

Terms of Reference

Gaza NGO Safety Organization – Request for Training and Technical Services

A. Background

CARE International, with funding provided by ECHO, is implementing the Gaza NGO Safety Office Project. The project, which is in its second year, acts as a service provider and source of information for the humanitarian NGO community operating in the Gaza Strip.

While Gaza is tiny (360 square kilometres), and is very isolated by a siege imposed by the Israeli government, it is one of the most unstable and potentially violent places in the world. In the last two years, Gaza has been the focus of a major Israeli air, sea, and land attack, Operation ‘Cast Lead’, several smaller, but devastating attacks, and regular Israeli army incursions. While, at present targeted killings of Palestinians by Israel in Gaza are somewhat infrequent, that practice has also been a risk factor for people going about their normal business. In addition to the threat posed by operations of the Israeli military, there are threats posed by the political situation. Hamas seized control of the Gaza Strip in what was, effectively, a coup d’état in June 2007. Hamas civil control has generally been effective, and law and order have been restored; however, the open conflict between Hamas and Fatah—which regularly escalates to the level of violence—is an ongoing threat. Kidnappings—brought under control with the Hamas take over—are a growing concern among the international community operating in Gaza.

While street crime is not a significant feature of life in Gaza, the poverty and stress of daily life in Gaza does seep through in increasing numbers of intra-family feuds that involve the use of guns and which can involve uninvolved people in the vicinity.

B. Objective

The GANSO project seeks the services of an international professional(s) to work with GANSO staff in Gaza, providing training and technical assistance to NGOs and INGOs in the areas of:

- (a) Safety management and risk analysis for NGO managers;
- (b) Preparing for the worst – how do you know that you are prepared for an emergency?
- (c) Hibernation – when should you hibernate and how should you prepare for hibernations?
- (d) Evacuation planning;
- (e) Taking responsibility for your personal safety. What are the risks and what is involved;
- (f) Information. What do you need in an emergency, what are schemes to back it up. What kinds of information can harm you?
- (g) Vehicle and driving safety — Everything from marking to parking.

GANSO also seeks to expand its capabilities to train INGOs and NGOs on safety management topics such as planning, risk and actor analysis, building an evacuation plan, hibernation, and facility assessment; (b) personal safety topics such as techniques to enhance personal safety, kidnapping, gender based personal safety issues, stress, and surveillance awareness; and (c) information management for safety purposes.

C. Plan of Action, Tasks, or Activities:

The contractor(s) shall design a curriculum and deliver training in the topics listed below. The contractor is invited to expand upon or nuance this list and the detailed descriptions accompanying each topic. All topics must be calibrated to the realities of the Gaza environment and must integrate issues pertaining to gender.

(a) Safety management and risk analysis for NGO managers: This should be a classroom based course to be conducted in both Gaza and Jerusalem. The goal is to assist senior NGO management in assuring that safety plans are in place, adequate, and that triggers indicating greater risk have been thoroughly and carefully considered. The trainers will provide risk analysis scenarios and potential rational responses to those scenarios.

(b) Preparing for the worst: How do you know that you are prepared for an emergency? This is a classroom based course to be delivered in Gaza, perhaps in conjunction course (a), described above. Worst case scenarios will be presented and managers/staff will learn how to plan for those worst case scenarios.

(c) Hibernation: When should you hibernate and how should you prepare for hibernations? A course that incorporates classroom and perhaps some site visits in which the decision to hibernate or to flee is discussed and the very practical aspects of assuring that hibernation preparations are currently in place are covered.

(d) Evacuation planning: This should be a blend of technical assistance and training, anticipated to take place over several weeks. The contractor(s) will be expected to meet with the INGO community in Gaza and help the community map out evacuation plans and strategies, as individual organizations and as a group. The contractor(s) will assist GANSO in determining what the most appropriate and useful role for GANSO will be in the case of an emergency need requiring the evacuation of international NGO personnel from Gaza. The contractor will be expected to consult with UNDSS and perhaps with the Israeli military as part of this assistance to the INGO community.

(e) Taking responsibility for your personal safety: What are the risks and what is involved. Classroom and perhaps field based course to heighten knowledge of risks and appropriate personal safety precautions and responses. The course should include a gender-based violence module.

(f) Information: What do you need in an emergency? What are schemes to back up primary information in the event of damages, theft, or system failures? What kinds of information can harm you? Access to information is at a premium in Gaza and violence is sometimes used to obtain it by a variety of parties. How can NGOs protect information in terms of access and backup? What kinds of information would create personal or organizational risk?

(g) Vehicle and driving safety: Everything from marking to parking. Classroom and field based. Risk of injury or death in an auto accident remains the greatest risk for NGO staff. Before a staff member gets into a vehicle, how should they be assured the car is safe? What equipment should they carry with them in the car to deal with emergencies?. Course should also cover commonsense rules of the road.

D. Deliverables

1. Course plan, curriculum and appropriate supporting classroom materials for each course. CARE must approve the course plan, which may be a one page syllabus. Course plan must include the number of training days proposed for each topic.
2. Delivery of the training, including actual delivery, course attendance lists, and knowledge assessments obtained through simple before and after quizzes for each topic.
3. Information materials for posting on the GANSO website, including, illustratively, basic vehicle safety tips, check list of hibernations supplies, and/or tips for keeping information secure.
4. A generally agreed evacuation framework for those members of the INGO community who chose to participate. It is important that this does not imply an evacuation plan to which all INGOs agree to adhere, nor does it imply that GANSO will lead any evacuation. Rather, it is recognition by interested parties that evacuation has been thoroughly discussed and that there is comprehensive understanding of the possibilities, modalities, etc., among participants.
5. Evaluation tools and report that assess individual trainee learning and evaluation of the workshop/training experience and trainer performance.
5. Final report with recommendations for additional training, technical assistance, or GANSO support to the INGO community within its mandate.

Training materials and documents:

1. Training report of each delivered training.
2. Workshop evaluation
3. Participant lists.
4. Recommendations for future workshop organising and methods.
5. All training materials in print and in softcopy.
6. All produced materials and documents remain the property of CARE & DG-ECHO.

E. Level of Effort and Schedule:

CARE will consider the application of one trainer or several trainers. Training and associated activities should take place late June 2009 – late August 2009. CARE anticipates that the trainer leading the work on evacuation and hibernation will be in Gaza for several weeks during this period as a significant part of the work is consultative and team building in nature.

G. Personnel Required & Reporting Relationship:

The contractor/trainer(s) will report to the GANSO Project Manager.

H. Financial or Budget: CARE has available €70,000 to support training in the GANSO project.

The proposal should include a proposed budget that shows daily rates for trainers, travel costs, per diem and hotel rates (CARE's rate for per diem is \$60 in Gaza and \$82 in Jerusalem, Lodging is a maximum of \$120 in Gaza and \$140 in Jerusalem, CARE will arrange for hotel accommodation; however, the cost must be included in the budget), and must include the cost of translation services. CARE will arrange for these translation services in Gaza, but they must be included as part of the budget at a rate of \$200 per day. The Contractor should also budget

training materials/supplies, if necessary. If translation of training materials is required, CARE will arrange for translation and it should be budgeted at a rate of \$15 per page.

I. Reimbursement: CARE will reimburse the contractor against agreed benchmarks..

J. Location of Work

The primary work station for this service is CARE – Gaza office, the training venue to be determined, but to include Jerusalem and/or Ramallah.

Contact Person: For further information please contact CARE WBG Contracts Manager Ranya Karam email address karam@carewbg.org