

# **Terms of Reference**

## **Monitoring and Evaluation Consultancy**

### **Action for East Jerusalem Identity and Resilience (AJIR)**

#### **1.0 General**

##### **1.1 The NGO Development Center:**

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](http://www.masader.ps)).

NDC is in the unique position to serve as a management body for local and international agencies seeking to implement NGO and CBO programs throughout the entirety of the West Bank, East Jerusalem and Gaza Strip. NDC has over 15 years of experience in managing and monitoring funding and rendering development programs and projects, with the added value of building organizational capacities. Through its various programs and granting schemes, NDC serves as a grant-making mechanism for the NGO sector, as well as a provider of technical and managerial capacity building on an NGO level, and a facilitator of sector development on a sectoral level.

##### **1.2 Appui à Jérusalem-Est pour son Identité et sa Résilience (AJIR) programme**

The AJIR programme (Appui à Jérusalem-Est pour son Identité et sa Résilience) is a 100% social link project: it aims at consolidating social cohesion between populations and territories through support to youth and vulnerable communities. As part of the Vulnerability and Resilience to Crises Strategy, the programme seeks to prevent, or at least mitigate, the effects of conflict. In accordance with France's commitments at the World Humanitarian Summit in Istanbul, helping civil society strengthen its capacities is part of France's priority to support non sovereign actors in order to foster more open and participatory governance models. By including all actors in society, AJIR intends to contribute to achieving the Sustainable Development Goals (SDGs).

**AJIR's primary objective** is to support the resilience of Palestinians in East Jerusalem. In this context, three priority fields of action have been identified: (i) improving education and cultural services provided to youth, (ii) supporting vulnerable populations, and (iii) fostering the role of civil society and enhancing its capacities. As cross-cutting issues, gender inequalities and environmental challenges will be addressed throughout these three pillars.

##### **Pillar I: Supporting youth through the financing of large education and cultural infrastructure investments**

The objective of this pillar is to support large investments developed by CSOs targeting education and culture with special emphasis on youth. The funding ceiling per subproject is EUR 1.5 million while the minimum threshold is EUR 500,000 and the tentative objective is to finance up to four of such

investments. Duration of the selected subprojects is expected to be a maximum of three years.

Six (6) CSOs have been awarded grants under pillar I for a total amount of EUR 4,887,231; the list of pillar I CSOs is annexed to the ToR.

**Pillar II: Meeting the needs of vulnerable populations through fair and equal access to social and local services**

Pillar II will aim at promoting service-based initiatives (legal assistance, capacity building, delivery of social services, community cohesion enhancement, gender empowerment) to vulnerable groups in East-Jerusalem (people with disabilities, the elderly, youth, children...). The scope of Pillar II is broader in terms of eligibility criteria and number of subprojects to be financed (between 20 and 40). The funding ceiling per subproject is EUR 100,000 while the minimum threshold is EUR 50,000. The duration of the selected subprojects is expected to be up to 2 years.

Ten (10) CSOs have been awarded grants under pillar II for a total amount of EUR 852,525; the list of pillar II CSOs is annexed to the ToR.

**Third Call for Proposals:** It is expected that a third call for proposals will be launched before end of 2021. The ToR for the third call are yet to be agreed to with the AFD. The selected CSOs under this call will be shared with the Consultant once identified.

**Pillar III: Building civil society capacity**

Pillar III will aim to foster the role of civil society organizations (CSOs) and enhance their capacities, selected CSOs may benefit from technical assistance and capacity building services and coaching in order to improve their subprojects management skills and ensure compliance with the programme implementation guidelines and procedures.

**2.0 Objective of the Assignment**

Following to the award of grants to CSOs under the AJIR Programme, NDC is seeking the services of an M&E consultant to refine the AJIR programme logical framework and provide an updated version. The assignment includes the revision and finalization of indicators and identification of tools and methods for the selected subprojects in order to aggregate data on the programme logical framework that will result at providing information on goal attainment.

**3.0 Scope of M&E Consultancy Assignment**

In order to achieve the objective of the assignment, the consultant needs to work closely with the NDC team and the selected CSOs to accomplish the following:

A. A revised Logical Framework

Now that the CSOs have been selected for pillars I and II and the typology of subprojects financed under the programme is known, the tentative logical framework<sup>1</sup> provided in the Financing Agreement shall now be revised and updated to make sure that the indicators are realistic and measurable, and will result at providing information on goal attainment. The consultant shall revise the associated risks and assumptions,

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<sup>1</sup> Schedule 6 - Form of Follow-up report of the Project' Indicators

make sure the logframe is conflict sensitive (measure the interaction between the project and its context) and agree with NDC on the final logical framework.

B. Micro indicators for the selected sub-projects

- Review the project documents of the selected sub-projects and the results chain as provided by the CSOs.
- Revise the indicators, or suggest new ones for each of the selected CSOs sub-projects and select a number of relevant indicators that can be aggregated to the macro logical framework of AJIR. The selected indicators shall be realistic measurable and shall link to the indicators of the programme logical framework.
- Identify the tools and methods to be used to collect and aggregate data.

C. Monitoring and Evaluation Plan

- To develop a document based on the revised log frame to set responsibilities at each level of reporting (who will be responsible to do what at what stage of the project with a timeframe, data sources and frequency of data collection) so that NDC and the CSOs will be able to meet their reporting obligations.

D. Tools for data collection

- CSOs report semiannually to NDC and NDC reports to AFD on annual basis. NDC has developed a reporting template for the CSOs semiannual reports. The consultant shall prepare a user friendly tool that will enable the CSOs to duly report on their sub-projects indicators (qualitative and quantitative). The tool and data collected shall be integrated in the semiannual reporting template.
- NDC maintains an electronic Project Management Information System (PMIS). The consultant shall advise on the required modifications to current templates to allow for electronic aggregation of data and the production of electronic reports on the Form of Follow-up report of the Project' Indicators.

E. Implementation of the methods, approaches and tools and follow-up

- In case the Logical Framework requires the utilization of specific methods, approaches and tools (surveys, questionnaires, interviews, focus group discussions, etc.), provide support to NDC and CSOs to implement these methods, approaches and tools and ensure the follow-up throughout the implementation of subprojects.

#### **4.0 Approach and Methodology**

The approach and methodology of the evaluation is to be proposed by the consultant in his/her proposal. Components of the methodology would include (but not limited to):

- Review of key project documents (project document, Terms of Reference, progress reports and other related documents to the project.
- Meetings with key stakeholders (AFD, NDC, and selected CSOs participating in the programme).
- Field visits to the CSOs if needed.
- Meetings/workshop to discuss deliverables of the assignment.

The consultant will provide as part of the technical offer a work plan to carry out the assignment, and shall specify requirements for meetings in advance so that arrangements can be made and streamlined with the work plan.

The assignment consists of several phases:

Contract and Kick-off meeting: Contract is signed and a discussion of the assignment with NDC/AFD takes place. First documents, including available data, are provided to the Consultant.

Desk Study: The Consultant studies all necessary project/programme documents; re-construct and analyze the intervention logic/programme theory of change, baseline data and associated assumptions and risks.

Inception-Phase: In the inception report the Consultant will describe the methodology to undertake the scope of work and achieve the deliverables. The inception report shall include a detailed work plan. First meetings/interviews may take place during the inception phase.

Field-phase: The field work will only take place upon official approval of the inception report by NDC. This phase includes the accomplishment of all the activities/tasks in accordance with the approved work plan.

Presentation: Presentation of key deliverables (feedback workshop) at the end of the field work.

Final Draft Report: Submission and presentation of final draft report, and incorporation of comments from AFD and NDC.

Final Report: Submission of final report including all required deliverables, detailed in **section 6**.

## **5.0 Assignment Duration and Level of Effort**

The duration of this contract extends from the date of signature until December 31, 2024. The expected level of effort for the accomplishment of the scope of work items A through D is 30 working days. In addition, 30 working days are being estimated for further required follow up (item E in the scope of work). The consultant will detail in his/her technical proposal the allocation of days to the assignment deliverables.

## **6.0 Deliverables**

The Consultant shall inform NDC periodically on progress achieved against the agreed upon work plan for the assignment. Specifically, the deliverables include the following:

1. Inception report (within a maximum of ten days of signing the contract)
2. Final Report including the following deliverables:
  - a. Revised Form of Follow up Report of the Project Indicators (Programme Logical Framework)
  - b. Revised indicators for each of the sub-projects of Pillars I and II.
  - c. Monitoring and Evaluation Plan
  - d. Tools for data collection

All reports shall be delivered in English.

## **7.0 Type of Contract**

Individual Consultants will be asked to submit their proposals for the deliverables A through D listed in point 3 above as a lump-sum amount based on the identified scope of work and deliverables and their daily rates for the tasks identified under point E. NDC will sign with the selected Consultant two separate contracts as follows:

- a) A lump sum contract covering the tasks A through D. Payments will be made based on a payment request submitted by the Consultant and supported by the achievement of deliverables.
- b) A time-based contract against the task E. Payments will be made based on a payment request submitted by the Consultant and supported by time sheets.

## **8.0 Required Qualifications**

NDC is seeking the services of a Senior Expert (Consultant) in monitoring and evaluation with specific focus on the NGO sector in Palestine with the following qualifications:

- Advanced degree in social sciences, development, sociology, business administration or other relevant/related fields;
- Specific experience in project design, project cycle management, and monitoring and evaluation;
- Strong working knowledge of the NGO sector in Palestine;
- Specific experience in results-based management, participatory monitoring and evaluation methodologies and approaches;
- Minimum 7-10 years professional and relevant experience in similar international development co-operation programmes.
- Demonstrated analytical, research and report writing skills;
- Proven track record to deliver high quality reports in English and on time.

## **9.0 Annexes:**

- Annex 1: AJIR Log frame
- Annex 2: List of Pillar I CSOs
- Annex 3: List of Pillar II CSOs

Annex 1: AJIR Log frame - Form of Follow-up report of the Project' Indicators<sup>2</sup>

Logical Framework	Indicators	Monitoring	Assumptions and Risks	
<b>Goal</b>				
Improving the livelihoods and resilience of the Palestinian population in East Jerusalem	<ul style="list-style-type: none"> <li>• Number of direct beneficiaries that the programme supported in targeted areas (disaggregated by women/men)</li> <li>• Number of CSOs benefiting from capacity building</li> <li>• Number of incidents involving programme participants and Israeli authorities</li> </ul>	<ul style="list-style-type: none"> <li>• Yearly reports</li> <li>• Completion Report</li> </ul>	<ul style="list-style-type: none"> <li>• No additional constraints on targeted communities caused by Israeli field interventions.</li> <li>• No significant deterioration in security</li> <li>• Absence of negative impacts on the dynamics of conflict in Jerusalem</li> </ul>	
<b>Target Objective 1: Supporting youth and education through improved facilities</b>				
Output 1.1: Improving educational opportunities for youth	<ul style="list-style-type: none"> <li>• Number of young people that have improved access to supervised educational activities</li> </ul>	<ul style="list-style-type: none"> <li>• List of beneficiaries</li> <li>• Perception Surveys</li> <li>• Discussion Groups</li> </ul>		
Output 1.2: Increasing the number of facilities and improving the quality of educational provision	<ul style="list-style-type: none"> <li>• Number of structures that are being built or renovated</li> </ul>	<ul style="list-style-type: none"> <li>• Construction Site Reports</li> <li>• Perception Surveys</li> </ul>		
<b>Target Objective 2: Addressing the needs of vulnerable populations through improved social services</b>				
Output 2.1 : Improving the provision of social services	<ul style="list-style-type: none"> <li>• Number of people benefiting from social services</li> </ul>	<ul style="list-style-type: none"> <li>• List of beneficiaries</li> <li>• Perception Surveys</li> </ul>		
<b>Target Objective 3: Strengthening the capacity of civil society</b>				
Output 3.1 : Carrying out capacity diagnostics	<ul style="list-style-type: none"> <li>• Number of diagnostic reports being delivered</li> </ul>	<ul style="list-style-type: none"> <li>• Diagnostic reports</li> <li>• Capacity Building Plan</li> </ul>		
Output 3.2 : Updating CSOs' result-based management, governance models and strategies	<ul style="list-style-type: none"> <li>• Number of updated strategies in relation to the programme</li> <li>• Number of updated governance models in relation to the programme</li> <li>• Number of capacity-building workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic documents</li> <li>• Minutes of the capacity-building workshops</li> </ul>		

<sup>2</sup> The logical framework hereunder is tentative and shall be further specified once the CSOs are selected and the typology of subprojects financed is known.

<p>Output 3.3 : Organising peer-to-peer exchanges</p>	<ul style="list-style-type: none"> <li>• Number of peer-to-peer meetings being organised (forum, workshops, discussion groups etc.)</li> <li>• Number of NGOs having a better understanding of project management and of the issues encountered by their peers</li> </ul>	<ul style="list-style-type: none"> <li>• Minutes of the meetings</li> <li>• Interviews</li> </ul>	
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**Annex 2: List of Pillar I CSOs**

<b>No.</b>	<b>Project #</b>	<b>CSO</b>	<b>Project Title</b>	<b>Grant Amount (EUR)</b>	<b>Project duration in months</b>
1	AJIR PI-012	Terra Santa Schools in Jerusalem – The Custody of the Holy Land	Finishing works for the sports complex and the pool at Terra Sancta High School in Jerusalem	<b>1,481,666</b>	<b>24</b>
2	AJIR PI-02	Al-Quds University	Renovation of Al-Quds Business Center for Technology Innovation and Entrepreneurship	<b>1,135,040</b>	<b>16</b>
3	AJIR PI-03	The Jerusalem Princess Basma Centre	Renovation of key learning zones at the Jerusalem Princess Basma Inclusive School	<b>650,915</b>	<b>18</b>
4	AJIR PI-04	AL Ma'mal Foundation for Contemporary Art	Developing and Expanding Al Ma'mal's Learning Facilities	<b>590,254</b>	<b>17</b>
5	AJIR PI-05	College Des Freres Schools - Jerusalem	Rehabilitation of – New Gate and Beit Hanina	<b>526,856</b>	<b>6</b>
6	AJIR PI-06	Dar Al Tifel Al Arabi	Upgrading School Environment / Dar Al-Tifel Al-Arabi School & KG".	<b>502,500</b>	<b>12</b>
<b>Total - 6 Projects</b>				<b>4,887,231</b>	



**Annex 3: List of Pillar II CSOs**

<b>No.</b>	<b>Project No.</b>	<b>CSO</b>	<b>Project Title</b>	<b>Grant Amount (EUR)</b>	<b>Project duration in months</b>
1	AJIR.PII.21.01	Arab Orthodox Union Club Jerusalem	Rehabilitation of the Social Multi-Purpose Hall	70,300	16
2	AJIR.PII.21.02	Young Women's Christian Association of Jerusalem	A more environmentally friendly and sustainable YWCA Jerusalem Premises	100,000	9
3	AJIR.PII.21.03	Women Center - Shu'fat Camp	Improving the access of marginalized groups of women, youth and children to social and cultural services in Shuafat camp and surrounding areas	85,600	18
4	AJIR.PII.21.04	De La Salle Club - Jerusalem	Promote and Support Sports and Social Programs	58,550	24
5	AJIR.PII.21.05	Old City Youth Association - OCYA	Learn your rights and cultural Identity	59,000	24
6	AJIR.PII.21.06	Palestinian Vision Organisation (PalVision)	Building Resilience in Children and Youth in East Jerusalem ("Sanad")	99,975	15
7	AJIR.PII.21.07	Palestinian National Theater "El-Hakawati"	Cultural Engagement: A Right not a Luxury	100,000	12
8	AJIR.PII.21.08	The Jerusalemite Youth Cultural Forum	Silwan Tobdia (Empowering & Enhancing the Arts School of Silwan)	100,000	24
9	AJIR.PII.21.09	Palestinian Art Court - Al Hoash	Jerusalem Sings: Community Music Education Program for Children in the Marginalized Neighborhoods of East Jerusalem	99,100	14
10	AJIR.PII.21.010	Arab Society for Physically Handicapped - Jerusalem	Enhancing the Resilience of Persons with Disabilities in East Jerusalem - Qaderoon	80,000	18
<b>Total of 10 Projects</b>				<b>852,525</b>	