
Terms of Reference GSE Focal Person

A) Definition of tasks

1. Positioning in the organisation

As an organisation that is working towards a fairer and more just world, HELVETAS seeks to ensure that its organisational culture and practice reflect its commitment to social equity, inclusion, justice and systemic sustainable change.

Gender and Social Equity is one of three organizational transversal themes. The mainstreaming of GSE is a shared priority and responsibility, starting with management and advisors, and culminating with project officers and supporting team members. In order to ensure GSE is anchored in our organization and programs, in our head offices, our program and field project offices, HELVETAS has created the position of GSE Focal Person. This position can be voluntary or paid, pending on among others:

- Gender gaps identified and available resources to comprehensively address those gaps
- Existing capacities among team members and/or local partners
- Commitment to ensure GSE is integral to all aspects of organizational and program management over the longer term

GSE Focal Persons can be existing team members with a particular interest, will and degree of experience who with their line management agree to dedicate a certain % of their time to GSE; or in particular if paid, the GSE Focal Person is someone with both experience and particular expertise. In both cases, it is important to ensure the person(s) have the managerial backing, mandated 'authority', capacity development opportunities, and some financial resources to carry out their task meaningfully.

Some considerations:

- GSE focal persons can be women and/or men
- Taking into account local context which we want to both respect but also challenge if different forms of bias or discrimination exist, if feasible consider:
 - Appointing 2 GSE Focal persons, a woman and man to work as a 'pair'
 - Appointing someone from a known minority group
- Facilitate an introduction and communication with team and key partners, so as to **i.** build understanding and awareness, **ii.** endorsement and acceptance, and **iii.** demonstrate managerial commitment and support

The Gender and Social Equity (GSE) Focal Person(s) will with support from program management and in cooperation with all team members, foster a pro-active approach to enhancing mutual respect, acceptance and understanding between women and men, and between people of different culture, religion, ethnic background, sexual orientation, geographical origin and position in society, mainstreaming this approach throughout the country programme. The GSE Focal Person(s) will when necessary initiate and lead, and when relevant support and coordinate specific processes and organisational practices that reflect this principle of social equity - supporting a clear organisational stance against social discrimination in all its forms.

Organizationally, based at Head Office, HELVETAS employs a GSE Coordinator and advisor, responsible for among others,

- Mainstreaming, monitoring and reporting on GSE in organizational policies, procedures, strategies, and working areas

- Initiating and facilitating as needed dialogue, capacity development, tools and special thematic events relevant to GSE
- Enhancing user friendly access to GSE relevant information, tools, material resources
- Remotely and in person, backstopping mandates and own projects, and supporting advisors, gender focal persons, and country teams with the mainstreaming of GSE where gaps have been identified and priorities agreed in all aspects of their work.
- Contribute to the design and review of concept notes, project documents, strategies, proposals, evaluations, capitalizations and more, ensuring GSE is meaningfully integrated

It is encouraged that newly appointed GSE Focal Persons are linked and introduced to the head office organizational GSE Focal Person for among others:

- A brief introduction to the role and its functioning
- Awareness of information and resources available
- Establishing a working relationship
- Linking with other GSE Focal Persons

On HELVETAS' intranet Pamoja, a dedicated GSE space can be accessed by all Focal Persons with an @helvetas.org email

<https://pamoja.helvetas.org/display/Directorate/Gender+and+Social+Equity>

2. Overall goals

A	Organisational practices: GSE is fully integrated within the country programme office – with workforce diversity promoted in staff recruitment, training and coaching, using affirmative action as and if necessary
B	Partner support: Programme partners are supported in being GSE-sensitive both in their organisational practice and their field activities
C	PCM: GSE is mainstreamed in project cycle management – in the planning, implementation and monitoring of activities. Particular attention is given to monitoring, including the collation of programme-level GSE data
D	Advisory services: Advice on GSE approaches and practices is provided to the different projects on demand – and, if requested, to other organisations
E	Knowledge sharing: Country experience in GSE is exchanged within the organisation, and lessons learned are incorporated into new activities. Our organisation's GSE principles and practices are also communicated to other interested actors, at country level or beyond, both to profile our expertise and contribute to policy.

3. Main tasks (present and future; derived from overall goals (point 2), 1-5 tasks per overall target)

A	<p>Organisational practices: <i>GSE is fully integrated within the country programme office – with workforce diversity promoted in staff recruitment, training and coaching, using affirmative action as and if necessary</i></p> <p>Working in close collaboration with the Country Programme Director and human resources/ team managers:</p> <ol style="list-style-type: none"> 1) Ensure that a country office GSE strategy and annual action plan is in place and implemented - forming a backbone to programme activities. 2) Support all staff processes (recruitment, performance appraisal and capacity building measures) to ensure that GSE principles are applied, providing appropriate indicators and suggesting follow up measures. 3) Provide training and coaching on GSE issues to other staff members, or organise the
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	<p>provision of this by a third party (by preference a HELVETAS Swiss Intercooperation staff member present in the region, or from HO).</p> <p>4) In the case of any complaints about sexual harassment, provide clear guidelines on what this constitutes and report cases to the Country Programme Director and/or the Programme Coordinator or GSE Coordinator.</p> <p>Pamoja: GES à HELVETAS</p>
B	<p>Partner support: <i>Programme partners are supported in being GSE-sensitive both in their organisational practice and their field activities</i></p> <p>Working in close collaboration with the relevant Project Leader(s)</p> <ol style="list-style-type: none"> 1) Assist in partner selection (and re-selection for new phases) to ensure that they meet a minimum level of GSE sensitivity. This “minimum level” should be determined in country level discussions taking into account the organisational guidelines on partner selection, and applied as equally as possible across partners in all projects. 2) Ensure that partners are fully aware of the GSE strategy and principles of HELVETAS Swiss Intercooperation, and that this is reflected in their reporting procedures. 3) Support partners in mainstreaming GSE in organisational practice and field implementation through coaching and training – organising this provision through a third party as/if necessary (by preference a HELVETAS Swiss Intercooperation staff member present in the region, or from HO). <p>Pamoja: GSE_Partner_Assess_EN.docx</p>
C	<p>PCM: <i>GSE is mainstreamed in project cycle management – in the planning, implementation and monitoring of activities. Particular attention is given to monitoring, including the collation of programme-level GSE data</i></p> <p>Working in close collaboration with the relevant Project Leaders:</p> <ol style="list-style-type: none"> 1) Participate in the planning of all new projects to ensure that GSE is fully integrated in the project purpose, objectives, activities, outputs, and outcomes – and that adequate indicators are put in place. This should include comment on the budget to ensure that provision for GSE measures is adequate – both in mandated activities and through Programme Credit. 2) Organise specific meetings or field visits during project implementation – including project to project sharing events - to ensure that GSE aspects are fully covered and that lessons learned from experience are fed into on-going practice (through modified activities, etc) 3) Ensure that GSE indicators are recorded on a timely and accurate basis, and take responsibility for their overall collation at country level to produce a GSE country dataset and report that corresponds to organisational standards. <p>Pamoja: GSE in Project Cycle Management ; GSE in our working areas and transversal themes</p>
D	<p>Advisory services: <i>Advice on GSE tools and practices is provided to the different projects on demand – and, if requested, to other organisations</i></p> <ol style="list-style-type: none"> 1) Provide specific advice on GSE tools and practices to projects on request, through training sessions and workshops – or organise this provision through a third party as/if necessary (by preference a HELVETAS Swiss Intercooperation staff member present in the region, or from HO). 2) If time allows and opportunities arise - and when deemed appropriate to foster good strategic relations and/or gain a paid mandate - provide GSE advisory services to other parties in the country or region.
E	<p>Knowledge sharing: <i>Country experience in GSE is exchanged within the organisation, and</i></p>

lessons learned are incorporated into new activities. The organisational stance – GSE principles and practice – is also communicated as appropriate to other interested actors, at country level or beyond.

- 1) Contribute to any strategy and policy processes initiated by HO, ensuring that the local country position and experience is heard in Switzerland
- 2) Participate actively in GSE sharing and learning throughout HELVETAS Swiss Intercooperation using the collaborative spaces (electronic and face to face meetings) provided for this purpose
- 3) Take a pro-active interest in GSE issues through background reading and professional interactions
- 4) Represent the HELVETAS Swiss Intercooperation position on GSE in forums, workshops and other exchanges
- 5) Provide GSE input on request to Communications and Fund Raising, thus ensuring that the images and information portrayed to the Swiss public is GSE sensitive from a country perspective.

Pamoja: [GSE Hubs](#) ; [GSE Added Value](#)

This ToR can be adapted as needed, including into a more formal Job description with signatures in case required for in particular paid GSE Focal Person positions. The GSE Job Description template can be accessed [HERE](#).