



## TERMS OF REFERENCE

### Gender Audit—CARE Haiti

**Program:** Program Quality, Development, and Learning

**Location:** Pétion-ville/Port-au-Prince, Léogâne, Gonaïves, Gros Morne, Jérémie, Moron

**In-country start Date:** May 6, 2013

**In-country end Date:** May 24, 2013

**Total in-country/out-country:** 20 days

**Required Technical Expertise:** External Consultant/Gender Expert

**Activity Supervisors:** Jane Kellum / Education & Gender Advisor (Port-au-Prince)

Lindsay Carter / PQDL Director (Port-au-Prince)

**Primary Contact:** Jane Kellum, [kellum@pap.care.org](mailto:kellum@pap.care.org)

### **Background**

In 2009, CARE International mandated the implementation of the CARE International Gender Policy across all CARE member organizations, including Country Offices (CO). More recently, CARE published a series of internal documents that highlight the organization's vision for its programming and operations for the year 2020 and beyond. This vision places gender equality at the forefront of all CARE's operations and programming worldwide. CARE seeks to make gender equality an end in itself within all programs and not just a means to achieve poverty alleviation.

Within this context, CARE Haiti seeks to become a leader in transformative gender work at both an operational and programmatic level. In July 2012, CARE Haiti designated a Gender Focal Point to lead these efforts. In October 2012, the CO launched the Gender Equality Action Group (GEG) as an action-oriented structure whose mission is to promote gender equality through CARE activities and policies and through the transformation of CARE staff attitudes, practices, perceptions, and behaviors towards those which are gender responsive. The GEG's mission also entails 1) analyzing and providing recommendations on gender integration to CARE Haiti senior management, 2) ensuring the implementation of the CARE International Gender Policy, and 3) including the integration of gender in all programs, operations, strategies, policies, and procedures. In November 2013, the GEG created its TOR and Annual Work Plan FY2013. The latter document prioritized the completion of an organization-wide Gender Audit to establish a baseline on where the organization stands as it relates to gender integration, equity, and equality. As a result, the CO Annual Operating Plan incorporated the Gender Audit as a key activity for FY2013. The findings and recommendations of the Gender Audit will inform the development of a long-term gender strategy for CARE Haiti all of which will be incorporated into CARE Haiti's Long Range Strategic Plan. The Gender Audit will also serve as a first step towards CARE Haiti achieving staff transformation and implementation of gender transformative operations, programming, and external relations which ultimately will lead to increased gender equality in the communities where CARE Haiti currently operates.

### **Scope of Work**

#### ***Objectives***

The following are key objectives of the CARE Haiti Gender Audit:

- Analyze all dimensions of the organization (programmatic, operational, policy/strategies, external relations/partnerships, etc.) from a gender equality perspective.
- Increase the collective ability of the Country Office to examine its activities from the perspective of gender equality.
- Identify strengths/progress and weaknesses/gaps in promoting issues of gender equality and integrating gender through the organization's operations, programming, policies, and external relationships.

- Contribute to the implementation and/or ownership by staff of gender equality initiatives that encourage the organizational learning processes through:
  - team building
  - information exchange
  - reflection on gender equality
  - transformation of staff attitudes, perceptions, and behaviors related to gender equality.

The gender audit will also serve as a starting point for exploring other underlying and global organizational aspects. Several issues that go "beyond gender aspects" are highlighted, including organizational culture in relation to the work and learning environment.

In sum, the audit seeks to encourage learning in the CO about how to effectively integrate gender into policies, programs, structures, operations, external partnerships, and coordination within the larger context of gender equality work in Haiti and to assess progress and gaps in terms of achieving gender equality overall.

More specifically, the gender audit should address key issues such as:

- Problems and the current debate on gender and their relationship with national priorities/policies/strategies in Haiti.
- Gender integration as a crosscutting concern in the objectives, program, and budget of CARE Haiti.
- Integration in the implementation of program activities.
- Experience and skills existing internal gender.
- Management of information and knowledge on gender issues.
- Systems and instruments for accountability, monitoring, and evaluation of gender equality.
- Choice of partner organizations.
- Decision-making in terms of mainstreaming gender.
- Staffing and human resources for gender policies and policies promoting equality.
- Organizational culture and its effects on gender equality.
- Perceptions of progress towards gender equality in CARE Haiti's operations, programming, policies/strategies, and external relations.

### ***Key tasks/responsibilities/deliverables***

The purpose of this external consultancy is to conduct a gender audit for CARE Haiti in order to assess the extent to which the Country Office integrates gender into its programming, operations, policies, strategies, and external relationships.

The consultant will be assigned specific tasks as listed below to lead the implementation of a gender audit and produce a final report with findings and recommendations for the Country Office, including:

- 1) **Desk review of relevant CO documents:** Review of related documents to gender audit, including but not limited to project documents and reports of current programming; HR policies; Code of Conduct; CARE International gender tools, documents on national level work on gender equality (i.e. Ministry of Women documents, etc.)
- 2) **Review & interpretation of multiple-choice questionnaire results:** During the months of March and April 2013, CARE Haiti will administer InterActions's Gender Audit long questionnaire to all CARE Haiti staff and will analyze data collected using SPSS. The external consultant will review and interpret the collected/analyzed data in consultation with the Education & Gender Advisor and other members of the GEG, as needed.

- 3) **Data collection tool development:** Using the results of the multiple choice survey, the consultant will development questionnaires used to conduct focus groups and individual interviews with key informants (representative sample of CARE Haiti staff and external partners) to gauge information related to gender integration in programming and operations. This will largely be derived from results of the multiple-choice questionnaire conducted by all CARE Haiti staff.
- 4) **Data collection through focus groups/individual interviews:** Conduct interviews and/or focus groups with CARE Haiti staff and external partners in PaP and CARE Haiti sub-offices.
- 5) **Data synthesis/analysis and interpretation:** Compile, analyze, and interpret qualitative data collected.
- 6) **Facilitation of verification workshop:** Presentation of key findings to CARE Haiti staff. Workshop used to verify soundness of findings and fill in any existing information gaps.
- 7) **Draft of recommendations:** Drafting recommendations related to gender integration in CARE Haiti's programming and operations based on findings and results of verification workshop.
- 8) **Final report:** Drafting of final report with key findings and recommendations. At the end of the audit, a report will be submitted to management and staff. The report will cover the key findings of the multiple choice questionnaire, focus groups, and key informant interviews on specific issues (mainstreaming gender into long-term objectives, programming, and budget of the CO, the current status of internal expertise and competence in gender integration/assessment/analysis, information and knowledge management on gender issues, systems and tools for accountability of gender integration, monitoring & evaluation of gender integration, choice of partner organizations, gender parity and gender equity in personnel and human resources policies and sensitive to gender and culture, impact of the organizational culture on gender equality/equity, relationship of CARE Haiti's strategy/policy to national guidance on the promotion of equality and gender equity in Haiti, etc.). It will also include analysis of the programmatic side of gender mainstreaming which highlights any best practices for the promotion of gender equality within CARE programming, as well as gaps, challenges and recommendations.
- 9) **Other duties:** Completion of any other related duties as assigned by the Education & Gender Advisor and/or PQDLD.

## **Methodology**

This consultancy will be conducted using a participatory approach involving a diverse range of stakeholders and CARE Haiti impact groups at different levels to ensure the relevance of the results. To conduct this work, CARE Haiti will use the expertise of an international consultant with proven expertise in the field of gender.

He/she shall submit a technical and financial proposal including a detailed methodology of work that will be refined with key CARE Haiti staff.

The consultant will be accompanied throughout the gender audit process by members of the CARE Haiti Gender Equality Action Group and the Education & Gender Advisor. CARE Haiti will provide the following support:

- Coordination of field visits: transportation, hotel reservations, focus group and key informant interviews, etc.
- Support with preparation of focus groups and key informant interview questionnaires.
- Feedback on audit findings/recommendations.
- Organization/implementation of verification workshop.

The support of the Gender Unit of CARE USA will be solicited as needed for alignment issues and quality assurance.

## **Candidate Profile**

### ***Education/Training:***

1. Bachelor's degree in International Development, Gender Studies, or other relevant field.

2. Master's degree in International Development, Gender Studies, or other relevant field preferred.

***Experience:***

1. 7-10 years experiences working on gender-related programming.
2. Demonstrated experience conducting or coordinating a CO gender audit.

***Technical/Competencies Skills:***

1. Fluent French and English. Knowledge and/or fluency in Haitian Creole a plus.
2. Comprehensive knowledge of gender audit handbooks (InterAction; ILO; USAID);
3. Practical, hands-on professional experience conducting or coordinating a CO-wide gender audit.
4. Knowledge of gender tools, policies, documents, etc. developed by CARE.
5. Strong skills in conducting focus groups and research interviews.
6. Excellent skills in qualitative data analysis and interpretation.
7. Solid written and verbal communication skills.

**Position Base/Travel Requirements**

The position will be based in Pétienville (Port-au-Prince), Haiti with travel between Port-au-Prince and CARE's sub-offices (Gonaives/Gros; Jérémie/Moron/Dame Marie, Léogâne/Carrefour.).

**Calendar**

1 home-based preparation day. 17 in-country days with start date on May 6, 2013 and end date is May 24, 2013  
2 home-based report preparation days.

**Compensation**

Daily rate dependent on experience will be paid to the consultant. CARE policy allows consultants to work six days/week while in-country.

**Application Process**

To apply, please send the following to [kellum@pap.care.org](mailto:kellum@pap.care.org) with copy to [bijou@pap.care.org](mailto:bijou@pap.care.org):

- CV
- Cover letter outlining relevant work experience, education, and skills/knowledge
- Desired daily rate of pay
- Names and contact information for three (3) references who can speak to relevant work completed

**Prepared by: Jane Kellum**  
**Education & Gender Advisor**

**Approved by: Lindsay Carter**  
**PQDLD**