



Empowered lives.
Resilient nations.

A village / district leadership development initiative women leadership development expert

A. Project Title:

Women in Leadership in Samoa - WILS

B. Project Description or Context and Background:

This is the Terms of Reference (TOR) for the design of a Village/District Leadership Development Initiative for Women in the Community under the Women in Leadership in Samoa Project (WILS), which is to be undertaken in August 2018. The WILS is a DFAT (Australian Government) funded, UN Women - UNDP joint project implemented in partnership with the Government of Samoa, under the overall leadership of the WILS Steering Committee. The Steering Committee comprises of representatives of the Samoa government's (Ministry of Women, Community and Social Development (MWCSO), Ministry of Finance, and Ministry of Foreign Affairs and Trade (MFAT)), community (SUNGO), DFAT), and UN agencies (UNDP and UN Women).

The 'Women in Leadership in Samoa' (WILS) Project seeks to build and reinforce progress already made on gender equality and women's leadership in Samoa. It aims to strengthen women's leadership targeting women in the community, younger (emerging) women, and potential candidates for the upcoming elections. Through partnerships, networks, advocacy, outreach, civic awareness and capacity building initiatives, the Project hopes for an increased civic awareness of the need for inclusive and effective women's participation and representation. Women should be able to learn new skills, have more confidence and feel motivated to exercise leadership in their communities and willing to engage with gender equality and development issues. Further, Parliamentarians will be encouraged to operationalize the Sustainable Development Agenda in Samoa, noting that without strengthening gender equality the SDGs cannot be achieved. The Project will partner with existing regional programmes for Parliamentarians and women's participation. Evidence from this Project will be a national and regional source of knowledge through continued research and analysis, and with South-South exchanges for experiences and lessons sharing with counterparts and other actors.

WILS recognises that despite significant advances made in promoting and addressing gender equality in Samoa, there remain, enduring systemic, institutional, cultural, attitudinal and financial barriers that continue to prevent women from engaging effectively in decision making roles at the community, village and national parliament levels, and including boards of public enterprises. Women's leadership contribution at all levels of society need encouragement, support and acknowledgement. A key lesson from the Increasing Political Participation of Women in Samoa (IPPWS, Phase 1 of WILS) is that the work to increase the number of women representation needs sustained and long term investment and support. The reality is that getting more women into political decision-making levels is a complex undertaking. It requires a multi-faceted long-term approach to building leadership pathways for women through village and national governance mechanisms, national policy, legislative and institutional arrangements, and awareness about



the significant role that capable women can play in decision making. Providing more trainings will help (with building understanding about campaigning, electoral laws, working of parliament, developing self-confidence. etc.), but do not guarantee having more women in decision making roles. The key to building a critical mass of women in leadership roles is through strengthening their civic engagement so that they have the ongoing support of their *aiga*, villages, churches and districts.

In response the WILS includes initiatives and activities aimed at enhancing the leadership capacity of women in their community, younger women, as well as supporting potential women candidates willing to run in the upcoming elections in 2021. Other activities aimed at supporting Parliamentarians in operationalizing the Sustainable Development Agenda – noting that given all the SDGs are mutually reinforcing, the goal of strong, accountable and inclusive institutions, in particular, cannot be achieved without a strong emphasis on achieving gender equality under SDG 5. Other activities seek to strengthen civic education and awareness and knowledge sharing about the different but interrelated components of the Project. Supporting women candidates for the next elections needs to be considered within this overall context of the Project as well other complementary activities in Samoa and in the region

C. Purpose:

A consultant is required to support the UNDP and UN Women with the implementation of WILS Output 1, Activity 1.1: Enhanced leadership capacity of women in their communities through a 'Village/District Leadership Development Initiative for Women in the Community'.

Under the overall leadership of the WILS Steering Committee, the WILS seeks the service of a consultant to design a Village/District Leadership Development Initiative for Women in the Community as well as a Train for Trainer (TOT) Programme for local trainers to deliver the Village/District Leadership Development Initiative, and to conduct the TOT.

This Initiative will be designed and approved by the WILS Steering Committee, MWCSD and UNDP office in 2018 will be implemented throughout the remaining three (3) year (2019-2021) lifespan of the WILS.

D. Scope of Work:

The Village/District Leadership Development Initiative for Women in the Community targets the 'leadership' development of women as individuals and as a group – to try and work together to address women's leadership and gender equality issues and to enhance their exercise of leadership for the common good of their villages, constituencies and the country. The focus of such an Initiative is to:

- a) **bring the women, partners and stakeholders together** to discuss the challenges and how they can address them. These women will include those from a range of fields - in villages, communities, businesses, government, and private sector;
- b) **design and implement** a series of **leadership development trainings** for women in the community to get more exposure, look at options, and share their experiences;
- c) support participants to **develop action plans for strengthening leadership contributions**



- d) discuss and collaborate with the MWCSO and other partners the scope, methodology, partnerships and modality of this initiative;
- e) support partners and champions to **lobby** for needed **policy and legislative changes** – e.g. Fono Act amendment, District Planning Councils and Village by-laws;
- f) bring the lessons learnt and experiences from village/district based women leadership development initiatives and other similar initiatives to a sector and national level conversations – for partners and stakeholders to have **national conversations//discussions/dialogues** on ‘Women in Leadership’ development status and progress;
- g) support **coalitions** and collaborative efforts amongst **women** (e.g. Women Caucus, National Coordinating mechanisms) from a range of fields - in villages, communities, businesses, government, civil society, and private sector; and
- h) utilising **south-South exchanges** to support potential women leaders to learn from others in other jurisdictions, and to share their experiences

The Village/District Leadership Development Initiative should be integrated with ongoing complementary initiatives and programmes in Samoa and the region for congruence and best value.

E. Activities:

The consultant will prepare a Village/District Leadership Development Initiative for Women in the Community, and a TOT programme to deliver the Initiative.

The specific activities are as follows:

- a) Critically examine, assess and evaluate previous, existing or ongoing similar initiatives supporting women and their leadership in Samoa, and identify the successes, weaknesses and lessons learnt for further improvements and for informing ongoing programmes. This will involve a literature review, a desk review of previous work undertaken in Samoa on women leadership and other related areas, as well as consultation with key partners and stakeholders working in this space;
- b) Conduct a mapping of relevant policies, initiatives and programmes as well as bodies (e.g. Gender Subcommittee, WinLA, National Council of Women, Women Committees, Samoa Ala Mai) that are making decisions, implementing policies and programmes, and advocating for women, gender equality and other interrelated areas;
- c) In consultation with the WILS Team, MWCSO, UNDP, WinLA, Samoa Ala Mai, National Council of Women, and other key stakeholders, develop/design a Village/District Leadership Development Initiative for Women in the Community. The design should include the following:
 - An suite or series of trainings for women inclusive of an action plan for strengthening leadership contributions;
 - A TOT programme to ensure locally available facilitators to conduct these leadership development trainings in Samoa ; and



- An Implementation Plan outlining activities, delivery mechanisms, costs/inputs involved, etc., an Monitoring and Evaluation (M&E) Framework, and a Risk Log.

d) Factor into the Village/District Leadership Development Initiative collaboration and proactive coordination of existing programmes for Women, including for example, the Pacific Women Parliamentarians Partnerships, the Pacific Parliaments Partnership, the WinLA and Samoa Caucus Project, to leverage learning opportunities for women and leading organisations, networks and groups supporting women and gender equality;

e) Conduct the TOT programme in collaboration with the WILS counterparts to ensure locally available facilitators to conduct these leadership development trainings; and

Integrated with the Village/District Leadership Development Initiative, assist with designing activities aimed at strengthening coalitions of women including national and sector conversations/dialogues on gender equality and women issues, as well as the delivery of civic education activities emphasizing the importance of gender equality and having more capable women in decision making leadership roles.

F. Expected Deliverables:

The selected consultant is expected to complete and submit the following deliverables within the approved timelines:

- An inception report outlining the key activities and a methodology on how the Consultant will work with the WILS Team, MWCSO and UNDP counterparts on the performance and completion of this consultancy and its Terms of Reference;
- A draft Village/District Leadership Development Initiative for Women in the Community addressing the purpose, scope of work and activities of this Consultancy as outlined above. In principle, the Village/District Leadership Development Initiative should include:
 - An suite or series of trainings for women inclusive of an action plan for strengthening leadership contributions;
 - A train for trainer programme;
 - An Implementation Plan of the Village/District Leadership Development Initiative outlining activities, delivery mechanisms, costs/inputs involved, collaboration with counterparts, etc.;
 - A M&E Framework of the Village/District Leadership Development Initiative; and
 - A Risk Log of the Village/District Leadership Development Initiative
- A presentation to the WILS steering committee, MWCSO, WinLA, Samoa Alamai, and other key partners on the draft village/district leadership development initiative
- A finalized and approved village/district leadership development initiative incorporating comments from the steering committee, MWCSO, WILS team and UNDP counterparts and



- e. A train for trainer report after conducting the train for trainer programme to be submitted to the steering committee, MWCSO, WILS team and UNDP on the village /district leadership development initiative design and the conducting of the train for trainer programme

G. Timelines:

The consultant will be engaged up to a maximum of 35 days over the contracted period. The consultant is expected to commence on or around the 1st August 2018. The position will be funded up to 8th September 2018.

The timelines for the delivery of the expected deliverables are specified in the table below:

DELIVERABLES	TIMING	RESPONSIBILITIES
Inception report	2 days	Consultant to submit to WILS Project Management
A draft Village/District Leadership Development Initiative for Women in the Community	25 days	Consultant to submit to WILS Project Management
Presentation	1 day	WILS Steering Committee, MWCSO, WinLA, Samoa Alamai, and other key partners
A finalised and approved Village/District Leadership Development Initiative for Women in the Community	2 days	10%
A train for trainer report	5 days	10%
Total	35 days	100%

H. Institutional Arrangement:

The Consultant reports day-to-day to the Project Manager under the overall supervision of the WILS Steering Committee.

Logistical and communications support will be provided from the WILS Project Team during implementation of the Village/District Leadership Development Initiative.

I. Duration of the Work:

35 working days, home based with travel to Apia Samoa. When in Samoa the Consultant will be based at the UNDP MCO Office and the MWCSO office.

J. Competencies:

- Demonstrates commitment to UNDP's mission, vision and values
- Highly effective in working with multi-sector teams
- Ability to function effectively under pressure and tight timelines



- d) Self-motivated and able to work independently
- e) Excellent oral and written communication
- f) Creative thinking and emotional intelligence

K. Qualifications and Experience of the Successful Contractor:

- a. Post-graduate degree in Gender Equality, Governance, Development, Women Leadership, Political Science, Public Policy, Community Development or closely related Degree
- b. Over 10 years working with leadership development in diverse contexts including designing and delivering training and other related capacity development programmes
- c. Excellent knowledge of the role of women in community development
- d. Experience working with women and gender equality in the Pacific
- e. Excellent networking, stakeholder management and problem solving skills
- f. The ability to use tact and present strategically
- g. Experience in the usage of computers and office software packages (MS Word, Excel, etc.)
- h. Fluency in English.
- i. Experience in the Pacific
- j. Good understanding of political and socio-economic issues in the Pacific and/ or Samoa
- k. Experience as a Community Development Specialist

Evaluation criteria: 70% Technical, 30% financial combined weight

L. Scope of Bid Price & Schedule of Payments:

Consultancy fee in USD or TALA will be paid after certification by WILS Project Team of satisfactory performance of performances and submission of the expected deliverables and in accordance with the signed contract and as per schedule below:

DELIVERABLES	DUE DATE (%)	AMOUNT IN USD TO BE PAID AFTER CERTIFICATION BY WILS TEAM OF SATISFACTORY PERFORMANCE OF DELIVERABLES
Inception report	2 August 2018 (5%)	\$xxx
A draft Village/District Leadership Development Initiative for Women in the Community	27 August 2018 (50%)	\$xxx
Presentation	28 August 2018	
A finalised and approved Village/District Leadership Development Initiative for Women in the Community	30 August 2018 (35%)	\$xxx



A train for trainer report	8 September 2018 (10%)		
TOTAL	100%	\$xxx	

M. Recommended Presentation of Proposal:

Given below is the recommended format for submitting your proposal. The following headings with the required details are important. Please use the template available (Letter of Offer to complete financial proposal)

P11s with a proposed methodology addressing the elements mentioned under deliverables must be submitted by **Tuesday 31 July 2018** electronically via email: procurement.ws@undp.org. Incomplete applications will not be considered and only candidates for whom there is further interest will be contacted. Proposals must include:

- **Cover letter that includes**
 - a concise explanation as to why the bidder is the most suitable candidate for the consultancy assignment;
 - a concise description of the bidder's understanding of the consultancy assignment;
 - a summary of the comments on the TOR; and,
 - a brief description of the proposed methodology and approach in carrying out the required tasks, specifying the number of days it will take complete each task.
- **Updated and signed P-11** that includes description of qualifications/competencies and relevant past experiences in similar projects – **(using the attached template)**.
- **Financial Proposal** specifying the daily rates inclusive of other expenses. Candidates have the option to choose daily rate or lump sum **(using the attached template)**.
 - **Refer to <https://icsc.un.org/map/> for the latest UN per diem rates for Samoa. Per diem rate cannot be more than the Samoa rate for the month.**
- **Letter of interest and availability of the firm/consortium** specifying the available date to start and other details – **(using the attached template)**.
- **Reference Checks Templates to be completed by referees. Please include at least 3 completed and signed referee letters (using the attached template).** UNDP staff may contact referees to verify details of the reference provided if required.

The abovementioned documents, information and requirements are mandatory and as such are required to form a complete tender. A proposal will be rejected if it is not substantially responsive to the abovementioned requirements;

Queries about the consultancy can be directed to the UNDP Procurement Unit procurement.ws@undp.org.