



## Call for Proposals

Gender, diversity, and inclusion analysis in The Gambia

This is a call for proposals to conduct an independent analysis of gender, diversity, and inclusion challenges and opportunities for the National Audit Office of The Gambia<sup>1</sup> (NAO) and for a new capacity development partnership with the INTOSAI Development Initiative<sup>2</sup> (IDI).

### I. Background

The NAO's Strategic Development Plan 2020-2024 identifies *gender & diversity* as a key capacity area. As noted in the plan, the building of a diverse and gender balanced workforce will make NAO a safe space for the realization of gender equality. In addition, diversification of the workforce could lead to better results especially if rewards, promotions, and other motivational policies are applied equally regardless of gender, ethnicity or physical challenges. This will make NAO an inclusive environment hopefully increasing work satisfaction and productivity.

The NAO and IDI are also in the process of launching a new capacity development partnership focused on strengthening the NAO as well as the constellation of government and non-government actors needed to ensure audits lead to meaningful change for everyone. Gender equality, diversity, and inclusion are among the focus areas of this partnership.

### II. Description of the assignment

*Objectives:* The purpose of the analysis is to -

1. Inform NAO's efforts to strengthen gender equality, diversity, and inclusion within the office, and to lead by example on these important issues
2. Inform NAO's contributions to gender equality, diversity, and inclusion in The Gambia through its audit work
3. Inform the new capacity development partnership's overall approach and related external support

*Deliverable:* The findings of the analysis should be summarised in a report that, inter alia, makes and prioritises recommendations for strengthening our gender equality, diversity, and inclusion efforts and answers the following questions:

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<sup>1</sup> The NAO is the Supreme Audit Institution (SAI) of The Gambia, headed by an Auditor General who is responsible for auditing and reporting on how government institutions utilize public resources. Our audit reports determine whether public funds are being used in efficient, legal and effective manner following our laws and other financial regulations. Our office was granted an autonomous status through the NAO Act of 2015. Additional information about the NAO is available on <https://nao.gm/>

<sup>2</sup> IDI is a not-for-profit, autonomous INTOSAI body mandated to support SAIs in developing countries to sustainably enhance their performance and capacity. Additional information about the IDI is available on <https://idi.no/>

1. What are the NAO's greatest external challenges and opportunities related to gender equality, diversity, and inclusion
  - How do these external challenges and opportunities vary across stakeholders?
  - Who are the NAO's most important external stakeholders on these issues?
  - What aspects of gender equality, diversity, and inclusion in the country's environment can the NAO best influence to live up to being a gender-responsive and inclusiveness/diversity-promoting organisation?
2. What are the NAO's greatest internal challenges and opportunities related to gender equality, diversity, and inclusion?
  - How do these internal challenges vary within the office (e.g., by role, circumstance, etc.)?<sup>3</sup>
3. What internal policies and strategies should the NAO develop to support gender equality, diversity, and inclusion?
  - How can the NAO ensure that different perspectives are heard when developing these and other policies, practices, and plans?
  - How can the NAO ensure these are aligned to existing legislation such as the Women's Act and other Government guidance?
  - What specifically should the NAO's planned new gender equality, diversity, and inclusion policy include?<sup>4</sup>
  - What conflicts should NAO anticipate between the new gender, diversity, and inclusion policy and other organisational policies, and how might they be resolved?
  - How should the NAO monitor challenges and progress (e.g., gender-disaggregated data)?
  - How should NAO integrate a gender perspective in the delivery of its other priority areas?
4. What training and internal awareness raising should the NAO conduct?
5. What gender equality, diversity, and inclusion-related topics should the NAO consider for future audits?
6. How could the approach of the new capacity development partnership be improved?<sup>5</sup>

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<sup>3</sup> The report should include an annex of the results of the staff survey to help the office better understand staff perspectives and compare to future surveys.

<sup>4</sup> The report should include an annex proposing an outline for the new policy.

<sup>5</sup> The report should include an annex that assesses in brief the capacity development partnership against the following questions drawn from IDI's Gender Analysis Framework and Guidance:

- Who is the target group (direct and indirect) of the proposed initiative?
- Who will benefit? Who will lose?
- Have both women and men been consulted on the 'problem' the intervention is to solve? How have they been involved in developing the 'solution'?
- Does the intervention challenge the existing gender division of labour, tasks, responsibilities, opportunities and leadership?
- What is the best way to build on the SAI's commitment to the advancement of women?
- What is the relationship between the intervention and other actions/organisations - national, regional or international?
- Where do opportunities for change or entry points exist? And how can they best be used? How can we involve men for the cause?
- What specific ways can be proposed for encouraging and enabling women to participate in the project?

Specific outputs required over the course of delivery:

- Inception Report
- Draft Report
- Final Report

*Skills and experience:* We are looking for a subject matter expert or experts with industry sector experience pertaining to The Gambia and/or its subregion. So a strong understanding of gender equality, diversity, and inclusion in West Africa and experience conducting similar analyses is a requirement. Ideally, the expert(s) also have a good understanding of The Gambia specifically and the NAO's role and work. Proposals are welcome from individuals, groups, and organisations.

*Methodology:* There is some flexibility on how exactly the analysis is conducted. At minimum, we expect surveys and interviews (inclusive of all staff roles and perspectives), remote or in-person consultations with external stakeholders, and desk review of relevant laws, regulations, and other documents from the Government, the NAO, the new partnership, topic experts, and other SAIs.<sup>6</sup> We also expect the issues and barriers to improvement to be fully understood before looking at possible solutions, and for the expert to work closely with the NAO's gender focal point and HR lead.

*Timing:* There is some flexibility on when the work will begin and end. We hope to have a draft report delivered for consideration by the end of 2021.

*Location:* In the office of the NAO on Bertil Harding Highway in Kanifing, The Gambia (where possible) and remotely.

### III. Requirements of the proposal

An expression of interest (maximum of 3 pages) from the individual or firm including:

- A description of skills and experience relevant for this work<sup>7</sup>
- A description of proposed methodology and timeframe for the analysis
- Expected costs

Any questions about the proposal can be directed to Dana Wilkins at [dana.wilkins@idi.no](mailto:dana.wilkins@idi.no).

Bidders will have to cover all costs regarding the application process and no costs will be reimbursed.

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- What is the long-term impact in regard to women's increased ability to take charge of their own lives, and to take collective action to solve problems?

<sup>6</sup> Some of these documents will be provided by NAO and IDI, such as the Strategic Development Plan 2020-2024, the National Development Plan, and AFROSAI's Gender Strategy.

<sup>7</sup> CVs of any experts can be included as an attachment to the proposal.

#### **IV. Submission of the proposal**

Bids should be submitted by email to [dana.wilkins@idi.no](mailto:dana.wilkins@idi.no) on or before **24 September 2021**.

#### **V. Assessment of the proposal**

*Disclosure:* We will provide written feedback if a proposal is not accepted, if no proposals are accepted, or the process is cancelled.

*Confidentiality:* We will treat all bid documents confidentially and process personal data under applicable data protection law ((EU) 2016/679 (General Data Protection Regulation).

*Criteria:* We will only consider bids that provide all the required information mentioned above. Proposals will be evaluated as per the following criteria –

- Skills and experience 40%
- Methodology and timeframe 40%
- Cost 20%