

## CHAPTER VII: TERMS OF REFERENCE FOR CONSULTANTS

This chapter gives general terms of reference for a gender specialist in the water sector and specific terms of references for gender analysis during:

- Preparation and design phases
- Implementation phase
- Monitoring and evaluation.

The chapter presents samples of general terms of reference for gender experts hired at various stages of the project or business cycle. Task managers can adapt these to suit the particular country context in which they work.

### A. Terms of Reference for a Gender Specialist in the Water and Sanitation Sector

#### *Overall Responsibilities*

The gender specialist will ensure that gender issues are considered in project activities for urban/rural water supply and sanitation.

#### *Tasks*

*Preparation of sector plans.* The sector plans prepared for this assignment will form the basis for implementing the World Bank–assisted water supply and sanitation project. The specialist shall ensure that adequate attention is paid to gender in conducting all surveys and collection and analysis of demographic, physical, economic, and financial data to attain this objective.

The specialist will ensure that gender-disaggregated analysis is conducted on all of the following aspects in preparing the sector plans. Each sector plan will include:

- Description of the situation of both men and women with respect to the geographic, economic development, and demographic features of the area
- Summary of the gender-disaggregated health statistics for the project area
- Description of women’s and men’s roles in the current status of water supply, covering both physical provision, O&M, and institutional development.

*Implementation.* The specialist will conduct on-the-job site inspections and furnish periodic progress reports about implementation. She or he will report on the participation of men and women and recommend opportunities for them to participate in the following activities under the project:

- Planning
- Implementation

- Management
- Operation and maintenance
- Monitoring
- Training
- Community development.

She or he will recommend mid-course corrections in the design and implementation plan of the project, as required, to ensure the above.

*Report.* Within one month, the consultant will prepare a descriptive and analytical report presenting the main findings and suggesting appropriate options and recommendations.

## **B. Terms of Reference for Gender Analysis During the Preparation and Design Phases**

### *Overall Responsibilities*

The gender specialist will ensure that gender issues are appropriately considered during the project preparation and design phases. Areas of emphasis include data collection, determination of overall project objectives and activities, and gender-sensitive project design.

### *Tasks*

*Data collection.* The specialist will ensure that collected data are gender disaggregated. Sufficient data on gender issues should be gathered for appropriate project design. Data will be collected on such topics as:

- Government and agency policies on gender issues in general and water and sanitation in particular
- Summary of men's and women's status and roles in the project area, especially in activities relating to water and sanitation
- Inventory of existing community and NGO groups in the project area and men's and women's roles in each, including any women's organizations
- Previous experience with designing and implementing gender-sensitive water and sanitation projects in the project area or in similar areas in the country
- Women's and men's views on existing water and sanitation systems in the community.

*Project planning and design.* Based on the information collected, the specialist will work with community members and other project team members to determine priorities and project activities. A special effort should be made to incorporate the findings of gender analysis into the project design. In particular, the specialist is responsible for:

- Ensuring that project goals, objectives, processes, and activities are gender-sensitive and meet the needs and priorities of both village women and men.
- Identifying constraints to women's participation and developing strategies to minimize or eliminate them.
- Making adequate staff and budget provisions for women's as well as men's involvement, including plans for hiring women staff, especially if village women do not meet with men staff

- Developing a strategy for staff training in gender analysis (if staff have not yet been trained) and identifying community training needs related to women's involvement
- Where the project utilizes village committees, ensuring that project design provides for their constitution in a gender-sensitive manner, including creation of separate committees for women, if men and women will not meet together
- Ensuring that both women and men are involved in key project decisions, such as the choice of technology, service levels, arrangements for O&M, and cost recovery mechanisms.

*Report.* The consultant will prepare within one month a descriptive and analytical report presenting the main findings and suggesting appropriate options and recommendations.

### **C. Terms of Reference for Gender Analysis During the Implementation Phase**

#### *Overall Responsibilities*

The gender specialist on the project implementation team is responsible for ensuring that gender-sensitive project design is well implemented. If gender was not addressed in the design, the specialist will propose a modification of the design during implementation. In particular, the specialist is responsible for:

- Developing a gender strategy for the project or refining the strategy developed during project preparation as needed
- Ensuring that project activities that involve women are carried out at times and locations convenient for women
- Hiring and supervising staff focusing on gender issues
- Conducting gender training sessions for the sensitization of all staff
- Organizing community-level training as needed concerning participation and gender issues and specific training for women in skills needed for the project
- Working with other project staff and the community to develop and maintain an M&E system that includes gender-disaggregated data and data that provide indicators concerning women's and men's involvement
- Reformulating the project and making mid-course corrections as needed during implementation for better attention to gender, based on the results of monitoring
- Developing adequate information channels between village women and men and project and government staff

*Report.* Within one month, the consultant will prepare a report presenting the main findings and suggesting appropriate options and recommendations.

## **D. Terms of Reference for Gender Analysis During Monitoring and Evaluation**

### *Overall Responsibilities*

The gender specialist will be responsible for developing and implementing gender-sensitive M&E systems.<sup>32</sup> Gender issues will form an integral part of an overall M&E framework. In particular, the specialist is responsible for:

- Ensuring that the project's M&E system can provide gender-disaggregated data and indicators that can be used to measure the gender appropriateness of project activities. The system should be designed to provide staff and the community with timely information that can be used to adjust and reformulate the project in the course of implementation, if needed.
- Measuring the effects and impact of the project separately for women and men.
- Analyzing men's and women's participation in the project and their access to and control over management and resources. This includes assessing types of involvement: decisionmaking, financial, participation on committees, management, maintenance, and so on. For example, how many women and how many men are on the committees and what roles do they play?
- Examining staff attitudes toward gender issues and how this affects project outcomes. Are staff supportive of gender issues? Have they received gender training? If so, what impact did this have? Should they receive additional or follow-up training?
- Assessing the training of men and women in maintenance, hygiene education, and other skill areas. What percentage of women as opposed to men were trained in each area? What were the benefits of the training? What could have been done differently? Is there any difference between the performance of women and men?
- Examining women's and men's roles in determining the type of technology chosen, the siting of facilities, and whether or not additional facilities such as washing and bathing facilities will be built.
- Involving community women and men in data collection and interpretation and in the design of the system(s).
- Organizing meetings, workshops, or both to inform project staff and communities of M&E findings.
- Identifying areas for further research.

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<sup>32</sup> Ideally, the specialist will be part of an M&E team.

- Analyzing additional benefits, such as gains in time that women and men derived from the project.
- How were these gains in time used—for economic or social purposes—and why? Did the project anticipate or plan for these uses?
- Analyzing additional costs in time or labor for men or women created by the project activities.
- Drawing lessons and providing recommendations for future projects.

*Report.* Within one month, the consultant will prepare a descriptive and analytical report presenting the main findings and suggesting appropriate options and recommendations.