



Terms of Reference

UNCT Gender Audit in Bhutan

I. Background

In line with the United Nations Development Assistance Framework (UNDAF) and Common Country Program Action Plan (cCPAP), which has recognized gender as one of the cross cutting themes, UNCT Bhutan is making efforts to ensure gender mainstreaming and women's empowerment initiatives at all levels of its programmes and operations. Over the past few years, the UN has implemented several initiatives to increase the effectiveness and impact of UN-supported programmes in achieving gender equality and women's empowerment in Bhutan. The UNCT Bhutan has established a comprehensive mechanism for gender mainstreaming through a network of Government and UN Gender Focal Points (GFP). The UNCT further supports the implementation of the National Plan of Action for Gender (NPAG) 2008-2013, through joint Annual Work Plans (AWPs) across five thematic areas: Poverty, Health, Education, Environment and Disaster Preparedness, and Governance.

As part of the UNDAF mid-term review, a Gender Outcome Evaluation was carried out in 2010, which has highlighted a number of issues and recommendations, including the conduct of Gender Audit in Bhutan. "A gender audit typically focuses on both internal process and support for gender mainstreaming (such as policies, capacity, resourcing) as well as external progress on gender mainstreaming (for examples in programmes, policy advice, and public relations). It establishes a baseline, identifies gaps and challenges and examples of good practice, and recommends way of addressing gaps as well as new and more effective strategies (ILO 2007:11)." The proposed Gender Audit would further supplement the Gender Outcome Evaluation and should be a strong value added exercise to crystallize further the issues into implementable gender action plans.

The Gender Specialist under the UN Resident Coordinator's Office (UNRCO) will coordinate, facilitate and manage the Gender Audit exercise and guide the work of the locally recruited Consultant. The UNCT Gender Taskforce (GTF) and the agency gender focal points will assist the Consultant and the Gender Specialist by providing a range of documents e.g. agency specific gender policies and programme related documents, gender assessments and reviews, amongst others.

Finally, the UN Bhutan gender audit will draw on the experiences and lessons learnt from gender audits and evaluations by UN agencies and other organizations, and will follow the methodologies and assessments, in particular the ILO gender audit tool.



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II. Scope of Work

The Gender Audit in Bhutan will cover the gender mainstreaming work of all resident UN agencies (UNDP, UNICEF, UNFPA, WHO, WFP, FAO) to provide a baseline for progress on gender mainstreaming following the CPAP/UNDAF cycle 2008-2013, inform development of gender mainstreaming strategy for the next CPAP and UNDAF cycle 2014-2018, guide the work of the UNCT Gender Task Force in 2011 and beyond, validate the usefulness of existing gender check list specific to the programming context of the UNCT in Bhutan. A two-pronged approach will be used -- focusing at both the level of the resident UNCT members (ONE UN), but also on individual agency capacity towards gender mainstreaming.

The gender audit will focus on the following issues:

- (1) Leadership;
- (2) Staff capacity;
- (3) Gender mainstreaming in programme and policy;
- (4) Tools and resources;
- (5) Budget;
- (6) Monitoring and evaluation; and
- (7) Agency culture such as workplace issues including sexual harassment

The ILO Gender Audit Kit, 2007 (guidelines and questionnaires) will be adopted to respond to the wide range of issues mentioned above.

III. Deliverables

The Consultant's main outputs are as follows:

- UN Bhutan Gender Audit Report (no more than 100 pages, 11 font size) with the following sections: *Executive Summary* with key findings and recommendations; *Introduction* (Objectives and scope; methodology and timeline; constraints and limitations); *Key findings* based on the 7 aforementioned issues; and *Recommendations*;
- Validate the usefulness of existing gender checklist tailored to the programming context of the UNCT resident members in Bhutan, with focus on five thematic areas: Poverty Reduction, Health, Education, Environment and Disaster Preparedness, and Governance;
- Draft gender mainstreaming strategy that will inform development of the next CPAP and UNDAF cycle 2014-18;
- Compilation/documentation of good practice examples that will emanate from selected programme field visits and interviews; and
- Methodology of the UN Bhutan gender audit.



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IV. **Required Qualifications and Experience**

- Masters degree in gender studies, development studies, development economics or any other relevant social science subject;
- A minimum of 7 years of progressively responsible experience in the areas of gender mapping and analyses, auditing, promotion of gender equality and mainstreaming;
- Proven track record and experience in gender-related work;
- Excellent command of oral and written English; and
- Knowledge of the UN System in Bhutan would be advantageous.

V. **Reporting:**

The consultant will report to the UNRCO Gender Specialist with support from the UNCT Gender Task Force.

VI. **Duration:**

The work of the Consultant is for 30 working days spread over for 2 months (from November 2011 to 15 January 2012).

VII. **Proposed Work Schedule**