**TERMS OF REFERENCE**

**Position Title:** **Local Expert (LE) on Gender Mainstreaming - Hamburg  
Project Title:** Gender Mainstreaming in Public Policy and Budget Processes **II (2025–2027)**  
**Location:** Germany, Hamburg; with missions to other EU Member States  
**Job type:** Consultant (contract-based)  
**Duration:** 90 working days  
**Starting date:** October, 1st, 2025  
**Application deadline:** September, 21st, 2025

# 1. Expertise France

Expertise France (EF), part of the Agence Française de Développement (AFD) Group, is the French public agency for international technical cooperation and the second largest cooperation agency in Europe.

EF designs and implements projects in more than 100 countries to support partner institutions in governance, public finance, health, education, climate action and gender equality. With long-standing experience in EU-funded programmes, EF has played a leading role in promoting gender equality across public administrations, notably through its implementation of the European Commission’s “Gender Flagship” projects, which supported several Member States in strengthening gender-responsive budgeting, gender impact assessments and gender mainstreaming practices.

By combining policy expertise, capacity development, and knowledge capitalisation, EF has established itself as a reference partner for advancing reforms that integrate gender equality into public policy and budgetary processes.

# 2. The Project

The “Gender Mainstreaming in Public Policy and Budget Processes 2025–2027” project, financed by the European Union under the Technical Support Instrument (TSI), is implemented by Expertise France in close cooperation with the European Commission’s SG REFORM and the national Beneficiary Authorities in France, Germany, Malta and Portugal. The project runs over an operational period of 18 months (September 2025 – February 2027).

In Germany, the project supports the Federal States of Berlin and Hamburg to consolidate and harmonise gender equality instruments, building on reforms launched under the previous TSI Gender Flagship (2022).

Overall Objective:  
The project’s overall aim is to strengthen the institutional and administrative capacity of the participating Member States to integrate gender equality into public policies, budgeting processes, and public procurement systems, thus contributing to more transparent, efficient and inclusive governance.

Specific Objectives:

1. Support the City of Paris in piloting and scaling gender-responsive budgeting within the Public Health Department.
2. Equip the French State Procurement Department (DAE) with tools and guidance to integrate gender considerations into public procurement, particularly in the digital and green sectors.
3. Consolidate and harmonise gender equality instruments in the Federal States of Berlin and Hamburg, building on reforms launched under previous TSI support.  
   Strengthen Malta’s Gender Equality and Mainstreaming Strategy by enhancing the capacity of Gender Focal Points, developing a gender data portal, and piloting gender-responsive budgeting.
4. Improve Portugal’s implementation of its national equality strategy by refining Annex XXI of the State Budget, enhancing gender impact assessments, and reinforcing sectoral capacity building.

Expected Outcomes:  
By the end of the project, participating authorities are expected to have:

1. Stronger institutional frameworks to mainstream gender equality across policies and budgets. Improved availability and use of sex-disaggregated data for decision-making.
2. Practical tools, pilots and guidelines enabling the application of gender-responsive budgeting, gender impact assessments, and gender-responsive public procurement.
3. Increased capacity of civil servants through tailored training and awareness-raising programmes.
4. Documented good practices and policy briefs enabling knowledge sharing within and beyond the participating Member States.

Timeline and Key Milestones:   
The project runs over an operational period of 18 months (September 2025 – February 2027). Implementation is structured in successive phases, each comprising specific deliverables and activities:

1. Inception Phase: fact-finding missions, baseline analysis, and preparation of the Inception Report.
2. Country-Specific Support Phase: tailored technical assistance to Beneficiary Authorities, including pilots, guidelines, capacity building, and awareness-raising activities.
3. Capitalisation Phase: consolidation of results, preparation of policy briefs, case studies, and cross-country knowledge products.

Closure and Dissemination Phase: organisation of national closure events and a final dissemination conference at European level.

# 3. Position Description

To ensure high-quality implementation, the project is structured around three complementary pillars: the Central Management and Coordination Team, the Local Experts (LEs), and a pool of Short-Term Experts (STEs) mobilised on demand.

* The Central Management and Coordination Team includes a Head of Project, who provides overall leadership, coordination and technical guidance; a Key Expert on Gender Responsive Budgeting (GRB), who ensures methodological quality and supervises the pool of LEs together with the STEs; a Project Manager, responsible for contractual, financial and administrative oversight; and a dedicated support team, composed of an Administrative and Financial Officer and a Project Assistant, providing logistical and financial management.
* The Local Experts form the project’s frontline, working in close partnership with Beneficiary Authorities (BAs). They ensure that methodologies and tools are adapted to national and local contexts, provide tailored technical assistance and capacity building, and act as liaison between Expertise France and the BA.
* Short-Term Experts (STEs) are mobilised during peak periods or for specialised contributions (e.g. gender impact assessment, MEAL, capitalisation, communication), complementing the work of the central team and the LEs by bringing targeted expertise.

**This position is dedicated to providing tailored support to the Ministry of Science, Research and Equality (MSRE) of the Free and Hanseatic City of Hamburg.**

# Under the TSI 2022 Gender Flagship, Hamburg advanced gender mainstreaming by developing a Gender Checklist to assess gender relevance and define objectives and indicators across departments, a Manual on the Development of Targets that standardises target-setting and links results to existing frameworks, and a Concept for Online Trainings approved by the Senator as a future rollout framework. Together with the SharePoint “Toolkit for Equality Objectives,” these methodological tools reinforced the Gender Unit and improved authorities’ readiness for systematic application.

# These achievements complement Hamburg’s core frameworks: the Gender Equality Policy Framework Programme (GPR), which defines strategic equality goals; the Gender Equality Budget Management System (GWHS), which integrates equality objectives and indicators into the budget; and the Hamburg Gender Equality Monitor, which tracks equality outcomes with disaggregated data. However, the instruments still require harmonisation, stronger integration into daily practice, and capacity-building across administrations. The current project will therefore focus on consolidating and modernising these tools, embedding them more firmly in the policy cycle, and finalising innovative mechanisms such as the “printed matter audit” (*Drucksachenprüfung*).

# 3.1. Objectives

The Local Expert will contribute to the design and implementation of project activities in Hamburg, provide tailored technical support aligned with the specific needs of the Beneficiary Authority (BA), and facilitate coordination with national and subnational stakeholders to ensure ownership and sustainability of results.

# 3.2. Reporting Lines

The Local Expert will work under the overall supervision of the Head of Project, technical supervision of the Key Expert, and in close collaboration with Expertise France’s coordination team. The LE will liaise regularly with the BA, and other stakeholders as required.

# 3.3. Main Tasks & Responsibilities

a. Inception Phase:

Conduct desk research and fact-finding missions to map existing gender equality instruments – including the GPR, GWHS, the Gender Equality Monitor, and the *Drucksachenprüfung* (printed matter audit). Analyse gaps, overlaps, and coordination challenges; review the legal, policy, and institutional frameworks; collect baseline data; and produce an Inception Report that provides a comprehensive state of play and outlines the opportunities and priorities for reform.

b. Tailored Technical Support:

Guide the revision and harmonisation of Hamburg’s key instruments (GPR, GWHS, Monitor) and support the finalisation of the *Drucksachenprüfung*. Propose recommendations on the modernisation of tools, further alignment with EU frameworks, and possible piloting of a Gender Impact Assessment (GIA) in a selected sector. A tailored support report for Hamburg will be prepared, outlining activities, recommendations, and next steps.

c. Capacity Building and Awareness Raising:

Identify training needs among MSRE staff, gender equality focal points, and other relevant civil servants; design a training kit with needs assessment, modules, and evaluation tools; facilitate delivery (possibly online) and assess effectiveness and sustainability.

d. Coordination:

Maintain regular communication and hold coordination meetings with Expertise France and the Hamburg MSRE to ensure coherence, alignment, and ownership of project activities.

e. Monitoring, Evaluation, Accountability and Learning (MEAL):

Submit mission reports, contribute to regular progress reports, and provide inputs for capitalisation products and the final outputs of the project.

# 3.4. Key Deliverables

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| Component / Output | Deliverable[[1]](#footnote-1) | Timeline |
| 1. Inception Phase | Inception Report- Hamburg | Month 2 |
| 1. Tailored Technical Support | Tailored Support Report – Hamburg (harmonisation of GE instruments, recommendations, *Drucksachenprüfung*) | Months 2-10 |
| 1. Capacity Building and Awareness Raising | Training kit (needs assessment, modules, evaluation tools); training delivery report | Months 3–12 |
| 1. Coordination | Meeting Minutes | Throughout the project |
| 1. MEAL | Mission and progress reports | Every 3 months |
| Contributions to case studies and final report | Months 3- 15 |

# 4. Candidates’ Qualifications and Experience

4.1 Education

Advanced university degree in Public Policy, Political Science, Economics, Public Administration, Gender Studies, or related field.  
  
4.2. Professional Experience

At least 8 years’ professional experience in public policy, public administration, or public finance, including a minimum of 5 years in gender mainstreaming in public policy and budgeting. Demonstrated experience liaising with subnational administrations (e.g., Länder, municipalities) and providing technical assistance in institutional reforms. Proven track record in developing or modernising gender mainstreaming tools (e.g., gender budgeting systems, equality monitors, GIA tools). Experience in producing analytical reports and policy recommendations for public administrations.

4.3. Languages

Fluency in German and English; knowledge of other EU languages is an asset.  
  
4.4. Core Competencies

Strong results orientation, teamwork, communication and diplomatic skills, stakeholder engagement, adaptability, and commitment to knowledge sharing and continuous learning. Excellent writing skills in both German and English, with the ability to produce clear, correct, and well-structured reports, training materials, and policy documents.

4.5. Technical Skills

In-depth knowledge of EU and German gender equality frameworks, with a focus on subnational (Länder) instruments and strategies. Familiarity with the design, application, and harmonisation of gender-responsive budgeting systems, equality policy frameworks, and monitoring tools (e.g. GPR, GWHS, Hamburg Gender Equality Monitor). Advisory and analytical capacity to modernise and integrate gender equality instruments, including gender impact assessment tools such as the *Drucksachenprüfung* (printed matter audit). Demonstrated experience in developing practical methodological tools, producing policy guidance, and delivering capacity-building and training activities for public administrations.

IT proficiency: Advanced command of Microsoft Office (Word, Excel, PowerPoint) for reporting, analysis, and presentations; familiarity with project management tools; ability to analyse datasets using Excel or statistical software; and fluency with online collaboration platforms.

# 5. Application Procedure

5.1. Application dossier

The dossier must include: CV (preferably in EU format), Candidature Form, Cover Letter, 3 References, Daily Rate, and a 2-page Work Plan outlining understanding of the ToR, proposed approach, and indicative timeline. Only complete applications will be considered. Shortlisted candidates will be invited to an interview.

# 5.2. Evaluation of Applications

Applications will be assessed through a transparent scoring grid.

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| Criteria | Weighting | Scoring Scale | Max. Points |
| Education | 15% | 0–15 | 15 |
| Professional experience | 30% | 0–30 | 30 |
| Languages | 10% | 0–10 | 10 |
| Core competencies | 10% | 0–10 | 10 |
| Technical skills | 20% | 0–20 | 20 |
| Work Plan Quality | 15% | 0–15 | 15 |
| TOTAL | 100% |  | 100 |

Each application will be reviewed and scores will be averaged. Candidates scoring 70 points or more will be shortlisted for interviews. In case of a tie, preference will be given to candidates with stronger experience in the modernisation and integration of gender mainstreaming instruments at subnational (Länder) level, particularly gender budgeting systems, equality monitors, and gender impact assessment tools such as printed matter audits.

1. The Local Expert’s daily rates payment by EF is linked to the validation of the deliverable by EF and approval by the BA, upon validated monthly timesheet. Local Experts must submit a monthly timesheet indicating the working days consumed and deliverables produced. Payment is made only after validation of the timesheet by Expertise France. [↑](#footnote-ref-1)