1 this ITT presents an opportunity for a talented individual to take a highly creative approach as the solution to our female leadership development needs and have a meaningful impact on female empowerment in emerging markets around the world.

Milvik Group invites tenders for the above summarized scope of service.

This ITT sets out the information which is required to assess the suitability of applicants in terms of their experience, pricing and service levels.

The contract will be subject to satisfactory performance through continuous monitoring and performance review. Any questions concerning this document, scope of work, budgetary restrictions or the tendering process should be sent to Marru Oanes at marru.oanes@milvik.se

Milvik Group reserves the right not to contract or contract only in part with any applicant.

- Applicants shall ensure that proposals are both technically and arithmetically correct. Milvik Group’s acceptance of a tender proposal requires the Applicant to hold the prices quoted at the time of acceptance; amendments post-acceptance will not be valid and may result in the retraction of acceptance.
- Tender proposals will be deemed to comply entirely with the terms stated therein unless the Applicant states otherwise in writing. If any alteration is made or if these instructions are not fully complied with, the tender proposal may be rejected.
- Applicants will be deemed to have included all known costs and/or prices which may be incurred in the delivery of the services. Variable and/or unknown costs should be expressly outlined and where possible, estimates should be provided.

The contract will be entered into on the basis of the total tender package, which will be exclusive of VAT but inclusive of all other charges except for highlighted variable/unknown costs. This tender does not constitute a contract of employment and consultants are responsible for their own personal tax liabilities.

The information supplied within this ITT and accompanying documents reflects Milvik Group’s current view of the services required. Whilst the information in this ITT has been prepared in good faith, it does not purport to be comprehensive or to have been independently verified. This ITT is issued on the basis that:

- Milvik Group, FMO and Leapfrog do not accept any liability, responsibility or duty of care to any tenderer for the adequacy, accuracy or completeness of this ITT or for anything said or done in relation to the procurement to which this ITT relates;

- Milvik Group, FMO and Leapfrog do not make any (express or implied) representation or warranty either about the information contained in this ITT or on which it is based, or about any written or oral information that may be made available to any applicant;
- Nothing contained in this ITT constitutes an inducement or incentive in any way to persuade an interested person to pursue its interest, submit a tender proposal or enter into any contract;
- Neither this ITT nor any information supplied by Milvik Group should be relied on as a promise or representation as to its future requirements;
- This ITT is neither an offer capable of acceptance nor is it intended to create a binding contract nor is it capable of creating such a contract by any subsequent actions.

Applicants should return completed proposals to marru.oanes@milvik.se

SECTION 2 – Scope of Procurement

Milvik Group, with the support of FMO and Leapfrog, are looking to engage a Programme Development Consultant [PDC] on a variable part-time basis. We have a development event planned for July 2018 which will require up-front planning and an ongoing development programme which will require management until the end of 2019. How the PDC elects to divide and allocate time is for them to propose. Part of the duties of the PDC will be to tender for and engage further resources for regional/local delivery of management development training services.

The contract for the provision of the equipment is expected to commence **February 2018**, with the exact dates to be agreed with the successful applicant.

Of interest will be cost *versus* value considerations. While we recognise the cheapest proposal is not always the most cost-effective in terms of value, we have to remain mindful that i) Milvik Group is a currently sub-profitable company with a customer base comprised of some of the world's poorest people and, therefore, we need to demonstrate the highest standards of financial integrity and cost-efficiency in all aspects of this programme.

The contract/s will be awarded for an initial period of 1 year with an option to extend for another 1 year based on acceptable performance.

The basis of the contract will include:

- Compensation structure: day rates and work pattern given proposed programme of delivery (see Appendix 1), and total expected pricing
- Invoicing schedule
- Intellectual Property, Data Protection and Confidentiality agreements
- Governing Law & Dispute Resolution stipulations
- Termination Conditions

SECTION 3 – Profiles

Section 3A - Milvik Group

BIMA is one of the world's leading mobile insurance platforms and works to bring affordable insurance to people in emerging markets via their mobile phones. The company identified a gap in the insurance market for 'bottom of the pyramid' individuals in emerging markets who don't have access to bank accounts and other financial assets but do have mobile phones and regularly top these up.

BIMA does not replace traditional insurance companies or mobile network operators; instead, the business uses technology to bridge the two sectors, and provides further support on distribution, product development and daily management.

BIMA has a significant agent force 'on the ground' in each country who play a critical role in education and building trust, whilst also providing practical support in helping people register for the products and services.

The potential of mobile phones as a distribution channel in emerging markets is revolutionary: according to the World Bank, there are now over 6 billion mobile phones worldwide, with 77% of subscriptions in lower income countries. Following the success of mobile payments and banking in these markets, BIMA and insurance are at the forefront of a second wave of mobile financial services.

The mobile revolution has enabled dramatic reductions in premiums: BIMA offers products such as life, accident and health insurance for as little as \$0.20 to \$6.00 a month. Due to the ongoing success of BIMA's offering, they are now expanding into further financial service and healthcare offerings within these markets.

Section 3B – FMO

FMO is the Dutch development bank. As a leading impact investor FMO supports sustainable private sector growth in developing countries and emerging markets by investing in ambitious projects and entrepreneurs. FMO believes that a strong private sector leads to economic and social development, and has a 45-year proven track record of empowering people to employ their skills and improve their quality of life. FMO focuses on three sectors that have high development impact: financial institutions, energy, and agribusiness, food & water. With a committed portfolio of EUR 9.8 billion spanning over 85 countries, FMO is one of the larger bilateral private sector development banks globally. For more information please visit www.fmo.nl.

Section 3C – Leapfrog

LeapFrog invests in extraordinary businesses in Africa and Asia. We partner with their leaders to achieve leaps of growth, profitability and impact. LeapFrog companies now operate across 33 markets and reach 117 million people. Over 97.5 million people are emerging consumers, often accessing insurance, savings, pensions, credit and healthcare for the first time. We call this distinctive approach “profit with purpose”, because it generates strong results and changes many lives. Leading global investors share this vision and have invested and committed a billion dollars to LeapFrog. LeapFrog is the winner of Private Equity International (PEI) Firm of the Year Africa, and is ranked by Fortune as one of the top five companies changing the world. @leapfroginvest

Section 3D - RUN Programme

While >50% of BIMA employees are women, they are underrepresented at the local management level. We believe that much of this bias is the result of cultural norms in emerging markets, where there is a prevailing belief that women cannot or should not be leaders. BIMA want to be the exception to this rule by creating a workplace in which women are respected, supported and developed into a new generation of pioneering business leaders.

Research from multiple sources supports the value of having a gender diverse management team. Studies repeatedly show that gender diverse teams generate larger revenues, higher levels of productivity and better problem solving than single-gender teams.

In addition to providing equal opportunities for women, we are committed to changing the mindset of both our female and male employees so that we create a business culture in which women can flourish. Our first step was to launch the BIMA “RUN Programme” in July 2016, including the RUN mentorship strand. The results from this study and the positive response it has generated have encouraged us to continue and expand the RUN mentorship programme globally. We are now looking to scale this programme across all the countries BIMA works in and are very grateful to FMO and Leapfrog for their support.

BIMA has a very lean team and we do not have the capacity in-house to drive this programme without support. A large component of this programme will be providing global, regional or in-market training for our staff. We feel that a specialist consultant would be better able to design and deploy such a programme in liaison with Global HR and Local market staff. We expect that any initiative will require the engagement of further external resources / consultants in order to meet delivery objectives. All consultancy resources involved in this project are required to be approved by FMO.

Summary of Consultancy Requirement:

In July 2018 we are planning on running a global workshop with around 14 female “future leaders” from our operations in emerging markets around the world. Thereafter we need to design and deploy an ongoing programme of training and development throughout the rest of 2018 and 2019 in order to support and develop our female leadership and externalise the initiative in local markets.

More information on the nature of the commitments entered into between Milvik Group and FMO can be found in Appendix 1.

SECTION 4 – Procurement Process

This procurement is a straightforward 3-stage process where we;

- i) invite consultants to submit proposals based on the information supplied in Appendix 1, which is the grant funding document that Milvik group has submitted to FMO and outlines the commitments made between the two organisations in respect of RUN. Submissions must be received by **20 February** 2018, 12:00 CET.
- ii) Stage II is the Milvik Group assessment stage, where the Global Head of HR will assess and score proposals against criteria detailed in Section 5. (To be completed by COB **27 February** 2018)
- iii) Stage III will be the submission of proposals by Milvik Group to FMO on **28 February** 2018, including Milvik Group’s recommendations.

FMO will have final approval on which proposal to accept and Milvik Group will communicate with applicants as to success or failure of tender bids within 3 weeks of submission deadline date.

SECTION 5 – Award Criteria

5.1 Award Criteria

The contract will be awarded on the basis of the following weighted award criteria:

| | Award Criteria | Weighting |
|--------------|--|------------------|
| 5.1.1 | Conformance to Specification Submissions of CVs/resumes (with cover letter) which do not, in the opinion of Milvik Group, adequately meet the Performance Specification will not be marked for the Technical Merit and Price Criteria outlined below and will not be taken forward to any subsequent stages of the Tender evaluation. | PASS/FAIL |
| 5.1.2 | Price Proposals should specify the number of expected days’ work multiplied by the day rate in GBP, EUR or USD. Other expected costs should be estimated and made clear. The consultancy requirement does not have to be linear and the consultant should feel free to over/underweight days in order to accommodate expected shifts in workload at the different stages of the project. | 40% |
| 5.1.3 | Technical Merit (Quality) as deduced from CV/resume and accompanying cover letter | 60% |
| | TOTAL | 100% |

Technical Merit criteria are the following:

| | | |
|----------------|--|-----|
| 5.1.3.1 | Project Management experience | 10% |
| 5.1.3.2 | Learning & Development planning experience | 10% |
| 5.1.3.3 | Training Materials design & production | 10% |
| 5.1.3.4 | Presentation & Communication Skills | 10% |
| 5.1.3.5 | Diversity and Inclusivity experience | 10% |
| 5.1.3.6 | Leadership Training sourcing/design experience | 10% |

Tenderers may then be taken forward to the final stage - interview. This stage will be used to moderate your scores (+/- 5) at ITT stage by clarifying information provided in your bid.

| | | |
|------------|------------------|-------------------|
| 5.2 | Interview | Not Scored |
|------------|------------------|-------------------|

The top 3 scoring tenderers will be invited to interview stage and recommendations will be made to FMO directly thereafter. FMO must approve any recommended supplier before they can be engaged.

5.3 Supplier Evaluation

The evaluation of submissions will be on the criteria listed below in **5.3.1 & 5.3.2**. The criteria will count for 100% of the overall evaluation with the relevant weightings listed next to each individual criterion stated below.

Evaluation criteria will be a combination of both financial and non-financial factors and will consider the following areas:

5.3.1 Price

Price criterion carries a weighting of 40% of the overall achievable score. The supplier must provide an economically sound, innovative and commercially attractive proposal.

Please see Appendix 2 Pricing Schedule to be completed and returned by all suppliers.

A price score shall be calculated for each tender by reference to the lowest bidder, which is given a 'points' score of 40. One point shall be deducted from each of the other tenders for each percentage point above the lowest in accordance with the following formula:

$$40 \times (a / b) = \text{score}$$

where -

a = price of lowest bidder

b = price of tender being evaluated

5.3.1.1 Prices must be exclusive of **VAT**. Please see Appendix 2 for Pricing Schedule that should be completed and returned as part of your tender response.

5.3.1.2 The contract price will be **fixed** for the duration of the contract.

5.3.1.3 Contract prices applicable to any extension of the contract will be agreed by negotiation prior to that extension.

5.3.2 Technical Merit (Quality)

Quality – This carries a weighting of 60% of the overall achievable score. Each of the 6 technical areas evaluated carries an equal weighting of 10% of the overall achievable score and will be evaluated individually on the following scale:

| Score | Performance |
|-------|--------------------------------|
| 0 | No Requirement Met |
| 2 | Meets Very Little Requirements |
| 4 | Meets Some Requirements |
| 6 | Partially Meets Requirements |
| 8 | Mostly Meets Requirements |
| 10 | Fully Meets Requirements |

Intermediate scores (1, 3, 5, 7, 9) may be given where performance is unclear from descriptions given.

5.4 Evaluation Process

Each tender will be scored in accordance with the evaluation process stated above.

Clarifications may be sought in writing, or by interview/presentation from the suppliers and scores adjusted accordingly. Visits to reference sites may also allow for adjustments to scores.

SECTION 6 – SPECIFICATION

Programme Development Consultant – Scope of Work

Part time/ Full time Consultant role

OVERVIEW

BIMA has more than 50% female employees, but they are underrepresented at the local management level, due in part to the cultural norms in emerging markets creating a lack of belief in female leadership. BIMA seeks to challenge this assumption by developing women in its workforce and creating a generation of business leaders.

PROBLEM STATEMENT

BIMA has a lean central management team, and lacks the in-house capacity to implement the expanded RUN Programme without external support. As such this scope of work outlines the details for a Programme Development Consultant.

PDC OBJECTIVES

The PDC will have the responsibility to:

- Design, shape and manage the programme overall
- Select relevant local experts in-market to run training events as consultants
- Capture learnings to be able to train in-house staff and become self-sufficient
- Work with the current BIMA mentors and mentees
- Support consultants in creation and roll-out of internal inclusivity campaign

PDC TRAINING TOPICS

The PDC will oversee and coordinate consultants, in creating and delivering training to BIMA staff in-market on the following topics:

- Line Management
- Performance Management
- Assertiveness, Communication & Influencing
- Leadership & Mentoring
- Presentation Skills
- Project Management

TIMELINE

By end of 2018:

- Roll out inclusivity campaign across all 16 BIMA markets and all 3500 staff members
- Initiate local mentoring programme across all 16 BIMA markets, reaching 3-5 new women in each
- Quarterly in-market training sessions devised for all 16 BIMA markets
- Create training manual to capture learnings
- Change of attitudes in-market relating to women in leadership
- Put in place 'employer of choice' policies in all operational markets regarding flexible working and enhanced maternity arrangements

By end of 2019:

- Expand local mentoring programme in all 16 BIMA markets reaching 3-5 women in each
- Quarterly in-market training sessions in all 16 BIMA markets
- Training manual completed to enable in-house usage beyond end of scope
- Change of attitudes in-market relating to women in leadership
- Greater number of women in local management positions

NB: timeline/resource planning [days per week worked] can be altered over time to fit approach

QUALIFICATIONS REQUIRED

The successful applicant for the PDC role will have:

- Extensive experience in running complex projects across different geographies
- Skills to tailor the programme across different cultural boundaries
- A strong will to empower women in the workplace
- The ability to drive organisational change
- The ability to manage external providers, and work alongside a range of stakeholders

SECTION 7 – Terms For Submission of Tenders

7.1 Closing Date & Submission

The closing date and time for the receipt of submissions and all requested documentation relating to this stage is **12:00 hours (noon) CET on 20 February 2018**. Late submissions will not be accepted.

Submissions will only be accepted if they are returned to marru.oanes@milvik.se

7.2 Proposed Schedule of Events

The proposed schedule for the procurement process is as follows. However, the dates indicated, except for the return date should be regarded as indicative at this stage as Milvik Group reserves the right to extend and / or amend the timetable as necessary. Any major changes will be discussed with potential tenderers.

7.3 Confidentiality and Disclaimer

This ITT is not an offer capable of acceptance, but represents a definition of specific legal service requirements and an invitation to submit a response addressing such requirements.

All parties shall keep strictly confidential any and all information contained in this ITT, and other information or documents made available to it by or on behalf of Milvik Group in connection with this ITT.

7.4 Response/Return of Invitation to Tender

Please provide a response to this ITT by completing the appendices listed below and providing any additional or supporting information which you consider appropriate.

7.5 Questions

If you have any specific questions concerning this document or the process for submission of your proposal, then please email marru.oanes@milvik.se

All responses received and any communication from tenderers will be treated in strict confidence.

7.6 Material Misrepresentation

Milvik Group shall reply on the information provided by the bidder in relation to its offer. In providing the services as specified in the ITT documents the successful bidder/tenderer shall comply with the contents of its offer as failure in this respect may constitute a material breach of contract.

Tender bids should comprise of the following 3 documents:

- 1) pricing schedule
- 2) CV or resume of the consultant
- 3) Cover Letter explaining consultant's suitability

Documents should be submitted to Marru Oanes at marru.oanes@milvik.se no later than noon CET on 20 February 2018



Craig Fergusson
Global Head of Human Resources
Milvik Group

Appendix 1: FMO/Milvik Group grant funding request

NB: this is an excerpt from a longer document. Additionally, as the period of engagement has changed from the initial submission some minor amendments relating to this have been made.

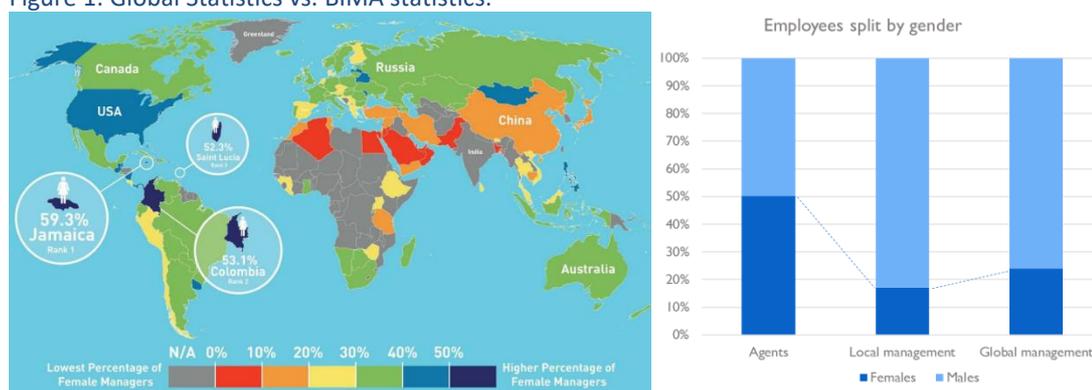
1. Project Details

While 50% of our employees are women, they are underrepresented at the local management level. We believe that much of this bias is the result of cultural norms in emerging markets, where there is a prevailing belief that women cannot or should not be leaders. BIMA wants to be the exception to this rule by creating a workplace in which women are respected, supported and developed into a new generation of pioneering business leaders.

Research from multiple sources¹ supports the value of having a gender diverse management team. Studies repeatedly show that gender diverse teams generate larger revenues, higher levels of productivity and better problem solving than single-gender teams.

As shown in Figure 1. global statistics reported by Expert Market shows that the percentage of female managers in the markets that we operate in is low². BIMA's management team shows a similar gender split; only 17% of local management team members are women and just 24% of the global management are women³.

Figure 1: Global Statistics vs. BIMA statistics:



In addition to providing equal opportunities for women, we are committed to changing the mindset of both our female and male employees so that we create a culture in which women can flourish. Our first step was to launch the BIMA "RUN Programme" in July 2016, including the RUN mentorship strand. The results from this study and the positive response it has generated have encouraged us to continue and expand the RUN mentorship programme globally. We are now looking to scale this programme across all the countries BIMA works in.

Why have you chosen to use external consultants to address this need?

BIMA has a very lean team and we do not have the expertise or resources in-house to drive this programme without support. A large component of this programme will be providing in-market training events for our staff. Using local experts in-market to run these training events would be more efficient, more effective, and more relevant to the local market than having an in-house trainer.

What kind of knowledge transfer do you expect both *within* your company and *beyond* the company (i.e. internal: who will be learning what from the external experts, and are there any thoughts on keeping this knowledge alive within the company. An example of this would be a 'train the trainer' programme or development of a manual. External: is there

¹ <http://www.gallup.com/businessjournal/166220/business-benefits-gender-diversity.aspx>;
<http://www.advocate-group.co.uk/5-real-benefits-of-gender-diversity-in-the-workplace/>

² <http://www.expertmarket.com/female-managers>

³ BIMA proprietary data

possible benefit for the industry or sector in which you work, do you expect to share the results of this project to benefit others? Will your own clients benefit and/or learn from this project?)

Within the company:

- 5 mentors will be trained on how to provide mentoring to our 16 mentees (i.e. one woman from each of our markets); our mentors will then in turn train their mentees so that their mentees can become future mentors for women in their markets
- 16 mentees will be participating in the London Leadership Summit in June 2018 where they will be provided mentoring, leadership and management skills
- The 16 mentees will return to their markets and set up mentoring, leadership and development programmes within their home markets, impacting our 3,500 employees
- We will have a Programme Development Consultant who will be designing the programme, selecting the relevant consultants and capturing the learnings so that we can develop our own trainers in-house and become self-sufficient

Beyond the company:

- We would like our company to be a role model for other companies within the markets that we operate by promoting this initiative on our website and hosting an external event each year
- We are not looking simply for internal short-term gains with this programme. An initial aim is to share our learnings with Leapfrog who are one of our investors. Leapfrog have already agreed that we can work locally with their portfolio companies in-market to share our learnings, mentor others outside of our organization and precipitate learning and experience through the market that way. Those companies will eventually replicate our programme of externalizing the mentoring and will work with their partners. BIMA will also look for other opportunities to work with companies outside the Leapfrog portfolio once we have permeated those organisations. In this manner our aim is to precipitate a movement and effect real and *lasting* momentum for societal change and opportunities for women to succeed. We have specifically set aside budget and lost work days/reduced productivity for this purpose.
- We will look to partner with like-minded organisations, like Women's World Banking (who inspired our initiative), to both learn and promote findings from this programme

2. Project Terms of Reference / Working Plan

Project activities (list, describe and explain the activities that will be undertaken by the consultant. Please also attach the consultant's proposal as an annex.)

Three female leaders from the BIMA global team attended a "Women in Leadership" course with female leaders from other social enterprises globally. This was organized by Women's World Banking during 2016. This course inspired the three BIMA women to set up the RUN Programme in July 2016, each becoming a mentor to women in-market. This has proven to be very successful, with many mentees reporting an increase in confidence due to the programme. Interest is outstripping capacity and we have been looking at ways to extend impact using our current resources. We have realized that there is potential for this to turn from an internal exercise into a wide-reaching collaborative movement with social impact and we are trying to work to capitalize on this momentum.

The main purpose of the consultants will be to provide expertise and skills to our staff through in-market training events. We are keen to use local consultants in our 16 markets to conduct training on the following topics:

- Line Management
- Performance Management
- Assertiveness, Communication + Influencing
- Leadership + mentoring
- Presentation skills
- Project Management

There will be a consultant working closely with Global HR as the Programme Manager. Their responsibility will be to design and shape the content of BIMA's Women's Leadership Programme, including the in-market training sessions. This

will ensure that we don't re-invent the wheel in each market, and we learn what works/doesn't work from one market to another.

We also plan to engage a business psychologist to provide support to the 16 mentees as they travel between London and their home cities, to help our mentees adapt to any changes (e.g. culture shock / reverse culture shock).

Consultants will also be used to support the creation and roll-out of an internal "inclusivity" campaign (e.g. website, newsletters, videos, posters) that will help us start shifting the culture within BIMA.

We have not yet identified the consultants but are committed to using an open and transparent selection process with RFP's, at least three tenders, and a clear consultant justification report.

Expected deliverables and indicators (what are the main outputs of the project that you expect? For example, new policies or processes, documentation, manuals or changes to the organization. Also specify, where relevant, number of people you expect to be trained, number of new systems etc. Suggested indicators are also provided at Annex 2, so please refer to the relevant topic type for your project).

End of 2018:

- Inclusivity campaign will have been rolled out across BIMA's 16 markets, reaching 3,500 employees (men and women)
- Local mentoring programme will be initiated in the 16 markets reaching 3-5 new women in each market
- Quarterly in-market training sessions in 16 markets
- Training manual to capture learnings from the in-market training sessions such that we can facilitate these sessions ourselves in future
- Change in attitudes: teammates of both genders perceive women as leaders in the workplace; female employees are motivated and inspired to pursue leadership positions
- Policies in place in all operational markets reflecting, as far as is practicable, 'employer of choice' terms in both flexible working and enhanced maternity leave arrangements.

End of 2019:

- Local mentoring programme to expand in the 16 markets reaching 3-5 women in each market
- Quarterly in-market training sessions in 16 markets
- Training manual to capture learnings from the in-market training sessions such that we can facilitate these sessions ourselves in future
- Change in attitudes: teammates of both genders perceive women as leaders in the workplace; female employees are motivated and inspired to pursue leadership positions
- More women in management positions

Evaluation (indicate how you will evaluate whether the project has been successful or not):

We plan to evaluate the programme in several ways:

1. Increase in real terms (percentage) of women in management positions within markets above 17% and the company as a whole above 24% as BIMA continues to grow and develop. With improving awareness levels we would like to see 30% across the company as a whole by end 2019.
2. Reduction in female employee staff turnover, which, at 37% globally per annum, is currently around 48% higher on a global basis than males at 25% globally per annum. While there are various external factors for this (e.g. in many of our markets, females have a greater selection of employment opportunities available to them) nevertheless by demonstrating our support for females and creating career path opportunities, we should see an effect in turnover reduction – the aim would be to be below 30% globally per annum by end 2019.
3. Policies around flexible working and enhanced maternity leave in line with 'Employer of Choice' parameters, not statutory minima, in all our markets by end 2018. This will allow expectant/new mothers to be supported to remain with BIMA during and after pregnancy.
4. Establishment and growth of social media support groups/ideas exchanges. Membership numbers (by #users, #companies, #countries) & usage rates can be tracked easily, and we would aim for at least 1 imprint per month per member on average to begin with. Once a baseline has been established and we can see where interest is

naturally aligned we will aim to augment and develop in line with user interest to increase usage and we would like to see this develop to at least 5 imprints per month per member by end 2019.

5. Dedicated YouTube channel with news items, testimonials, 'RUN Together' footage, female leaders' items etc. tracked by unique users. Aiming for 10,000 channel unique user views per month by end 2019.
6. Online resource repository for materials, training, findings, outputs, resource directories etc. Measure of success would be ranked top 5 in each country end 2019 among business websites aimed specifically at females (as measured by e.g. GoogleAnalytics) e.g. www.ghanawomenentrepreneurs.org, www.bpwsrilanka.lk etc.
7. Participation to promote female interests (education, leadership, enabling flexible working etc.) with at least 3 national government departments globally by end 2019 (e.g. Ministry of Labour, Ministry of Education etc.)
8. Baseline survey with the 16 mentees, their manager and the mentors and subsequent follow up surveys to assess their progression. We would also evaluate the quality of external inputs via survey to all recipients of training etc. On a 6 point scale (1 lowest to 6 highest) we would aim for an average assessment of 4 across all categories by the final survey in 2019 i.e. at least modest progress/improvement in all areas.

Project risks (outline any risks you have identified that could affect the success of the project, whether these are internal or external. Indicate how likely they are (use low, medium or high) and the potential impact on the project if the risk occurs. If these risks can be mitigated, please explain how you will do so. Insert additional lines in the table below if needed).

| Potential Risk | Likelihood of risk occurring | Potential impact on project | Mitigant (i.e. what steps can be taken to reduce the likelihood or impact of the risk) |
|--|------------------------------|-----------------------------|--|
| Reverse culture shock (readjustment of psychology for mentees returning to their market) | Med | Med | A heavy quotient of the workshop will be dedicated to educating mentees about the possible effects the programme and visit to London may bestow upon their perception and appreciation of life at home. We will use a business psychologist to host a session in London and for ongoing support upon return to market. |
| Buy-in within the company from central functions/ country managers | Low | High | The CEO is fully supportive of this programme and will act as a sponsor. |
| Backlash from male employees in heavily paternalistic markets | Med | Med | Managers will be trained by HR to spot obviously negative behaviours developing. Additionally we will be running an inclusion angle with our male employees (called "RUNtogether") where we will work with men in market to show their support and set examples for others. This will be supplemented with a poster/intranet campaign. |
| Lack of available, suitable local consultants at an affordable price | Low | High | We will deliver support, coaching and training via Skype with the opportunity for in-person interactions with consultants at subsequent London Leadership Summits |
| Lack of an affordable programme management consultant in London | Low | High | We will engage on a part-time basis to deliver the essentials, with the internal HR team rising to the challenge of delivering the gaps. |
| Lack of uptake by mentees | Low | High | The programme is already running with strong uptake. We are cascading the |

| | | | |
|----------------|------|-----|--|
| | | | mentorship through the organization by requiring and supporting mentees to become mentors. We are mandating days to be spent on mentoring both internally and externally. We are engaging with partner companies from Leapfrog to use our “home grown” mentors in order to create momentum not just within BIMA but within the societies where we are present. |
| Selection bias | High | Low | Initially mentees were selected by our Country Managers, who were asked to nominate local females who showed potential to be future management material. While this was a good way to get started, as we expand the programme we want to ensure fairness and tap as yet unproven/unrecognised talent by having an application procedure which will be committee evaluated, removing managerial biases. |

Appendix 2: Pricing Schedule

Major areas of expected expenditure are as follows;

- London workshop July 2018
- Digital Media requirement
- In-market (or in-region) management training

We would request that tenderers for the part time role of Programme Development Consultant provide a breakdown of costs based on expected resources required to deliver the programme as outlined in Appendix 1 in terms of number of expected consultancy days required and any other materials, considerations or resources required.

Elements of the management training (in-market or in-region) may be developed and/or delivered by the PDC providing they possess suitable experience. This does not need to be detailed at this time as this will form part of the ongoing planning requirement of the PDC role. Please scope days and day rates without factoring in any provision of services for the management training element.

Please specify currency, using either £, \$ or € / GBP, USD, or EUR.

| Item no | Description | Units | Quantity | Unit Price | Total Cost |
|---------|-------------|-------|----------|------------|------------|
| 1 | | | | | |
| 2 | | | | | |
| 3 | | | | | |
| Etc. | | | | | |

Total Tender Price:

Tender bids should comprise of the following 3 documents:

- 4) pricing schedule
- 5) CV or resume of the consultant
- 6) Cover Letter explaining consultant's suitability

Documents should be submitted to Marru Oanes at marru.oanes@milvik.se no later than noon CET on 20 February 2018