

## GENDER AUDIT

### CONSULTANCY SERVICES

#### TERMS OF REFERENCE

## **I. BACKGROUND**

**The NGO Development Center (NDC)** is the largest Palestinian organization of its kind, working hand-in-hand with Palestinian NGOs and community development organizations to improve the delivery of services in unserved and underserved areas to marginalized segments of society and build a more efficient and responsive Palestinian civil society.

NDC is an innovative non-profit organization that empowers local NGOs to better provide vital services to Palestinians. NDC mobilizes donor funding to deliver a unique combination of direct grants and capacity-building programmes that enhance the effectiveness, self-reliance and sustainability of Palestinian NGOs. NDC advocates greater NGO transparency and accountability through the adoption of professional financial and management practices, and promotes sector-wide coordination and sharing of best practice experiences within its programmes and on its Masader portal ([www.masader.ps](http://www.masader.ps)).

NDC is in the unique position of serving as a management body for local and international agencies seeking to implement NGOs programmes throughout the entirety of the West Bank, East Jerusalem and Gaza Strip. NDC has over 15 years of experience in managing and monitoring funding and rendering development programmes and projects. Through its various programmes and schemes, NDC serves as a grant-making mechanism for the NGO sector, as well as a provider of technical and managerial capacity building at an NGO level, and a facilitator of sectoral development.

NDC was founded in partnership with leading Palestinian NGOs, unions and networks and officially registered at the Ministry of Interior in 2006. This mandate provides NDC with the legitimacy and confidence to continue to serve the Palestinian NGO sector.



## **Mission**

NGO Development Center (NDC) is a Palestinian non-profit, non-governmental organization that supports the NGO sector in Palestine through the provision of financial and technical support.

## **Goal and Objectives**

### **Goal**

NGOs contribute to the development of Palestinian society and meet its needs.

### **Strategic objectives**

1. NDC is a main mechanism for supporting and developing NGOs to respond to the community's most pressing needs.
2. NGOs are better able to carry out their tasks effectively.
3. Sufficient and suitable resources that are responsive to the NGO sector are allocated, which cultivate best practices, enhance NGO performance, and increases their impact.

## **NDC Governance Structure**

NDC is governed by a Board of Directors that provides guidance and oversight. The current 9 members represent a stratum of economic, academic and civil society experts. The board is elected once every three years by the General Assembly. The General Assembly encompasses members of the four main NGO networks and unions in Palestine – namely, the Palestinian NGO Network (PNGO), the Palestine General Union for Charitable Societies, the Palestinian National Institute for NGOs, and the General Palestinian Union for NGOs in Gaza. The General Assembly also includes members of the academia, the private sector and NGO experts (current membership 25).

## **Selected Projects/Programmes**

Since 2018, NDC has been entrusted with managing the Human Rights Programme on behalf of the Swedish International Development Cooperation Agency (Sida). It provides core support to Palestinian and Israeli human rights NGOs that possess demonstrated competence and capacity to contribute to real and sustainable change. A new phase of the Human Rights Programme has recently been launched and will cover the period 2023-2026 for an amount of SEK 120,000,000. (Swedish kronor one hundred twenty million).

Other NDC programmes include:

- Action for East Jerusalem Identity and Resilience (AJIR): an eight million euro project, funded by the French Development Agency, whose main objective is to support the resilience of Palestinians in East Jerusalem. The project has three main pillars: (i) improving education and cultural services provided to young people, (ii) supporting vulnerable populations, and (iii) fostering the role of civil society and enhancing its capacities. Cross-cutting issues, such as gender inequalities and environmental challenges, are addressed throughout these three pillars.

- The Gaza Emergency Support for Social Services project: a seven million US Dollar project, funded by the World Bank, whose main objective is to provide selected social services, short-term cash for services, and online employment opportunities to the most vulnerable population in Gaza. The project has three main components: (i) Cash for Services to enhance psychosocial support provision in Gaza; (ii) Support to Youth Empowerment through e-work; and (iii) Project Management and Monitoring.

With the goal of mainstreaming gender issues throughout the Human Rights Programme and NDC in general, and with specific consideration of the unique situation for Palestinian women, NDC is looking to undertake a gender audit. In particular, taking into account:

(1) Sweden’s Strategy for development cooperation with Palestine 2020–2024, whose Objective 1 is devoted to “Human rights, democracy, the rule of law, and gender equality”. Through this objective, Sweden aspires to contribute to programming that increases gender equality, including increased access to and respect for sexual and reproductive health and rights;

(2) The recommendations of the 2022 external evaluation of the Human Rights Programme, which indicated that the Programme would benefit from a more targeted approach to gender mainstreaming, including integrating gender into all areas of work and reporting.

## II. OBJECTIVES OF THE GENDER AUDIT

The overall aim of the Gender Audit is to promote organizational learning on how to implement gender mainstreaming effectively in policies, programmes, and structures; and to assess the extent to which policies have been institutionalized at the organization, work unit, and individual levels.

### Specific objectives

The Gender Audit’s objectives are to:

- Generate understanding of the extent to which gender mainstreaming has been internalized and acted upon by staff.
- Assess the extent of gender mainstreaming in terms of the development and delivery of gender-sensitive products and services.
- Identify and share information on mechanisms, practices and attitudes that have made a positive contribution to mainstreaming gender in the organization.
- Assess the level of resources allocated and spent on gender mainstreaming and gender activities.
- Examine the extent to which human resources policies are gender sensitive.

- Examine the staff sex balance at different levels of an organization (horizontal and vertical)
- Set up the initial baseline of performance on gender mainstreaming in the organization with a view to introducing an ongoing process of benchmarking to measure progress in promoting gender equality.
- Set up an action plan on gender mainstreaming including benchmarks and follow up actions for monitoring progress.
- Identify room for improvement and suggest possible strategies to better implement the action plan.

### **III. KEY DELIVERABLES**

It is expected that the Consultant will produce the following deliverables:

1. An inception report with a detailed work plan after initial consultations.
2. A draft final report including findings on gender equality, diversity, and inclusion across the organizational structure.
3. A final internal report including recommendations for action.
4. A PowerPoint presentation on processes and results of the audit.
5. An action plan developed collaboratively with the NDC team, including a plan for monitoring progress.

### **IV. REQUIRED QUALIFICATIONS**

The Consultant is expected to have the following skills:

- Experience conducting Gender Audits and/or organizational gender analysis in a development context.
- Experience in Gender Perspective in Human Rights and Humanitarian Action Projects in the Occupied Palestinian Territories.
- Proven track-record of facilitation and participatory methodologies to ensure ownership and engagement of e.g., staff groups, partners, communities, and participants.
- Excellent command of oral and written English skills.
- Possibility to go to NDC Offices in Al Ram.
- Arabic desired.

## V. CONTRACT DETAILS

**Type of contract:** Lump-sum Contract

**Duration of the consultancy:**

The duration of the consultancy is a maximum of **three months** from the date of signature of the consultancy contract with NDC.

**Tentative starting date:** beginning of March 2023

**Expected level of effort (tentative): 30 days**

- Planning Phase (Total of **9** days)
  - Initial meetings with the team (1 day)
  - Identify and collect initial documents (1 days)
  - Conduct desk-review of documents (5 days)
  - Inception report with a detailed work plan after initial consultations, defining the structure, the implementation plan and key dimensions of the audit (2 days).
- Research and Gender Audit Facilitation (Total of **9** days):
  - Meetings with NDC Team (1 day)
  - Conduct individual interviews with team members and board representatives (3 days)
  - Conduct consultation with partner organizations (4 days)
  - Prepare and conduct workshop if needed (1 day)
- Reporting and feedback phase (Total of **12** days):
  - Executive Summary (1 days)
  - Final Report, including main findings, good practices and proposed recommendations for performance improvement. (7 days)
  - Debrief on findings and recommendations to the Team (1 day)
  - Action Plan, developed collaboratively with NDC Team (3 days)

**Place:** Remote, with visits to NDC Offices in Al-Ram (West Bank) as needed.