

Request for Applications from Implementing Partners

(RFA NO: SCI/PCARL/2750043)

Issued by:

Save the Children International oPt

Funded by:

BMZ grant (2013-2016) for “Partnership for Community-lead Action for Resilience and Livelihoods”

Closing date: 12:00 noon, 27th February 2014

Issuance date: January 28th, 2014

**Note for all applicants:
THIS CALL IS OPEN ONLY FOR LOCAL PALESTINIAN NON-
GOVERNMENTAL ORGANZATIONS**

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RFA announcement

Dear Sir/ Madam,

Re: SCI/BMZ 2750043

Save the Children International, invites your organization to participate in its **Request for Applications (RFA) No: SCI/ BMZ 2750043**

The request for Application No: **SCI/ BMZ 2750043** consist of the following documents which are enclosed:

- Part A:** Instructions to applicants.
- Part B:** RFA Form
- Part C:** Program Description and example on activities
- Part D.** Conditions of Contract (including provisions and policies)

Palestinian organizations are required to address all sections as per the scope of work in part C, and propose a complete application with all deliverables and milestones.

We appreciate your interest in this project and look forward to receiving your application.

Yours sincerely,

Thomas Hill
Acting Country Director
Save the Children International
Occupied Palestinian territory

PART A: INSTRUCTIONS TO APPLICANTS

I. INTRODUCTION

In West Bank/Gaza, the situation has been characterized as a protection crisis with humanitarian consequences. Palestinian families and communities are exposed to a wide range of severe socio-economic shocks and protection risks associated with armed conflict. The current situation makes it difficult to address through traditional means and social protection mechanisms. Conditions arising from continuing violence, displacement, dispossession and deprivation as a result of ongoing conflict and prolonged military presence have been identified by the humanitarian community as key areas of concern. As such, response strategies to mitigate, prevent, respond to, and address these violations have been developed. This intervention seeks to respond to needs arising from the consequences of sector specific risks, demolitions, forced displacement, and the continuous exposure to violence, affecting children and their families both in the West Bank and in the Gaza Strip. The focus of the project is on the most vulnerable areas located in Area C in the West Bank, and in and around the Access Restricted Areas (ARA) in the Gaza Strip.¹

A protection crisis

The population of the oPt face a deteriorating protection crisis. The severe limitations in freedom of movement and access to land and property, and the blockade on Gaza, have a direct negative impact not just on individual security but on livelihoods resulting in overall reduced economic activity and a slowed economic cycle. Alternative income sources are limited due to extremely high unemployment and the difficulties in accessing work in Israel. Farmers, labourers' and skilled workers suffer as result of the systematic restrictions on movement due to a strict permit regime, a complex series of road blocks, barriers and checkpoints.

The majority of the communities targeted in this project are farmers, herders and Bedouins. They live off the agricultural products they sell at nearby markets. Both in the West Bank and in the Gaza Strip movement and access restrictions severely affect the current economic activity. Herders and farmers are not allowed to access their land (both in the fire zone and in the access restricted area). 35% of Gaza's farmland and 85% of its fishing waters are totally or partially inaccessible due to imposed restrictions.² Workers are prevented from reaching their jobs and agricultural products cannot be marketed due to restrictions on movement and access, which in turn is affecting the local commercial sector.

The lack of opportunities and sustainable livelihood options, coupled with a sense of hopelessness, create a bleak outlook for the future generation in the West bank and Gaza, many of whom have come of age under the blockade. Mass unemployment, extreme poverty, food insecurity and rising food prices in Gaza caused by shortages have left four out of five Gazans dependent on humanitarian aid. According to the UN's World

¹ UNCTAD Report on economic assistance to Palestinian people (2012)

² Oxfam, Weekly Gaza Update, 20- 26 May 2012. Includes also an air blockade.

Food Program and OCHA, 52% of the population in Gaza is food insecure due, in part, to a loss of livelihoods.³

2. Overview of the current PCARL project funded by BMZ:

This RFA comes in the framework of this project which aims to “improve resilience of vulnerable and conflict affected communities in the occupied Palestinian territory” through an integrated response, including the development of Community Disaster Risk Reduction (CDRR) plans to prepare, mitigate and respond to community-identified risks; improve access to essential services and livelihoods; and strengthen protection mechanisms at a community level. This is a project running from October 2013 – December 2016.

The project will include sectoral activities in protection, livelihoods including agricultural support, and address issues regarding access to basic services (in particular Education, Health, Water, road infrastructure where possible).

This project also, approach will strengthen and improve preparedness (stockpiling of relief goods, strengthened relief management, building communities assets and supporting structures etc.) which will sustain the community capacity to respond to future disaster should the situation deteriorate.

Furthermore, this project approach, which has a considerable focus on partnerships, will help to improve partner emergency preparedness and capacity. By working with partners, to build their capacity and to improve their ability to prepare for, mitigate and respond to emergencies this programme will endeavor to build resilience and strengthen response mechanisms at the local and national level. This project will for example have a strong component of capacity building of local NGOs, development of Emergency Preparedness Plans and provide necessary equipment for conducting emergency response. This means ultimately giving these actors the tools they need to become well equipped emergency partners and responders.

The proposed activities (see section “e” below) will be implemented by both SC and partner organizations.

3. Purpose of this RFA:

Save the Children International, has received a grant on behalf of the Partnership for Community-led Action for Resilience and Livelihoods (PCARL) Program from The Federal Ministry for Economic Cooperation and Development (BMZ) of Germany and therefore invites you to send your application for the project results/activities, as described in the **Request for Applications (RFA) for Implementing Partners for implementing protection and/or livelihoods activities.**

³ Food security NAF 2012-2013
SCI/ BMZ 2750043

4. Eligibility Criteria:

As described before, this CFA is restricted to local Palestinian NGOs. Applicants should comply with the following main criteria:

- 1) Own formal/valid registration number with the MOI in Palestine;
- 2) Have a presence in at least one of the oPt governorates in WB and in GS;
- 3) Requested total funding for activity implementation ranging up to:
 - Total of 100,000.00 Euros for the protection activities in the WB and in Gaza. Equally divided.
 - Total of 1,000,000.00 Euros for the Livelihood activities in the West Bank and in Gaza equally divided.
- 4) Have a previous experience in Livelihoods and/or Child protection programs for the least 10 years;
- 5) Have been implementing livelihoods and/or child protection portfolio with a turnover above 1.5 million Euros in the last 5 years;
- 6) Have a personnel structure and division in technical departments required for the project activities;
- 7) Have a valid and well implemented HR and Finance system;
- 8) Have a good reputation and accountability record with donors and beneficiaries;
- 9) Have a proven record of successfully evaluated projects in the livelihoods and/or child protection sectors;
- 10) Agree to undertake the child safeguarding policy as one pillar in its work with beneficiaries and partners.
- 11) Have Monitoring and Evaluation systems in place.
- 12) Have accountability systems in place to beneficiaries including feedback/complaints mechanisms.
- 13) Code of Conducts and adherence to the ICRC/IFRC and INGO Code of Conduct
- 14) Previous experience working in target areas (Area C and/or Gaza) including knowledge of areas and to know how to deal with this different context.
- 15) Express team availability with skills, qualification, and technical background.

In addition, please note that the following:

- a) These instructions shall not form part of the resulting contract. They are intended to aid them in the preparation of their applications.
- b) Local Palestinian NGOs are invited to submit their applications, are under no obligation to do so. Applicant organizations will not be reimbursed for any costs incurred in connection with the preparation and submission of their applications.

5. Clarifications on this RFA

During the application filling process, applicants have the right to request clarifications on any article of this RFA document. Applicants can send written request for clarification only to this email (pcarl@savethechildren.org). SCI will be responding to all queries and will be sending all corresponding addenda or revisions to all the applicants who expressed their willingness to submit applications. The closing date for all clarifications of any kind will be **no later than 12:00 noon (local time) on February 17th, 2014.**

6. Application Evaluation Time frame

a. The Applications which include the technical and financial parts must be delivered to the following address **no later than 12:00 noon (local time) on February 27th, 2014.**

Save the Children International
Ramallah Office
Main Street opposite to Al Quds Educational TV, Rishmawi Building
Ramallah
Tel: 02 297 3631-4
Fax: 02 297 3635

b. Applicants should submit an electronic version (CD), within the designated time and date to pcarl@savethechildren.org

c. All documents must be enclosed in a sealed package marked on the outside with the following words: **“SCI/BMZ: (RFA NO: SCI/PCARL/2750043)”**

7. PREPARATION OF APPLICATIONS

- a. Applicants are expected to examine these instructions, the conditions of contract, and the Scope of Work contained in this Request for Applications. Failure to do so will be at the applicant's risk.
- b. Though it is not only price related RFA, but as a general request all budget estimates submitted within submitted applications must be valid for a period of not less than ninety (90) calendar days from the closing date.
- c. All correspondences or request for information in connection with this RFA and the resulting contract must be in English and addressed in writing to the contact information in section

8. CONTENT OF THE REQUEST FOR APPLICATIONS

Applicants are required to ensure complete submission for their applications. Complete submission requires that all the following parts exist in the submitted application. Failure to submit any of them will be a reason for exclusion from the initial evaluation process equal to all applicants:

- Annex A. Application Template
- Annex B. Financial Proposal
- Annex C. Cover letter (Request for Application Form Template)
- Annex D. Logframe
- Annex E. SCI' request for application summary

a) Application Form

Executed by a duly authorized representative of the organization and stamped.

b) The Financial offer – cost breakdown;

The submitted budget should clearly reflect the direct costs of the activities as outlined below in the Scope of Work.

The cost proposal should contain the following information and organizational structure:

- Completed budget proposal template (**Annex B**) to be completed and submitted in Excel format
- Supporting information and budget **narrative**. This should include the estimated cost elements at a detailed level, plus a description of the basis of estimated costs. The supporting cost information should be provided in sufficient detail to allow for complete cost realism, and reasonable analysis of the application. For

instance, “allowances” may include post differential, cost of living, danger pay, housing, education or other allowances budgeted for long-term advisors and their dependents.

- Please explain the basis for the estimates made for each cost element by providing cost notes with sufficient detail and rationale, to enable Save the Children to determine that the costs proposed are fair and reasonable.

c) **Technical offer**

The Technical application is submitted by filling 3 templates. It must include the following main parts with the assigned page limits:

Part	Page limit
Cover letter	1
Registration certificate	1
Representative/s and Power of attorney	1
Application: <ul style="list-style-type: none"> - Past performance; - Technical approach in Livelihoods and/or Child protection/DRR components; - Project summary; - Initial Logframe; - Risks and assumptions per beneficiary identification and selection criteria; - Partnership approach with existing CSOs and authorities; - Child and youth engagement approaches; - Sustainability strategy; - Gender considerations; - Environmental safety policy; - MEAL mechanisms - Safety and security measures. 	10
Work plan (Gantt Chart)	2
Organizational Hierarchy	1
Annexes	
Personnel CVs	as original
Organizational Strategy (2013-2015)	as original
Annual Report (2013)	as original
Financial audit report (2013)	as original

The following notes are guiding principles to ensure technical responsiveness.

d) For Child Protection Partners:

1. CRC should be their guiding principle or one of their operational benchmarks.
 - a- The right of life and development
 - b- None discrimination
 - c- Best interest of the child
 - d- Child participation
2. Active Involvement in the pre-existing child protection systems and coordination agencies.
3. Willingness to work with different segments of the population including children, families, communities, policy makers, and donors to provide a holistic approach to protection.
4. Actions and interventions set by a partner should always follow the 'Child Protection Minimum Standards' and the Sphere Standards.
5. Experience in mainstreaming child protection to different sectors (Health, Education, WASH, Psychosocial, Coordination, and Rule of law)
6. Child protection partners provide pre emergency preparedness, emergency response and transitioning for more sustainable response.
7. Past experience of working with Protection programming in target areas.

e) For Livelihoods Partners:

1. Technical experience, in social surveys with transparency and precision
2. Technical capacity in climate change friendly agriculture, as well as agricultural engineering.
3. Willingness to work with different segments of the population including children, families, communities, policy makers, and donors to provide a holistic approach to livelihoods.
4. Past experience of working in livelihoods in target areas.

9. INSTITUTIONAL CAPACITY AND PAST PERFORMANCE FOR ALL PARTNERS:

- I. More detailed information are presented in section 4. Above.

10. LATE APPLICATIONS

Applicants will be held responsible for ensuring that their applications are received in accordance with the instructions stated herein, and a late submission will not be considered, even if this was as a result of circumstances beyond the applicant's control. A late application will be considered only if the sole cause of its becoming a late application was attributable to Save the Children.

11. MODIFICATION OF SUBMITTED APPLICATIONS

Any applicant has the right to withdraw, modify, or correct its application after it has been delivered to Save the Children, provided that the request for the withdrawal, modification, or correction together with full details of the modification or correction, is received by Save the Children at the address given above by letter, telegram, or telex before the time set for opening applications.

The original application, as amended by such communication, will be considered as the applicants full application .

12. ADDENDA TO THE REQUEST FOR APPLICATIONS

If for any reason prior to the Application Opening, it becomes necessary to modify the Application Documents, an Addendum will be issued to, and be binding, on all Application. Receipt of all Addenda shall be acknowledged by Applicants. Addenda will be numbered consecutively commencing with No. 1 and Applicants are required to insert the numbers of addenda received in their application.

13. APPLICATION EVALUATION AND CONTRACT AWARD

a. An award will be made to the responsible and responsive applicant, in accordance with the following criteria: These criteria are intended to (a) serve as the standard against which all applications will be evaluated and (b) serve to identify the significant areas applicants should address in their applications. The criteria are listed in descending order starting with the most important factors to be evaluated:

Criteria	Weight
Institutional capacity and past performance	(30%)
The organizations experience, technical and staff qualifications	(15%)
Methodology and technical approach in implementation	(15%)
Previous experience working with International NGOs and large grants	(20%)
Financial offer	(20%)
Total	100%

SAVE THE CHILDREN AND IN ACCORDANCE WITH ITS MUTUAL AGREEMENT WITH THE (BMZ), RESERVES THE RIGHT TO:

- 1) Decline any application not meeting these conditions and terms stipulated in this CFA.
- 2) Validate the Applicant's personnel resumes
- 3) Validate the Applicant's budget
- 4) Validate the Applicant's technical approach in relation with SCI-BMZ original agreement.
- 5) Assess the Applicants financial and administrative procedures and records as applies for SCI and its donors.

PART B: REQUEST FOR APPLICATIONS FORM

- A. Applicant's Name:
 Registration No Palestine (Ministry of Interior):
 Applicant's Address:
 Telephone Number:
 Fax:
 Number:
 Contact Person:
 Position:
 Email:
 Website:
- B. The applicant agrees to provide services identified in Section C, at the prices there in offered and summarized in the offer, in accordance with the conditions of this solicitation document. This application is valid for a period of ninety (90) calendar days from the RFA closing date.
- C. The applicant acknowledges reading all documents, and is fully aware of all terms and conditions.
- D. Upon consideration of award or during the negotiations leading to an award, applicants may be required to submit additional documentation deemed necessary for the Contracting Officer to make an affirmative determination of responsibility. Applicant understands that it will undergo Pre-award assessment prior to any award decision.
- E. Signature of person authorized to sign the application:

By virtue of my signature, I hereby acknowledge and certify to the accuracy and completeness of the attached offer.

Name (print)

Signature

Date

Title

OFFICIAL STAMP

PART C: PROGRAM DESCRIPTION AND SCOPE OF WORK

a) Background

Save the Children is a non-profit development organization, which has been working in the Palestinian Territories since 1973. Since starting its operations in the West Bank and Gaza Strip (WB/GS), Save the Children has concentrated on enhancing protection, Health, Educational, Psychosocial, Food Security, and Economic Opportunities in order to achieve its mission, namely to create lasting, positive change in the lives of children.

Save the Children theory of change is based on building strong local partnership to reach scale and achieve sustainability objectives.

In consultation with partners and to ensure that Save the Children is contributing in structured way for the continuous development of the capacity of the local partners, Save the Children is working on annual basis to respond to the needs and capacity gaps for partner organizations.

b) Partner Scope of work

The partner NGO is expected to provide program activities for the SCI-BMZ frame work including:

- Implement activities with high quality in accordance with activities described below.
- Adhere to Monitoring, Evaluation, Accountability and learning (MEAL) and donor guidelines.
- Adhere to reporting requirements.
- Adhere to accountability and security requirements.

c) Technical Approach

The technical approach proposed by the applicants should reflect an adequate understanding of organizational capacity assessment and building in the Palestinian context and civil society role in development. It should be capable to reflect an understanding of all parties involved in the organizational processes, internal and external environment.

All deliverables should be developed using participatory techniques, and in consultation with partners and stakeholders.

While conducting the assessment of institution capacities, and readiness for change and new opportunities, it is expected that the applicant will reflect on the added value of partnership with SCI.

e) Deliverables under this Sub-Award

NOTE:

Applicants can provide applications for either the West Bank and/or Gaza activities as well as Protection and/or Livelihood activities dependent on their previous experience and capacity.

The following deliverables are expected from the Applicant to accomplish the mentioned above Scope of Work.:

For Child Protection partners:

Activity 1: Support Save the Children in establishing and mobilize Community Protection Committees (CPCs) in target communities

Activity 2: Enhanced knowledge and skills on the part of social workers, teachers, community workers to support child resilience and protection initiatives in targeted communities

Sub activities and Specifications include for example:

- Conduct baseline surveys for children participating in child and youth resilience activities (for 10 communities)
- Develop training program for school counsellors, teachers and/or community workers (2 per each community) on gender sensitive, child and youth resilience activities taking into account the needs identified by children.
- Conduct Training of Trainer (ToT) program for social workers (implementing partners) on gender sensitive child and youth psychosocial resilience methodology

Activity 3: Enhanced knowledge of psychosocial well-being and child protection among families. Including increased access to specialized services for affected children.

Sub Activities and Specifications Include for example:

- Conduct workshops for parents on child psychosocial well-being and children's rights (4 sessions per group – 160 sessions – 25 parents in each group)
- Identify children in need of specialized psychosocial and protection services
- Identify the relevant service delivery entities for children in need of specialized psychosocial and protection services and establish a referral system

- Organize and implement 18 (one in each community) awareness raising sessions on community-based child protection mechanisms and referral system
- Develop, print and disseminate three awareness raising materials on children's psychosocial well-being for parents and caregivers – e.g. posters, booklets, radio
- Disseminate and conduct awareness raising sessions on UXO and mine awareness material developed by Save the Children

Activity 4: Facilitate the development of Community DRR Plans together with Save the Children

Overall program Targets and funding available:

18 Community Protection Committees (CPC) formed and trained (in cooperation with Save the Children)

18 Community DRR Plans developed (one for each community)

18 awareness raising sessions conducted for Child Protection awareness for parents (one in each community) on Save the Children's Child Protection manual

36 school counsellors, social workers and teachers trained on gender sensitive, child and youth resilience methodology, child and youth resilience activities taking into account the needs of children.

5000 of direct and indirect children reached with child friendly UXO and mine awareness material (material developed by Save the Children).

2500 of direct and indirect parents reached with awareness raising materials on children's psychosocial well-being.

Total of 100,000.00 Euros for the protection activities in the WB and in Gaza. Equally divided.

NOTE: half of these targets are in Gaza and half in West Bank. Applicants can submit applications for either all target locations or selected target communities.

For Livelihoods partners:

Activity 1: Identify access issues related to income opportunities and livelihoods as revealed in Community DRR Plans developed in collaboration with Save the Children

Activity 2: Identify and Verify Youth/beneficiaries Targets Groups

Activity 3: Response activities identified to support self-employment, job creation, and access to livelihoods.

Sub Activities and specifications include for example:

- Provision of start-up Small Capital grants for self employment and job creation
- Develop & Implement CFW/Cash-for-Work activities to create temporary job opportunities and to restore community assets & infrastructure identified in CDRR Plans
- Participatory evaluation.

Activity 4: Identify and Verify Target Groups of women, youth, people with special needs, and farmers as revealed in CDRR Plans- Selection

Activity 5: Identify community infrastructure and/or small scale response activities to increase access to services and to economic opportunities.

Sub Activities and specifications of potential activities:

- Rehabilitate and/or install farming equipment such as Green Houses, Drip Irrigations Systems, agricultural inputs and materials supplies (to restore crop production and damaged assets) in accordance with identified livelihoods risks in Community DRR plans by community members
- Provide women and farmers with start-up supplies and distribute materials for innovative livelihood and food production small scale projects- “Provide Income Generating Activities to diversify income and increase economic self-sufficiency through the provisions of in-kind support”

Activity 6: Provide support and activities for children as identified child protection risks in Community DRR Plans

Sub Activities and specifications include:

- Establish and rehabilitate “multifunctional learning child friendly spaces”- identify, rehabilitate/upgrade and equip safe play areas as identified child protection risks in CDRR Plans
- Referral Activities and supporting mechanisms as identified child protection risks in Community DRR Plans.

Activity 7: Community lead identification and prioritization of access restrictions to basic services through the Community DRR process (together with Save the Children).

Activity 8: Provide rehabilitation support and structured activities for vulnerable groups and community initiatives as identified risks in Community DRR Plans

Activity 9: Provide training for climate change as well as environmentally appropriate agriculture and farming practices.

Activity 10: Provide employability skills; financial literacy and life skills training for farmers.

Activity 11: Follow up, coaching and mentoring activities for livelihoods practices.

Targets and funding available:

370 skilled and unskilled labours working in CFW schemes/activities

9400 working days generated

250 beneficiaries received Start-up Capital Grants

200 beneficiaries received livelihoods assistance through rehabilitation of exciting structures

250 beneficiaries received start-up supplies and materials for innovative livelihood and food production

175 beneficiaries received agriculture inputs and material supplies

15 Child Friendly Spaces rehabilitated or established

18 of community based structures rehabilitated (one for each community)

200 beneficiaries trained and received technical assistance on Climate Change appropriate livelihoods technology

200 beneficiaries trained and received technical assistance on Climate Change appropriate livelihoods technology

500 Beneficiaries (farmers, women, youth) received technical training to improve Business management

Total of 1,000,000.00 Euros for the Livelihood activities in the West Bank and in Gaza equally divided.

NOTE: half of these targets are in Gaza and half in West Bank. Applicants can submit applications for either all target locations or selected target communities.

f) Target locations**Bethlehem communities:**

1. Teqoa'
2. Jibbet ahd Dib
3. Beit Ummar

Total number of inhabitants: 34,506 and approximately 16632 is children.

South Hebron Communities:

1. Massafer Yatta Firing Zone 918 (Khirbet Al Majaz, At Tabban, Khirbet Al Fakheit, Halaweh, Mirkez, Jinba, Isfay al Fauqa+ Tihta).
2. Tuwani
3. Zif

Total number of inhabitants: 2948, and approximately 1417 are children.

The Jordan Valley Communities:

1. Al Jiftlilik
2. Az Zubeidat
3. Al Auja
4. Bardala
5. Fasayil
6. Al Maleh (Ein Al-Hilwe)

Total number of inhabitants: 10,296 and approximately 4963 are children.

Gaza Communities:

1. East Rafah (Al Shouka, AL Nasser)
2. Eastern Area of Khan Younis
3. Eastern Gaza city (Shejaeiah & Zaitoun)
4. Beit Lahia
5. Jabalia
6. Al Qarara

Total number of inhabitants: 486,904 and approximately 234,688 are children.

PART D: CONDITIONS OF CONTRACT (including provisions and policies)

a) Conditions of Contract

Type of Contract

Sub-Award Agreement

Definitions

Set forth below are terms used in the contract and reference to them shall be interpreted as follows:

- a. "SCI" means the Save the Children International.
- c. "applicant" is the organization which will be subject for a Sub-award under this contract
- d. "Effective Date" means the date on which the applicant receives a Contract from the Save the Children.

Governing Law and Language

The English language version of this contract shall govern. All notices pursuant to the provisions of this contract shall be in English.

Amendments

Modification of the terms of this contract shall be made by amendment signed by both parties.

Settlement of Disputes

a. In the event of a disagreement under this contract, the applicant shall submit a written statement to Save the Children, briefly describing the nature of the problem, the position of the applicant regarding the issue and a narrative of facts in support of the Supplier's position.

b. Within fourteen (14) days after receipt of the Applicant's statement, Save the Children shall decide the issue and deliver a written statement of the decision to the Supplier, including the reasons supporting the decision, if adverse to the Supplier.

c. Within thirty (30) days after receipt of Save the Children's decision, or the date such decision was due (whichever occurs first), the Applicant may submit to Save the Children a written Notice of Appeal including a detailed description of the facts of the dispute with the dates of events, names of persons involved, references to documentation bearing on the matter (with copies attached), the relevant contract provision(s), the Applicant's contentions and conclusions and a statement of why Save the Children's decision is being questioned.

d. If within thirty (30) days after delivery of a Notice of Appeal, the parties can not mutually agree to a satisfactory settlement, the matter shall be presented for arbitration, and finally decided under the rules of Conciliation and Arbitration of the Palestinian Law

b. Mandatory Provisions

Child safeguarding Policy

This document outlines the policies and procedures established to ensure that Save the Children International is recognised as a child safe organisation. The application of this policy is the means by which Save the Children International ensures that it is in compliance with the Child Safeguarding Protocol of Save the Children International as well

as the UN Secretary General's Bulletin on Special Measures for Protection from Sexual Exploitation and Sexual Abuse 2003.

I. Awareness and Prevention

DISSEMINATION AND AWARENESS RAISING

1.1 The Child Safeguarding Policy, Code of Conduct, and Local Procedures must be made widely available to all staff, other representatives, staff of partner agencies.

1.2 Distribution must be supported by so as to ensure that the Child Safeguarding Policy and Code of Conduct are understood; this will include the use of translation into local languages, induction, training, posters, popular /card versions, pictorial images and child friendly material.

RECRUITMENT AND SELECTION

1.3 Recruitment and selection of staff and others must reflect Save the Children's commitment to safeguard children by ensuring warnings, checks and procedures are in place to screen out anyone who may be unsuitable to work with children.⁴

1.4 Successful candidates should be made aware of the fundamental and binding nature of this policy, procedures and codes of conduct and that the fact that they are apply equally to personal and professional life.

BUILDING CHILD SAFEGUARDING INTO MANAGEMENT SYSTEMS AND PROCESSES

1.5 The Child Safeguarding Policy must be incorporated into all systems, standard operating procedures and processes that have any bearing on the safeguarding of children so that an environment is established where the rights of children are respected and where child abuse and sexual exploitation of children is not tolerated.

1.6 The Child Safeguarding Policy should be reflected in all human resource and management arrangements that define or determine how staff and other representatives carry out their work, including job descriptions, Standard Operating Procedures, terms of reference, contract of employment, codes of conduct, performance management systems and disciplinary procedures. Failure to adhere to child safeguarding aspects of any such arrangements should be recognized as a serious disciplinary breach.

1.7 Children and their caregivers must be made aware of the systems that exist to raise a concern or a complaint. As key stakeholders they must be aware of the Child Safeguarding Policy and Code of Conduct and of what they can expect in terms of the behavior of staff, other representatives and partners towards them. Child friendly materials should be used to communicate these messages.

⁴ See Awareness and Prevention Measures in Additional Guidance

1.8 Where the Save the Children International is responsible for providing activities or services for children they will at all times supervise and safeguard them to the best of our abilities. The quality of those services and activities must reflect the principles and procedures of the Child Safeguarding Policy.

RISK ASSESSMENT AND RISK MANAGEMENT

1.10 All activities within Save the Children International must be assessed to make sure that any child safeguarding risks are identified and adequate controls developed. These aspects should be included in the Monitoring and Evaluation frameworks for such activities.

1.11 All activities, involving contact with children through use of information technologies, must be assessed to make sure that any child safeguarding risks are identified and adequate controls developed. These aspects should be included in the monitoring and evaluation frameworks for such activities.

1.12 Engagement with children and their carers for the purposes of marketing, media/communications, consultation, participation and advocacy should be with informed consent, and should not exploit the child or carer, nor increase their vulnerability, or place them at risk. Adequate controls should be developed for such activities and practice guidelines identified and followed.

LEARNING AND DEVELOPMENT

1.13 Staff, representatives and staff of partner agencies should be supported to develop child safeguarding skills, knowledge and experience appropriate to their role in the organisation. Staff who have a responsibility to respond to children disclosing sexual exploitation and abuse, must receive specific training in receiving and responding to disclosure.

1.14 Understanding of the Child Safeguarding Policy (including Code of Conduct and Local Procedures) must be included in induction and mandatory/core training for staff and other representatives. Sensitivity to and understanding of local circumstances and culture should be incorporated in learning and training without condoning acts that are harmful to children. ⁵

PARTNERS

1.15 All agreements between Save the Children International and partner organisations must include agreement on a Child Safeguarding Policy.

1.16 Partner agencies must adopt this Child Safeguarding Policy or have developed their own policy of a similar standard and approach. Agreements with partners must clearly

⁵ See Additional Guidance : Staff Guidance on Cultural Practices

outline agreed procedures for reporting and investigating concerns involving breaches of the policy. Breaches within partner agencies must be reported to Save the Children.

1.17 Save the Children International should have clear plans for developing the capacity of partner organisations in this field to develop standards based policies and procedures through utilising the resources developed across the Save the Children movement.⁶

INFORMATION AND COMMUNICATION TECHNOLOGIES

1.18 Guidance is in place which governs the appropriate use of information and communication technologies such as the internet, websites, social networking sites, digital photography to ensure that children are not put at risk. This guidance should cover both the use of these technologies by our staff and representatives as well as children who utilize the technologies on our behalf or in response to a request by our organization.

BEHAVIOUR TOWARDS CHILDREN

1.19 Staff, partners and other representatives must never:

1. Hit or otherwise physically assault or physically abuse children
2. Engage in sexual activity or have a sexual relationship with anyone under the age of 18 years regardless of the age of majority/consent or custom locally. Mistaken belief in the age of a child is not a defence.
3. Develop relationships with children which could in any way be deemed exploitative or abusive
4. Act in ways that may be abusive in any way or may place a child at risk of abuse.
5. Use language, make suggestions or offer advice which is inappropriate, offensive or abusive
6. Behave physically in a manner which is inappropriate or sexually provocative
7. Have a child/children with whom they are working to stay overnight at their home unsupervised unless exceptional circumstances apply and previous permission has been obtained from a their line manager
8. Sleep in the same bed as a child with whom they are working
9. Sleep in the same room as a child with whom they are working unless exceptional circumstances apply and previous permission has been obtained from a their line manager
10. Do things for children of a personal nature that they can do themselves
11. Condone, or participate in, behavior of children which is illegal, unsafe or abusive
12. Act in ways intended to shame, humiliate, belittle or degrade children, or otherwise perpetrate any form of emotional abuse
13. Discriminate against, show unfair differential treatment or favor to particular children to the exclusion of others.
14. Spend excessive time alone with children away from others

⁶ For example the standards based Keeping Children Safe materials, available from www.keepingchildrensafe.org.uk.

15. Place themselves in a position where they are made vulnerable to allegations of misconduct

This is not an exhaustive or exclusive list. Staff, partners and other representatives should at all times avoid actions or behavior which may allow behavior to be misrepresented, constitute poor practice or potentially abusive behavior.

1.20 It is important for all staff, partners and other representatives in contact with children to:

- a. Be aware of situations which may present risks and manage these
- b. Plan and organise the work and the workplace so as to minimise risks
- c. As far as possible, be visible in working with children
- d. Ensure that a culture of openness exists to enable any issues or concerns to be raised and discussed
- e. Ensure that a sense of accountability exists between staff so that poor practice or potentially abusive behaviour does not go unchallenged
- f. Talk to children about their contact with staff or others and encourage them to raise any concerns
- g. Empower children - discuss with them their rights, what is acceptable and unacceptable, and what they can do if there is a problem.
- h. Maintain high personal and professional standards
- i. Respect the rights of children and treat them fairly, honestly and with dignity and respect
- j. Encourage participatory practice with children which develops their own safeguarding capacity

2. Reporting and Responding

CENTRALISED SYSTEM

2.1 Save the Children International will establish a centralized system in order that concerns identified and responded to locally will be reported, recorded and analyzed centrally. In addition where necessary these cases will be investigated and managed centrally. These records should be reported to senior managers and trustees on a regular basis.

LOCAL REPORTING PROCEDURE⁷

2.2 Each Country Office Regional Office must develop Reporting Procedures to identify what, how and when concerns are reported. The reporting procedure must outline in some detail the chain of actions to be followed when a concern is raised. The reporting

⁷ The term “local” will vary , in some locations it will refer to country wide procedures, for some it will refer to the staff and environs of the Regional Office and for others it could be limited to sub-offices .

procedure must differentiate between incidents which have their origins outside the organisation and those which involve staff, other representatives and partners as well as those where the alleged perpetrators are children themselves.

2.3 The Local Procedures must include agreed management guidance on when and how to report concerns to national authorities such as the Police or National/Local Ministries /Authorities (for instance where an alleged offence has been committed). In addition they would include details of the local child safeguarding infrastructure, local issues of abuse of particular concern and locally available child safeguarding resources.⁸

2.3 These procedures should be drawn up following the completion of a mapping exercise, guidance for which is provided.⁹

DUTY OF ALL STAFF AND OTHER REPRESENTATIVES TO REPORT CONCERNS

2.4 All Save the Children staff, other representatives and staff of partner agencies must report all concerns including both specific reports and unconfirmed concerns regarding child abuse or sexual exploitation where the alleged perpetrator is a member of staff, other representative or staff of a partner agency.

2.5 The first priority of any staff member to whom child protection concerns are reported must be the immediate safety and welfare of the child.

2.6 The Local Procedures should also include procedures to enable staff to report and respond to serious¹⁰ allegations of abuse and sexual exploitation where the alleged perpetrators lie outside the organisation, its representatives or partners.

2.6 Child Safeguarding concerns should be reported within 24 hours, unless it is impossible or impracticable to do so or other exceptional circumstances exist.

2.7 The procedures must be easily accessible, known to and understood by all staff, representatives and staff of partner agencies.

ROLES AND RESPONSIBILITIES FOR THE IMPLEMENTATION OF THE CHILD SAFEGUARDING POLICY

2.8 “Child Safeguarding Focal Points” i.e designated staff members to receive Child Safeguarding concerns/complaints should be appointed at appropriate geographical/operational unit levels by the Country Director¹¹

⁸ Guidance on Local Procedure and Mapping Template

⁹ Guidance on Local Procedure and Mapping Template

¹⁰ The term “serious” is used in relation to cruel deliberate or unusual maltreatment of children and is meant to distinguish these incidents from prevalent low level violence against children which is a regrettable feature of some societies. These refer to incidents of a deliberate preventable nature which constitute a crime against children in local law. For example in settings where physical punishment remains a common form of discipline, extreme punishment including the use of implements and punishment which causes bleeding, bruising and broken bones should be reported within these procedures.

2.6 Staff nominated to key positions must have their roles & responsibilities for child safeguarding clearly identified. This must include roles and responsibilities of staff in raising child safeguarding concerns/complaints, child safeguarding focal points¹² for receiving child safeguarding concerns/complaints and managers for responding to and managing these issues. Such positions should receive appropriate guidance training and support.

2.7 All staff, representatives and staff of partner agencies must be aware of the contact details of the focal point for receiving child safeguarding concerns/complaints.

2.8 The standard reporting form should be used for reporting concerns (Child [Safeguarding reporting form](#)). Action must be instigated by the persons identified in line with the Local Procedures.

WHISTLEBLOWING POLICY

2.9 The Save the Children International's [Whistle-blowing policy](#) is to be utilised where staff hold a genuinely held belief that the Child Safeguarding Policy has been compromised . (e.g. where the person to whom they would report a concern to is himself the subject of concern).

PRINCIPLES AND PRACTICE IN RESPONDING TO ALLEGATIONS OF ABUSE OR SEXUAL EXPLOITATION

2.10 In responding to allegations of child abuse or sexual exploitation of children, staff and managers should be guided by the Save the Children's Global Procedures for Dealing With Suspected Abuse or Exploitation. These outline a clear set of principles that focus on the best interests of the child as well as issues of protection and safety, physical and psychological health and welfare and respect for the right to confidentiality, equality and access to justice.

2.11 All Save the Children International staff, other representatives and partner agencies will act appropriately and effectively in the process of instigating any investigation or co-operating with any subsequent process of investigation, and will be guided by the principle of acting in the 'best interests of the child' in any such process as well as the Global Procedures for Dealing with Suspected Abuse or Exploitation..

2.12 Staff will be required to cooperate in any investigation and to maintain the appropriate levels of confidentiality. Failure to do so will be considered a serious disciplinary matter.

¹¹ This could be at project, local field area, regional area, office or country levels depending on size and scope and the assessment of how best to make the system effective.

¹² Child Safeguarding Focal points is the term used for the staff member responsible for receiving concerns or complaints. These are key staff members who have to be appointed to this role and trained and supported in the undertaking of their duties.

STAFF ROLES AND RESPONSIBILITIES IN RESPONDING TO ALLEGATIONS OF ABUSE AND SEXUAL EXPLOITATION

2.13 Staff and managers must be aware of their roles and responsibilities in responding to, investigating and referring allegations of abuse and sexual exploitation to national authorities as outlined in local procedures.

MANAGEMENT SYSTEMS TO RESPOND TO, MANAGE, AND LEARN FROM INCIDENTS

2.14 Save the Children International and its International Programme, each country programme and each Regional Office must establish a management system capable of managing an incident supporting and assisting any victims and capturing lessons as a result of the occurrence, reporting, investigation or other management of any incident under the Child Safeguarding Policy so that lessons are learnt and practice improved.

2.15 Lessons learnt in the general implementation of this Policy as well as from individual incidents should be used to influence policy and develop best practice across the Save the Children movement and elsewhere when appropriate.

2.16 All staff and representatives must be aware that any concern or allegation of abuse or exploitation of children made against them will be investigated, under the Child Safeguarding policies:

- a. by consideration of referral to statutory authorities for criminal investigation and prosecution under the law of the country in which they work where the allegation is a possible breach of the law and/or
- b. by Save the Children in accordance with the [Global Procedures for dealing with Suspected Abuse and Exploitation](#) and under disciplinary procedures, which may result in dismissal.