



Terms of Reference (TOR)

Consultant – Protection, Gender, and Inclusion (PGI) Organisational Assessment for Tonga Red Cross Society

1. Background

Tonga Red Cross Society (TRCS) is committed to strengthening its institutional capacity to integrate Protection, Gender, and Inclusion (PGI) across its operations, policies, and programs. To support this, the National Society seeks to conduct a PGI Organisational Assessment using the IFRC PGI Organisational Assessment Toolkit (PGI OAT). This assessment will provide a baseline understanding of PGI strengths and gaps and develop a targeted Plan of Action (PoA) to enhance protection and inclusion across all areas of the organisation and ensure institutions, programmes and services are safer and more inclusive by facilitating coordinated support and joint efforts within and across NS.

2. Purpose & Objectives

The consultant will support TRCS to:

- Conduct a comprehensive review of policies, systems, and structures to assess PGI integration with strong support from the leadership.
- Identify institutional strengths, gaps, and barriers in PGI mainstreaming.
- Assess how PGI is reflected in HR policies, safeguarding mechanisms, program frameworks, and service delivery.
- Facilitate engagement with leadership, staff, and volunteers to build ownership of PGI commitments.
- Ensure the Plan of Action (PoA) is co-designed with the TRCS to foster ownership and alignment with existing priorities.
- Engage leadership throughout the process, with dedicated activities to build buy-in and guide strategic integration of PGI.
- Incorporate field visits to at least three (3) branches in Tonga to ground findings in diverse operational contexts.
- Develop a realistic and actionable Plan of Action (PoA), with measurable indicators and estimated costs to implement, to address identified gaps
- Present findings and recommendations through a validation workshop.



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- Develop, review, update, and contextualise the TRCS's PGI and Safeguarding policies to ensure alignment with international standards and relevance to the Tonga Red Cross operational context, promoting safer, more inclusive, and accountable practices.

3. Methodology & Scope of Work

3.1 The IFRC PGI Organisational Assessment Toolkit (PGI OAT) provides structured tools and templates to facilitate data collection and analysis. The consultant will not need to create new tools from scratch but should ensure appropriate contextualisation of existing IFRC PGI tools to fit the TRCS's specific operational and institutional context.

The consultant will be expected to use and adapt these existing tools as needed for:

- Desk review of policies, guidelines, and internal frameworks (using PGI OAT review checklists).
- Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs) (structured using existing PGI OAT interview and FGD guides).
- Scoring and analysis using the PGI OAT Landscape Review and Organisational Assessment Scorecard.
- Facilitated validation and action planning, using PGI OAT's structured approach for developing a Plan of Action (PoA).
- Facilitate a participatory approach to co-design the PoA, incorporating leadership input and feedback loops.
- Include field visits to three (3) National Society branches to assess decentralised implementation of PGI and engage with local teams and communities.
- Review existing Protection, Gender, and Inclusion (PGI) and Safeguarding policies of Tonga Red Cross. Adapt and update these policies to reflect the current operational context, national legal frameworks, and international standards. Ensure meaningful engagement with key staff, leadership, and communities during the revision process, and align policies with IFRC guidance and safeguarding best practices.

3.2 Other

- Data collection and data analysis processes are expected to be rigorous.
- The consultant is responsible for sub-contracting any logistical support required and for procuring equipment and materials.
- The consultant is required to source additional external data sources to add value to the evaluations, such as other innovation evaluations.



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- Data analysis plans should be appropriate to the selected design. The consultant is expected to ensure that data is clean and goes through a quality assurance process before data is analysed.
- The consultant is responsible for identifying and procuring the necessary data analysis software.
- A range of organisational documentation ('information pack') will be made available to the consultant
- The consultancy team is required to adhere to the following policies:
 - a. Child Protection Policy
 - b. Data Protection and Privacy Policy
 - c. Fraud policy
 - d. Whistleblower policy

4. Timeline

Interested candidates are invited to submit a technical and financial proposal outlining their approach and budget for completing the assignment within this timeframe, while allowing flexibility based on TRCS’s operational calendar and stakeholder availability.

Phase	Activities	Deliverables
1. Inception & Desk Review	<ul style="list-style-type: none"> - Inception meeting with NS & IFRC PGI advisors - Comprehensive review of all organisational policies, frameworks, HR policies, safeguarding protocols, and program strategies (using PGI OAT tools) - Develop assessment schedule and confirm use of existing tools 	Inception Report (methodology, tools, timeline)
2. PGI Landscape Review	<ul style="list-style-type: none"> - Conduct Key Informant Interviews (KIIs) with leadership, HR, program heads & PGI focal points (using PGI OAT KII templates) - Identify existing PGI mechanisms & challenges 	PGI Landscape Review Summary
3. Organisational Assessment	<ul style="list-style-type: none"> - Conduct Focus Group Discussions (FGDs) with staff, volunteers & external partners (using PGI OAT FGD guides) - Additional KIIs with technical teams, HR, safeguarding leads & operations managers - Review internal systems for data collection & disaggregation (SADDD) - Field visits to 3 branches in Tonga for localised consultations with staff, volunteers, and communities 	Raw data from FGDs, KIIs & branch visit notes



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4. Data Analysis & Draft Report	- Score and interpret findings using PGI OAT Landscape Review and Organisational Assessment Scorecard - Identify priority PGI gaps & recommendations	Draft PGI Organisational Assessment Report
5. Co-design Action Planning	- Co-design the Plan of Action (PoA) and new policies with National Society leadership and technical teams, ensuring ownership, feasibility, and alignment with strategic priorities	Co-designed Draft PoA
6. Validation Workshop	- Facilitate a Validation Workshop with leadership & key stakeholders	Workshop Report
7. Policy Review & Update	Revise and contextualise both policies to reflect Tonga Red Cross’s operational realities and align with IFRC standards	Draft PGI Policy Draft Safeguarding Policy
8. Finalisation & Submission	- Incorporate feedback into Final PGI Assessment Report (no longer than 40 pages in length) & PoA - Final presentation to National Society on findings and recommended next steps	Final PGI Report & PoA and Final presentation

5. Deliverables

The consultant will produce:

1. Inception Report (methodology, work plan, risk mitigation plan, leadership engagement strategy, safeguarding strategy, tools)
2. PGI Landscape Review Summary
3. Raw Data Compilation (KIIs, FGDs, policy review notes)
4. Updated PGI and Safeguarding policies
5. PGI Organisational Assessment Report
6. Validation Workshop Report
7. Plan of Action (PoA)
8. Final PGI Organisational Assessment Report (no more than 40 pages in length) & PoA including indicators and estimated costs to implement
9. Final presentation to TRCS



6. Reporting & Management

- Primary Contact: TRCS will appoint a PGI Lead as the consultancy project manager. This person will be the primary point of contact for the consultant.
- Oversight: The assessment process will be governed by an Evaluation Committee, responsible for:
 - Providing strategic direction and technical input.
 - Reviewing and approving deliverables.
 - Ensuring timely payments.
 - The Evaluation Committee will meet in line with deliverables from inception to final report submission.
- Reporting:
 - Weekly verbal check-ins with the TRCS PGI Lead, outlining progress.
- Management: The consultant will work remotely. No office space will be provided by the National Society.

6. Evaluation Criteria

Applications will be assessed based on the following criteria:

- Technical Expertise
- Proposed Methodology
- Budget and Cost-Effectiveness
- Previous Experience and Track Record

Submission Deadline

- Submissions should be emailed to deputysg@tongaredcross.to and cc sg@tongaredcross.to

Interview Process

- Shortlisted candidates may be invited to an interview.

7. Selection Criteria

Applicants will be assessed against the following essential and desirable criteria:



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Essential Criteria

- **PGI Expertise:** Demonstrated technical expertise in Protection, Gender, and Inclusion (PGI), including areas such as violence prevention, disability inclusion, gender equality, and safeguarding.
- **Organisational Assessment Experience:** Experience leading organisational capacity assessments or similar institutional reviews, including conducting desk reviews, key informant interviews (KIIs), and focus group discussions (FGDs).
- **Strong Facilitation and Communication Skills:** Demonstrated ability to facilitate participatory workshops and engage with a diverse range of stakeholders—including leadership, volunteers, and community members—to build shared understanding and ownership.
- **PGI-Aligned Data Analysis:** Ability to analyse qualitative and quantitative data using an inclusion lens, with clear, actionable synthesis of findings.
- **Contextual Adaptation:** Ability to tailor tools, approaches, and recommendations to fit the operational and institutional realities of the National Society.
- **Ethical and Inclusive Practice:** Demonstrated commitment to upholding safeguarding principles, 'Do No Harm', and the meaningful participation of diverse and at-risk groups throughout the assessment process.

Desirable Criteria

- **Red Cross Red Crescent Knowledge:** Understanding of Red Cross Red Crescent Movement structures and experience engaging with National Societies is highly valued.
- **Regional and Cultural Experience:** Experience working in the Asia-Pacific region, particularly in Timor-Leste or similar contexts, and demonstrated cultural and political sensitivity in working with diverse teams and vulnerable populations.
- **Language Skills:** Fluency in Tongan and English is required.
- **Report Writing:** Proven ability to produce high-quality, action-oriented reports, including clear recommendations, timelines, and estimated costs.

Interested candidates who wish to access the IFRC PGI Organisational Assessment Toolkit (PGI OAT) are invited to contact pmer@tongareddcross.to for further details

Submissions

Interested candidates who wish to apply are required to submit their letter of application/cover letter together with a CV, certified copies of educational qualifications and transcripts and any other supporting documents.



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Please note that any incomplete applications will **not** be considered.

All applications to be submitted either in person to: **ATTN:** Secretary General, Tonga Red Cross Society Headquarters, or electronically via email to sg@tongaredcross.to and cc deputysg@tongaredcross.to **no later than 4.30pm Wednesday 25 February 2026.**