



The Commonwealth

TERMS OF REFERENCE **Landscape, Data Analysis and Baseline Development of** **Commonwealth Women's Leadership**

1. Purpose of assignment

The Commonwealth Secretariat is leading the way forward to increase the number of women in leadership positions across the public and private sectors in line with the emerging UN post-2015 development goals. To this end, the Secretariat is conducting research to establish baseline data on women in leadership. This will be used to benchmark future progress alongside documentation of good practices. These can be shared for adaptation and replication to enhance women's leadership across the Commonwealth.

This research is integral to achieving the aspirations of ministers from the 10th Commonwealth Women's Affairs Ministers Meeting (10WAMM) and the Commonwealth Heads of Government Meeting (CHOGM) to support women's leadership and economic development and to realise the aims of the Commonwealth Secretariat, especially on gender equality and mainstreaming as enshrined in the Commonwealth Charter and institutional gender policy.

The objectives for the research assignment are to:

- (i) Generate, collate and synthesize baseline data on women in leadership positions in private and public sector corporations and civil service across the Commonwealth.
- (ii) Build scenarios on diversity on boards supported by case study development.
- (iii) Identify key challenges and recommend policy interventions for enhancing women's leadership across the Commonwealth.
- (iv) Support the creation of a Commonwealth wide network for women in leadership.

This research is focused on how to move forward with the accepted recommendations to support the advancement of women into senior leadership positions across the Commonwealth and to enhance gender equality for increased economic growth and social development.

2. Background & context

Women's leadership is inextricably linked to economic and social progress, increasing the participation of women in decision making roles in both the public and private sectors is essential for increased gender equality and improved economic opportunities for women, with benefits accruing to society at large. The UN focus on the post-2015 development goals to date creates a strong alignment with economic development and it aims to empower girls and women to achieve gender equality. It states the need to

“eliminate discrimination against women in political, economic and public life”¹ and proposes to achieve this through robust monitoring of gender-specific targets and indicators as a tool to enable accountability on gender equality². The targets set out by the UN include a focus on female participation in public institutions and leadership in the private sector.

The Commonwealth has successfully achieved significant levels of women in political appointments evidenced in data collected by the World Bank. The same emphasis now needs to be placed on women in senior leadership roles in the public and private sector. A growing body of evidence demonstrates that superior business performance is correlated to diverse board composition, and globally there is increasing awareness about how to access wider talent (Credit Suisse 2012). It is now widely accepted that boards which are more diverse in composition, can lead to greater competitiveness and financial benefits. Companies with more women on their boards see better corporate governance and ethical behaviour. (Franke 1997 cited in Gender Differences in Leadership Styles and the Impact Within Corporate Boards, Commonwealth Secretariat, 2013).

Across the Commonwealth there is considerable disparity between countries, ranging from legislation, to sanctions and regulations. This lack of cohesion and absence of substantive data creates significant challenges in achieving a unified strategic approach towards moving forward. Currently there is no single source of data for women on boards and senior leadership roles in public and private corporations and civil service across the Commonwealth, creating difficulties in benchmarking progress. The Commonwealth Secretariat has pledged to work towards a “proposed target of no less than 30% of women in decision-making positions in the political, public and private sectors.” (Commonwealth Secretariat 2013).

This research will document the position and provide a landscape of women on boards in both the public and private sectors through key indicators such as the following:

- Proportion of women on company boards and in senior managerial positions in the private sector (both listed and non-listed companies)
- Proportion of women on company boards and in senior managerial positions in the public sector (government owned corporations/agencies/parastatals)
- Proportion of women in decision-making roles and senior managerial positions in civil service (i.e. Permanent Secretaries, Heads of Department)

The research will also capture good practices in corporations within the private and public sectors and within the civil service/government policies, rules, regulations and structures.

3. Scope of Work

Working under the overall guidance of the Head of the Gender Section, the consultant will be directly supervised by the Adviser, Gender and Economic Empowerment at the Commonwealth Secretariat. The research will have three main components. The tasks under each are listed below.

¹ ‘A transformative stand-alone goal on achieving gender equality, women’s rights and women’s empowerment: imperatives and key components.’ UN Women (2013).

UN report: page 13

² UN report: page 14

- 3.1. Generate and develop baseline data on women on private sector corporate boards /senior leadership positions across the Commonwealth. (To include both listed and non-listed companies).**
- (i) Design survey instrument to generate and collect primary and secondary baseline data on women on private sector corporate boards and senior leadership positions across the Commonwealth.
 - (ii) Source and analyse primary and secondary data on women on private sector corporate boards across the Commonwealth for listed and private companies. Where a Commonwealth country does not have an active stock exchange primary and secondary data should be collected on large private companies operating within that country.
 - (iii) Develop and conduct an on-line questionnaire for a selected number of women in leadership to facilitate the identification of key challenges.
 - (iv) Recommend solutions to identified challenges.
- 3.2. Generate and develop baseline data on women on public sector corporate boards/senior leadership positions across the Commonwealth. (To include government owned corporations/agencies/parastatals).**
- (i) Adapt survey instrument to generate collection of primary and secondary baseline data on women on public sector corporate boards across the Commonwealth.
 - (ii) Source and analyse primary and secondary data on women on public sector corporate boards across the Commonwealth for government owned corporations, agencies and parastatals according to the landscape of Commonwealth member countries.
- 3.3. Generation of baseline data on women in senior leadership positions in civil service.**
- (i) Adapt survey instrument utilised above for to generate primary and secondary baseline data on women in senior leadership positions within civil service.
 - (ii) Source and analyse primary and secondary data on women in civil service senior leadership roles.
- 3.4. Preparation of draft baseline report following the generation of baseline data as outlined above.**
- (i) On the strength of the information produced, recommend solutions to identified challenges.
 - (ii) Prepare draft baseline report detailing current landscape and submit for comments to the Gender Section.
 - (iii) Following comments from the Gender Section prepare a final baseline report.
 - (iv) Propose possible sources of capacity building programmes and appropriate modalities for women leaders.
 - (v) Identify next steps for future monitoring of trends for women on boards.
- 3.5. Build scenarios on diversity on boards supported by case studies to document good practices for increasing women on boards and senior leadership positions across the Commonwealth**
- (i) Study and understand the Commonwealth Gender at Work Framework and the illustrative case study report.

- (ii) Identify good practices of increasing women in leadership positions in the public and private sectors and civil service across the Commonwealth and other countries outside the Commonwealth that demonstrate good practices. Identified good practices could be from within governments, public or private sector companies or individuals. A range of examples should be included to demonstrate a cross-section of good practices from within the identified sectors.
- (iii) Using the Commonwealth Gender at Work framework, compile and prepare the case studies report, including analysis and recommendations.
- (iv) Prepare draft case study report and submit for comments from the Gender Section.
- (v) Following comments from the Gender Section prepare a final case study report.

4. Deliverables

This consultancy is expected to deliver the following:

- 4.1. Draft and final reports benchmarking women in leadership across the Commonwealth in the following sectors:
 - (i) Listed companies (where relevant)
 - (ii) Large private companies (where countries do not have a stock exchange)
 - (iii) Public corporations/agencies/parastatals (government owned)
 - (iv) Civil service (at both the local and national levels)

The baseline report should include:

- (i) An action plan detailing next steps and recommendations for various stakeholders.
- (ii) A brief on possible sources of capacity building programmes for women leaders and those in the pipeline.
- (iii) Annex of data sources utilised in an updatable format.

- 4.2. Report produced on good practice for increasing women in leadership positions in the public and private sectors across the Commonwealth, along with recommendations for various stakeholders.
- 4.3. Following detailed analysis and comparison of the findings in 1 and 2, provide policy recommendations on advancing women in leadership for universal application across the Commonwealth.

5. Duration and Time Frame

It is anticipated that the project will take 70 working days over a period of six months to complete and a proposed time frame of deliverables is outlined below. The proposed start date for the project is 16 June 2014 and the final report should be submitted by 11 December 2014. Consultants are advised to review the proposed timelines carefully and propose any changes where considered necessary.

	Activity	Timeframe
1	Signing of contract	Mid-June
2	Presentation of Inception Report	End June

3.	Data Collection	July - September
4.	Synthesis and analysis of findings	August - September
5.	Submission of draft report, data formats and recommendations	October
6.	Policy and advocacy strategy development	November
7.	Submission of final report	Early December

6. Required Qualifications, Experience and Competencies

The consultant(s) should demonstrate the following:

- Substantive knowledge (10 years +) of gender equality and women in leadership issues.
- Excellent data generation skills, both quantitative and qualitative.
- Ability to synthesize, analyse and package complex mega-data across multiple countries and sectors including developing economies.
- Proven and demonstrable skills with significant experience in extrapolating and utilising data to build the case for women in leadership.
- Proven skills in delivering training and capacity building programmes for women in leadership positions.
- Excellent communication skills, both spoken and written in English, including the production of comprehensive reports for international/inter-governmental institutions, and delivery of development messages to a diversified audience.
- Demonstrate in-depth knowledge of Commonwealth trends and policy priorities on women's leadership, including high level policy recommendations.
- Previous experience of engaging with Commonwealth countries and communicating with national women's machineries (i.e. gender ministers/ officials) is an added advantage
- Demonstrated linkages with membership of relevant women in leadership networks and professional organisations is an added advantage.
- The lead consultant for this assignment should have a minimum qualification of a doctorate degree in a relevant field.

7. Location and Level of Effort

This assignment is United Kingdom based and therefore has no provision for air travel from other commonwealth countries. The consultant(s) will need to travel to the Commonwealth Secretariat office in London, UK for:

- Discussions with the team; and
- Presentation and discussion of draft report and recommendations;

Any other relevant work is to be undertaken at the consultant's normal place of residence.

It is expected that the consultant(s) will work closely with the Gender Section of the Secretariat in finalising the report.

The level of effort anticipated for the assignment is around 70 person days/14 person weeks which will cover all the activities and tasks required for the successful completion and delivery of the consultancy.

8. Budget

The budget for this consultancy is £30,000 (all inclusive)

The following payment terms will apply:

- (a) 20% after signature of contract.
- (b) 30% on submission of an acceptable draft report
- (c) Final fees upon completion of services to the full satisfaction of the Secretariat.

9. Submission of Applications

Applications must include the following:

- (a) Capability statement providing evidence of similar projects undertaken;
- (b) Technical proposal detailing
 - (i) understanding of the assignment;
 - (ii) methodology for undertaking the assignment and achieving the objectives;
 - (iii) work plan with milestones showing involvement of proposed consultants for different activities along with the effort for each activity by each consultant (person days); the work plan will also show which activities will be carried out in London for which there will be need for consultants to travel to the Secretariat;
 - (iv) the adequacy of the consultant's knowledge, competencies and experience with reference to the assignment and required expertise;
- (c) Detailed CV of consultant(s)
 - (i)
 - (iii)
- (d) Financial proposal providing total effort and budget breakdown