



## TERMS OF REFERENCE

## Conducting Media Strategy Planning & Research on challenges of women political and public life participation

Association for Women Committees for Social Works (AWCSW)

Enhancing Palestinian Women's Participation in Public and Political Life

**Type of Contract:** Companies Service Contract – within the scope of Research & Media Strategic Planning

**Location:** oPt

The multi-donor Fund for Gender Equality of the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) was launched in 2009 to fast-track commitments to gender equality focused on women's economic and political empowerment at local, national and regional levels. It is a leading fund that provides multi-million-dollar grants in the field of gender equality and the empowerment of women; it is dedicated to advancing the economic and political empowerment of women around the world. With generous support from the Governments of Spain, Mexico, Norway, the Netherlands, and more recently, from Germany and Switzerland, current grants stand to benefit nearly 18 million women, including by equipping them with leadership and financial skills, and by helping them secure decent jobs and social protection benefits.

The Fund's grants are awarded directly to government agencies and women's organizations so that they can turn gender equality commitments into real life gains. The awards focus on advancing women's economic and political empowerment, particularly women in situations of marginalization. Ranging from USD 200,000 to USD 1 million, the grants are distributed for a period of one to three years. Once the awards are granted to national gender advocates for women's economic and political empowerment, the Fund aims to support interventions that support women to gain power - personally and socially - and assist them to act independently and access the means and processes for making important decisions about their lives and their communities. The program aim to shift unequal political, social and economic power relations between individuals and social groups through two types of interventions:

- Actions that support women's access to and control over resources and assets; and the development of new skills, capacities and confidence to engage in different areas of public and private life
- Actions that create enabling environments by transforming the institutions that structure and reinforce power relations, whether they be in the family, marketplace, and/or the State

Efforts to support empowerment must focus on both aspects, delicately balancing and coordinating changes in institutional structures and in capacities like persuasion, mobilization and analytical capacity skills, with access to credit, political space and land/property. One part of empowerment is an individual's 'power to' make decisions, have authority and the capacity for self-determination over material, financial, organizational, informational and intellectual skills. Self-esteem and the opportunity to make decisions and take on responsibilities must be supported. Alongside increasing individual power, there is a need to address the institutional context and structural conditions that influence an individual's knowledge, assets and will. This includes informal institutions such as social norms and customs that shape public opinion on women, and formal institutions such as state laws, acts and legislation, the market and the society that women face in their everyday lives.

Both agency and structural power can constrain and support autonomy and choice. The Fund for Gender Equality's work is founded on the theory that a person is empowered if they have the personal capacity to influence power relations, the agency to make choices and if the informal and formal institutional contexts support them to enact that choice. The Fund for Gender Equality builds on this approach to obtain an indication of how supported activities contribute to empowering women. These are the two action areas in which the Fund collects and aggregates data from the program to assess the overall performance.



Since 2009, the Fund has awarded US\$ 55 million to 93 grantees working in 69 countries. By supporting women's organizations and government entities, in partnerships and coalitions, the grants are empowering women to raise their voices and influence in political spheres and to compete in and transform the markets around them. More than ever, women are engaging as equal members of the societies they live in and leading more equitable development in their countries.

The programme implemented by AWCSW and entitled "Enhancing Palestinian Women's Participation in Public and Political Life" is an FGE-supported programme being undertaken in Palestine. It commenced on December of 2013 and is scheduled for completion at the end of November 2014. Its overall budget is USD \$450,000.

The program is designed within the framework of the 2011-2013 cross-sectoral national gender strategy developed by Ministry of Women's Affairs which states in its strategic objective no. 5 "facilitate women's active political involvement and to activate their role in decision-making." and suggested three specific policies:

- Taking all legal and other measures to increase women's participation in the political sphere;
- Taking appropriate measures to rectify negative effects of cultural and social heritage regarding women's role in society; and
- Taking appropriate measures to enhance women's abilities and skills.

### Association of Women Committees for Social Work

The Association of Women Committees for Social Work (AWCSW) is a non-governmental organization founded in June 1981 and registered with the Ministry of Interior Affairs. Since its establishment AWCSW formed a basic pillar of the Women's Movement in the occupied territories and is a founding member of the Women's Technical Affairs Committee (WATC). Through its practical projects and programs AWCSW aims to provide services to women and children, and to offer them assistance and training on various levels in order to improve their overall role in the society.

AWCSW overall mission is to attain gender-equality in a democratic Palestinian society, to which end we focus our efforts on improving the social, political, educational and economic opportunities of women. We also spend great effort in raising the legal awareness of women, in order to promote their participation in decision-making processes, to protect their rights and to encourage development.

The Association distinguishes itself from other organizations not only its work in the field and its volunteers/members, but also the strong ties it have with local women leaders in the communities, and the solid working relations with government officials on all levels. These networks assist in the success of our programs, on the local, regional, and national level.

### The Program (Enhancing Palestinian Women's Participation in Public and Political Life):

Through this 2-year program, AWCSW seeks to enhance women's public and political participation beyond local council elections in 10 communities in the Ramallah and Jenin districts. Working closely with young political women activists and multiple stakeholders, the program seeks to create social changes and to establish a model for effective women's representation on the local level so that new quota measures translate into tangible results for Palestinian women. The program employs a holistic approach that focuses on improving networking among women's NGOs, raising awareness of the importance of women's political representation, building the capacity of female local officials and local women's CSOs, and making local government more responsive to gender issues.

Interventions are suggested at two levels: at the local level where it is possible to influence local policies, address local communities and influence their perceptions, and at the national level where decisions are made and can be influenced by joint networking efforts. These strategic decisions for the level of



which is the main way of increasing women's participation in formal politics has been continuously delayed because of the fragmentation between the two political major political parties (Fatah and Hamas). If further delays take place this program will not be solely dependent on the elections at the local or national level. Further interventions will also effectively contribute to changing perceptions about women's participation and influence future political engagement for women. 2) Due to the long struggle of the Palestinian women's movement and the over dependency on donor funding, it is noticed that younger generations are withdrawn from participation in the movement and demanding change in their societies. It is also observed that younger women are not fully aware of their communities' challenges and do not know how to address them, especially with decision makers. Therefore this program is attempting to close generational gap between younger and older women activists and promoting the activists not only in solving their communities' problems but also in being recognized as change-makers and influential forces. 3) This program is investing in changing stereo-type understanding of the role of women in local communities by using non-traditional awareness building measures.

The program will also contribute to generating knowledge about women's political participation and participation in public life by studying challenges at the local level. The program will empower women as local community leaders and support some to be national leaders as well. Women will be able to voice their concerns against the occupation by being able to document them, talk about them in public and in the media. Women will be encouraged to explore potentials in their communities to be able to solve local problems and to find local affordable solutions without depending on donors. Local governments are the perfect venue for such efforts. The program will help solidify the Palestinian women movement, strengthening existing networks, creating new ones and join forces for the general benefit of Palestinian women. Women will also be supported not only to be leaders but effective decision makers at the local and national level.

The program builds on the need for improved awareness of the importance of women's representation among women and female adolescents to reach higher representation levels. Enhancing the capacity of elected women officials and women's CSOs is critical to effectively address women's issues and improve perceptions of women's political participation. Establishing public dialogue mechanisms (forums) for women, and providing technical/financial support for initiatives that address the identified needs of local women is also critical to improve the general perception and support of women's participation in the political and public sphere. Providing young political women activists with an opportunity to develop knowledge, skills, and networks for political participation is considered a further critical issue. They lack support and development opportunities, particularly in the Jenin and Ramallah districts, where universities still have almost all-male student councils. Given the lack of coordination, it is also of major importance to create a coordinating mechanism for women's CSOs under the auspices of the Ministry of Women's Affairs (MoWA), to enhance the effectiveness of our work and lobby for a joint agenda.

#### The program has 3 key outcomes:

Outcome 1: Capacity building and skills are provided for women in Jenin and Ramallah districts to increase their ability to actively engage in political and public life at the local and national level.

- Output 1: Skills in leadership, community mobilization and creating networks for 40 young women activists are enhanced (20 from Jenin governorate and 20 from Ramallah governorate).
- Output 2: At least 20 local women leaders are capable of leading their local communities in activities and initiatives that support women's political and public participation during and after elections.
- Output 3: Elected women members of local councils are more effective in representing their communities in general and women needs and priorities in particular.

- Outcome 2: Enhancing women's political participation by better networking and changing society attitudes in Ramallah and Jenin.



- Output 2.1 More women are involved in local and national networks to support women's participation in political and public life within the 10 localities, in Ramallah and Jenin, governorates, and within the West Bank
- Output 2.2: Trained women and political activists are actively engaged in existing national forums such as the WATC, the national forum for promoting women participation in elections, the General Union of Palestinian Women and Tawasol centers.
- Output 2.3: Local dialogue mechanisms among local councils, citizens, and CSOs and national coordinating mechanism for women's CSOs established to achieve programming and policy changes that improve the lives of women.
- Outcome 3: Knowledge and awareness about challenges and opportunities on women's political and public participation at the local level is increased.
  - Output 3.1: Gaps of knowledge about opportunities and challenges of women's political participation at the local level are identified.
  - Output 3.2: Mapping of local activists and local actors is informing future activities of the established forums and existing networks.
  - Output 3.3: Non-traditional social awareness mechanisms using media and social media, communications and art engage local community including men and youth to increase public awareness of women's political participation.

### Purpose & General Scope

The primary purpose of the Research & Media Strategies Plan is to effectively measure and enhance Performance in **regards of Political and social empowering of women in Palestine**. The task will focus more on researching **challenges that women faces in regards to political and social participation and chances and opportunities that they have to overcome these challenges and become more represented in the political and social life in Palestine**.

Furthermore the task will include on **developing a media strategy focused on empowering the political and social participation of women in Palestine**, with developing communications materials on operational aspects in regards to media management and engagement and mobilizing resources, also the extent to which media tools can be utilized to fulfill and serve the overall mission and vision specifically **"Enhancing Palestinian women's participation in public and political life"** goals outputs and outcomes.

More specifically, the purpose is to:

- Research to measure and assess challenges of women political and public life participation **in the 10 targeted areas**.
- **Research to measure the chances and opportunities that women have to overcome obstacles that they face and to become more actively engaged in political and public life.**
- **Draft a media strategy to assets women and women organizations in the request to enhance their participation in the political and public life in Palestine.**
- Measure and assess capacities regarding media utilization including challenges faced or facing women sector **for the main stakeholders:**
  - Conduct of communications needs assessments as required.
- Development of internal and external communications strategies of advocacy and outreach:
  - Development/production of media relations, communication and advocacy instruments and materials for campaigns, including briefing materials and press releases modulation.
- Development and roll out of publications plan:
  - Effective management of web-based inputs based on needed requirements, including best practices and stories.
- Strategies should include means of compiling inputs from projects and programs in a way to facilitate communication-related knowledge build especially for donors reporting.
- Strategies lay out must:
  - Facilitate a learning experience for partners and teams engaged in promoting community development programs and activities.



- Lead to corrective action needed for partners to achieve the desired results.
- Means to ensure implementation of publications for programs and activities, focusing on ensuring production and publications dissemination.

The scope of the Media strategy planning will be delimited by three dimensions: timeframe, and geographic and thematic focus:

	Media strategy planning
<b>Planning Scope</b>	Enhancing Palestinian Women's Participation in Public and Political Life
<b>Timeframe</b> The period to be covered	June 2014 – to – end of September 2014 (inclusive)
<b>Geographic</b>	The West Bank.
<b>Thematic Scope</b>	POLITICAL EMPOWERMENT

The scope of the Research will also be delimited by three dimensions: timeframe, and geographic and thematic focus:

	Research
<b>Research Scope</b>	Enhancing Palestinian Women's Participation in Public and Political Life
<b>Timeframe</b> The period to be covered by the contracted company	June 2014 – to – end of September 2014 (inclusive)
<b>Geographic</b>	The West Bank (more specifically localities targeted in both Jenin and Ramallah governorates).
<b>Thematic Scope</b>	POLITICAL EMPOWERMENT

### Organizational Relationships

Both the Media Strategy Expert Team and the Research Study Team will be answerable to a Core Group comprised of AWCSW personal, UN Women personal, **GUPW personal** and any other stakeholders nominated by AWCSW or the UN Women and will work closely with AWCSW project manager and other staff to design and undertake the contractual services. The core **reference group** will provide key materials and documents to the teams (Note, **previous researches, national cross-sectoral strategies adapted**, Document Logical work, Budget, reports, progress, etc.).

### Responsibilities and Tasks

**The contracted agency should apply the following tasks;**

- Before starting the task action plan, the expert team shall be thoroughly familiar with the (mission, vision, programs goals, outcomes, outputs, activities, context, etc.) **of the main key stockholders.**
- Expert team with the Core Group agree on how the Research and the Media Strategy Planning will be best conducted. In a clear words organizing (how different stakeholders and partners will be involved, laying out a timetable of work and reporting, feedback and conclusions).
- Agree with the Core **Reference** Group on the methodology to be followed for the strategy in terms of level of participation regarding management of the process, data collection, data analysis, drawing conclusions/supplying recommendations.
- Agree on what will be addressed, for example the field of work and the its priorities and needs; clarity and feasibility of implementing such research and strategy, prospects for sustainability, quality and adequacy of the research and strategy, like developing a comprehensive Media action Plan, including timeline for Planning, organizing, implementing and hosting events/activities, The plan should also:
  - Define the target audience and key messages, tailor messaging to the target audience.
  - Define parameters for written material, Radio/TV spots as well as any other media related activities



- Identify relevant Media/Communications opportunities to Promote & Advocate women empowerment and its work
  - Analyze which factors and/or constraints that could influence implementation, including technical, managerial, organizational, and institutional in addition to other external factors unforeseen.
  - Identify where current media designs needs adjusting/reorienting in order to increase the effectiveness.
  - Produce a set of lessons learned that can benefit the partners and women organization in implementing its programs.
  - Media Strategy to attain gender-equality in its planning, especially in relation to empowering and improving the social, political, awareness opportunities of women and the involvement of men.

## 1. Approach and Methodology

The contractual services will be conducted in accordance with UN Women guidelines and UNEG norms and standards<sup>1</sup>. The methodology will be developed by the designated Teams and presented for approval to the Task Manager/**Core** Reference Group. The methodology should use a combination of quantitative and qualitative research methods that are appropriate to address the main questions and goals. The entire methodology will ensure a fully participatory process, engaging multiple stakeholders from the planning to the final reporting stage. It will also ensure that a human rights and gender equality perspective is integrated within its methodology and throughout the analysis. This is particularly important to understand and assess program addressing complex, intersectional issues in women's rights.

### Methodology

To achieve the above-mentioned purpose and scope of conducting a Research & building a Media Strategy plan, it is expected that the Expert Team will include a description of the appropriate methodology through a combination of tools such as:

- Conduct initial meeting with AWCSW and the Focal Point of UN women Fund for Gender Equality in Palestine, **GUPW and WATAC to determine** priorities and guidelines in relation to the research & Planning a Media Strategy.
- Use of participatory approaches and feedback.
- Literature/Documentation review that includes all literature related to the task in hand.

### The methodology will include<sup>2</sup>:

- A combination of instruments and methods for data collection (interviews, observations, focus groups, literature review, survey, rating, knowledge test, site visits, etc) and identify a wide range of data collection sources (documents, filed information, institutional information systems, financial records, beneficiaries, staff, funders, experts, government officials and community groups, media).
- Methodological framework to be used to achieve the contract goals. This will include a tailored questions matrix that will include criteria, questions, indicators, and sources of information (to be developed by contracted company during the inception phase).
- A work plan and mission plan; clearly indicating timing of activities, deliverable deadlines and resources.
- Definition of approaches for the analysis and interpretation of data.
- Risk and mitigation strategy.
- Communication and reporting strategy for dissemination of results.

<sup>1</sup> See annex 3 for UNEG's Ethic Code of Conduct.

<sup>2</sup> The proposed methodology is to be considered as initial guideline; the selected Teams will further refine the approach and methodology and submit detailed description in the proposal and Inception Report.



### Expected Outputs (deliverables)

The main output of conducting a Research & building a Media Strategy plan:

- Detailed work plan with detailed schedule of the expected activities indicating the work of the consultant/Expert within one week after signing the contract, (One workplan for the Research and One workplan for the Media strategy).
- An Inception report detailing the methodology and planning matrices to be used, in addition to the questionnaire used in the research.
- A presentation of initial findings for discussion with the core reference group, sharing materials and discussing any information requiring clarification.
- Any reporting must be in hard and soft copy. The final products should contain a thorough analysis, and good practices and lessons learned, as well as practical recommendations based on the findings. The annexes should contain any literature consulted, the methodology used, the TOR, and any additional information required.
- A Research Report in both Arabic & English
- A Media Strategy documents in both Arabic & English.



## 2. Timeline & Deliverables

ACTIVITY	TASK	RESPONSIBLE PARTY	DELIVERABLES
<b>Starting the process</b>	<ul style="list-style-type: none"> <li>- Develop budget with allocated funds (keep in mind any knowledge products that could be useful for sustainability)</li> <li>- Designate a Task Manager within organization, who will be responsible for managing the process and liaising regularly with the consultants to ensure the efficiency and quality of deliverables and final report.</li> <li>- Refine and post TORs for consultant</li> <li>- Tailor timeline as appropriate</li> </ul>	AWCSW	<ul style="list-style-type: none"> <li>- Budget with allocated funds</li> <li>- Tailored timeline</li> <li>- Designate a Task Manager</li> </ul>
<b>Launching Task</b>	<ul style="list-style-type: none"> <li>- Initial assessment and selection of consultants according to UNWomen's procedures by grantee</li> <li>- Ratification of selection process and selected consultant by FGE Focal Point</li> <li>- Contract consultants (nb. withhold final payment until validation of the final report).</li> <li>- Establish Core Reference Group</li> </ul>	AWCSW, FGE Focal Point	<ul style="list-style-type: none"> <li>- Consultants contracted</li> <li>- Core Reference Group with TORs and timeline of participation</li> </ul>
<b>Develop Inception Phase</b>	<ul style="list-style-type: none"> <li>- Conduct an initial desk review of documents and information.</li> <li>- Conduct brief interviews (via Skype or phone) with key stakeholders to refine the scope and methodology.</li> <li>- Develop the methodology including a detailed question matrix.</li> <li>- Plan field visits as needed.</li> </ul>	Consultant	<b>Inception Report, including:</b> <ul style="list-style-type: none"> <li>- Methodology</li> <li>- Planning Matrix</li> <li>- Research Questionnaire.</li> <li>- Criteria for selection of field visits &amp; recommendation with justification.</li> <li>- Detailed Work Plan.</li> </ul>
<b>Review Inception report</b>	<ul style="list-style-type: none"> <li>- Inception Report will be reviewed and validated</li> </ul>	Core Reference Group, Task Manager, FGE FP	<ul style="list-style-type: none"> <li>- Input on Inception Report draft and matrix provided</li> <li>- Finalized inception report created</li> </ul>
<b>Data Gathering &amp; Analysis Phase</b>	<ul style="list-style-type: none"> <li>- More in-depth review and analysis of data including existing baseline data</li> <li>- Conduct field visits as needed.</li> <li>- Collect survey data from beneficiaries and FGE and program stakeholders.</li> <li>- Conduct in-depth interviews with partner organizations, stakeholders, FGE and UN Women Staff, and others as necessary.</li> </ul>	Consultant	<b>Presentation of preliminary findings</b> (from over-all process and key findings from field visits) to Core Reference Group, Task Manager.
<b>Preparation of product &amp; Reports</b>	<ul style="list-style-type: none"> <li>- Draft final Research Report.</li> <li>- Draft final A Media Strategy Plan (1 week) and submit to feedback and input from Core Reference Groups</li> </ul>	Consultant	<b>Final Products, including (but not limited to)</b> <ul style="list-style-type: none"> <li>- 1 page Executive Summary</li> <li>- Main Findings and lessons learned</li> <li>- Set of action-oriented recommendations for the grantee and FGE.</li> </ul> Final report should be in the reporting language of the grantee and in English (preferably).
<b>Review</b>	<ul style="list-style-type: none"> <li>- Products will be reviewed and validated</li> </ul>	Core Reference Group, FGE FP and M&Rs/EV Specialist -as appropriate.	<ul style="list-style-type: none"> <li>- Feedback Form completed</li> <li>- Finalized Final expected products</li> </ul>
<b>Submitting of products</b>	<ul style="list-style-type: none"> <li>- Revise to take into account recommendations and input and submit final products to grantee (1 week).</li> </ul>	Consultant	<ul style="list-style-type: none"> <li>- Final products</li> </ul>
<b>Approval of submitted products</b>	<ul style="list-style-type: none"> <li>- Submit for the approval of FP and FGE</li> </ul>	FP and FGE	<ul style="list-style-type: none"> <li>- FINAL approved outputs/products</li> </ul>





## Management of the tasks

The Task Manager (appointed by AWCSW) will be responsible for facilitating the process and liaising regularly with the contracted company to ensure the efficiency of the process and the quality of the deliverables and final report. The Task Manager will communicate throughout the process with the Fund for Gender Equality Focal Point and the **core reference group**. She/he will be responsible of the whole exercise and ensuring the adequate coordination with the FP and the reference groups as appropriate.

The consultant or team, through its team leader, will report directly to the Task Manager. **The consultant team and task manager** will be responsible for logistics (office space, administrative and secretarial support, telecommunications, printing documentation, travel, etc) and the development and dissemination of methodological tools.

The **core reference group** will provide guidance and technical assistance to **AWCSW** on the overall process and approve the reporting. *UNW Specialist for the Arab States and a member of the **Fund for Gender Equality Secretariat team (M&Rs or HQ)** will be providing technical support as needed to the overall process to ensure quality and adequate final reports submission by **AWCSW**. Depending on the capacity of the **AWCSW**, Fund for Gender Equality M&R and the Regional Specialists' involvements and supervision in the process will be determined in consultation with the FP.*

In line with the Human Rights Based and Gender Based standards the contracted company will actively strive to involve the main beneficiaries of the program. The process will be participatory through all phases. As such the management structure of the task in hand will be comprised of one coordinating entity and two consultative bodies:

	Description	Members
<b>Management Group (MG)</b>  <i>Coordinating entity</i>	<ul style="list-style-type: none"> <li>Responsible for management of the task and the day-to-day aspects of the process.</li> <li>Coordination of the selection and recruitment of the team, manage contractual arrangements and payments, provide limited administrative support and preliminary data to the team,</li> <li>Supporting the Reference Group.</li> <li>Facilitating communication between the team and the reference groups and UN Women staff,</li> <li>Reviewing deliverables and collate feedback to share with the team.</li> </ul>	<ul style="list-style-type: none"> <li>Task Manager (<b>AWCSW</b>).</li> <li>Other staff at the <b>AWCSW</b>.</li> <li>FP for <b>Fund for Gender Quality</b>.</li> </ul>
<b>CORE Reference Group (RG)</b>  <i>Consultative body(ies)</i>	<ul style="list-style-type: none"> <li>Identifying information needs, defining objectives and delimiting the scope of the tasks (approving the Draft TOR).</li> <li>Facilitating the participation of those involved.</li> <li>Selection of the Consultant and agreeing on the timelines</li> <li>Review, input and approve the Inception Report</li> <li>Providing input on the planning of documents.</li> <li>Facilitating the consultant's access to all information and documentation relevant to the intervention, as well as to key actors and informants who should participate in interviews, focus groups or other information-gathering methods.</li> <li>Monitoring the quality of the process and deliverables that will stem (Inception Report, Preliminary findings and Final Report).</li> <li>Disseminating the results, especially among the organizations and entities within their interest group.</li> </ul>	<p>A Core Reference Group (CRG) is meant to ensure an efficient, participatory and accountable process and facilitate the participation of stakeholders enhancing the use of the findings. It includes members from the following organization (<b>AWCSW, Fund for Gender Equality, UNWomen, GUPW, WATAC, MoWA, Ministry of Information, Ministry of Local Governance and/or specialist if needed</b>).</p>



### In addition, please note:

- The Task Manager or other members of the Management and Reference Groups may participate in the field missions in collaboration with the designated teams.
- In addition to the above management structure, the teams will ensure key stakeholder participation throughout all phases of the process and will ensure that the specific needs and interests, and contexts of program beneficiaries are taken fully into account as a priority as per equity-based standards (illiteracy, geographical constraints, etc).
- After validation of the final report, a **Management Response** to address recommendations; and a **Dissemination Strategy** for sharing findings and lessons learnt will be developed. The Management Group in close consultation with Reference Group will be responsible for these. Templates for both documents will be provided.

### Team Composition, Skills and Experience

The contractual services will be conducted by independent teams - composed of 1-3 experts - with the requisite skill set (individually and jointly) to conduct a review. teams will be lead by a Team Leader (TL). **The integrity and merit based approach shall be maintained throughout the process, in particularity in the selection of the team members. Focal points and Fund for Gender Equality can as adequate refuse the final selection of the team members, if proven not meeting the criteria outlined in the presented Fund for Gender Equality ToRs**

The contractual services should be carried out by multi disciplinary team with adequate experience in Governance and Community participation programs, management, and organization development. The team leader will be held responsible for the final output of the report, and for liaising with AWSCW. The teams is expected to commence the tasks and submit a final report within **twelve – thirteen weeks from date of accepting and signing the contractual services.**

The report will not be considered final unless discussed with the **Reference Group** who has the right to request making amendments. Any disagreement or opposing view shall be included as an annex to the report, while any factual errors should be corrected in the report itself.

### Skills and Competencies

AWSCW is looking for a contractual consultants/Companies with a strong record in conducting Planning & Researches, with excellent knowledge in theory and practice. The contracted should have the following skills and competencies:

- Relevant experience of strategic planning and researches **in the relevant required fields.**
- Familiarity with different methodologies for the task in hand.
- Demonstrable experience of working with NGO work.
- Ability to write concise, readable and analytical reports and understanding of public communications.
- Demonstrable relevant experience with participatory methods with beneficiaries.
- Knowledge of Gender issues and key players in the context of the occupied Palestinian territory.
- Accountable, flexible and prepared to work under pressure with good time management.

### Language Requirements:

Fluency (both oral and written) in English and Arabic.

### ANNEX SECTION

Annexes:

- Annex 1 "Task Timeline"
- Annex 2 "Selection Criteria"



The contracted expert/company/consultant shall submit technical and financial proposal include:

- Details of proposed methodology and tentative work-plan
- Description of outputs
- Detailed financial proposal and coasts
- Relevant experience.
- CVs of focal team that will be involved in the activity





Annex 1. Tasks Timeline

Activity	Responsible	2014															
		Jun.		July.				Aug.				Sep.					
		W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4		
<b>1. Preparation Phase</b>																	
Sending guidance to grantees	FGE Secretariat/FGE M&Rs	■															
Finalization of TORs	Grantee	■															
Creation of Reference Group(s)	Grantee/ FPs	■															
Procurement Process for Selecting Teams	Grantee	■															
Review and Selection of Teams	Grantee/Reference Group	■															
Contractual Process: contract signature	Grantee	■															
<b>2. Conducting Phase</b>																	
Starting Date of tasks	Team members (TM)	■															
<b>Inception Phase:</b> Document Review and Interviews (1-3 weeks)	TM	■	■														
Draft Inception Report - meeting presentation:	Team Leader (TL)			■	■												
Review and Feedback	Reference Group			■	■												
Final Inception Report	(TL)			■	■												
Presentation of initial results and oral feedback	Grantee/Reference Group					■	■	■	■								
Preparation and submission of Draft Final Products Phase (1-3 days)	TM									■	■						
Review and Feedback	CRG									■	■						
Submission Final Reports	TL												■				
Final approval by UNW/FGE: Flexible	FGE Secretariat/M&R												■				
Final Payment upon UNW/FGE approval	Grantee													■			
<b>3. Post-Conduction Phase</b>																	
Management Response Designed [Continuous] and Implemented (as proposed)	Grantee/RG																
Dissemination and KM Strategy Designed [Continuous] and Implemented (as proposed)	Grantee/RG																



## Annex 2. Criteria for Selection of Proposals

### Team Selection Criteria

The selection of the Teams will be based on the fulfillment of the specification established in the TOR. The submitted proposals will be assessed on three main categories: the expertise and competencies of the contracted company, as reflected in their CVs, gender balance and diversity of team; the technical proposal for the specific tasks; and financial proposal. The categories will be assigned different weighting, which will total 100%.

#### I. Team Composition (35%)

The team leader's and all team's experience and qualifications meet the criteria indicated in the TOR. The team is gender balanced and cross-culturally diverse.

#### II. Technical Proposal (35%)

1. **Work matrix:** The matrix clearly addresses the TOR, relating tasks *Questions* with *Criteria*, with *Indicators* and with *Means of verification*.
2. **Tasks approach and methodology:** The proposal presents a specific approach and a variety of techniques for gathering and analyzing qualitative and quantitative data that are feasible and applicable in the timeframe and context of the tasks, and incorporates human rights and gender equality perspectives.
3. **Work plan:** The timeframe and resources indicated in the financial proposal are realistic and useful for the needs of the tasks.
4. **Motivation and ethics:** The contracted company reflect clear professional commitment with the subject of the assignment and follow UNEF ethical code of conduct.

#### III. Budget (30%)

The budget proposed is sufficient for applying the data gathering techniques and for obtaining reliable data for the requested tasks in the timeframe indicated.



### Annex 3. United Nations Group (UNEG) Ethical Code of Conduct

It is expected that the contracted company will comply fully with the ethical code of conduct of the United Nations Evaluation Group (UNEG). These are:

- **Independence:** Contracted company shall ensure that independence of judgment is maintained and that findings and recommendations are independently presented.
- **Impartiality:** Contracted company shall operate in an impartial and unbiased manner and give a balanced presentation of strengths and weaknesses of the policy, program, project or organizational unit being evaluated.
- **Conflict of Interest:** Contracted company are required to disclose in writing any past experience, of themselves or their immediate family, which may give rise to a potential conflict of interest, and to deal honestly in resolving any conflict of interest which may arise. Before undertaking work within the UN system, each evaluator will complete a declaration of interest form (see Annex 3).
- **Honesty and Integrity:** Contracted company shall show honesty and integrity in their own behavior, negotiating honestly the costs, tasks, limitations, scope of results likely to be obtained, while accurately presenting their procedures, data and findings and highlighting any limitations or uncertainties of interpretation within the tasks.
- **Competence:** Contracted company shall accurately represent their level of skills and knowledge and work only within the limits of their professional training and abilities in conducting tasks, declining assignments for which they do not have the skills and experience to complete successfully.
- **Accountability:** Contracted company are accountable for the completion of the agreed deliverables within the timeframe and budget agreed, while operating in a cost effective manner.
- **Obligations to participants:** Contracted company shall respect and protect the rights and welfare of human subjects and communities, in accordance with the UN Universal Declaration of Human Rights and other human rights conventions. Contracted company shall respect differences in culture, local customs, religious beliefs and practices, personal interaction, gender roles, disability, age and ethnicity, while using instruments appropriate to the cultural setting. Contracted company shall ensure prospective participants are treated as autonomous agents, free to choose whether to participate, while ensuring that the relatively powerless are represented. Contracted company shall make themselves aware of and comply with legal codes (whether international or national) governing, for example, interviewing children and young people.
- **Confidentiality:** Contracted company shall respect people's right to provide information in confidence and make participants aware of the scope and limits of confidentiality, while ensuring that sensitive information cannot be traced to its source.
- **Avoidance of Harm:** Contracted company shall act to minimize risks and harms to, and burdens on, those participating, without compromising the integrity of the findings.
- **Accuracy, Completeness and Reliability:** Contracted company have an obligation to ensure that reports and presentations are accurate, complete and reliable. Contracted company shall explicitly justify judgments, findings and conclusions and show their underlying rationale, so that stakeholders are in a position to assess them.
- **Transparency:** Contracted company shall clearly communicate to stakeholders the purpose of the tasks, the criteria applied and the intended use of findings. Contracted company shall ensure that stakeholders have a say in shaping the tasks and shall ensure that all documentation is readily available to and understood by stakeholders.
- **Omissions and wrongdoing:** Where contracted company find evidence of wrong-doing or unethical conduct,