

**Terms of Reference for business incubation service for marginalized youth and their parents in Lumbini Province ( Rupandehi and Kapilvastu district)**

**Project title : DIDI BAHINI- Journey of GUT, GRIT and GROWTH**

**1. Context:**

The marginalized girls, young women and their parents in Lumbini province, especially Rupandehi and Kapilvastu districts face structural and socio-economic challenges that hinder their participation in productive economic activities. Stringent social norms based on patriarchal principles impedes the development of the girls as they are denied of their rights to education , right to decide when to marry , right to mobility and right to work. Limited access to sector-specific job skills, financial services, and market opportunities has contributed to high levels of underemployment and poverty.

**2. Project Background:**

CARE Nepal has been working for the adolescent empowerment by increasing their access to quality education, sexual reproductive health rights and focusing on promoting their self- determination, leadership, activism while also addressing harmful social norms that act as barriers to realize their fullest potential. CARE aims to enhance the voices of girls and enable them to participate fully in their families and communities and enjoy their rights. Girls agency building is complimented by engaging with their parents, men and boys and community leaders in creating enabling environment. CARE's UDAAN program addresses systemic barriers through a multi-dimensional approach encompassing academic acceleration, family engagement, community mobilization, institutional coordination as well as alternative pathways for economic empowerment for older adolescents aged 15 and above. CARE Nepal's 10 years long Tipping Point project supported to initiate girls led activism and collective action through Girl's network "Girls Rights Forum (GRF)" to address the root causes of child and early marriage and advocate for their rights to education, mobility and protection from sexual violence. However, participation is declining due to financial pressures faced by adolescent girls and their families. Learning from our longstanding work with adolescent girls through projects and programs such as UDAAN and Tipping point, indicated the need to have girls and youth at the center of the programing and involve them in the project design, implementation and evaluations to ensure their needs are met. In consultation with girls, youth groups, youth led organizations, CSOs working with adolescent girls and youth, indicated strong demand on programs focusing on economic empowerment and job creation.

CARE is currently supporting to operate numerous UDAAN centers in Lumbini province, and the government has shown strong interest in scaling up the initiative in the near future. However, economic challenges at households continue to force many girls to drop out of school post transition, as their families are unable to prioritize education over immediate livelihood needs. To counter this, CARE proposes a targeted and integrated support package to strengthen the economic empowerment and advocacy capacities of GRF girls and UDAAN parents from existing UDAAN centers (including GBV survivors).

The project will support UDAAN parents and youth from Girl's rights forum (GRF) with livelihood initiatives, helping to stabilize households and keep girls in school. The project will support parents of financially vulnerable UDAAN girls and young women themselves to turn into micro to small scale entrepreneurs, sparking broader change in the local economy and thereby creating job opportunities for other poor families so that they could send their girls to school.

To ensure successful scale out, robust advocacy at different levels is essential. The Girls' Rights Forum (GRF) has the potential to be a powerful force in advocating for the scale out of UDAAN and promoting girls' education. However, economic instability limits their capacity to engage in sustained advocacy. By supporting GRF members to become economic entrepreneurs, we not only help them build a stable financial base but also empower them to take on leadership roles in their communities. With this strengthened position, GRF can meaningfully influence policy, hold institutions accountable, and, importantly, challenge and transform harmful social norms at the community level that continue to undermine girls' rights and education.

### **3. Project Goals and Objectives:**

#### **Goal:**

To secure futures of women and girls by enhancing their economic resilience, access to the education and social agency.

#### **Objectives**

- To strengthen the economic resilience of GRF girls and parents of UDAAN girls by equipping them with sector specific job skills and tailored business development services, improved access to markets and finance enabling them to launch micro to small -scale enterprises.
- To strengthen the social agency and leadership of GRF girls, and UDAAN girls' parents by equipping them with advocacy, activism, and civic engagement skills, enabling them to influence community and governance systems for sustainably ensuring education rights and gender equality.

### **4. Target areas**

The project will be implemented in Rupandehi and Kapilvastu district of Nepal ( one rural/municipalities in each districts), where there are presence of UDAAN centers and proactive youth from GRF.

### **5. Intervention plan**

The project seeks to build on Udaan's success by integrating economic empowerment and leadership development into the program, ensuring long-term impact and sustainability. The intervention plan has a two pronged approach between two components as follows :

#### **a) Business incubation growth and Job Readiness through engagement of private sector :**

In partnership with Business Development Service (BDS) providers, lead firms, and technical and vocational education and training (TVET) centers; tailored business development services, access to markets and finance, and targeted job skills training will be provided to the youth of the Girls' Rights Forum (GRF) and parents of UDAAN girls. Incubation for enterprise development will be sector specific, guided by market assessments that identify viable and emerging business opportunities at local, regional and national markets. A private sector business incubator with a proven track record in Lumbini will be engaged to codesign and implement the program. In collaboration with financial institutions, value chain actors, and a lead firm, the incubator will provide holistic business development support to the potential entrepreneurs on areas such as business ideation and planning, access to finance and market, marketing, financial management and growth planning. This will be further bolstered by regular coaching, counselling, mentoring, guidance and strategic linkages with finance providers and value chain actors.

**b) Voice and leadership development through allyship with Women Led organizations (WLOs):**

Girls' Rights Forum members will be supported in girls led activism by building their agency, voice and leadership. They will carry out social campaigns against various forms of harmful social norms that hinder their mobility, accessing education, pushes them to child marriage and advocate for living life free from violence, and demand investment in their skills development for job creation and employability. The WLOs will contribute in capacity building initiatives to sustain and scale girls led activism, civic engagement and advocacy. The GRFs will also be connected with wider social movement actors for mentoring, linkages and networking opportunities and strengthen their own movement. The WLOs will also have a crucial role in safeguarding and risk mitigation for the girls engaged in the project.

Despite the two components being led by different institutions, the interventions will be carried out in a collaborative and coordinated manner, where they contribute to each other's scope of work with collective strength.

**6. Objective of the assignment:**

CARE Nepal is seeking to on-board business development service provider to design and implement a business incubation program that supports youths of GRF and UDAAN parents to ideate, develop and execute business plan for market potential micro to small scale enterprises, provide or connect with tailored skills training, business development and mentoring services and enhanced access to finance and markets.

**7. Scope of Work:**

The selected service provider will be responsible for delivering an integrated business incubation and mentoring service with the following components:

**a. Outreach and Participant Selection**

- Coordinate with the WLO and GRF to identify and engage marginalized youth and UDAAN parents in target municipalities through community-based outreach.
- Ensure inclusion of disadvantaged groups, including young women, Dalits, Madhesi, and returnee migrants.
- Select participants with entrepreneurial potential and motivation to launch or expand enterprises.
- Identify the sub-sectors for entrepreneurship development or growth

**b. Tailored Incubation services (Business Development Services)**

Facilitate entrepreneurship training, including:

- Business ideation and planning
- Market research and customer development
- Financial management, budgeting and financing
- Legal registration and compliance
- Deliver customized support to each participant or enterprise group based on their stage of development and sector.

- Assist in drafting and refining viable business plans and marketing strategies.
- Provide ongoing business coaching and mentoring.

#### **b. Sector-Specific Job Skills**

- Provide or connect for sector-specific vocational and technical training (e.g., agriculture, , cultural tourism, food processing, crafts, service industries).

#### **d. Access to Finance**

- Facilitate linkages with local microfinance institutions, cooperatives, banks, and government schemes.
- Provide financial literacy training focused on savings, credit management, and investment planning.
- Support participants in preparing loan applications or grant proposals.

#### **e. Access to Markets and Value Chains**

- Establish connections with local, regional, and national markets.
- Facilitate value chain integration through partnerships with producers, suppliers, and buyers.
- Support branding, packaging, and digital marketing strategies.

#### **f. Mentoring, counselling and networking support**

- Strategic mentoring and growth planning
- Support on enhancing access to networks and market fairs
- Peer learning and experience-sharing forums
- Monitor business performance and adapt support accordingly.

### **8. Proposed Activities:**

The listed activities are indicative only, and non exhaustive

#### **OUTCOME 1: Strengthen the economic resilience of GRF girls and parents of UDAAN girls**

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| Onboarding the incubator   |
| Setting the norms and package for the incubation of potential entrepreneurs (documentation and package development                         |
| Identifying potential women and young women entrepreneurs and sub-sectors for incubation   |
| Organizing incubation program in different lots for 20 potential girls and parents (business planning, deck preparation, and presentation) |
| Product design, packaging, and marketing support   |
| Mentoring support  |
| Seed Capital   |

## 9. Target Group

- 15 Youth GRF aged 19-25 and 5 parents of UDAAN girls from marginalized communities in selected municipalities of Rupandehi and Kapilvastu.
- Priority given to households with limited income sources, women-headed families, owning micro or small business in identified sub-sectors and youth not in education, employment, or training.

## 10. Duration

The incubation program will be implemented over [11 months], comprising:

- **2 months: Outreach and selection (30% payment)**

**Milestones:** identification and selection of 20 participants for business incubation; identification of sub-sector for enterprise development with viable market opportunities through market research

- **5 months: Tailored Incubation services (Business Development Services) (40% payment)**

**Milestones:** Business plan development; Sector specific skills development; access to finance ; connection to market and value chain actors; branding, marketing and packaging)

- **4 months: Mentoring, counselling, networking support and skill development (30% payment)**

**Milestones:** Mentoring support , growth planning; follow up skills enhancement training; network and linkages with market fairs; learning platforms and forums

## 11. Expected Deliverables

- Identified the sub-sectors for enterprise development or economic empowerment (sub-sector selection report)
- Finalized the list of potential and existing entrepreneurs for incubation services
- Incubation training modules finalized and delivered (delivery reports)
- At least 80% of selected businesses from participant's have viable business plans developed
- Minimum 50 % of participants launch or expand their enterprises
- At least 30% of participants have Linkages established with financial institutions, lead firms and market/value chain actors
- Quarterly progress reports and a comprehensive final report with impact analysis

## 12. Required Expertise

The service provider (organization or consortium) must demonstrate:

- Proven experience in providing business incubation/ acceleration services, enterprise development, vocational skills training, and inclusive entrepreneurship programming.
- Expertise in identifying sub-sectors for entrepreneurship development, market systems development and access to finance.
- Strong presence or partnerships in Lumbini Province, preferably with lead firms, financial institutions, local institutions or cooperatives.
- Capacity to deliver gender-sensitive and socially inclusive programming.
- Effective monitoring, evaluation, and learning systems.

### **13. Reporting and Coordination**

The provider will report to the project manager at CARE Nepal. Regular coordination meetings will be held with WLO implementing component 2. Close coordination is expected with stakeholders, including local government, financial institutions, market actors and lead firms.

### **14. Budget and Resource Allocation**

**The provider will submit a detailed budget covering:**

- Personnel and experts for selection of sub-sectors, organizing incubation/ acceleration program for 20 participants and mentoring services
- Organizing incubation/ acceleration services
- Participant mobilization and training materials
- Coaching, mentoring, and advisory services
- Access-to-finance facilitation
- Monitoring, documentation, and reporting costs

**Payments terms: Jointly defined based on specific delivery of milestones at stages indicators defined in sections 10 and 11.**

### **15. Submission of Proposals**

Please send a brief four-to-five-page proposal detailing the understanding of ToR, methodology and your firm's relevant experience, workplan, timeline, budget and daily rate(s) to [npl.carenepal@care.org](mailto:npl.carenepal@care.org) no later than 13 July 2025. Please also include a resume or CV for any consultant included in the proposal. If you need any additional information, please send your email on [npl.carenepal@care.org](mailto:npl.carenepal@care.org).