



TERMS OF REFERENCE FOR CARE NIGERIA'S ORGANIZATIONAL GENDER AUDIT

Background

Cooperative for Assistance and Relief Everywhere (CARE) is a non-governmental, nonpolitical, non-profit, non-partisan, and non-sectarian humanitarian organization, extending its relief and development assistance to those in need. One of CARE's mandates is to meet the immediate needs of crisis-affected women and girls and their families in the poorest communities in the world in a way that also addresses the underlying causes of people's vulnerability. CARE recognizes the link between poverty and gender inequality and the need for organizations to design, plan, and respond to the needs of affected women, girls, men, and boys in ways that promote gender equality. To address the systemic and structural practices that create barriers to the realization of women's rights and gender equality; including prevention of and response to gender-based violence and sexual exploitation and abuse, CARE recognizes the importance of working with girls and women in a way that supports their empowerment and of actively engaging men and boys as allies in the prevention of gender-based discriminations. Furthermore, gender and power dynamics play a critical role when it comes to women's participation in decision-making, laws and policies, gender roles and responsibilities, and access and control of critical services and sectors of the economy.

CARE Nigeria has been operational in Nigeria since 2017. Its programs range from providing emergency assistance, to promoting access of the most vulnerable to rights and services (health, food, and nutrition security, gender justice, etc.) with an emphasis on women and girls, to providing humanitarian and development assistance. CARE decided to expand its programming to include development interventions – to build a strong triple nexus of humanitarian, development and peace building with Gender Equality as our major focus. CARE's Country Strategy guides the Country Office in working in partnerships, building capacity, and mobilizing resources to deliver quality programs in the four key programming areas: Food and Nutrition Security (FNS); Health; Gender and Women Economic Justice and Humanitarian assistance.

CARE Nigeria's Country Strategy (2024–2030) targets particularly marginalized groups; socially and economically vulnerable women and girls and rural households living in poverty and lacking access to basic services. CARE's long-term programs focus on four main areas: food and nutrition security; women's economic justice, humanitarian action, gender justice and health. Gender equity, climate justice, resilience, conflict sensitivity and advocacy are cross-cutting issues within all four impact areas.

CARE's main office is in Abuja and has 3 sub-offices in Borno, Bauchi, and Yobe state.

Purpose of Gender Audit

The main purpose of the gender audit commissioned by CARE Nigeria is *to assess gender mainstreaming into CARE programs and provide information on how to implement gender mainstreaming effectively in policies, programs, structures, practices, and organizational culture.*

CARE Nigeria is planning to launch a new gender strategy guiding our work on gender (particularly our work in support of Indigenous women in their fight against violence and repression). In the strategy it is specified that: CARE applies a gender-equal approach in our work on gender issues because we firmly believe that all genders are equal, and therefore



deserve to have the same social, political, and economic opportunities. Addressing the situation of Indigenous women demands an intersectional approach that takes into consideration both a gender and an Indigenous Peoples' rights perspective. Furthermore, an intergenerational approach is also needed so that the wisdom of elders can be passed on to the new generations of the Indigenous Peoples movement, and vice versa.

CARE would like to commission a Gender Audit to help us ensure that we are on the right path to implementing our gender equality and inclusion strategy, identifying gaps and weaknesses, as well as strengths and opportunities in our programs and operations. The gender audit is meant to guide CARE to become better at ensuring gender equity and equality throughout our work.

The specific objectives of this gender audit include:

- Explore the extent to which gender mainstreaming has been internalized and acted upon by staff.
- Assess gender mainstreaming in terms of the development and delivery of gender-sensitive products and services.
- Identify key mechanisms, best practices, and prospective approaches that have made a positive contribution to mainstreaming gender at organizational level.
- Assess the strengths and weaknesses of CARE gender implementation of its Gender Equality and Inclusion policy in systems, operations, programs, and practices.
- Explore existing gaps, constraints and opportunities related to gender mainstreaming.
- Establish how staff relate with CARE's policies on Gender and Inclusion.

Below are some of the specific questions the audit should address:

- How can the systems be improved to better incorporate and monitor gender?
- What systems and methods for planning and reporting does the organization use to ensure gender mainstreaming?
- What initiatives have been taken by the organizations' management to promote capacity building on gender?
- What are the modalities for implementing projects: explicit integration of gender equality, separate programs, separate project components, separate budget allocations for women and gender mainstreaming?
- How are the responsibilities for gender mainstreaming shared at different levels in the organization?
- What is the level of commitment among staff and management as well as partners to integrating gender in their work?
- Are gender equality objectives formulated and translated into performance indicators and targets at the level of the program/project?
- Availability of financial and human resources allocated on gender mainstreaming.
- Provide a set of detailed, practicable recommendations for CARE to improve the planning and implementation of its future gender mainstreaming work.
- How to improve gender relations in working area.
- To what extent does CARE Nigeria's work contribute to the implementation of CARE's Gender Equality and Inclusion policy?
- How are partners' gender policies aligned or contributing to the implementation of CARE's Gender Equality and Inclusion Policy?



CARE's Approach to Gender Equality

CARE has established itself with a strong reputation for integrating gender equality approaches across its sustainable development and humanitarian programming. To further these principles, CARE has a Gender Equality and Inclusion Policy (2022) which defines CARE's explicit commitments to support gender equality and inclusion and the principles expressed in international agreements. The policy sets out mechanisms and minimum common standards for all CARE members and Country Offices. CARE members must ensure that the following standards are applied, monitored, adhered to, and reported upon. These include the following key benchmarks:

transparency and accountability.

1. Incorporate participatory and factors to inform actions across the program/project cycle in all projects and initiatives.
2. Design and implement to address the, use the, and apply and use to strengthen programs. This applies to all stages of the project cycle.
3. Engage men and boys in support of, and to promote, gender equality and women's empowerment, and work to shift gender discriminatory social norms, measuring the changes in gender equality that CARE and partners contribute to through this programming.
4. Identify potential programming risks of backlash and exposure to and put in place mechanisms to reduce risks and take deliberate action to protect, do no harm, and mitigate these unintended risk factors, regardless of sectoral focus, in all program contexts.
5. Form collaborative relationships with rights-based organizations, (e.g., women's rights, women-led, social justice, human rights movements) and representative organizations (e.g., youth-led organizations, LGBTIQ+, Organizations for/of People with Disabilities, etc.) to collaborate in the achievement of shared goals and be closer to and elevate the voices of marginalized people.
6. Ensure evaluations and reviews do no harm, are participatory, and assess sex and age disaggregated progress towards gender equality outcomes. Ensure that they apply the CI gender transformative MEAL principles, document best practices and challenges, and create mechanisms for cross-learning within communities and CARE, and with partners.
7. Ensure all our human resources policies and practices are developed with a gender equity, diversity, and inclusion lens. Report on gender and diversity balance in staffing and governance structures along with average pay levels or other key indicators. Implement targeted strategies to redress any evidence of inequalities.
8. Recruit and retain staff with a commitment to gender equality and inclusion, and social and racial justice; build staff and partner capacity and skills in gender equality and diversity, and ensure all annual operating plans, job descriptions and performance plans reflect CARE's commitment to gender equality and inclusion.
9. Regularly report to program participants, donors, and other stakeholders, on progress on gender equality and inclusion, and social and racial justice in CARE's programming and organization.
10. Take all measures to prevent and respond to all forms of sexual harassment, exploitation and abuse, and child abuse (SHEA-CA), promote staff awareness and training, and ensure there are effective systems for assessing, mitigating, and managing the risks of SHEA-CA, and reporting and monitoring.

11. Ensure external marketing, fundraising, advocacy, and communications, including all CARE public representatives, respect and uphold our commitment to gender equality and inclusion.
12. Systematically advocate and negotiate with donors for adequate flexible funding to meet the CARE International gender commitments - specifically addressing measures for Gender Equality & Inclusion integration, “do no harm”/gender-based violence prevention measures, prevention of sexual harassment, exploitation and abuse, and child abuse (PSHEA-CA), and organizational gender equity and diversity.

Methodology

The proposed methodology for the Gender Audit surveys with staff, focus group discussions (FGDs), gender policy reviews, desk reviews from similar undertakings including CARE Nigeria proposed country strategy, CARE Vision 2030 agenda, CARE Gender Equality and Inclusion Policy, CARE’s Gender Equality Theory of Change Nigeria’s National Gender Policy and other relevant materials as deemed fit.

Expected Outputs from the external consultant

It is expected that the external consultant will:

1. Develop and implement a participatory Gender Audit methodology in collaboration with CARE’s Gender and Human Resource Focal Points to assess whether internal practices and related support systems for gender mainstreaming are effective.
2. Articulate gender indicators and establish a baseline to measure the state of gender equity and gender mainstreaming within CARE Nigeria.
3. Go through CARE’s strategies, policies, and program/project formats to assess how well these support gender mainstreaming and suggest adjustments.
4. Suggest training needs, as well as checklists for programming, communications, and advocacy to help CARE ensure gender mainstreaming in our activities and support systems.
5. Conduct consultations through interviews, focus group discussions, self-assessments, surveys or other channels with CARE staff, key partners, and key board members to:
 - Assess the level we are at as an organization in gender mainstreaming.
 - Assess the level of resources allocated and spent on gender mainstreaming and gender activities.
 - Explore to what extent gender equality is mainstreamed in high-level policy objectives and priorities.
 - Assess to what extent policy intentions are carried out in specific initiatives.
 - Assess gender sensitivity in use of language and communications products.
 - Examine the extent to which human resources policies are gender sensitive.
 - Analyze how gender is mainstreamed in the implementation phase of policies, programs and initiatives, using existing information.
 - Identify and share information on mechanisms, practices and attitudes that have made a positive contribution to mainstreaming gender in an organization.
 - Identify critical gaps and challenges in gender mainstreaming.
 - Recommend ways of addressing these gaps and challenges towards making gender equity more consistent throughout CARE’ Nigeria’s work.
 - Share and discuss the main findings with CARE Nigeria.



6. A report detailing the findings of the Gender Audit and recommendations on how CARE can make gender considerations more consistent throughout the organization for improvements and concrete actions for follow-up by CARE Nigeria (could be formulated as a gender action plan for the Country office).
7. Presentation of the report and facilitation of a discussion of the findings with CARE Nigeria staff and board.
8. Suggested checklists for CARE Nigeria to use throughout the program and project cycles, and in our communications and advocacy work, to ensure a gender-sensitive approach.

Timeframe: 6 weeks from 18th March 2024- 30th April 2024

Skills and Competencies

Specific skills and competencies we seek include:

1. Experience advising NGOs in gender equity practices.
2. Understanding of a rights-based approach
3. Alignment with CARE's core values.

Performance indicators for consultant

At the end of the consultancy, the consultant should meet the following key indicators;

- All research questions are addressed.
- All deliverables are met.
- Valid data and information are collected from reliable sources.
- Consultant should complete the study in a timely manner as in timeline of the study.
- Valid and high-quality report submitted in English.

How to apply Applicants are requested to send their technical and financial proposal including their CVs, and their professional profiles and a one-page cover letter explaining their suitability for this assignment including a list of previously conducted organizational gender audits, workplan and timelines, not later than **5.00pm** on **28th March 2024**, to

NGA.procurement@care.org