

Call for Expression of Interest

Brooke is looking for a **team of consultants** (a lead consultant and a supporting consultant) to conduct the **Participatory Gender Audit of Brooke** according to the attached Terms of Reference (ToRs) between **9th December 2019 and 25th June 2020**. The assignment is for **39 working days for the lead consultant** and **34 working days for the supporting consultant**.

Applicants should submit their **expression of interest** is by **17th November 2019 midnight UK Time** by email to alexia.delelign@thebrooke.org with the subject line '**Participatory Gender Audit of Brooke**' and the following five elements:

- An **updated CV**;
- A presentation of their **background and experience** in relation to the profile described in the ToRs;
- A **statement of availability** for the duration of the assignment;
- A daily **consultancy fee in GBP** for the lead consultant and the supporting consultant;
- **Two samples of work** relevant to the assignment.

Alexia Delelign, Head of Performance and Evaluation in Brooke UK will select the consultancy team based on the required **experience and qualifications described in the Terms of Reference**.

Terms of Reference

Participatory Gender Audit at Brooke

1. Background

In March 2019, the UK Board of Trustees approved our [Gender Equality Policy](#). Brooke is committed to **mainstream gender equality in all its interventions as a means to further improve equine welfare where it operates**. It does so by focusing on three elements:

- **Staffing:** ensuring non-discrimination in recruitment and employment, advancing parity in posts
- **Substance:** conducting gender analysis and mainstreaming gender equality in all areas of technical work (both programmatic and operations)
- **Structure:** foreseeing organizational arrangements and mechanisms for mainstreaming gender into planning, monitoring, evaluation and learning

The Policy provides the framework to ensure we move cohesively and contemporarily on these three elements.

With the adoption of our new Global Plan 2019/2021, we are now working towards the achievement of our gender equality outcome 'An appropriate organisational approach to gender is developed and embedded'. Trustees agreed for a **Participatory Gender Audit (PGA)** to be conducted in Q3 FY19/20. The exercise will provide a **robust assessment of our current progress, identify good practices and highlight any areas for further attention**. It will spell out short-term recommendations which will form the basis for Brooke UK and country/region to develop and implement their own action plans to 2021 with the support of their boards. This will be critical in support of the delivery of the Global Plan 2021 outcomes around people, safeguarding and compliance and programmatic outcomes. Medium and longer term recommendations will be further used in the development of Brooke's new strategy to 2031.

Brooke CEO is leading on the implementation of the [Gender Equality Policy](#). The **Head of Performance and Evaluation** will coordinate, facilitate and manage the Gender Audit exercise and guide the work of the Consultancy Team. The **Gender Coordinators** will assist the Consultancy Team and the Head of Performance and Evaluation by providing a range of documents e.g. programme related documents, gender assessments and reviews, amongst others.

Finally, the PGA will draw on the **experiences and lessons learnt from gender audits and evaluations by other organizations**, and will **follow the methodologies and assessments, of the [ILO Participatory Gender Audit Manual](#)**.

2. Objectives and Scope of Work

2.1. Objectives

The objectives of the PGA is to:

- Establish a baseline;
- Identify gaps and challenges and examples of good practice; and
- Recommend way of addressing gaps as well as new and more effective strategies.

Short-term recommendations will inform the participatory development of UK, countries and regions' action plan on mainstreaming gender equality to 2021. Medium to longer term recommendations will serve as inputs for the development of Brooke's new strategy to 2031.

2.2. Scope

The PGA Audit at Brooke will cover the gender mainstreaming work of the entire organisation - our UK office, our 3 Affiliates (Brooke East Africa, Brooke India and Brooke Pakistan), 3 Branches (Brooke Ethiopia, Brooke America Central and Brooke West Africa) and selected partners.

The PGA will provide a baseline for progress on gender mainstreaming following the Gender Equality Policy, inform the development of a gender mainstreaming action plan up to 2021 in the UK and in countries/regions, guide the work of the Gender Coordinators in 2020 and beyond and inform the development of the next global strategy to 2031.

The PGA will focus on the following 5 key areas of enquiry:

1. Gender issues in the context of Brooke, and existing gender expertise, competence and capacity-building;
2. Gender in Brooke's work objectives, programming and implementation cycles, and choice of partner organisations;
3. Information and knowledge management within Brooke, and gender equality policy as reflected in its products and public image;
4. Decision-making, staffing and human resources, and organizational culture; and
5. Brooke's perception of achievement on gender equality to improve equine welfare.

The [ILO Participatory Gender Audit Manual](#) (particularly the 5 key areas of enquiry and guiding questions presented in Annex 1) will be adopted to respond to the wide range of issues mentioned above.

3. Deliverables

The PGA will follow a 6 step process:

1. Desk Review exercise (2 weeks) – List of documents in Annex 2
2. Semi-structured Interviews (2 weeks) – List of participants in Annex 3
3. Workshop (1 or 2 days) – List of participants in Annex 4
4. Partners' interviews (few days) – List of participants in Annex 5
5. Feedback (1 day)
6. Report preparation (2 weeks) – Format in Annex 6

The key output is the Brooke PGA Report (following the suggested format in Annex 6).

4. Required qualification and experience

The consultancy team should ideally be composed of a male and a female with a lead consultant and a supporting consultant (refer to the proposed schedule in section 7 devising work between the two consultants). They should have:

- Qualification in gender studies, development studies, development economics or any other relevant social science subject or equivalent vocational experience;
- Extensive experience of being progressively responsible 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 facilitation and report writing skills;
- Experience of ILO PGA methodology would be a strong advantage; and
- Knowledge of animal welfare would be advantageous.

5. Reporting

The consultancy team will report to the Head of Performance and Evaluation with support from the Gender Coordinators.

6. Duration

The total duration of this work is **39 working days for the lead consultant** and **34 working days for the supporting consultant**, spread over for 6 months (from December 2019 to June 2020).

7. Proposed Work Schedule

Who	What	When
Consultancy Team	Desk Review	Start 9/12/2019 to 10/01/2020 (10 working days)
Consultancy Team	Semi-structured Interviews	13/01/2020 to 22/01/2020 (8 working days)
Consultancy Team	2-days Workshop in UK with UK and countries staff	23-24/01/2020 (2 working days)
Lead consultant	Semi-structured Interviews	27/01/2020 to 28/01/2020 (2 working days)
Supporting consultant	Partners' Interviews	29-31/01/2020 (3 working days)
Consultancy Team	Present Feedback Session	3/02/2020 (1 working day)
Consultancy Team	Write PGA Report	4-17/02/2020 (10 working days)
Brooke	Provide comments to the PGA Report	18/02/2020 to 2/03/2020 (10 working days)
Brooke	Compile all comments and share with consultancy team	3/03/2020 (1 working day)
Lead consultant	Incorporate comments and deliver final PGA Report	4-6/03/2020 (3 working days)
Lead consultant	Presentation of PGA Report to UK Board of Trustees	March 2020 (1 working day)
Brooke	Board affiliates discussion of the PGA findings	April 2020
Brooke	Global Staff update on PGA findings	April 2020
Brooke	CPs SMTs discuss PGA findings with support from focal points	April 2020
Brooke	Develop Action Plan at UK, CPs and regional levels and consolidate	April-May 2020

Lead consultant	Brooke to brief lead consultant on the Action Plan	Early June 2020 (1 working day)
Lead consultant	PGA presentation and discussion at the Advisory Council jointly with Brooke	24 or 25/06/2020 (1 working day)