

Terms of Reference For YWCA Palestine Strategic Plan Assessment

1. Background

YWCA of Palestine is a non-governmental association that started in Palestine in 1893 and was officially registered in Jerusalem in the year 1918. It is a union of four local associations in the cities of Jerusalem, Ramallah, Jericho and Bethlehem. It envisions free and democratic Palestinian civil society where women and youth are empowered to exercise and protect their human, social, economic and political rights. It is affiliated with the World YWCA, a global movement that works for -through its members: the national YWCAs in over 65 countries in the world, for the rights of women, young women, and girls. The World YWCA holds a special consultative status at the United Nations Economic and Social Council (ECOSOC).

Given significant changes in the political, economic, and operational environment, alongside the need to expand and strengthen organizational sustainability, YWCA of Palestine seeks external support to review the relevance, effectiveness, and feasibility of its current strategy plan, and to develop clear recommendations and models for sustainable income-generating initiatives.

The Current strategic plan:

[YWCA Strategic Plan Booklet English FINAL.pdf](#)

[YWCA -SP \(2020-2026\) Detailed.pdf](#)

2. Objectives of the Consultancy

Primary Objective

To conduct a comprehensive review and assessment of YWCA of Palestine current strategic plan and provide evidence-based recommendations to draft the next strategic plan.

Specific Objectives

1. To evaluate the relevance, effectiveness, efficiency, and feasibility of the current strategic plan against internal capacities and external context.
2. To analyze progress, gaps, and lessons learned from the implementation of strategic objectives.
3. To provide clear, actionable recommendations for improving or revising strategic priorities for the next strategy cycle.



4. To design and propose sustainable income-generating models aligned with YWCA of Palestine mandate, capacities, and market realities.
5. To draft a new strategy including practical implementation roadmap, with resource needs, partnerships, timelines, and indicators.

3. Expected Deliverables

Comprehensive Assessment Report, including:

1. Analysis of current strategic plan (Context, strengths, weaknesses, gaps, relevance).
2. Review of progress against strategic objectives.
3. Assessment of alignment with YWCA of Palestine mission and contextual realities.

Recommendations Report providing:

1. Strategic priorities and areas for revision or strengthening based on current context.
2. Opportunities for enhanced impact, feasibility, and organizational sustainability.
3. Implementation Roadmap, outlining:
 - Five years action plan
 - Timeline
 - Required resources (human, financial, technical).
 - Risk mitigation considerations.
 - Presentation / Briefing Session to management and leadership summarizing key findings and recommendations.

4. Key Tasks and Proposed Methodology

The consultancy should be participatory, evidence-based, and inclusive, ensuring meaningful engagement of YWCA of Palestine stakeholders. Consultants may propose alternative methodologies, but the following approach is recommended.

Phase 1: Inception & Document Review

1. Kick-off meeting to refine scope, expectations, and methodology.
2. Review key documents, including:
 - Current strategy plan.
 - Annual reports and monitoring data.
 - Relevant evaluations, research, and contextual analysis.
 - International Funding Policies
 - Development of detailed work plan, tools, and frameworks.



Phase 2: Strategy Workshops

Facilitate participatory workshops with:

1. YWCA Board Member and General Assembly members
2. Management Staff (National & Local)
3. Relevant staff members
4. Partners/Donors if needed

Explore:

1. What is working well and why.
2. Gaps, challenges, and unmet strategic objectives.
3. Internal capacities and structural considerations.
4. Opportunities for strengthening integration across departments.

Phase 3: Consolidation, Validation, and Reporting

1. Prepare draft assessment and recommendations report.
2. Facilitate validation workshop with YWCA of Palestine.
3. Integrate feedback and produce the final deliverables.
4. Presentation of findings to management and Board representatives.

5. Management and Inputs

The consultant will be overseen by a designated Management Team.

YWCA of Palestine will provide:

1. Access to documentation.
2. Coordination support for internal and external interviews.

The consultant is responsible for:

1. Delivering all outputs on time.
2. Ensuring the quality and neutrality of findings.
3. Adhering to confidentiality and safeguarding principles.

6. Timeframe

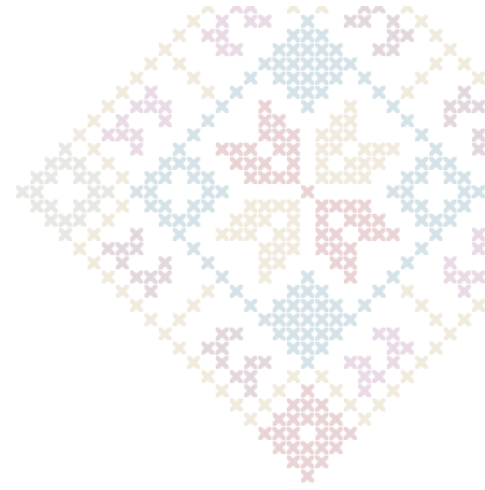
Expected start: April 2026

Expected completion: 30 October 2026

7. Required Expertise

Applicants must demonstrate:

1. Advanced academic qualifications or equivalent professional experience in strategic planning, organizational development, business development, or related fields.



2. Minimum 15 years' experience conducting strategy reviews for NGOs or development organizations.
3. Strong understanding of the Palestinian context and the women's and youth rights / community development sector.
4. Experience in facilitating participatory processes with diverse stakeholders.
5. Excellent analytical, writing, and communication skills in English.

8. Proposal Evaluation Criteria

Proposals will be evaluated based on both technical and financial criteria, with the technical proposal accounting for 70% of the overall score and the financial proposal accounting for 30%. Evaluation will be conducted according to the following areas and criteria:

➤ Technical Proposal (70%)

Team Profiles and CVs – 15 points

- Qualifications and experience of the proposed team will be assessed based on submitted CVs. This includes academic credentials, relevant professional experience, and specialized skills in the area of focus.

Relevant Experience – 20 points

- The evaluator's experience will be assessed based on proven expertise in leading strategic planning processes and conducting organizational reviews for NGOs or community-based organizations

Proposed Methodology – 20 points

- The technical soundness of the proposed evaluation methodology will be assessed. This includes tools, techniques, and approaches relevant to the project's objectives and context.

Work Plan and Timeline – 5 points

- The feasibility and clarity of the proposed work plan and timeline for completing the assignment will be reviewed.

Understanding of the Terms of Reference – 10 points

- Proposals will be evaluated based on how clearly the applicant demonstrates an understanding of the TOR, including tasks, deliverables, and expected outcomes.

➤ Financial Proposal (30%)



The financial proposal will be evaluated separately and in alignment with the submitted technical offer. YWCA of Palestine reserves the right to propose budgetary adjustments if needed.

9. Terms and Conditions

- The consultant/s agrees to not divulge confidential information to any person for any reason during or after completion of this contract with YWCA Palestine. Upon completion or termination of this contract, the evaluator/s undertake to return to YWCA Palestine any materials, files, or property in their possession that relate to the business affairs of YWCA. The consultant is responsible for the safety, security, and administration of primary and secondary data collection.
- All intellectual property and/or copyright material produced by the evaluator/s whilst under contract to YWCA Palestine remain the property of YWCA Palestine and will not be shared with third parties without the express permission of YWCA. The evaluator/s are required to surrender any copyrighted material created during the term of the contract to YWCA upon completion or termination of the contract.
- The consultant/s are expected to maintain high professional and ethical standards and comply with YWCA Palestine's internal policies. YWCA is committed to ensuring a safe environment and culture for all people, and with whom we come in contact during our work. All members of the evaluation team will be required to comply with YWCA Safeguarding Policy and sign the Safeguarding Code of Conduct.
- The proposal must remain valid for a minimum of 60 days after the submission deadline.
- The Association is not obligated to accept the lowest price. Evaluation will be based on best value for money through both technical and financial assessment.
- The Association reserves the right to negotiate with the best bidder or to not contract with any of the applicants if the proposals do not meet the requirements.
- The Association reserves the right to request additional information or background checks when needed. The Association may terminate the contract if any past or present conduct is found to violate ethical or legal standards.
- All outputs resulting from this contract, including the reports, are the exclusive property of YWCA Palestine.

10. Application Procedures

Interested applicants are requested to submit the technical and financial proposal information as part of the initial screening. The following documents should be submitted via email to YWCA of Palestine's Procurement Department procurement@ywca.ps no later than 03/04/2026 the proposal shall include:

1. CV(s) of consultant(s).



2. Technical proposal, including:
 - Understanding of the assignment.
 - Proposed methodology.
 - Proposed work plan and timeline.
3. Financial proposal including all applicable taxes and expenses.
4. Two professional references and samples of similar work.

