

Gender Equality Assessment and Gender Action Plan for the Durrës wastewater management project (CAL1037)

Terms of Reference

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Presentation of AFD

Agence Française de Développement (AFD) group is a public institution that finances, supports and accelerates the transition to a more just and sustainable world. A French development aid and sustainable development investment platform, we build shared solutions with our partners, with and for the people in developing countries.

Our teams are involved in over 4,000 projects in France, in the overseas territories and in 115 other countries, for the common good of humanity – the climate, biodiversity, peace, gender equality, education and health. In this way, we are thus contributing to the commitment of France and of the French people to the Sustainable Development Goals. For a shared world.

Through grants, loans, guarantee funds or debt reduction and development contracts, AFD funds projects, programmes and studies and supports its partners in developing countries with their capacity building.

Its subsidiaries Proparco, provides support for private investments, and Expertise France, mobilise French public expertise.

AFD also works with French and international academic networks to feed into forward-looking discussions and debates on development.

It manages the French Global Environment Fund (Fonds français pour l'environnement mondial - FFEM), which co-finances projects that bridge environmental and development issues.

Full information on AFD, and in particular its Code of Ethics, which the Service Provider is strongly encouraged to read, can be found at www.afd.fr.

Background presentation

AFD and Gender Equality

In the framework of its 2018-2022 Strategy¹, AFD has committed in a “100% social link” approach, targeting in its funded actions social cohesion and well-being in the populations, particularly by increasing access to education and promoting gender equality. AFD gender equality objectives are based on France’s International Strategy for Gender Equality² and are monitored on a yearly basis through OECD’s DAC Gender Equality policy marker³. At AFD project level, the Sustainable Development Analysis Framework guides and supports the integration of gender equality issues.

The Project

Access to sanitation services is a major environmental and sanitary issue in Albania. Over the country, 54% of wastewater produced is collected and 14% is treated and sanitized before release into the environment. This pollution is also a major economic issue given the economic importance of the tourism industry, particularly in the city of Durrës and its vicinity. According to the Water NIPS project, financed by SIDA, in the framework of the drafting of the Waste Water Directive Specific Implementation Plan(WWTD DSIP) , 2.5 Bn Euros (almost 1,000 Euros per capita) shall be invested to build universal access to sanitation services within the next 30 years and reach the SDG6 target.

In parallel, Albania has started in July 2022 the negotiation process to join the European Union, which implies to converge towards compliance to its legal and institutional framework – under chapter 27 of the “acquis communautaire”, universal access to sanitation services is required. This process provides access to important transfers of funds, via pre-adhesion financial instrument (IPA) and the Western Balkan investment framework (WBIF).

In this context the Government of Albania undertakes to develop a sustainable wastewater management system in Durrës, second city and main port of Albania, located along the Adriatic coast. The city hosts 175,000 inhabitants according to the 2011 census, and the metropolitan area, which comprises 5 municipalities and 10 communes, 350,000 people (up to 400,000 in the touristic season).

The project encompasses the rehabilitation and extension of the wastewater treatment plant, in order to cope with the development of the metropolitan area, and the rehabilitation of the sewerage network in the city old town and former swamp area which forms an expansion area of the city centre. The total project cost is estimated 83 M€. A grant request of 60,2 M€ is to be submitted to the EU through the WBIF in 20205, the remaining part is to be funded by AFD in loan.

In parallel, AFD is already committed to a 61 M€ investment in loan (60 M€) and grant (1 M€) from the French government, for the rehabilitation of the water supply system of the city. Both projects are managed by the water and sanitation agency (AKUK) of the Ministry of infrastructure and energy (MIE),

¹ <https://www.afd.fr/en/actualites/new-afd-group-strategy?origin=/fr/rechercher%3Fquery%3DPOS>

² <https://www.diplomatie.gouv.fr/en/french-foreign-policy/human-rights/women-s-rights/france-s-international-strategy-for-gender-equality-2018-2022/>

³ <https://www.oecd.org/dac/gender-development/development-finance-for-gender-equality-and-women-s-empowerment.htm>

and benefit to the Durrës regional water and sanitation utility (UKRD), a company owned by the government (51%) and municipalities of its service area (49%).

Under AFD funded water investment project, a great effort is being made to enhance UKRD's operational performance, mainly through technical assistance (TA) and trainings. This component will take stock of the utility assessment and action plan conducted in 2022 under the "Utilities of the Future" initiative led by the World Bank and Swiss Cooperation. This assessment encompassed all functions of the utility, including human resources and tackled inclusion and gender. However, the recommendations were rather generic and what will actually be implemented by the TA remains uncertain.

General gender issues in the water and sanitation sector

In general, in the water and sanitation sector, some issues related to gender inequality can be pre-identified:

- The less economically favoured population suffers greater difficulties in accessing water and sanitation services. Women and in particular single women headed households make up the majority of this group;
- In the context of the care economy, women are generally responsible for the water supply and devote a large part of their time and energy to this domestic task, including making water safe to drink;
- The lack of public and domestic sanitation facilities affects women and girls more than men, given the effects that menstrual poverty has on them, beyond health;
- Gender inequalities also affect the process of debate and decision-making. Thus, women participate to a limited extent or are excluded from water and sanitation projects at all levels (families, local communities, sectoral policies);
- This absence prevents women's specific needs in terms of access to water and sanitation from being taken into account from the earliest stages of project identification. The consequences can result in inadequate, unused and unsustainable infrastructure;
- Sectoral water and sanitation policies are mistakenly considered to be socially neutral, even though they have different effects on men and women;
- Water and sanitation infrastructure construction projects and their effects, such as possible population displacement, affect women more than men;
- Less than one in five water workers are women, according to new research by the World Bank's Water Global Practice. Women are also underrepresented in technical and managerial positions where, in sampled utilities, on average only 23 percent of licensed engineers are women. The figure is the same for female managers⁴;
- In many countries women are not attracted to the water sector because of prevailing social norms that view technical jobs, such as engineering, as inappropriate for women;
- While all employees face certain challenges at different stages of their careers, women in particular face barriers to joining, staying and growing in a sector that is so dominated by men. Retention of women in water utilities is often hampered by a lack of gender-sensitive policies and a discriminatory workplace environment. Finally, in terms of advancement, women often

⁴ <https://www.worldbank.org/en/news/feature/2019/08/27/breaking-barriers>

face the challenge that they are not offered the same opportunities in training and promotions as their male counterparts.

Objectives and scope of the consultancy

Objectives of this tender is to support the appraisal of the wastewater management project, with the integration of gender equality aspects.

The service will make it possible to:

- Provide a detailed assessment of gender dynamics at institutional and operational levels;
- Analyse the specific needs (immediate and strategic) of women who will benefit from the project activities – methodology to be discussed with AKUK and UKRD (e.g. through literature review, key informant interviews, focus groups discussions and a sample of selected MSMEs managed by women);
- Analyse the capacities of the stakeholders involved, in particular through an assessment of UKRD's practices and capacities in terms of taking gender into account in its policies and operations;
- Develop up a Gender Action Plan – GAP - to mainstream gender perspectives in the institutional practices of AKUK and UKRD, with a view to achieving a DAC 1 classification according to OECD criteria;
- Design subsequent Technical Assistance on gender mainstreaming as part of the project.

The study should present a sound analysis of the reference situation in the women water and sanitation sector: country context, gender-specific data, differentiated analysis of barriers and constraints to men's and women's participation in the Project and to the Project's benefits (goods and services generated), analysis of the Project's gender risks and opportunities, analysis of women's immediate and strategic empowerment needs, mapping and analysis of stakeholders' gender capacities within the project's geographical and/or sectoral perimeter. In particular, the study will present gender disparities in access to water and sanitation services.

The study should not treat beneficiaries as homogeneous profiles with identical needs and similar constraints: it will analyse the different profiles from an intersectional perspective, i.e. taking into account the interactions between the different categories of belonging (real or assumed) of individuals, and their influence in the production and reproduction of social inequalities: gender, age, community belonging, social class, disability, sexual orientation, etc.

The outcomes of the Consultancy will comprise the following main Tasks:

- Task 1: Gender assessment of AKUK and UKRD at institutional level;
- Task 2: Gender Action Plan;
- Task 3: Scoping note to direct technical assistance towards specific activities to improve gender equality

Services expected under this tender

Detail of the expected services

Part 1 – Conduction of a gender assessment

The aim of the gender assessment is to map the current situation in terms of gender equality - taking into account inequalities within UKRD and in its operational practices as well as in AKUK central level.

First part of the services will comprise of a gender assessment, covering the following aspects:

1) Analysis of the legal, political, and institutional framework

The Service Provider will review and analyse in a concise and operational manner aspects related to the legal, political, and institutional framework related to gender equality, in particular:

- Reminder of the country's international commitments in terms of gender and gender equality (e.g. CEDAW, Beijing Platform for Action, etc.), and possibly including commitments for which gender is not the main objective, in relation to the project (e.g. gender-sensitive NDC if applicable);
- Review and deepening of the national policy framework on gender and gender equality;
- Analysis of the policy and institutional framework on gender and gender equality;
- Organisation and operational capacities of dedicated public entities (Ministry, State agencies, etc.) and gender mainstreaming in other State agencies (e.g. network of gender focal points in other ministries, sectoral gender strategy), including deconcentrated and/or decentralised services, and State entities relevant for the Project;
- Stakeholder analysis mapping in relation with gender equality and Project Purpose: public entities (and private entities if relevant), civil society organisations, donors, UN agencies, etc.

2) Project owner's capacity assessment

Internally, the diagnosis should be able to identify and analyse issues relating to gender inequalities within UKRD's workforce and contribute to reinforcing the importance of valuing and integrating employees in order to jointly design and implement actions.

The assessment will include an analysis of the following aspects:

- a) Hiring; Training; Promotion; Qualification; Classification; Working conditions; Representation, Health and safety at work; Security; Effective remuneration / Relationship between private and professional life.

These aspects should be based on:

- the analysis of the project owner's commitment to professional equality in the internal and external spheres, based on the documents that guide the strategy for reducing gender inequalities if such documents exist: gender policy or strategy documents, professional approach to equality for the workforce, etc;
 - the analysis of existing internal competences on gender equality that can be mobilised: dedicated staff and, where appropriate, training already received on the subject, etc;
 - the existence of a policy and mechanisms to prevent and punish sexual exploitation and abuse in the company;
 - the assessment of the operationalisation of the policy and dedicated mechanisms;
 - Analyse the company's capacity to implement and expand programmes that address gender equality;
- b) Perceptions of gender issues among staff, which may include, among others, prejudices and stereotypes about women's work and working with women, as well as perceptions of men and women about obstacles to women's inclusion;
 - c) Existing and available expertise at internal level on gender aspects: dedicated staff, training sessions already displayed on gender equality, etc.;

- d) Assessment of a sample of programmes that have or are currently being implemented using a gender lens and specific gender sensitive criteria;
- e) Other past or on-going projects and partnerships related to gender equality.

This document should serve as a basis for reviewing internal policies (human resources policy, gender strategy), standards and processes related to promoting gender equality and women inclusion in the company. The suggestions made in the assessment will be evaluated by UKRD's Executive Management and AKUK as main shareholder of UKRD.

In addition to a general overview of the Project owner, this product should identify opportunities to improve, adapt and enhance management practices that prioritise gender equality and women inclusion, in order to improve working conditions for women and the working environment for the project owner's entire workforce. This objective should include the commitment of all the project owner's leadership levels to their responsibility in relation to gender equality actions in the project owner's practices.

In addition, the diagnosis should analyse the project owner's capacities for implementing transversal and specific gender equality programmes (professional, gender, social, etc.) in its internal actions, and externally, to better serve its customers. This assessment aims at identifying promising practices and make recommendations in favour of reducing gender inequalities and transforming the organisational culture.

On such basis, the needs in training, capacity-building, and technical assistance of the Project Owner/ partners will be identified. The interest and will of the Project Owner to work on gender equality aspects will be highlighted.

3) A brief socio-economic study of the areas covered by the project and an analysis of gender issues and inequalities in relation to the water and sanitation sector.

On the basis of a literature review, to be completed by key informant interviews if necessary, the Service Provider will conduct (or complement) a socio-economic assessment of the Project target area, in order to inform about the following:

- Households profile: composition, social and demographic data, etc. If possible, a typology of households will be carried out; % of single women headed households;
- Ownership and use of urban space between men and women and between different groups according to economic and social characteristics;
- Overview of social dynamic in the area (youth, migrations, etc.).
- Gender analysis in the Project sector: Through a combination of theoretical inputs and fieldwork, the Service Provider will highlight gender equality aspects relevant for the Project and the Project intervention sector. Below-listed issues will be assessed and reported. In case other relevant issues appear in the course of the services, they must complement to the assessment.
 - Share of housework and care work between men and women: differentiated and/or shared responsibilities related to the household and/or the family. Unpaid care work

must be accurately described (type of work, person(s) in charge, and dedicated amount of time);

- Existing gendered differences in the access to and payment for water and sanitation services and infrastructures;
- Gender-differentiated needs, access, and use of sanitation facilities;

Part 2 – Design of a Gender Action Plan for the Project

In a second phase, based on the diagnosis previously carried out and the content proposed for the Project, the service provider will build in a collaborative way a Gender Action Plan (GAP) in coordination with AFD, AKUK as the project owner and UKRD as the project beneficiary, and involving the Technical Assistant of the Water project (Posch-Hydroconseil).

The Gender Action Plan will include the definition of a gender equality objective for the project, that will be accurately defined (theory of change of the GAP). Such objective will be developed in a set of Project activities, to be accurately and operationally described and budgeted.

The GAP should include :

- A detailed logical framework (General objectives, specific objectives, activities , indicator for specific objectives (goals) and activities (means and goals), actors, priorities and costs
- Each activity should be detail description sheet : sub-activities, budgets/costs, actors, indicator evaluation/monitoring methodology and scheme
- Terms of reference for activities or groups of activities to be implemented : expected methodology, staff/experts, deliverables ...

The aim of this activity is to ensure that actions in favour of professional equality and the reduction of gender inequalities are proposed, validated and implemented, bearing in mind the project owner's company's capacity to implement and monitor them in the short, medium and long term. In addition, the Action Plan should be developed on the basis of the analyses made in Product 1. In order to guarantee the implementation and monitoring of the initiatives by UKRD, a Training Plan should also be drawn up.

This action plan will aim to, in the medium to long term:

- Support changes towards the evolution of perceptions, mentalities and behaviours in favour of gender equality and professional equality within UKRD.
- Strengthen professional equality between men and women and, in general, between all employees, taking into account the risks of discrimination within UKRD. This objective will be achieved through a variety of strategies, such as: making the water and sanitation sector more attractive to women, implementing more inclusive recruitment processes where possible, creating more sustainable jobs for women and concrete development prospects, improving the working conditions of women, creating a more inclusive working environment, improving the professional mobility of women, etc.
- Include disadvantaged women and other groups in access to sanitation services, including specific proposals for:
 - o Consideration of the economic capacities of women and other disadvantaged groups to ensure adequate and sustainable access to sanitation infrastructure;
 - o Creation of jobs in the project for both women and men, with attention to the possible exclusionary effects of women's informal practices;
 - o Prevent sexual harassment and violence against women on works sites

- Participation of women: taking gender into account in mediation and social engineering mechanisms, involvement of women in local governance, especially consultation meetings on the services provided by UKRD; participation of NGOs and local associations representing women in consultative processes and project design.

To ensure the effectiveness of this type of gender support, it will be essential to obtain the support of AKUK, UKRD senior and middle management, as well as the support of the staff for the resulting GAP. The service provider will organise the activities, workshops and meetings needed to obtain this support.

A Capacity Building Plan is the necessary step to give UKRD staff the tools to build, implement, monitor and evaluate the initiatives contained in the Action Plan.

The Action Plan will be presented synthetically in the format proposed in Appendix 1, and will be accompanied by a narrative detailing the content of the proposed activities, a precise method of implementation, a timetable and detailed budget.

The activities proposed in the Gender Action Plan must be in line with (i) the Project's logical framework and (ii) the budget available for the gender-related technical assistance, both to be shared with the service provider. The activities must be ranked by priority order based on a prior discussion with AKUK, UKRD and AFD, an estimated budget breakdown and implementation timeline shall be proposed by the service provider. A feedback/validation meeting shall be organized at the end of the assignment.

Part 3 – Scoping note for the subsequent gender-related Technical Assistance

Based on the Gender Action Plan and the available budget, the service provider will develop implementation activities, including at least the following:

- Detailed activities, detailed budget, practical recommendations, main preconditions, hypotheses and risks identified, level of effort, etc.;
- Terms of reference for related activities;
- Proposal of monitoring measures to ensure the project TA properly implements prioritized activities.

For this task, the service provider will thoroughly analyse the existing capacity and gender expertise of the current TA to implement proposed activities and will make proper recommendations should the TA need additional gender expertise.

The consultant will identify, in cooperation with AKUK, UKRD and the project TA, what activities can be implemented with support of the project TA, and additional needs, in expertise and workforce, to implement the remaining activities.

Delivery / Performance Conditions de livraison / Contact people

The Contract shall be performed at the premises of the service provider and include field missions in Tirana and Durrës to meet AKUK as the project owner and UKRD as the project beneficiary.

The work will be undertaken under the responsibility of Sylvain LEFEBVRE, task team leader in the water and sanitation division of AFD and Lucie BROEHLER, Gender Expert. In Albania it will be

followed-up by AFD's local office represented by Clémence GAGNAIRE and Sebastien CARREAU, AFD representatives based in Tirana.

Expected methodology

The Service Provider will use methods and tools of humanities and social sciences, adapted to the context of the assessment, and bringing together theoretical inputs and fieldwork.

The proposed methodology shall at least cover the following:

- A literature review on gender equality in the country/region and sector(s) targeted by the Project: policy papers, research works, socio-demographic surveys, donors and development agencies literature (gender country profiles, gender toolkits, etc.);
- Key informant interviews, involving informants from, for instance, local and national relevant institutions, civil society organisations, research organisations, international organisations, etc.
- A phase of data gathering and analysis, and writing of deliverables;
- One or more meetings / workshops to co-construct the project's gender action plan with AKUK and UKRD, including a workshop to validate the priority actions to be carried out as part of the Technical Assistance;
- Regular meetings with AFD and Project stakeholders, at least at the beginning and at the end of the services, and, if necessary, during implementation.

The service provider is expected to coordinate with AKUK, UKRD and AFD to ensure that the recommendations and the Gender Action Plan are consistent with the general objectives and activities of the Project and with the project owner's priorities.

The offer will detail accurately the methodology, justifying the selected approach, the role of each expert in the mission, and the breakdown of fieldwork and office work.

In his proposal, the service provider is also expected to i) comment on the methodology presented in the terms of reference, ii) propose adjustments and variants based on his experience, iii) propose a first set of indicators for the action plan that will be updated and completed during the field diagnosis.

For the diagnostic phase, the service provider will specify the methods to be used for (i) investigation (individual interviews with managers, anonymous surveys and questionnaires, etc.), (ii) communication process with employees and (iii) reporting of results and validation by management.

For the following phases, the service provider will present in his offer the detailed methodology that he intends to deploy for the definition of the action plans, as well as the prerequisites and underlying assumptions. This will also detail the methodology proposed for the support phase for the implementation of the action plans.

Resources made available to the service provider

In addition, the Service Provider will refer to the following resources :

- [Boîte à Outils Genre : Eau et Assainissement](#) ;
- <https://www.afd.fr/fr/ressources/les-communs-de-leau-et-les-communs-urbains-au-prisme-du-genre>
- Utilities of the Future assessment and action plan
- Inception report of the water project technical assistance

Key issues to be addressed by the consultancy

The services shall check the following points, in relation with the associated Project:

- The Project Owner's gender capacity has been assessed, and the Project Owner is willing to commit in the gender equality objective;
- The baseline study includes gender-disaggregated data, an analysis of barriers and constraints to the participation of men and women into the Project, a risk and opportunity assessment of the Project from a gendered point of view, and it nourishes design / is not limited to a component;
- Gender actions are detailed and include: a budget and financial resources, human resources and responsibilities for their implementation, elements for training and/or capacity-building, a monitoring and evaluation system including target and monitoring indicators;
- Gender issues are not limited to the gender assessment report and the GAP, they are mainstreamed in the Project as a whole.

Expected Deliverables

In line with the expected contents of the services, the Service Provider will produce the following deliverables:

- Intermediary deliverables: **Initial report (Scoping note) stating:** the methodology to be implemented, the work programme and schedule, including a list of persons to be interviewed and proposal of locations to be targeted for field research work, the types of relevant data (quantitative and qualitative) to be collected and a listing of the available literature/documentary base to be analysed.
- Final deliverables:
 - **Deliverable 1: Full assessment report** on gender equality. This report (word and .pdf documents, 45 pages max. excluding annexes & summary PPT presentation), shall include:
 - The description of implementing steps of the services, including the possible difficulties met during the implementation;
 - Detailed baseline assessment, supported by key bibliographic references, quantitative and qualitative data gathered during mission implementation and field survey in particular;
 - Operational recommendations for proper implementation of the Project Gender Action Plan, including detail (as part of the GAP) of human and financial resources, as well as any other mean necessary to such implementation;

- Detailed bibliography and references used for the services;
- All elements informing on the implementation of field work, such as: list of persons met, interview reports and/or focus group discussions reports, quantitative database, etc.;
- **Deliverable 2: Gender Action Plan** for the Project, consistent with the Project logical framework and following the template in Appendix 1;
 - New actions within the institution to promote gender equality;
 - Actions to improve the inclusion of women within existing operations;
 - Others as per the service provider's proposal;
 - Operational and institutional recommendations for proper implementation of the Gender Action Plan.

Proposed actions should be prioritized.

- **Deliverable 3: Scoping note for the subsequent gender-related Technical Assistance** containing :
 - Detailed and budgeted activities, based on the Gender Action Plan;
 - Main recommendations to implement these activities at institutional and operational levels, including detail of human and financial resources, as well as any other mean necessary to such implementation (taking into account the presence of a project TA and its capacity to support the implementation of part or all of the GAP), including gender expertise analysis of current TA;
 - Main preconditions, hypothesis and risks identified for the implementation of the activities;
 - Indicative timeline;
 - Annexes: Draft TORs for all consulting services, including a proposition of Level of effort (number of working days/ range of pricing and number of consultants required per assignment) .

Use of Albanian / English

Under the contract, Albanian must be used with the project owner, alternatively English. Deliverables will be produced in English. The final versions of each deliverable should be translated in Albanese.

Expected Expertise

The Service Provider will allocate personnel with skills and experience matching with the hereby-described requirements, in order to reach the results that have been set. More specifically, the Service Provider will assign to the services a team with the following profile:

The team of consultants must meet the following requirements:

- Extensive knowledge and proven work experience in Eastern Europe/ Albania, with the ability to travel several times to the project implementation area;
- Master's degree in the humanities and social sciences (sociology, ethnology, geography, economics, political science), including academic training in gender studies;
- 5 years of proven experience in analysing gender and diversity in the labour context: conducting qualitative and quantitative field research and baseline assessment for development projects that include a gender equality objective; excellent knowledge of the

dynamics of multidimensional inequality in Eastern Europe / Albania; proven experience in human resources;

- Previous experience in the project area would be an advantage;
- Experience in the collection and formulation of gender-sensitive indicators and sex-disaggregated data;
- Experience in the areas of organizational change, and/or organizational performance improvement consulting, and/or strategic planning, and/or human resource management;
- Excellent communication skills and ability to express complex ideas to non-specialized audiences;
- Experience in managing development projects and good knowledge of international funders' approaches to gender equality;
- Experience in the area of water and sanitation is indispensable;
- Country/regional knowledge: Eastern Europe/ Albania
- Languages: Fluency in English essential. All deliverables in English.
- Demonstrated skills in conducting meetings and workshops;
- Excellent synthesis and writing skills;

Specific attention will be brought to the diversity of profiles, particularly in terms of age and gender, as well as the balance between international and national expertise.

Validation of deliverables by AFD

Deliverables validation process

On receipt of the deliverables, AFD will have 10 working days to validate or not the deliverables. If AFD wishes to amend the deliverables, it will send the Service Provider its comments on the deliverables no later than 10 working days after receipt. The Service Provider will have 7 working days to take these comments into account and propose a new version of the deliverable. This process may be repeated until AFD is satisfied with the deliverables. The deliverable will only be validated upon AFD's decision.

Deliverable validation criteria

- Clarity and readability of deliverables,
- Adherence to deadlines,
- The quality of the analysis and associated writing (in particular the sales pitch).
- Compliance with the scope of the Service requested,
- Operational nature of deliverable conclusions,
- Added value in relation to the existing situation, as proposed by the content of the deliverable,

Expected timeframe for the Services

The delivery of the assessment report is awaited 2 months ; the gender action plan and scoping note on technical assistance activities one month later.

The expected duration of the services is approximately 60 person-days, within 4 months

The services are broken down into the technical steps described below:

Steps		Tentative timeline	Disbursement
1	Kick-off meeting This phase will include an initial meeting with UKRD and AFD in order to define the mission plan and various deadlines, as well as logistical concerns. The service provider should send a detailed work plan to the service (Excel format) before the kick-off meeting	TBD – ideally by mid-March	20%
2	Intermediary deliverables: Initial report (Scoping note)	End of April	
3	Deliverable 1: Full assessment report	End of May	40%
4	Deliverable 2: Gender Action Plan	End of June	
5	Deliverable3: Scoping note for the subsequent gender-related Technical Assistance	End of June	
6	Final steps and validation of deliverables	Beg July	40%

Intermediary meetings with AFD could be organised during services implementation.

Appendix 1 – Gender Action Plan Template

NB : Alternatively, the GCF Gender Action Plan template can be used: <https://www.greenclimate.fund/document/gender-assessment-and-action-plan-annex-8-funding-proposals>

- **Activities:** Describe here the activities that are expected to be implemented to tackle gender inequalities. A more detailed description will be provided in addition to this table in order to describe the detailed contents of these activities.
- **Responsibilities:** Detail here the share of responsibilities, in particular between Project Owner, Technical Assistance, communities, etc. Implementing responsibilities can be common or shared between several partners.
- **Result Indicators:** Result indicators will allow defining an objective and measuring the implementation progress. Indicators must be SMART (Specific, Measurable, Achievable, Realistic, Time-bound). For instance, if the activity is “Training session on gender equality for the team”, the indicator will be “XX trained persons”.
- **Means of verification:** Specify here the deliverables that will allow verifying the achievement of result indicators. For instance, if the indicator is “XX trained persons”, the means of verification could be the attendees list, a training report, etc.
- **Resources:** These are resources, in a broad understanding, supporting the activity implementation: necessary budget, human resources, regular functioning expenses and equipment, etc.;
- **Priority / Deadline :** Inform here the priority level of the activity, and/or the deadline, in line with Project steps and milestones.

Activities	Responsibilities	Result Indicators	Means of Verification	Resources	Priority / Deadline
1. Component 1 - XXX					
Activity 1.1.					
Activity 1.2.					
2. Component 2 - XX					
Activity 2.1.					
Activity 2.2.					
...					

Appendix 2 – Additional resources

- AFD, Approach to integrating gender equality objectives into lines of credit funded by AFD



170310 Approche
Egalité pro LC AFD.do

- ANACT, The issues at stake: <https://www.anact.fr/egalite-professionnelle-les-enjeux>; and the keys to implementing a gender equality approach: <https://www.anact.fr/legalite-professionnelle-la-methode-anact> and <https://www.anact.fr/realiser-son-diagnostic-egalite-professionnelle>
- Economic Dividends for Gender Equality (EDGE) certification criteria: <https://www.edge-cert.org/>
EDGE is one of the leading global assessment methodologies and business certification standards for gender equality.
- McKinsey Still looking for room at the top: Ten years of research on women in the workplace, 2018/ <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/women-in-the-workplace>
- ORSE's guide to gender equality in the workplace: <https://www.orse.org/nos-travaux/guide-tout-savoir-sur-legalite-professionnelle-entre-les-femmes-et-les-hommes-2eme-edition>
- USAID, Delivering Gender Equality, A best practice framework for Male-dominated industries : <https://www.usaid.gov/engendering-industries/gender-equality-best-practices-framework>
- USAID Engendering Industries Partners | Gender Equality and Women's Empowerment | U.S. Agency for International Development ([usaid.gov](https://www.usaid.gov));
- Women in Water Utilities: Breaking Barriers
<https://openknowledge.worldbank.org/entities/publication/071b0f76-17dd-5c09-974b-0c4df85f196e>