



مركز تطوير المؤسسات الأهلية الفلسطينية  
NGO Development Center

## **Human Rights and Good Governance Secretariat Sector Development Component**

### **Terms of Reference**

### **Providing Technical Assistance in Good Governance, Advocacy and New Media to Partner NGOs**

**Ref: HR/GGS-SD-07**

#### **1. Background**

The NGO Development Center (NDC) is an innovative Palestinian non-profit organization that empowers Palestinian NGOs to better provide vital services to Palestinians living in the West Bank and Gaza, especially the poor and marginalized. Conceived in partnership with leading Palestinian NGOs, unions and networks, NDC mobilizes donor funding to deliver a unique combination of direct grants and capacity building programs that enhance the effectiveness, self-reliance and sustainability of Palestinian NGOs. NDC advocates greater NGO transparency and accountability through the adoption of professional financial and management practices, and promotes sector-wide coordination and sharing of best practice experiences within its programs and on its Massader portal ([www.masader.ps](http://www.masader.ps)).

NDC has been managing the Secretariat for Human Rights and Good Governance (HR/GG Secretariat) since July 2008 on behalf of four European donors; namely: Switzerland, Sweden, Denmark, and the Netherlands. The Secretariat provides financial and technical support to NGOs operating in the occupied Palestinian territory (oPt) which promote, support, protect, and monitor the observance of human rights and good governance. The overall development objective of the support is to improve human rights and good governance in oPt.

NDC is now implementing the second phase of the secretariat which extends until June 2013. The Secretariat/NDC administers a separate “Sector Development” budget provided by the donors to facilitate and support institutional capacity development targeting the partner NGOs.

## 2. Capacity Building Program

As part of its mandate as the Secretariat for HR/GG organizations, NDC has developed a three-pronged capacity building program for partner organizations. The program focuses on three major areas of intervention:

- 1- Financial issues
- 2- Advocacy, communication, networking, and new media
- 3- Good governance

The development of the Capacity Building Program was based on a multi-disciplinary approach in identifying needs of the partner organizations including: use of the Organizational Capacities Assessment Tool (OCAT), semi-structured interviews, group discussion of capacity building gaps, and analysis of organizations' capacity gaps based on actual experience in working with the organizations under the grants scheme

Accordingly, NDC will provide fifty (50) partner NGOs with tailored technical assistance based on their identified needs and initial development plans.

**The overall goal of the program** is to provide the Human Rights and Good Governance NGO's operating in the oPt, the assistance and support for strengthening the skills, competencies, and abilities of their staff and organizations, so they can better deliver their outputs, reach their objectives, and achieve their goals in accordance with their mission.

## 3. Objective of this assignment:

The objective of this assignment is to provide **technical assistance (training and coaching interventions) in good governance, advocacy and new media to 13 HR/GG NGOs located mainly in Jerusalem and Tel Aviv**, according to their identified needs in close coordination with NDC staff

The general approach of NDC includes the preparation of a comprehensive development plan for each NGO that ensures the development of the NGO's systems as a whole in addition to enhancing the capacity of the staff members.

The main areas of intervention that were identified through the needs assessment process include:

### 1. Advocacy and new media, that includes:

- Promoting advocacy (international and national) component in the organization work.
- Community mobilization ( mass advocacy )
- Media advocacy, use of new media tools (Facebook, Twitter, Youtube, blogs, alternative media...)
- New media and website management

- Skills and tools in developing and implementing a communication and media strategy.

**2. Good governance and organizational development, that includes:**

- Strengthening accountability, participation, networking and coordination policies and practices.
- Establish systems for ensuring transparency, influence and effectiveness.
- Strategic planning and projects' planning and management.
- Resource development, fundraising, proposal writing.
- Human resources: staff, roles, tasks, jobs descriptions and volunteer management.
- Monitoring and evaluation- focusing on the impact of human rights work.

In order to achieve this, NDC is seeking the services of a qualified consulting firm or team of consultants, hereinafter referred to as 'Consultant', with specific expertise in conducting organizational capacity building interventions in the aforementioned fields.

#### **4. Scope of Work:**

**It is estimated that 13 NGOs located mainly in Jerusalem and Tel Aviv will participate in the Good Governance, Advocacy and New Media Technical Assistance component.** The Consultant is required to assist the organizations in implementing the organizational development plans through coaching the NGOs, building their capacities, and focusing on bridging the gaps in the identified areas of intervention according to the specific development plan for each NGO.

Specifically, the Consultant is required to accomplish the following:

- Carry out individual meetings, interviews and workshops with key NDC staff
- Review all available related Project documents, NDC requirements and needs assessments documents.
- In close coordination with NGOs and NDC staff, review the current status of the NGOs capabilities and prepare a customized action plan for each of them.
- Conduct a coordination meeting with the financial consultancy firm, which is working in parallel with the same NGOs, to avoid duplication and ensure synchronization of interventions.
- Attend orientation session with NDC staff to discuss the proposed action plans

- Train, coach, and assist the organizations in implementing the agreed upon action plans (mentioned above)
- To ensure the sustainability of the interventions at the level of capacities and knowledge gained, the Consultant should prepare tailored exit strategies for each NGO.
- Prepare quarterly report and submit them to NDC as indicated in Section 6 below.

The consultancy provider will carry out all the above tasks in a participatory approach with full cooperation and coordination with NGO Development Center, following an analytical assessment process, conducting meetings with all stakeholders, the consultant needs to seek the approval of NDC as the action plans are being developed.

## **5. Qualifications of the Consultant**

In order to accomplish the objective of the assignment and the scope of work, a ‘Consultant’ is required with the following qualifications and competencies

- Technically competent and independent
- Ability to work in Israel.
- Consultant's profile should reflect experience in the field of management and organizational consultancy including capacity building, training and coaching.
- Proven track record in accompanying and facilitating holistic organizational processes such as: strategic planning, organizational transformations and institutional conflict management for NGOs.
- Extensive knowledge in planning and developing advocacy programs and campaigns on national and international levels is required, including but not limited to EU and UN mechanisms, governmental policy makers, and mass advocacy
- Extensive knowledge in cutting edge new media tools, to promote and enhance the impact of the organization work.
- The overall assignment should be led by experienced team leader (holding graduate degree or equivalent, in a related field with at least 12 years of relevant experience). And operated by two sub teams:

**I.1. Good governance team** working in the areas mentioned above, the team should consist at least of two qualified key team members with at least 10 years of solid experience in a relevant area related to the contents of this assignment.

**I.2. Advocacy and new media team** working in the areas mentioned above, the team should at least consist of three qualified key team members with at least 5 years of solid experience in a relevant area related to the contents of this assignment.

- All team members should show proven track record in working with NGO's with particular focus on coaching and training skills.
- Consultants must be proficient in three languages: Arabic, English and Hebrew

**It is a requirement that the consultants, who provide their CVs for selection of the consultancy services provider, will actually be the ones who will deliver this assignment. Any changes in the consultants, due to circumstances beyond the control of the consultancy services provider, require that replacements be of the same caliber of the originally proposed consultants (same qualification and level of experience) and require prior approval by NDC.**

## **6. Reporting and Schedule of Deliverables**

The Consultant should inform NDC periodically on progress achieved against the agreed action plan for the entire assignment. Specifically, the Consultant is required to submit the following reports:

1. Inception report, 15 days after signing the agreement, should include the overall action plan.
2. First Progress report should include:
  - The result of the prior reviews and interviews with stakeholders.
  - The action plan approved for each NGO.

**This report should be submitted when at least 70% of the NGOs have an approved action plan**

3. Quarterly Progress report should include:
  - Progress in the action plan for each NGO (including outputs)
  - Recommended modifications on action plans
  - Challenges, and how the challenges have been addressed

**This report should be submitted on a quarterly basis (every 3 months) within one month from the end of each quarter.**

4. Final report should include:

- A summary on the base line information, areas of intervention, action plans for each NGO.
- Outputs of intervention and sources of verification for each NGO
- Reflection of the experience obtained as the result of the technical assistance (lessons learnt)
- The exit strategy for all NGOs.

## 7. Time Frame

This assignment is expected to be completed within a maximum of 9 months from the date of signing the contract. To achieve the purposes of the assignment the consultant will work at two intervals that will be scheduled as per the following table:

Task	Time frame estimated to finish the task
Review prior assessments, documents and the development of the action plan for each NGO.	1 month from the date of signing the agreement
Implementation of action plans	8 months from the date of signing the agreement

The assignment will commence upon signing the contract with the consultant and will end by the satisfactory submission of the deliverables outlined in the TOR.