

ALL IN: Towards gender balance in sport

Strasbourg, 24 August 2018

ALLIN (2018) 08

CALL FOR TENDERS

**CONSULTANCY WORK TO ELABORATE A
“GENDER MAINSTREAMING TOOLKIT: HOW TO REACH GENDER EQUALITY IN SPORT?”
(Working title)**

Context

The Council of Europe (COE) is currently implementing a joint project co-funded by the European Union (EU) entitled “[ALL IN – Towards gender balance in sport](#)”.

This 20-month project started on 1 March 2018 aims at implementing a broad data collection campaign on gender equality in sport based on a set of generally agreed indicators in 5 strategic fields (leadership, coaching, participation, media / communication and gender-based violence), and producing concrete tools to help public authorities and sport organisations when developing policies and strategic actions aimed at tackling gender inequalities in sport, and adopting a gender mainstreaming approach.

A toolkit will be developed as part of the ALL IN project to provide information, concrete tips, good practice examples and strategies to put into practice a gender mainstreaming approach to advance towards equality between women and men in sport. This toolkit will support policy makers from public authorities and sport organisations to make their organisation, policies, programmes and actions (more) gender sensitive.

The gender mainstreaming toolkit will complement the data collection campaign and other materials that will be produced during the course of the project’s lifetime such as: an online library of practices and resources on gender equality and gender mainstreaming in sport, some awareness-raising materials; as well as a self-assessment tool to increase awareness on possible areas of improvement and facilitate direct actions.

Objectives

In this context, the ALL IN Secretariat has launched the following Call for tenders to elaborate the content of the toolkit. The toolkit should be devised to help policy makers to:

- understand the extent of gender inequalities in the sports world (in the fields of leadership, coaching, participation, and media / communication), the prevalence of gender-based violence, as well as the added-value to move towards gender equality in this area;
- design, implement, monitor and evaluate an action plan to reach gender equality;

- understand what a gender mainstreaming strategy is.
- implement a gender mainstreaming approach in their organisation, policies, programmes and actions (when devising a human resources' policy, organising sports' events, developing a communication strategy, allocating funds, renovating a sport facility, etc.).

Target groups

The toolkit will be dedicated to 2 main target groups:

- *Primary*: decision makers from public authorities responsible for sport and from sport organisations (at national, regional and local level)
- *Secondary*:
 - policy officers / operational managers from public authorities responsible for sport and from sport organisations (at national, regional and local level), who could use some factsheets and sub-factsheets, depending on their area of work (in particular, factsheets 5 to 11);
 - trainers on gender equality / gender mainstreaming in sport.

Content

The toolkit shall contain practical information and concrete elements (such as: tips, advice, operational strategies, step-by-step approaches, good practice examples, “X easy things to..., etc.) to help to implement a gender mainstreaming strategy. It should be attractive, easy to understand for beginners and user-friendly. Graphics, check-lists, templates of tables to complete may be used, for instance. Long sections of text should be avoided.

The toolkit will be composed of two series of factsheets:

➤ **Facts, figures, definitions and normative frameworks on gender equality in sport**

- Factsheet 1: *Facts and figures on gender (in)equalities in sport*

What are gender inequalities in the field of sport (in leadership, coaching, participation, and media / communication)? What is gender-based violence in sport¹? Are there similarities / differences between sports? What are the causes and consequences of gender inequalities, discrimination and gender-based violence in sport? Etc.

→A box “Country particular context” shall be added dedicated to the data available at national level, coming from the data collection campaign to be run within the framework of the ALL IN project. It will be completed at a later stage of the project by the ALL IN Secretariat.

- Factsheet 2: *Why should we tackle gender inequalities in sport?*

Why should inequality between women and men and sex-based discrimination in the sports world be eliminated? What is the added-value and benefits of gender equality in this area? Etc.

¹ The consultant(s) will update the [factsheets](#) developed within the framework of the European Union and Council of Europe's joint project “Balance in sport. Tools to implement gender equality” run in 2016.

- Factsheet 3: Gender equality / gender mainstreaming in sport, what is it about?
 - Definition of gender equality and gender mainstreaming, relevance, gender mainstreaming as a methodology / strategy to reach better equality in sport, etc.
 - Applicable legislation, conventions, regulatory frameworks, standards and good practice guidelines
 - At International and European level, in particular, the [Recommendation adopted by the Committee of Ministers of the Council of Europe on gender mainstreaming in sport](#) (2015), the European Commission report “[Gender equality in sport. Proposal for strategic actions 2014-2020](#)”, the [International Olympic Committee’s gender equality review project](#), etc.
 - At national level. This section will be adapted according to country-specific contexts (main legislation, government guidance, standards adopted by the sports movement at national level (National Olympic Committee / National Sport Confederation), etc.). It will be completed at a later stage of the project by the ALL IN Secretariat.

➤ **Building policies and programmes to reach gender equality in sport (*main body of the toolkit*)**

- Factsheet 4: Drawing up an action plan to reach gender equality in sport

Why build an action plan? How to design, implement, monitor and evaluate it? What kinds of resources are needed (financial resources, human resources, etc.)? Etc. This factsheet must also deal with training, awareness-raising, etc.

This factsheet shall be based on the fact that gender mainstreaming in sport requires both the integration of a gender perspective within the content of policies, programmes and actions, and address the issue of representation of women and men in this area. Both dimensions – gender representation and gender-responsive content – need to be taken into account in all phases of the policy-making process.

→ A focus shall be put on the importance of collecting data in the field of gender equality in all aspects of the sports world (with a link to the ALL IN’s gender equality indicators, that can be used as a basis) to build evidence-based policies and strategies, to measure the progress, and to identify areas where actions are still needed.

- Factsheet 5: How to mainstream gender / Human resources and leadership

This factsheet will include management of human resources as a whole, including the election / appointment / recruitment, capacity building and promotion of people involved in leadership roles in sport organisations and public administrations responsible for sport (administrators, executive heads, people in management positions, board members, presidents and vice-presidents, coaches, referees / officials, etc.), etc.

→ The use of positive action to reach gender equality in leadership roles shall be addressed in this factsheet.

- Factsheet 6: How to mainstream gender / Funding
Allocation of pay, grants and money (including prizes), distribution of budgets at all levels of organisations and administrations, etc. This sub-factsheet shall also deal with gender budgeting.
- Factsheet 7: How to mainstream gender / Communication
Internal and external communication, quantitative and qualitative perspectives, portrayal of women and men, elimination of gender stereotypes and sexism, etc.
- Factsheet 8: How to mainstream gender / The sport offer
Participation of women / girls and men / boys in sports practices, from grassroots to elite level
→ Positive action to tackle gender inequalities in participation shall be included in this factsheet.
- Factsheet 9: How to mainstream gender / Training and education
Gender-sensitive training and educational activities and materials for coaches, sport leaders, referees / officials, athletes, etc.
- Factsheet 10: How to mainstream gender / Sports' events
Ways to make sports' events gender-sensitive
- Factsheet 11: How to mainstream gender / Sport facilities
Building / structure, management of sport facilities (cloakrooms, safety, slot allocation, for instance), etc.

Other aspects to take into account

- The consultant(s) will make reference to the other capacity building and awareness-raising materials that will be produced as part of the ALL IN project: the online library of practices and resources on gender equality / gender mainstreaming in sport; awareness-raising materials; and the self-assessment tool. The ALL IN Secretariat will provide the relevant elements in this respect.
- The toolkit must be in line with the Recommendation adopted by the Committee of Ministers of the Council of Europe on Gender Mainstreaming in sport in 2015. Reference to gender-based violence in sport and to diversity issues, including people from disadvantaged groups exposed to multiple discrimination (when sex and gender overlap with other grounds of discrimination such as age, race, ethnic origin, sexual orientation and disability) must be included in the different factsheets, as a crosscutting issue.

- The consultant(s) shall take into account that the toolkit will be promoted in different countries, and may be translated into various languages and adapted to countries' particular contexts.
- Examples of practices and resources shall be diverse, as much as possible (coming from different countries and organisations) – if appropriate.
- Reviewing existing materials, as well as collaboration with experts is highly encouraged in developing the factsheets.
- The length of the toolkit should be approximately 30 pages. Some factsheets may be longer than others depending on their content.

→ The ALL IN Secretariat is open to other suggestions that will provide an added-value to the content of the toolkit (further factsheets, complementary content for some of them, etc.). Such proposals should be submitted in response to the call for tenders.

Methodological approach

The services will be provided in close co-operation with the ALL IN Secretariat, partners and experts. The ALL IN Secretariat and the consultant(s) will be in constant contact throughout the process.

Deliverables and timeline

After the conclusion of the act of engagement, the consultant(s) will be asked to submit the deliverables of this contract in English. The final version of the toolkit will have been proofread by an English native speaker, before submission.

The consultant(s) will present the detailed plan of the toolkit, along with the draft content of the factsheets 3, 4, 5, 6 and 8 at the 2nd ALL IN experts' workshop on 23 or 24 October in Zagreb (Croatia).

On the basis of the discussion with the group, comments received by the ALL IN Secretariat and additional information obtained, an updated version of the factsheets 3, 4, 5, 6 and 8 and the draft factsheets 1, 2, 7, 9, 10 and 11 will be drawn up by the consultant(s). After a final feedback from the Secretariat, the consultant(s) will submit the finalised toolkit.

Timetable	
Detailed plan of the toolkit and draft factsheets 3, 4, 5, 6 and 8	16 October 2018
Presentation of the detailed plan and draft factsheets 3, 4, 5, 6 and 8 at the 2 nd ALL IN experts' workshop ²	23 or 24 October 2018, Zagreb (Croatia)
Updated factsheets 3, 4, 5, 6 and 8 and draft factsheets 1, 2, 7, 9, 10 and 11	19 November 2018
Finalised toolkit	30 November 2018

² Travel and subsistence expenses for the participation to the workshop will be covered separately by the Council of Europe (one person).

Interested consultant(s) should submit a detailed work plan presenting the methodology, an outline of each factsheet, the CV(s) of the consultant(s), similar experiences and the budget costs in detail for providing the above-described services.

Cost of providing service

Approximately 12 000 euros (VAT excluded). This is based on an average cost of 1,000.- € per factsheet.

Assessment

Quality of the offer (90%), including:

- Qualifications of the people who will be involved in the production of the content of the toolkit, and their experience in similar services
- Quality of the factsheets' outline (content concrete, practical, user-friendly, easy to implement, etc.) and relevance of the proposed methodology
- Capacity to bring together the necessary expertise, in particular for the drafting of the factsheets 5 to 11
- Capacity to meet the deadlines
- Ability to work in a European / international context

Financial offer (10%):

- Scoring of the financial offers shall be done on the basis of the price exclusive of VAT

The Council of Europe reserves the right to hold interviews with eligible tenderers.

Deadline for submission of tenders

The proposals have to be sent to the ALL IN Secretariat (sport.gender@coe.int; clotilde.talleu@coe.int) no later than 7 September 2018.

Expected starting date of execution

12 September 2018