

**TERMS OF REFERENCE**  
**INDIVIDUAL CONSULTANCY**  
**TO PROVIDE TECHNICAL SUPPORT TO THE BUREAU OF GENDER AFFAIRS AND RELEVANT NGOS**  
**ON THE DEVELOPMENT OF PROTOCOLS AND GUIDELINES FOR THE OPERATIONALIZATION OF**  
**SHELTERS**

<b>Hiring office:</b>	UNFPA Sub-regional Office for the Caribbean (SROC), Jamaica
<b>Purpose of consultancy:</b>	<i>To provide technical support to the Bureau of Gender Affairs and relevant NGOs on the development of protocols and guidelines for the operationalization of shelters and the finalization of the National Shelter Strategy.</i>
<b>Background:</b>	<p><b>Introduction</b></p> <p>In September 2017, the EU and the UN launched an ambitious joint partnership to eliminate all forms of violence against women and girls worldwide. The <b>Spotlight Initiative (SI)</b> aims at mobilizing commitment of political leaders and contributing to achieving the Sustainable Development Goals (SDGs). The Initiative aims at ending all forms of violence against women and girls, targeting those that are most prevalent and contribute to gender inequality across the world. The Spotlight Initiative will deploy targeted, large-scale investments in Asia, Africa, Latin America, the Pacific and the Caribbean, aimed at achieving significant improvements in the lives of women and girls. Jamaica is one of the countries in the Caribbean to benefit from this transformative initiative.</p> <p>The overall vision of the Spotlight Initiative in Jamaica is that women and girls realize their full potential in a violence-free, gender-responsive and inclusive way. The Spotlight Initiative will directly contribute to the achievement of three of the Sustainable Development Goals (SDGs): Goal 5 on Gender Equality, Goal 3 on Good Health and Well-being and Goal 16 on Inclusive and Peaceful Societies. The programme will contribute to the elimination of Sexual and Gender Based Violence (GBV) through the creation of a broad partnership with Civil Society, Government, Private Sector, Media, among others; and, build a social movement of women, men, girls, boys and transgender people as champions and agents of change at the national, subnational and community levels. A specific focus will be on reaching and including in the programme women and girls who are often isolated and most vulnerable to sexual &amp; gender-based violence (SGBV) and harmful practices (HP) due to intersecting forms of discrimination. The programme will also seek to address the Sexual and Reproductive Health and Rights (SRHR) needs of all women and girls in all their diversity using a life-cycle approach.</p> <p><b>Spotlight Jamaica</b></p> <p>The SPI Jamaica Country Programme will use a multi-sectoral, multi-layered, interlinked community-centered approach to the implementation of the interventions on the following six Outcome Areas based on the socio-ecological model for addressing SGBV:</p> <ul style="list-style-type: none"> <li>• Pillar One: Legislative and Policy Frameworks</li> </ul>



- Pillar Two: Strengthening Institutions
- Pillar Three: Prevention and Social Norms
- Pillar Four: Delivery of Quality, Essential Services
- Pillar Five: Data Availability and Capacities
- Pillar Six: Supporting the Women’s Movement and CSO

The SI in Jamaica will address three key priority areas within the overall focus on Family Violence against women and girls: 1) Child Sexual Abuse, 2) Intimate Partner Violence (IPV) and 3) Discrimination against vulnerable groups. The approach will be guided by the ecological theory that underpins the connections between family and society. The ecological model is seen as the best framework within which to address the causes, consequences, and response to family violence in Jamaica. The approach will also be guided by the core principle of the 2030 Agenda for Sustainable Development – *Leaving No One Behind* and underpinned by an intersectional approach that will ensure interventions address key social factors such as socio-economic status, age, sexual orientation, health, educational and disabilities status are addressed.

The SI in Jamaica will be national in scope and targeted intervention will focus on the following four parishes: The Kingston Metropolitan Area (Kingston and St. Andrew), St. Thomas, Clarendon, and Westmoreland.

In Jamaica, there are not enough safe spaces for victims and survivors of GBV; this is especially true in rural areas. The only operating shelter is based in Kingston, since 1997 it is operated by Woman Inc, a local NGO, and it receives supports from the government. It functions as an emergency temporary residence for women in crisis, not providing comprehensive long-term recovery support for survivors of IPV. Safe spaces are limited to 14 – 21 days and for a limited quantity of persons, including the adult women and their children. Additionally, there are inadequate safety nets and limited social protection programmes addressing adolescent girls.

Concerned about this situation, the government of Jamaica, with the guidance of the BGA, planned the establishment of a National Shelter in the corporate area and three satellite shelters in rural Jamaica. The following steps to strengthen the national capacity to offer safe spaces to survivors of violence have already been taken:

- Through a public-private partnership agreement (PPPA), a building is being renovated by Woman Inc to start a transitional home for women survivors of violence. This Transition Home will not only be a safe space, providing long-term housing, but it will offer a series of complementary services for survivors and their children, including the possibility for residents to participate in initiatives meant to enhance their social and economic empowerment. This shelter is being prepared for operation by mid-end of summer 2020.
- Additionally, the Ministry of Culture Gender Entertainment and Sports (MCGES), in 2018 acquired other properties in different areas of the island, for the purpose of establishing state-run National Shelters for victims and survivors of GBV. One of them is being renovated and could be soon operationalized. This structure could serve both as a short-



	<p>medium term shelter and as a transition house.</p> <p>To respond to the increasing demand for shelters occurring during the COVID-19 period, an effort is being made, also with the support of the Spotlight Initiative, to put into function one or more of these shelters.</p> <p>Accordingly, in the near future in Jamaica there will be at least three shelters operating in different forms: some of them offering safe housing for a short term period; others offering also long term services, until the safety of the survivor and her children and the transition to a safe place with adequate living conditions can be guaranteed. According to the State commitment, shelters will increase in number in the longer period; meanwhile, since the demand will not be totally responded, arrangements for other safe housing should be considered.</p> <p>Envisioning this, in 2017 the BGA led the elaboration of a draft national shelter strategy, titled the “National Shelter Strategy Jamaica for Survivors of Gender Based Violence”, that includes feedback from the existing shelter task force, that involves several stakeholders, both from the government and of the civil society organizations (CSOs). This document is yet to be revised and finalized.</p> <p>Within the spotlight country programme, Activity 4.1.8– was included as the provision of technical support to the Bureau of Gender Affairs and relevant NGOs on the development of protocols and guidelines for the operationalization of shelters.</p> <p>This activity will contribute to the output 4.1 of the Spotlight Initiative: <i>“relevant government authorities and women’s rights organizations at national and sub-national levels have better knowledge and capacity to deliver quality and coordinated essential services, including sexual and reproductive health services, and access to justice to women and girls survivors of violence against women and girls, including domestic violence and intimate partner violence, especially those facing multiple and intersecting forms of discrimination.”</i></p>
<p><b>Purpose of the consultancy</b></p>	<p>To provide technical support to the Bureau of Gender Affairs and relevant NGOs on the development of protocols and guidelines for the operationalization of shelters and the finalization of the National Shelter Strategy.</p>
<p><b>Scope of work: (Description of activities or outputs)</b></p>	<p>Under the supervision of UNFPA, BGA and relevant NGOs, the individual consultant will perform the following specific tasks:</p> <ul style="list-style-type: none"> <li>- A desk review of the international and/or regional best practices and national existing strategies and protocols.</li> <li>- Based on the desk review, make a conceptual and analytical review of the existing “National Shelter Strategy Jamaica for Survivors of Gender Based Violence”.</li> <li>- Conduct key informant interviews, in-depth interviews, and/or focus group discussions, with key stakeholders including staff of the existing shelters; actors of the BGA and of Woman Inc; operators of the human trafficking shelter; and other members of the shelters task-force; providers of the health sector, including sexual and reproductive health; as well as of the justice, police, education and social sectors; among others.</li> </ul>

- Starting from the “National Shelter Strategy Jamaica for Survivors of Gender Based Violence” and taking into consideration the desk review undertaken, the results of the consultation and of the conceptual and analytical review, finalize the national shelter strategy and coherently **develop the comprehensive guidelines for the operationalization of shelters** integrating protocols, and clear standard operating procedures) (named as “**the comprehensive guidelines**” hereafter), including reference to emergency shelters (short or medium term accommodation); transitional housing; third stage housing; and other safe spaces, as part of a coordinated national strategy.
- Conduct a validation of **the comprehensive guidelines** with key stakeholders, which could include: the shelters’ taskforce, the protection technical working group (TWG), relevant government institutions, UN agencies and the Spotlight Civil Society National Reference Group (Spotlight CSNRG).
- In coordination with UNFPA, BGA, relevant NGOs and other key actors, organize and co-facilitate the training of shelters’ staff on the updated guidelines, which will address separately with proper contents and methodology the managers and administrative staff and the counsellors and hosts.

In the production of **the comprehensive guidelines**, accuracy, use of correct terminology, and professionalism will be required. **The comprehensive guidelines** will have to be in line with the Jamaican international commitments and national legal framework, policies and plans, and integrate a human rights and gender perspective, promoting survivors centred, culturally and age appropriate, sensitive and inclusive services, where safety and protection are paramount and restitution of rights is pursued.

**The comprehensive guidelines** will have to be complete, clear, and well organized, have an introductory session with the national and international legal framework, objectives, and principles and include per each form of shelters, sections such as those in the list proposed below. Please note that the following list is a reference, it is not complete or compulsory and can be adapted by the consultant based on the findings of the desk review and consultations carried out, to guarantee a final product of high quality.

- Recommended number of family accommodation units (a woman and her children if she has).
- Recommended characteristics in terms of spaces, equipment, and furniture (rooms, common indoor and outdoor recreational areas, beds, among others), taking into consideration accessibility for people with disability.
- Description of the multidisciplinary staff to operate in the facility (paid and volunteer) with specified quantity, roles (managerial, operative, specialized), selection process, continuous training, access to staff emotional support, among other criteria.
- Rights, responsibility, and code of conduct including integrity, confidentiality, and ethics, for shelter’s staff.
- Rights, responsibility, and code of conduct for clients, including forms to report complaints of staff misbehaviour.
- Measures to ensure the confidentiality and safety of guests, staff and of the structure.



- Measures to ensure Protection of Sexual Exploitation and Abuse.
- Details about the access of women to the Shelter, including entry point, assessment process; access protocol.
- Coordination with other sectors and service providers (other shelters, police, justice, health, education, and social services); specifying roles and responsibilities of each key actor, including algorithms at the national, regional and parish level.
- A referral pathway per each Parish, with updated contacts of specific trained persons to be contacted in different scenarios (this information will be provided to the consultant).
- List and model of forms to be completed per each client with proper storage methods (physical and digital) to guarantee confidentiality.
- List and description of services provided to the survivors of violence by the shelter and the coordinated actors (accommodation; meals; psychological counselling; child care; legal counselling, investigation and prosecution; health services including family planning, HIV and other sexual and reproductive related services; rehabilitation services; vocational training, connection with other psychosocial support services, social and economic support including cash transfer programmes, housing, job creation; follow up; among others), outreach services; and other services (for example hotlines, safety plans).
- Specific consideration for a child friendly environment.
- Specific consideration for an inclusive environment (people living with HIV, people with disabilities, adolescent mothers, LGBTIQ+, migrant women and girls, adolescents, older women, among others).
- Start-up costs (purchase/building costs, security installation, furniture, house and garden equipment, toys, games and teaching materials, kitchen, washing and office equipment; among others).
- List of cost items (without values) for an annual operating budget (staffing and volunteer costs; recruitment, salaries, staff welfare, training, supervision and professional fees; rent, maintenance and repairs, lighting, insurance, telephones, television licences, stationery, postage, publications and resources, travel, provisions, cleaning, client refreshments, bank charges; cost associated with specific programmes such as counselling, legal, medical, car/van costs including repairs, running costs and; food and other household supplies, among others).
- Planned sources of funding to guarantee sustainability (government funding, private sector and civil society funding, international donors, fundraising, sale of products, fees for services, income generating projects, among others).
- Supervision, reference to protocols for inspection and assessment, monitoring and evaluation framework (indicators, regular reports, and inspections).
- A specific section on disaster preparedness and response, including hurricanes, earthquakes, pandemics, and specifically on the measures to prevent and combat COVID-19 and measures to be put in practice in case of suspected confirmed cases among clients and staff.

While developing the document the consultant should refer to several relevant documentations, that include, among others:



	<ul style="list-style-type: none"> <li>- National Shelter Strategy Jamaica for Survivors of Gender Based Violence</li> <li>- Existing relevant protocols and operating procedures.</li> <li>- Referral pathway per each parish that will be provided to the consultant by UNFPA and partners.</li> <li>- UN Women, UNFPA, PAHO (2020). Guidance for GBV Shelters in the context of COVID-19.</li> <li>- UN Women, UNFPA, WHO, UNDP &amp; UNODC Essential Services for Women and Girls Subject to Violence (2015).</li> <li>- WHO (2014) Clinical Handbook: Health care for women subjected to intimate partner violence, or sexual violence.</li> <li>- UNFPA (2019) Shelters for Women Survivors of Violence: Availability and Accessibility in the Arab Region.</li> <li>- National Policy on Gender Equality – NPGE 2011.</li> <li>- National Strategic Action Plan to Eliminate Gender-based Violence - NSAP-GBV (2017-2027).</li> <li>- National Plan of Action for an Integrated Response to Children Violence NPACV.</li> </ul>															
<b>Duration</b>	60 days.															
<b>Delivery dates</b>	<p>The Consultant is expected to submit the following deliverables in accordance with the time frame listed.</p> <table border="1" data-bbox="454 1075 1436 1646"> <thead> <tr> <th data-bbox="454 1075 558 1153"></th> <th data-bbox="558 1075 1109 1153"><b>Deliverable</b></th> <th data-bbox="1109 1075 1436 1153"><b>% payment</b></th> </tr> </thead> <tbody> <tr> <td data-bbox="454 1153 558 1355">1</td> <td data-bbox="558 1153 1109 1355">Inception report, including work plan, proposed methodology and draft of consultation tools (10 days after signature of the contract)</td> <td data-bbox="1109 1153 1436 1355">20%</td> </tr> <tr> <td data-bbox="454 1355 558 1422">2</td> <td data-bbox="558 1355 1109 1422">First draft</td> <td data-bbox="1109 1355 1436 1422">30%</td> </tr> <tr> <td data-bbox="454 1422 558 1534">3</td> <td data-bbox="558 1422 1109 1534">Final version of the document integrating all feedback</td> <td data-bbox="1109 1422 1436 1534">30%</td> </tr> <tr> <td data-bbox="454 1534 558 1646">4</td> <td data-bbox="558 1534 1109 1646">Training report of shelters’ staff on the updated guidelines.</td> <td data-bbox="1109 1534 1436 1646">20%</td> </tr> </tbody> </table>		<b>Deliverable</b>	<b>% payment</b>	1	Inception report, including work plan, proposed methodology and draft of consultation tools (10 days after signature of the contract)	20%	2	First draft	30%	3	Final version of the document integrating all feedback	30%	4	Training report of shelters’ staff on the updated guidelines.	20%
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<b>Location of activities and expected travels:</b>	<p>The individual consultant will work independently.</p> <p>Considering the COVID-19 context and the prevention measures (curfew, social distancing, among others); it is proposed that the consultant could start the collection of data using virtual methodologies. If, and when possible and necessary, travels involving face to face consultation activities and visits to shelters could take place in order to complete the assessment with the quality required. Face to face activities will have to take place in respect of the national prevention measures (use of protective masks, hand sanitizer, gatherings</p>															



	<p>reduced to the number stipulated by the government guidelines, among others) and take place only with previous agreement with key stakeholder and assessment of the situation to ensure the “do no harm” principle.</p>
<p><b>Required expertise, qualifications and competencies:</b></p>	<p>This national consultancy requires an individual with expertise in multisectoral approach to prevent gender-based violence with strong knowledge of the human rights.</p> <p>Specific qualifications and experience include:</p> <ul style="list-style-type: none"> <li>- Minimum of postgraduate studies and training in a relevant area, included, but not limited to, Gender Based Violence, Gender Studies, Social Science, Human Rights, Public Health, International Development, Law, HIV, Political Science, International Relations, Peace and Conflict Studies.</li> <li>- Minimum of 5 years’ experience of proven record of working in planning, management, monitoring of gender-based violence and human rights programmes.</li> <li>- Proved experience in qualitative research.</li> <li>- Proven record in the development of guidelines and protocols.</li> <li>- Excellent track record of achievement with assignments of similar scope.</li> <li>- Good understanding of Jamaica’s human rights framework and situation related to GBV, including among marginal populations.</li> <li>- Experience with the GBV Essential Service Package is a strong asset, as is experience in the field of sexual and reproductive health and rights and GBV with an emphasis on marginalized populations.</li> <li>- Excellent interpersonal skills; culturally and socially sensitive.</li> <li>- Ability to work inclusively and collaboratively with a range of partners, including grassroots community members, religious and youth organizations, and authorities at different levels, familiarity with tools and approaches of communications for development.</li> <li>- Sensitivity to and ability to work with marginalized populations, including women/girls with disabilities; women living with HIV; LGBTIQ+; sex workers; girls married, visiting or in a common-law marriage; pregnant and teenage mothers.</li> <li>- Excellent oral and written command of English and excellent drafting skills and accuracy and professionalism in document production and editing.</li> <li>- Solid overall computer literacy, including proficiency in various MS Office applications (Word, PowerPoint, excel, etc.) and email/internet; familiarity with google survey, zoom and other online platform that will be used for the assessment.</li> <li>- Self-motivated, ability to work with minimum supervision; ability to work with tight deadlines.</li> </ul>
<p><b>Coordination &amp; reporting mechanism:</b></p>	<p>The individual consultant will report to UNFPA designated technical focal point for the Spotlight Country Programme in Jamaica who will be constantly coordinating with the Focal Points at the BGA and relevant NGOs.</p>
<p><b>Inputs/services to be provided by UN agency:</b></p>	<p>The individual consultant will not be provided working station or equipment. The UNFPA GBV focal point will provide technical guidance and oversight. UNFPA, the BGA and other relevant actors, will provide documentation and</p>

	<p>overall guidance that will be useful for the task.</p> <p>UNFPA will facilitate engagement with other UNFPA offices, if required.</p> <p>UNFPA will collaborate and support the consultant in the organization of virtual meetings to discuss the document, as well as for the consultation and validation processes.</p>
<p><b>Other relevant information or special conditions, if any:</b></p>	<p>The interested candidates should present a letter of interest of their motivation in applying for the consultancy, accompanied by a CV proving experience in the required fields and in the production/revision of similar documents and the expected daily rate.</p> <p>Please in the CV place link to online documents if any, UNFPA could ask the shortlisted candidates to share samples of these documents.</p>