



## UNITED NATIONS DEVELOPMENT PROGRAMME TERMS OF REFERENCE

### 1. Consultancy Information

Consultancy: National consultant to develop Gender Equality Strategy for UNDP Country Office, Tanzania  
Supervisor: Amon Manyama, Programme Specialist (Inclusive Growth) and Gender Focal Point  
Duration: 35 days  
Starting Date: 1 August 2016  
Duty Station: Dar es Salaam, Tanzania

### 2. Background and organizational context

Gender equality is not only a fundamental human right, but a necessary foundation for a peaceful, prosperous and sustainable world. Therefore, gender equality and the empowerment of women are at the heart of UNDP's development work and mandate and UNDP is committed to support national, regional and international efforts to accelerate the implementation of the Beijing Platform for Action and other global agreements.

Globally, UNDP has developed a Gender Equality Strategy 2013-2017. The strategy is designed to complement and reinforce UNDP's Strategic Plan by identifying strategic entry points for advancing gender equality and women's empowerment in all seven outcomes of the strategic plan. The strategy also highlights the institutional mechanisms UNDP will put in place to ensure that staff at all levels are held accountable for delivering gender equality results, and for creating and maintaining workplaces where women and men have equal opportunities to contribute to UNDP's mission and advance within the organization.

UNDP Tanzania strives to integrate gender equality and women's empowerment in every aspect of its work including in its three programmatic areas of work: Inclusive growth and poverty reduction; democratic governance; and environment and climate change. To accelerate progress towards gender equality and women's empowerment, UNDP Tanzania is in the process of getting certified with the UNDP Gender Equality Seal. This is a corporate certification process that recognizes good performance of UNDP Country Offices in delivering gender equality results. As part of this process the country office has among other things conducted trainings for all staff, integrated gender results in performance assessments, introduced mechanisms for strengthening reporting on gender results and developed tools and checklists for gender responsive recruitment.

In addition, UNDP Tanzania is at a critical stage as a new programming cycle begins in June 2016 with the Country Programme Document (2016-21) for UNDP and the United Nations Development Assistance Plan (2016-21) for all UN Agencies.

In view of the above developments, UNDP intends to engage a consultant to develop a Gender Equality Strategy for the UNDP Country Office that will guide the mainstreaming of gender into all areas of the organization's work.

### 3. Key tasks to be undertaken

The key task is to develop a Gender Equality Strategy for the UNDP Country Office. The Strategy will function as a planning tool that sets out coherent, holistic, and well-grounded interventions to address identified challenges. It should be based on analysis of problems detected through a participative assessment with staff and partners and it should be accompanied by an Action Plan and Monitoring and Evaluation Plan.

The consultant should:

1. Assess the existing capacity of the Country Office, resources devoted, functionality of existing processes and structures for gender mainstreaming and gender;
2. Identify challenges, successes and best practices;
3. Based on the assessment and in close consultation with staff and managers, identify priorities/lines of action to be included in the gender equality strategy;
4. Develop the gender equality strategy to direct the country office's work in gender mainstreaming and gender equality;
5. Develop Action Plan and M&E Plan for the Strategy;
6. Develop country specific gender mainstreaming tools and mechanisms.

**Specific tasks:**

**1. Development of Gender Equality Strategy**

- a. Review relevant background documents including the UNDP, Country Programme Document, UNDP Project/Programme documents and reports, previous gender audits, UNDP Global Gender Strategy, as well as Operations policies including HR and Procurement Guidelines to assess level and nature of gender mainstreaming and extract gender challenges and successes;
- b. Capture the gender mainstreaming capacity, level of interest and engagement within the CO as reported through a self-assessment and further discussions with staff;
- c. Conduct individual and focus group interviews with selected CO Management, programme and operations staff to gain insight on gender mainstreaming in the CO and capacity gaps to be addressed;
- d. Review selected projects implemented to see whether these have taken a gender perspective into account in design, planning implementation, monitoring and evaluation/report writing and to identify challenges and successes;
- e. Based on the findings and in cooperation with the Gender Focal Team, develop a Gender Equality Strategy to direct the CO's work in gender mainstreaming and gender equality;
- f. Brief staff on findings and solicit feedback through an interactive face to face session;
- g. Finalize and submit the final Strategy including Action Plan and M&E Plan.

**2. Development of gender mainstreaming tools and mechanisms**

- a. Based on the assessments and discussions with staff, support the CO in developing country specific gender mainstreaming tools and mechanisms in line with UNDP corporate standards and requirements.

**4. Key results expected**

Gender Equality Strategy for the UNDP Tanzania Country Office developed through a participatory process involving staff and partners.

## 5. Deliverables

Deliverables should be succinct, of high quality, and in the case of the final strategy, of a standard suitable for publication. All deliverables should be in English.

- An inception report that sets out the work plan with timelines, detailed activities, methodology and deliverables including details on how to complete the tasks mentioned above.
- A draft Gender Equality Strategy for UNDP Tanzania of about 30 pages (excluding annexes)
- A final Gender Equality Strategy for UNDP Tanzania including M&E framework

## 6. Timeframe

The assignment will be undertaken within a period of 35 days from 1 August 2016. The submission of deliverables is as follows:

Activity	Timeframe
Prepare and submit an inception report	2 days
Literature review of relevant documents for mainland and Zanzibar	4 days
Individual and focus group interviews with management, programme and operations staff, including analysis of a self-assessment exercise	5 days
Working sessions with key staffs and Gender Focal Team to provide inputs on the development of the gender action plan for the office	3 days
Preparation of draft strategy	7 days
Briefing about findings and recommendations	1 day
Finalize and submit strategy, action plan and M&E plan incorporating feedback from sessions with staff	5 days
Develop country specific gender mainstreaming tools and mechanisms	8 days
<b>Total</b>	<b>35 days</b>

## 7. Competencies

### Core Values and Guiding Principles:

#### Integrity:

- Demonstrate the values of United Nations and UNDP;
- Act without consideration of personal gain;
- Resist undue political pressure in decision-making;
- No abuse of power or authority;
- Stand by decisions in the organization's interest and take action in cases of unprofessional or unethical behavior.

#### Professionalism:

- Show pride in work and achievements;
- Demonstrate professional competence and mastery of subject matter;
- Conscientious and efficient in meeting commitments and achieving results;
- Motivated by professional rather than personal concerns;
- Show persistence when faced with challenges, and remain calm in stressful situations.

#### Respect for Diversity:

- Work effectively with people from all backgrounds;
- Treat all people with dignity and respect;
- Treat men and women equally;
- Show respect for and understand diverse opinions by examining own biases and behaviours to avoid stereotypical responses, and do not discriminate against any individual or group.

#### Core competencies

##### Ethics and Values:

- Promoting Ethics and Integrity / Creating Organizational Precedents.

##### Organizational Awareness:

- Building support and political acumen.

##### Developing and Empowering People / Coaching and Mentoring:

- Building staff competence, creating an environment of creativity and innovation.

##### Working in Teams:

- Building and promoting effective teams.

##### Communicating Information and Ideas:

- Creating and promoting enabling environment for open communication

##### Knowledge Sharing / Continuous Learning:

- Sharing knowledge across the organization and building a culture of knowledge sharing and learning.

##### Functional Competencies:

- Excellent level of conceptual and analytical capacity;
- Demonstrates use of initiative and ability to make appropriate linkages in work requirements;
- Able to work virtually, using communication technologies;
- Strong interpersonal skills;
- Proven skills in desktop computer software such as Microsoft Word, Excel and Power Point.

##### Education:

- Master's Degree in gender studies, international development, social sciences or related fields.

##### Experience and qualifications:

- At least 10 years of experience in gender mainstreaming, gender programming, gender training;
- Demonstrated experience in conducting gender analysis, evaluations, and/or capacity

assessments in the Region, preferably in Tanzania;

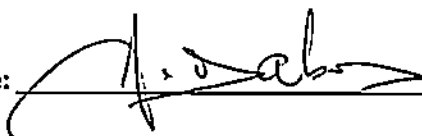
- Proven experience with organizing, facilitating and engaging multiple partners in consultative processes;
- Familiarity with the UN system and specifically with gender equality and women's empowerment approaches within the UN system;
- Excellent command of English (oral and written);
- Excellent interpersonal and communication skills.

Language requirements:

- Fluency in English.

Approved by:

Signature:



Name: Awa Dābo

Designation: Country Director

Date:

30/5/16