



Under the Framework of the Technical and Vocational Education and Training (Forsah TVET) Program

RfP for services related to Leadership Program (training and coaching) to Female staff in TVET institutions

Due Date: Saturday, 23 December 2023

Terms of Reference

Background and General Information about Forsah Program

Forsah TVET supports technical and vocational education and training (TVET) institutions to better prepare Palestinians graduates for the labor market, and to productively engage in local and regional economies. By enhancing TVET institution's capacity to respond to the needs of the private sector, creating partnerships between TVET institutions, private sector firms, and youth in specific sectors, and increasing enrollment in TVET program, Forsah TVET will help supply skilled TVET graduates and create an enabling environment for sustainable supply-demand associations and meaningful youth participation.

Through partnership with non-governmental Palestinian TVET institutions, Forsah TVET will collaboratively develop new or upgraded training programs. These programs will support Palestinian career paths and link students to employment opportunities, or help them start their own businesses, in increasingly in-demand sectors. Through partnerships, Forsah TVET supports TVET institutions' responsiveness to the needs of the private sector and the effects of climate change; creates new partnerships between the TVET institutions and the private sector; and increases the number of skilled graduates. In addition, Forsah TVET will support enhanced career development services and mentorships for students. Forsah TVET activities will work with youth to improve awareness of TVET programs and increase student enrollment in partner institutions. Through Forsah TVET, partner TVET institutions across the West Bank, Gaza and East Jerusalem will work collaboratively to enhance the quality, relevance, and access of their training programs, building their capacity to respond to the needs of the private sector and build partnerships with private sector firms and youth in specific sectors. Through Forsah TVET, partner TVET institutions will have improved performance, accessible green facilities, and well-established relationships with private sector actors, enabling them to sustainably respond to and predict workforce demand and the effects of climate change.

About BWF:

The Business Women Forum (BWF) is a national non-profit organization established in 2006, to promote and empower the role of businesswomen and entrepreneurs as leaders in the Palestinian economy through advocacy, influence to create an enabling environment for women in Palestine. BWF works through a comprehensive methodology through provision of business development packages including capacity building, coaching, consultancy and technical support necessary for their business, enhancing access to markets, financing and knowledge, in addition to networking with local, regional and global institutions and organizations.

BWF has developed a holistic business development approach based on the cumulative experience of BWF over the 15 years working on supporting women owned businesses and women entrepreneurs from different sectors and backgrounds. The holistic demand driven business development approach includes: capacity building & skill development program , one-on-one coaching and mentoring, on the job training, developing competitive products, branding and creation of creative designs, providing seed funding, access to information, access to finance, and marketing (identification of local marketing channels, developing marketing strategies, creating and participating at local, regional and international networking platforms and enhancing access to export chains). In addition, BWF introduces role models, women champions and advocates for women's issues at all levels. This holistic approach contributed to enhancing sustainability of businesses and access to economic opportunities through job creation and income generation, thus, promoted women's potential leaders and agents of change.

The Purpose of this ToR

As an integral component of the Forsah TVET intermediate results framework, dedicated to enhancing the capacity of TVET institutions in addressing private sector needs, the Business Women Forum (BWF) will be initiating an intervention to strengthen the capabilities of **FEMALE** TVET staff to advance in **LEADERSHIP** roles.

Toward this objective, BWF is seeking a professional Business Service Provider/s (BSP/s) to collaborate on planning and implementing **a custom-tailored program for empowering women in leadership. (Training and Coaching)**

The significant value of this program stems from its potential to bridge the gender gap in leadership roles within TVET institutions, which hold an essential responsibility in conveying practical and vocational skills to students. The envisaged program aims to establish a path for female administrators and faculty members to bind their leadership potential, contributing to a more equitable and diverse leadership landscape across TVET institutions within the framework of FORSAH Project.

This activity is designed within the project framework to enhance and amplify the leadership penetration of **at least 20 and up to 26 female TVET staff members** (administrators, faculty members, etc.) from 12 different TVET institutions from the West Bank, East Jerusalem, and Gaza.

Where it is **expected to have 2 rounds or cohorts** (at least 10 TVET female staff each round). The first cohort participants will be selected from identified six partner TVET institutions while the second cohort participants will be identified after the selection of the second cohort TVET institutions (six institutions). The selection of the second cohort institution is expected to be finalized by April 2024.

Its main purpose is to **equip** participants with the requisite **knowledge, skill set,** and **tools** essential for excelling in leadership roles and decision-making positions, thereby fostering an environment conducive to growth, **innovation,** and constructive transformation within their respective TVET institutions. Also, the intended program aims to **promote** a more **balanced gender diversity** in key leadership roles within TVET establishments, additionally, it will serve to stimulate these empowered women to assume **advocacy** role for gender parity, fostering a collaborative **network** among peers who share leadership responsibilities.

Scope of Work

The selected BSP/s will be responsible for **a range of tasks encompassing the development and implementation of this intended program (training and coaching) for empowering women in leadership and decision-making positions** (including; needs assessment, planning, documentation, execution and MEAL). The composed efforts of the selected BSP/s will eventually strengthen the leadership potential of female staff members within TVET institutions also will advance the broader cause of gender equality while fostering a supportive and cohesive community of pioneers' women leaders.

This program's core objective is to elevate and fortify the leadership proficiencies inherent in the female TVET staff, promoting their capacity to advance into leadership roles and make substantial contributions to the progress of their respective institutions.

Main Phases/ Milestones:

1st Milestone: Preparation Phase

In the preparation phase, the selected BSP will undertake a role in identifying existing gaps in leadership skills and capabilities among the chosen female staff members. This role encompasses the following key aspects:

Needs Assessment for female TVET Staff:

In this phase, the BSP's primary task is to conduct needs assessment tailored to the female TVET staff. The aim of this assessment is dual: first, to facilitate the development of an impactful leadership training and coaching program, and second, to contribute significantly to the evaluation and mentoring the enhancement of leadership competencies among these women as they embark on leadership roles.

The needs assessment should explore the specific requirements and challenges faced by the female TVET staff members during their transition into leadership and decision-making positions.

This will encompass explore their current skill sets, knowledge gaps, aspirations, and areas where additional support is crucial such as the enabling environment. In addition; in this assessment also the baseline for the the evaluation of the outputs and impact should be established.

Expected deliverables for this phase:

- Two Needs Assessments Analysis Reports with Baseline Evaluation; the first report summarizes the needs assessment for the first cohort between January _February 2024, and the second need assessment report for the second cohort between June – August 2024, the exact date will be provided once the second cohort TVET institutions are selected.

Note: In the project lifetime it is expected to have 2 cohorts of the trainees at least (10 up to 13 TVET female staff/cohort), BWF expect to have a report for each cohort. Where the planning, development, implementation and evaluation of each cohort as per the tasks and milestones requested in this ToR, and per the finalizing of any perquisite tasks within partners consortium might approximately extend between 10- 16 months.

In this phase the BSP expects to receive the following from BWF to facilitate the assessment process:

- List of female staff nominated to participate in the leadership training and coaching.
- Indicative training and coaching outline; includes general information about the training scope of work, objectives, expected topics, outcome, targeted group, planned timeframe, tools, methodology, etc.

Note; This will be an indicative outline but a final training outline contains the final topics for the training, methodologies, insights on the participants' criteria, etc. should be produced by the BSP in the training development phase

2nd Milestone: Program- Training and Coaching Development

During this phase, the BSP will work on shaping the foundation and framework of the leadership training and coaching. The BSP will be tasked with employing their expertise to prepare a comprehensive and tailored training and coaching content that aligns with the specific needs, challenges and objectives of the female TVET staff and their institutions, following integrating the findings of the needs assessment results.

Expected deliverables for this phase:

- **Final Outline:** This outline should reflect the understanding of the roles and responsibilities of the female TVET staff and how leadership skills can be integrated into their roles. This outline should be considered as **the training and coaching framework** and should include the training and coaching topics, duration, methodologies, modules, tools among other major points, etc. Also, the training outline should include the feedback, progress and evaluation mechanisms. In addition to defined timeline for each step toward the training program. The final training outline and action plan should be submitted by **March 2024**.

- **Gender Sensitive Training and Coaching Content and Materials:** the BSP will prepare a customized training content for **Modules** that addresses the identified leadership gaps. It might be blend of theoretical knowledge, practical tools, case studies, interactive exercises, simulation, role-playing activities, real-life situations and role modeling activities, peer learning, and experts' speakers, exchange visits etc. Where the content should ensure **relevancy to the TVET environment including challenges and opportunities for female leaders.** The training content should include also high-quality **Materials**, such as presentations, guidelines, handouts, and support materials as well as post- training supporting materials such as additional open resources. The Training and Coaching Content and Materials should be submitted and finalized maximum by May 2024.

Note; This phase deliverables will be requested in two versions English and Arabic

3rd Milestone: Execution/ Program Delivery phase

The training and coaching execution is the stage where the designed leadership program delivered. During this phase, the BSP will engage directly, dynamically and interactively with the participants, facilitating the learning experience and ensuring that the objectives of the training are effectively achieved and evaluated through following the of designed continues feedback gathering mechanism.

The training execution phase is about implementing and testing on ground the learning journey planed that empowers female TVET staff in leadership roles acquisition.

At this stage, the BSP should provide qualified trainers in the field of leadership so that these trainers possess specialized training capabilities in this field of leadership as well have the capacity and the experience to train women in TVET.

Basically, the number of training days for each round reaches **15 training days**, equals to 90 hours as these training days are held within the modules system. In addition to personal on **job coaching could extend to 10 working days** for each round equals to 60 hours. Where the conducting of the entire (Milestones in this assignment including delivery of program of training and coaching for each round might extend between 10- 16 months at the latest, taking into account the risks that may affect time and the second round should be completed by November 2026 at latest.

Expected deliverables for this phase:

- Conducting of 25 Training and coaching days for each round in total expected number of hours per day is at least 6 working hours
- Final training and coaching implementation report for each round, include analytical aspects for progress development including pre-post analysis, trainees' quotations, success stories etc.

In this phase the BSP expects to receive the following from BWF to facilitate the process:

- List of female staff selected and vetted to participate in the leadership program.
- Arrangement of venue booking and any other needed logistics.

Note; The delivery of training and coaching services is requested in Arabic.

Note; BWF will be responsible for the venue booking and related logistic costs for conducting the training and the coaching.

4th Milestone: Evaluation and Monitoring phase (Cross Cutting)

This is a cross-cutting activity through all other milestones, and it aims to underscore the commitment to measuring tangible outcomes and fostering an environment of continuous improvement.

It starts by the preparation phase through defining the ongoing evaluation and feedback mechanism and continues through the program development, and execution. As it might need another level of critical Impact evaluation upon the program delivery.

This phase should provide measurement of the objectives, outcome, achievements, feedback circle, individual and institutional impact, among other important success measurement factors.

The information and data analysis provided in this phase should serve as the End-line base for the training program.

Expected deliverables for this phase:

- Two Impact Assessments Analysis Reports with End-line Evaluation, one for each trainees' cohort.

Note: In the project lifetime it is expected to have 2 cohorts of the trainees (10 TVET female staff/cohort), BWF expect to have a report for each cohort.

Note: All deliverables and outcomes of these milestones are subject for BWF revision and approval before moving to further)

Application Process and Evaluation

Interested BSPs should submit:

a. Technical proposal including

- Detailed description of methodology, including the description of the assignment understating, the approaches, techniques, tools, timeframe for each phase with associated deliverables in days and consideration for each phase.
- Experience profile and list of similar experience related to all phases in the requested assignments
- Sample of similar previous assignments.
- List of team members along with their suggested levels of effort/ duties with their recent CVs.
- Service provider related profile.

b. The Financial Proposal: Financial proposal should be separated from technical proposals

- shall include budget break down indicating in details all the steps/ subtasks/ sub activities and required level of effort of the above-mentioned phases. including any anticipated expenses for training materials creation and documentation crediting etc.
- Below Table is indicative, keeping in mind that pricing based on deliverables is a must

Milestone/ Phase	Main Deliverable	Sub Tasks and activities	level of effort/ Day	Cost (USD) excluding Tax
1 st Milestone	- A - B	- A - B		
Total				
2 nd Milestone	- A - B	- A - B		
Total				
3 rd Milestone	- A - B	- A - B		
Total				
4 th Cross cutting Milestone (Most of activities related to this phase should be included in previous phases)	- A - B			
Total				
Other cost				

General information

Starting Date

The assignment is expected to start between by January 2024. Schedule will be confirmed later with the winning BSP.

Duration: Final timeframe will be confirmed later with the winning BSP.

This assignment is envisioned to be conducted over a period of 3 years, approximately between December 2023 and November 2026. The estimated needed level of effort shall be indicated by the applicant in their submitted proposal while the base of estimation is the deliverables requested.

The estimated timeline for the completion 1st, 2nd milestones is expected within 2 months of the contract signing, the other phases duration will be defined according to the progress.

Duty Station delivery method

- For Training and coaching delivery: Face to face delivery method with possibility for online or hybrid method in case needed or situation required, Location in WB/ Ramallah
- For other milestones hybrid method as per the needs and limitation.

Payment

- Payments will be scheduled in phase completion basis based on acceptance of BWF of the deliverables.
- Payment will be released for the selected BSP after the submission of the final reports/ deliverables for each phase.
- Submission an invoice or payment request and 10% taxes will be deducted.
- Submission of time sheet or detailed work report.
- More details about payment terms, conditions and installments would be clear upon contracting.

Application Notes

- To ensure the integrity of the procurement process and to ensure confidentiality of the financial information during the technical evaluation stage, the financial and the technical proposals must be completely separated and submitted in separate envelopes/documents, emails clearly marked on the outside and on the subject of the email. Otherwise, the offer will not be considered and will be dropped automatically.
- For local BSPs ONLY: Interested BSPs shall submit one hard copy and one soft copy (into sealed and stamped envelope) of the technical and financial proposal including all the above details with the following name "Service related to Leadership program to Female staff in TVET institutions" to Business Women Forum- BWF, address in Al Bireh, Al Balou', Al Fare bldg, 2nd floor NO later than 23 December 2023.
- For regional BSP ONLY: Interested BSPs shall submit one soft copy of the technical and financial offers (in two separate emails) including all the above details with the following Title (Service related to Leadership program to Female staff in TVET institutions: Technical OR Financial) by email to procurement@bwf.ps NO later than 23 December 2023. Please make sure to send the offers ONLY to procurement@bwf.ps WITHOUT copying any other email of BWF.

Evaluation of Proposals

BWF will evaluate the proposals based on the following criteria:

- Experience in developing and implementing leadership program for women mainly in TVETs.
- Quality of the proposed methodology and assessment tools.
- Qualifications and skills of the team members.
- Budget breakdown and financial proposal.

BWF reserves the right to reject any or all proposals and is not bound to give reasons for its decision.

Other General Notes:

- An Information Session about the RfP, ToR and to answer related questions will be conducted on December 6th 2023 @10:00 am Jerusalem time via teams. Interested BSP should send email to the following email admin@bwf.ps, maximum by December 5th 2023 @4:00 pm to send them the meeting link.
- Price offers should be provided in USD excluding VAT bearing in mind that this project is VAT exempted, where the BSP is requested to get Zero Invoice.
- All BSPs should be able to submit taxable invoice and valid tax deduction at source certificate otherwise 10% income Tax will be deducted from the offered price.
- Regional BSP should take note that a 10% income tax deduction will be applied to the bid amount.
- BWF has the right of cancelling the bid or changing any of the above-mentioned items.
- BWF has the right to split the bid on more than 1 BSPs.
- The bid committee is not obligated to accept the lowest prices.
- Bids evaluation will be based on the following weights (70% for technical evaluation and 30% for financial evaluation). To ensure transparency, bid committee will start with the technical evaluation while the financial evaluation will be only for the best technical proposals.
- Advertising costs in the newspaper / online platforms will be charged on the winning BSP.

Required Qualification:

Local and regional consultants (joint venture, or firms) are eligible to submit for this assignment. The individual/firm consultant is expected to have the following key qualifications and experience:

- Proven prior solid experience in leadership program development and execution.

- Proven solid understanding of gender dynamics and sensitivity to issues facing women in leadership.
- Proven familiarity, understanding and experience with the TVET sector is an added value.
- Proven solid ability in conducting need and impact assessments is essential.
- Awareness of legal and ethical considerations related to mentorship programs, workplace diversity, and gender equity is essential.
- Familiarity with the updated trends in TVET, leadership theories, and best practices in mentoring is essential for program evolution.
- Proven solid prior experience and strong background in leadership training and coaching, training and coaching certifications in this field is essential.
- Proven solid ability to tailor coaching sessions to the specific needs' mentors for best delivery of mentorship for TVETs students.
- Related education back ground for the team members. Preferable A master's degree (or equivalent) in social and human sciences, administration, economy, or any related fields (as a requirement).
- Demonstrate knowledge in the context of the West Bank, East Jerusalem, and Gaza.
- Ability to communicate fluently in English and Arabic and write reports in English.
- 5 years+ of solid experience in the requested tasks within these assignments is preferable.

The End