

Terms of Reference
Palestinian NGO IV Project
NGO Sector Development

Revision of the Resource Kit Manuals
AFD-C-29 B

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 Masader portal (www.masader.ps).

NDC became operational in November 2006. This entity grew out of and builds on the achievements of the Palestinian NGO sector under PNGO I/II Projects of the Welfare Association Consortium, which successfully invested \$50 million from the World Bank and other donors into the Palestinian NGO sector. NDC also implemented PNGO III project Finance by the World Bank starting February 2007 and expected to end by March 2011.

PNGO IV

The NGO Development center has received a grant from the International Development Association (IDA) in an amount equivalent to US\$2 million and from the French Agency for Development AFD in the amount of 5 Million Euros; toward the cost of Palestinian NGO IV project. NDC was contracted to implement PNGO IV over the period 1 July 2010 through 30 June 2013.

The Project Development Objective (PDO) is to “to provide social services to those who are poor, vulnerable or marginalized through NGOs and to strengthen the institutional capacity of these organizations.”

The PNGO IV Project consists of three main components: (i) NGO Grants for Social Service Delivery, (ii) NGO Sector Development, and (iii) Project Management, Monitoring and Evaluation.

The Sector Development Component aims to develop the NGO sector as a whole to become more responsive, transparent and accountable to Palestinian communities by setting standards, promoting knowledge sharing and collaboration within the sector, and strategic policy research

and planning. In order to achieve this goal, three sub-components are proposed: (a) implementation of NGO Code of Conduct, (b) NGO coordination and information exchange, and (c) policy and research.

2. Introduction: NGO Code of Conduct

To promote the Palestinian NGOs Code of Conduct, facilitate its implementation and put it into practice, a Resource Kit including manuals and guidelines was developed and disseminated to the NGOs in 2008. The Resource Kit became a reference for NGOs to assist them in complying with the Code of Conduct.

Under PNGO IV, the “Implementation of NGO Code of Conduct” sub-component envisages further deepening the implementation of the NGO Code of Conduct by developing a rating and incentive system for compliance with the provisions of the Code. This includes certification, and the implementation of an NGO Code of Conduct with emphasis on accountability, transparency and good governance will include providing technical assistance in the forms of coaching, mentoring and training to bring about organizational and behavioral change to help NGOs comply with the code.

The Code of Conduct sub component is being implemented through three parallel processes supported by NDC:

- Provision of coaching technical assistance (TA) (training and coaching) to 30 NGOs based on a needs assessment.
- Development of the rating, capacity building, and incentives system including the establishment of an NGO performance rating system drawing on the Code principles. The system will be based on using the code of conduct organizational capacity assessment tool as a self-assessment and validation tool.
- Auditing to verify this compliance and communication to the public so citizens can hold NGOs accountable.

3. Resource Kit

The Resource Kit serves as a tool for NGOs and provides them with detailed procedures manuals in the areas of board governance, finance and administration, and strategic planning. In addition, it will provide NGOs with guidelines on participatory monitoring and evaluation, adherence to laws and covenants, dedication to socioeconomic development and needs assessment, participation, networking and coordination, and nondiscrimination. The Kit also includes an Organizational Capacity Assessment Tool /rating tool that help determine the capacity gaps for the NGOs and will be also used as a monitoring tool in measuring improvements in capacity. Implementing the principles, procedures and guidelines detailed in the Resource Kit help the NGOs to be in compliance with the Code of Conduct.

The Resource Kit is designed to be simple and user friendly and including users' guidelines on how to use the procedures manuals. The Kit is developed to be also used by professional

consultants and NDC Capacity building unit to provide the required technical assistance tailored for each NGO in accordance with the results of rating tool.

The Resource Kit consists of two parts; the first one is a set of manuals and guidelines that define how the principles enshrined in the Code are applied to the different aspects of NGO governance. The second part is the rating tool that is used to determine the current level of governance practices of NGOs in comparison to specific indicators on aspects of NGO governance.

The Kit currently contains manuals on: strategic planning, board governance, and management practices. It will also contain guidelines for: monitoring and evaluation (M&E), dedication to socioeconomic indicators, participation, networking and coordination, Palestinian Laws & International Convents, and non- discrimination (for the specific Manuals & Guidelines list refer to Annex 2)

Building on previous experiences using the Resource kit, NDC is interested in updating the available manuals

And is adding the following manuals:

- Self Assessment tool and Manual
- Social Accountability tools Manual
- Volunteers Management Manual
- Policy Development and Advocacy
- Reporting Standards
- Project Cycle management

4. Objectives of the Consultancy

The objective of this assignment is to update the resource kit manuals as follows:

- 1- Board and Governance Manual of procedures, this manual should provide detailed definitions, guidelines, processes and template related to the board & governance structure, functions and responsibilities.
- 2- Financial Manual of procedures, this manual should provide detailed definitions, guidelines, processes and template related to financial management and procedures.
- 3- Procurement manual of procedures, this manual should provide detailed definitions, guidelines, processes and template related to procurement procedures and guidelines.
- 4- Human Resources and Volunteers' Management Manuals of procedures, these manuals should provide detailed definitions, guidelines, processes and template related to human resources and volunteers' management.
- 5- The Social Accountability Manual of procedures, this manual should provide detailed definitions, guidelines, processes and template related to the social accountability.
- 6- The Strategic Planning Manual of procedures, this manual should provide detailed definitions, guidelines, processes and template related to strategic planning.

All manuals should be consistent with the structure of the resource kit manuals. They should be user friendly and valid for the usage of small, medium and large NGOs.

5. Scope of Work

The consultant should work closely with the Sector Development Manager and NDC assigned staff so as to update the resource kit manuals. Specifically, the consultant is required to accomplish the following:

1. Thorough reading of the Code and understand its Principles and practical applications.
2. Carry out a meeting with the Sector Development Manager NDC assigned staff members to understand the aims and requirements of this assignment.
3. Review the other parts of the Resource Kit to understand the structures used and to make sure that the methodology of preparing the manual is in harmony with other parts of the Kit.
4. Update the resource kit manuals and submit to NDC for review:
5. Prepare a training package for each manual.
6. Discuss the comments with the SDP manager and NDC assigned staff to obtain feedback and approval.
7. Based on the feedback, produce a revised version of the manuals.

5. Qualifications of the Consultant

In order to accomplish the objective of the assignment and the scope of work, the consultancy firm is required with the following qualifications and competences of its team:

- **Team Leader:**
 - Advanced degree in management, development studies or any related field.
 - At least Seven years' experience working with the NGO sector.
 - Relevant practical experience in developing manuals and training material
 - Previous experience and extensive knowledge of the NGO sector including different organizations types and sizes.

- **Consultant for the Board Manual:**
 - Advanced degree in legal studies, management, development studies
 - At least five years' experience working with the NGO sector.
 - Relevant practical experience in developing manuals and training material
 - Previous experience and extensive knowledge of the NGO sector including different organizations types and sizes.

- **Consultant for the Financial Manual:**
 - Advanced degree in business administration, accounting or other certificate (CPA,CMA,CFM)

- At least five years' experience working with the NGO sector.
 - Relevant practical experience in financial management.
 - Previous experience and extensive knowledge of the NGO sector including different organizations types and sizes
 - Relevant experience in carrying out of similar assignments within this sector.
- **Consultant for the Procurement Manual:**
 - Advanced degree in engineering, business administration or any related field.
 - At least five years' experience working with the NGO sector.
 - Relevant practical experience in financial management.
 - Previous experience and extensive knowledge of the NGO sector including different organizations types and sizes
 - Relevant experience in carrying out of similar assignments within this sector.
- **Consultant for the Human Resources and Volunteers Management Manuals:**
 - Advanced degree in human resources, management.
 - At least five years' experience working with the NGO sector.
 - Relevant practical experience in human resources and volunteers management
 - Previous experience and extensive knowledge of the NGO sector including different organizations types and sizes
 - Relevant experience in carrying out of similar assignments within this sector.
- **Consultant for the Social Accountability Manual:**
 - Advanced degree in management, development studies, social sciences
 - At least five years' experience working with the NGO sector.
 - Relevant practical experience in developing manuals and training material
 - Previous experience and extensive knowledge of the NGO sector including different organizations types and sizes
 - Previous experience in developing/implementing social accountability tools.
- **Consultant for the Strategic Planning Manual:**
 - Advanced degree in management, development studies, social sciences
 - At least five years' experience working with the NGO sector.
 - Relevant practical experience in developing manuals and training material
 - Previous experience and extensive knowledge of the NGO sector including different organizations types and sizes
 - Previous experience in strategic planning for NGOs

6. Reporting and Schedule of Deliverables

The Consultancy firm should inform NGO Development Center periodically on progress achieved against the agreed action plan for the assignment. Specifically, the Consultancy firm is required to submit the following reports:

1. Action plan ; a clear action plan shall be submitted to the NDC upon signing the contract and that is subject to approval
2. Draft updated manuals including training package (in Arabic); shall be submitted to NDC to provide comments and feedback
3. Final updated Manuals including training package (in Arabic) ; this manual shall be submitted in its final edited format

7. Time Frame

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. Maximum time allowed for finalizing this assignment is 1 month from signing the contract.

8. Selection and Contracting

This contract is a Lump-Sum contract for consultancy firms.

The Consultancy firm will be selected in accordance with the procedures set out in the World Bank's Guidelines: Selection and Employment of Consultants by World Bank Borrowers (May 2004, Revised October 2006 and May 2010) based on Consultant Qualification Selection (CQS) method.

