



Terms of Reference

Title:	Mainstreaming Gender Equality at the Commonwealth Foundation
Level of Effort:	Up to a maximum of 20 days June 2019 to October 2019
Location:	London (CF offices) In person/skype if applicable

1. Background and Rationale

The Commonwealth Foundation's institutional journey towards mainstreaming gender equality began in earnest in 2012. The 2012-2016 strategic plan identified gender equality as one of three cross cutting themes. A toolkit, which aimed to enable action on those three themes was published in January 2014. Since then an informal staff lead on gender has catalysed staff discussions on gender-related issues, which has contributed to staff acknowledging a growing awareness of gender equity issues. It also informed the development of the first generation of gender related indicators for each of the organisation's outcomes. The 2017 - 2018 staff survey asked colleagues whether, over the course of the year, their understanding of gender mainstreaming had changed. The responses showed that 73% felt that it had improved, while 23% felt it had not.

The same staff survey asked colleagues to identify measures that would help improve their understanding of gender mainstreaming. The responses highlighted the need for three kinds of support: conceptual understanding and language; tools and approaches for programme design; and mechanisms that institutionalise a commitment to gender equality. A gender working group was convened in order to help find ways of addressing these needs. In an initial discussion (July 2018) the following priorities were identified:

- A statement that captures what the organisation means by gender equality, with this being reflected in organisational policies and communications.
 - A review of the organisation's gender indicators; and
 - A preliminary identification of methods (from the Foundation or other relevant setting) that would work for the organisation
 - Comments on organisational policies as needed

The Foundation has gained from the expertise of specialists, who have accompanied the organisation as it has developed its understanding of conceptual frameworks and programme management tools. This has helped the organisation to: develop programming tools for participatory governance; embrace results based management; and agree a project management protocol.

2. Overall objectives

In order to improve the understanding and application of gender equality across the organisation, the Foundation will engage a gender adviser. The adviser will focus on supporting teams. In doing so the adviser will help teams to develop tools and approaches that integrate gender equality into their work.

Scope of Work, Methodology and Deliverables

To deliver the intended outcome and objectives the adviser will

- Undertake a scoping review of the level of understanding and the tools being used by the organisation. This will provide baseline data and shape the specific interventions that are required
- Build on the review and work undertaken internally by the Foundation on gender mainstreaming, gender and its intersectionality and the inclusion of gender indicators in the organisation's performance framework, to design appropriate gender sessions that strengthen the conceptual understanding and knowledge of the range tools and approaches for integrating gender in programme design
- Meet with each team to provide practical guidance on how to mainstream gender in all aspects of programme and project design, organisational policies and procedures and review existing gender equality indicators
- Review, strengthen and facilitate the application of the draft programmatic guide on gender mainstreaming that will inform the development and implementation of programmatic and operational policies and projects.
- Work with the participatory governance and gender team in rolling out the gender mainstreaming guide.

3. Description of Work

The gender adviser will adopt an approach to achieving these objectives that is characterised by the following:

- **Contextualisation:** The Commonwealth Foundation is a unique organisation, which combines an intergovernmental mandate with a civil society orientation. Approaches and methods that have been effective in other settings will need to be tailored to the specific character of the Commonwealth Foundation. The adviser will report back at regular intervals to an Advisory Group and directly to the Directorate.
- **Collaboration:** While they are all committed to strengthening civic voice, the Commonwealth Foundation's programme and support services teams are diverse in terms of their constituencies and approaches. Across the organisation colleagues are at different levels in terms of their understanding and experience of gender equality. A facilitative approach will be required to ensure that this project's outputs are owned by individuals, teams and the organisation as a whole. Collaboration between the adviser and teams will be essential.
- **Application:** The Foundation has developed documents and materials relevant to this project. There is residual knowledge and awareness of the subject matter. It is important that these resources and capacities are built on, further developed and applied across the board.



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The adviser will have a track record and expertise not just in projects but in organisational and higher level aspects of strengthening the integration of gender into the programmes of development partners.

4. Schedule and deliverables

It is envisaged that the adviser will be engaged in early 2019. It is expected that outputs will be delivered within a contract period that will conclude in June 2019. A detailed work plan and schedule of delivery will be developed in consultation with staff and agreed at inception.

	Output	Completion date	Consultant days	Responsibility
1.	Scoping report to assess levels of understanding and the draft an organisational and programmatic guide			
2.	Two awareness raising sessions with all staff			
3.	Briefing note to each team summarising advice on programme, projects and policies			
4.	Updated version of programmatic guide on gender mainstreaming			
5.	Action plan for the organisation for the financial year 2019-2021			

Total consultant days

20

5. Person specifications

- Knowledge and experience in integrating gender and its intersectionality in projects and programmes.
- Track record and expertise not just in projects but in organisational and higher level aspects of strengthening the integration of gender into the programmes of development partners.
- Extensive experience working on gender mainstreaming in the Global South.
- Experience working with civil society.

6. Main contacts

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