



Terms of Reference

Development of Human Rights Based Approach Manual and Training

Ref #: 15/Sida-2/2017

I. The NGO Development Center (NDC):

Established in 2006, The NGO Development Center (NDC) is a Palestinian non-profit, non-governmental organization supporting Palestinian NGOs and their representative entities to more effectively respond to the needs of the most disadvantaged groups in Palestinian society. Through the provision of financial and technical support as well as the development of value systems that promote principles of social justice, integrity and transparency, NDC contributes to the achievement of development priorities and the growing realization of an more effective and sustainable civil society in the State of Palestine.

NDC's Strategic Objectives:

1. ***Enhance the capacity of NGOs to more sustainably deliver services and contribute to socio-economic development through:***
 - The provision of financial and technical support to NGOs, NGO networks and unions.
 - The establishment of model developmental projects
2. ***Contribute to the development of the NGO Sector to become more responsive, transparent and accountable, by:***
 - Setting, evaluating, and certifying adherence to standards
 - Promoting knowledge sharing and collaboration within the sector
 - Supporting strategic policy research and planning

II. About the Program:

Driven by NDC's mission, partners' needs and SIDA's priority areas, the "Core Funding to East Jerusalem Based Cultural Organization" program is a four years program (2017-2020) designed to "Support the resilience of Palestinian community in East Jerusalem through the promotion of cultural rights. The specific objectives of the program are:

- ***To enhance networking and coordination between specialized cultural CSOs in East Jerusalem.***
- ***Empower cultural CSOs in East Jerusalem to represent their constituencies.***



The program is funded by The Swedish International Development Agency (Sida) and managed by NDC for the benefit of pre-selected Jerusalemite Cultural Based Organizations, namely: The Palestinian National Theatre, Al Ma'mal Foundation, Yabous Cultural Center, Edward Said Conservatory of Music and The Palestinian Art Court-Al Hoash.

Programme Components:

To achieve the above stated objectives, the program has been designed with the following two main components:

Component 1– Grants: this component includes:

Networking Fund: This grant is for four years and shall be dedicated to the establishment and operation of the network of specialized cultural CSOs in East Jerusalem –The Jerusalem Arts Network “Shafaq”.

Core fund: This type of grant will provide substantial and long term (four years) core financial support to the five cooperation partners to help them achieve their strategic objectives and intended results.

Component 2- Capacity Development and Technical Assistance: Based on a capacity development assessment, this component is mainly dedicated to the provision of institutional technical assistance and implementing the capacity development plans for each of the individual cooperation partners; including Shafaq and its institutionalisation as an effectiveness network for culture NGOs in Jerusalem.

III. Objective of the Assignment:

As part of achieving the program stated objectives, and specifically for component 2, NDC intends to develop a practical Human Rights Based Approach (HRBA) Manual for Palestinian CSOs and to train up to 20 participants, mainly CSOs practitioners, to help integrate the HRBA in organizational planning and programming.

NDC is seeking to employ a qualified individual consultant for this assignment. The HRBA Manual will cover the theory, concepts, self assessment tools and templates in development programming (programs/projects planning and management). The main users of the manual are boards of directors and staff (managers and practitioners) of the Palestinian NGOs working in Jerusalem, West Bank and Gaza. The manual should be as practical as possible and suitable for large, medium and small NGOs.

The training will be a training of trainers (TOT) targeting 5 NDC staff members and up to 15 participants from the culture NGOs . By the end of the training program, the participants should be able to deliver HRBA training within their institutions and for other NGOs using the developed HRBA manual along with developed training materials.



Scope of Work:

The consultant is required to accomplish the following:

1. Meet with NDC management and relevant staff to discuss their needs and expectations
2. Develop HRBA Manual in Arabic. The manual should cover at least the following sections:
 - **Introduction:** including the objectives of the manual, users and target groups and an introduction to Human Right Based Approach.
 - **Principles and concepts of Human Rights** including a description of human rights basic principles and concepts including (participation, accountability, nondiscrimination, transparency, human dignity, empowerment and rule of law), the international human rights legal regimes, the nature of state obligations, accountability under international human rights law and CSOs role in supporting, promoting and responding to accountability requirements.
 - **Human Rights Based Approach in development planning** including HRBA focus on realization of human rights including strategies to apply the HR concepts, strengthening capacities of rights-holders and duty bearers, and operationalization of a culturally sensitive, gender-responsive, human rights-based approach.
 - **Practical integration of HRBA in programming** this section comprise of:
 - Human rights-based assessments and analysis including human rights tools, processes and methodologies to conduct cross-cutting analysis of problems, stakeholder's analysis, right holders and duty bearers capacity analysis, gender responsiveness, power analysis and risk assessment.
 - Program planning, including defining goals in the context of human rights, examples of Human Right goals charts, Developing Human Rights related indicators aligned with integration of the sustainable development goals.
 - Program Budgeting based on HR principles with focus on transparency, participation, inclusion-nondiscrimination, prioritizing the marginalized and vulnerable groups, maximization of financial resources use and accountability.
 - Program monitoring and evaluation, including Human Rights based monitoring taking into consideration accountability measures with the appropriate tools and checklists annexed to the manual.
 - **HRBA limitations and Conclusion**
3. Obtain NDC feedback on the draft manual and finalize accordingly.
4. Prepare HRBA TOT training package
5. Deliver a four-day TOT training to up to 20 participants

**Key deliverables:**

- HRBA TOT package in Arabic including power point presentations, worksheets, exercises, etc.) – By 15 August 2017.
- HRBA Manual in Arabic by September 2017.
- A three-day TOT delivered.

Level of Effort and Time Frame:

This assignment will extend over a period of five months starting May 2017 with expected level of effort of 18 working days, according to the following task and activity schedules:

Task	Level of effort (days)
Meet with NDC management and staff	1
Prepare a draft HRBA manual	9
Modify the Manual based on NDC and CBNs comments	1
Prepare TOT training materials	2
Conduct TOT training program	4
Finalize the HRBA manual	1
Total	18

#	Activity	May	June	July	Aug.	Sept.
1	Develop HRBA manual					
2	Get feedback from NDC					
3	Modify the manual					
4	Conduct HRBA TOT training program					
5	Finalized the HRBA manual based on feedback from NDC and relevant parties					

Contract Type and Terms of Payment:

NDC will sign a lump sum contract with the selected consultant and payments will be made against written invoices, submitted by the consultant to NDC, upon submission of deliverables that are deemed satisfactory to NDC, in accordance with the following payment schedule:

- 60% upon submission and approval of the HRBA manual.
- 40% upon completing the TOT



IV. Required Qualifications

- Advanced degree in Human Rights, International Human Rights Law, Development, Business Administration or related field
- Extensive experience working with the NGO sector
- At least 10 years of practical experience in program design and management
- Solid experience and extensive knowledge in Human Rights Based Approach
- Solid previous experience in delivering trainings, especially training of trainers
- Previous experience in developing guiding manuals
- Excellent Arabic verbal and writing skills

A sample of previous work could be requested from shortlisted candidates