

Terms of Reference
Conducting a Baseline Study
"Core Funding to East Jerusalem Based Cultural Organizations" Project

Reference Number: 18/Sida-3/2017

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

About the Project:

In accordance with the Palestinian National Development Plan 2014-2016, supporting the steadfastness of Palestinian residents in East Jerusalem and strengthening its institutions were identified as main priorities. Support for institutions with Palestinian character comes in a very limited way from Palestinian sources as the Palestinian Authority has no presence in EJ. However, supporting governments (like EU Members States including Sweden) have recognized that providing support to Palestinian institutions in EJ assists the local EJ Palestinian population to maintain their physical presence as well as retain their cultural heritage in the city.

Support for cultural institutions through this project seeks to cover a broad range of cultural actors based upon a strategy proposed by the benefiting NGOs represented by "Shafaq" (The Jerusalem Arts Network). This comes in line with Sweden's strategy which aims to ensure that all the rights and needs of Palestinians are met so that they can live in all parts of Palestine, including East Jerusalem, regardless of the institutional framework.

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

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

The project is funded by The Swedish International Development Agency (Sida) and managed by NDC for the benefit of pre-selected Jerusalemite Cultural Based Organizations, namely: i) The Palestinian National Theatre; ii) Al Ma'mal Foundation for Contemporary Art; iii) Yabous Cultural Center; iv) The Edward Said National Conservatory of Music; and v) The Palestinian Art Court - Al Hoash. In addition, a main focus of the project is the establishment and operation of the Jerusalem Arts Network 'Shafaq'.

Project Components:

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

Component 1 – Grants

This component includes two sub-components:

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 partners to help them achieve their strategic objectives and intended results.

Component 2 - Capacity Development and Technical Assistance

Based on a capacity assessment of the five local partners, this component is mainly dedicated to the provision of institutional technical assistance and implementing the capacity development plans for each of the individual partners. This component also supports the institutionalisation and operation of the Jerusalem Arts Network 'Shafaq'.

About the Assignment

1) Objective:

In order for NDC and SIDA to effectively monitor the performance of the project and evaluate its impact on the targeted institutions, beneficiaries and community in East Jerusalem, NDC plans to conduct a baseline study that lays the foundation for annual reporting on project progress, subsequent project monitoring and evaluation, and further development of the project.

The baseline study will be a reflective and forward-looking exercise and will inform decisions for revising and updating the results framework of the project to support achieving the specific objectives and consequently the goal of the project.

While the project mainly finances the five local partners in the aid modality of core funding, a central component of the project supports the establishment and operation of the Jerusalem Arts Network “Shafaq”. The baseline study will therefore form the basis for measuring the effectiveness and relevance of Shafaq, its further development and expansion, and introduces prospects for its sustainability.

2) Scope of Work:

NDC is seeking the services of an Individual Consultant (IC) to conduct a baseline study to accomplish the following:

1. Review of literature and documents including the project document, project results framework, strategic plans of the local partners and Shafaq, and other relevant documents and studies.
2. Conduct meetings with relevant stakeholders including SIDA, Palestinian Ministry of Culture, NDC, the local partner NGOs and other relevant stakeholders
3. Agree with Shafaq and the local partners on a definition for culture, cultural rights, cultural resilience and freedom of expression; and identify elements that connect with the identified roles and mandate of Shafaq.
4. Overlay resilience elements that the local partners and Shafaq may work on;
5. Conduct a mapping of cultural organizations in East Jerusalem and provide recommendations for expanding Shafaq’s constituency in line with Shafaq’s strategic plan.
6. Show how the project specific objectives, outcomes and outputs can contribute to the desired impact;
7. Provide Shafaq with perspective of the organizational and programmatic performance standards that it should aspire for and guidelines as to how it can achieve an ideal level of effectiveness and relevance in the long-term;
8. Propose a sustainability index to be measured regularly for both Shafaq and the local partners and provide an assessment and baseline data on the financial sustainability of the local partners and Shafaq;
9. Define potentials for enhancing the sustainability of Shafaq;

10. In close coordination with NDC, Sida, and the local partner NGOs, review and revise the results framework and develop baseline data and annual targets for all project indicators;
11. For the purpose of annual reporting on project progress, and based on the strategic plans of the local partners and Shafaq, define with each of the local partners and Shafaq specific indicators derived from the M&E frameworks of their strategic plans, to be used to aggregate data and information on the finalized results framework of the project;
12. Develop a comprehensive annual M&E plan, with clear timeframes, tools and lines of responsibility;
13. Prepare and submit a draft baseline report for NDC feedback and approval;
14. Conduct a workshop for NDC team and the local partners and Shafaq on all previous deliverables, receive feedback and incorporate all inputs and comments.
15. Prepare and submit a final **project baseline report**

3) Methodology:

Individual Consultants willing to express their interest shall submit with their CV a detailed methodology indicating the level of effort for each stage of the assignment.

4) Timeframe and Level of Effort:

The assignment will extend over a period of three months, with a proposed starting date on September 1, 2017 and ending on November 30, 2017.

The maximum level of effort for this assignment is **40 working days**.

5) Key Deliverables

The selected consultant shall deliver the following:

1. **An inception report** including a detailed methodology and work plan with clear milestones and deliverables based on review of literature and documents. The inception report shall include an outline of the baseline study report.
2. **A mapping of cultural organizations in East Jerusalem.**
3. **A revised results framework for the project** including annual targets for all project indicators.
4. **An annual monitoring and evaluation plan**, including tools and data collection methods.
5. **Final Baseline Study** in English with a summary in Arabic.

6) Type of Contract

NDC will sign with the consultant a lump-sum contract. The consultant will be compensated against outputs and deliverables mentioned above.

7) Lines of Communication

The consultant will report directly to the NDC Director, Ghassan Kasabreh (contact information: Tel: 022347771, email: gkasabreh@ndc.ps).

8) Required Qualifications

NDC is looking for an Individual Consultant with the following qualifications:

- i. Advanced degree in economics, monitoring and evaluation, social studies, cultural studies, business administration or any other relevant field.
- ii. Demonstrated experience in carrying out baseline studies and evaluations, including design, planning and use of appropriate methodologies.
- iii. Demonstrated experience of at least 5 years in carrying out research studies using a variety of qualitative and quantitative methods, including design and planning of surveys, applying a mixed methods approach, developing/revising participatory data collection tools, developing data quality protocols and training.
- iv. Knowledge and experience in the culture sector in Palestine in general and in Jerusalem in particular are highly desirable.
- v. Easy access to Jerusalem.
- vi. Ability to produce high quality analytical reports in both English and Arabic.

Annex 1: Results Framework

<i>Objective statements</i>	<i>Performance indicator statements</i>	<i>Definitions</i>
Goal: Support the resilience of Palestinian community in East Jerusalem	The project has contributed to increased enjoyment of cultural rights and rights related to freedom of expression in East Jerusalem	Improvements in the Palestinian community in East Jerusalem ability to enjoy their cultural rights and rights related to freedom of expression.
Strategic Objective 1: Enhance networking and coordination between specialized cultural CSOs in East Jerusalem	Palestinian Specialized cultural CSOs in East Jerusalem implemented Joint activities that promote cultural rights in East Jerusalem	The specialized cultural CSOs in East Jerusalem annually implement joint projects and activities with clear objectives that include the promotion of cultural rights in East Jerusalem
Strategic Objective 2: Empower Cultural CSOs in East Jerusalem to represent its constituencies	Palestinian Specialized cultural CSOs (Shafaq Members) in East Jerusalem jointly promote the interests of the cultural sector in Jerusalem	The specialized cultural CSOs in East Jerusalem (Shafaq members-jointly) actively participate in cultural sector national planning process and in specific planning processes targeting Jerusalem
Outcome One: the establishment of Jerusalem Arts Network , Shafaq – the network of specialized cultural CSOs in East Jerusalem	1.1 Shafaq as a legal entity is registered with relevant authorities. 1.2 Shafaq is operational and is meeting its intended objectives.	1.1 The Jerusalem Arts Network - Shafaq is registered with the Palestinian Authority or Israel, the decision shall be made through consultations. 1.2 Shafaq is effective in increasing coordination between Jerusalem based cultural centers, providing capacity building to member CSOs, representing the members in policy advocacy, and mobilizing strategic financial support to the members. To measure Shafaq's effectiveness NDC shall customize the networks effectiveness tool.

<i>Objective statements</i>	<i>Performance indicator statements</i>	<i>Definitions</i>
Outcome Two: Enhanced cooperation partners sustainability	2.1 Cooperation partners received substantial and long term support. 2.2 Cooperation partners' sustainability index is increased	2.1 Throughout the four years of implementation, NDC , the partner, committed and channeled core funding in the amount of 3,264,643 to cooperation partners. 2.2 The cooperation partners potential to financially and institutionally sustain its objectives and operations in increased, a result of the capacity building component, and will be measured using a CSO sustainability index developed by NDC, components that are considered in this index include, compliance with the law, institutional capacity, Financial Viability, Advocacy, operational capacity(including the integration of the HRBA approach), infrastructure and public image.
Outcome Three: Enhance cooperation between cooperation partners (CSOs) and other development partners (private and public sectors).	3.1 Cooperation with the Palestinian private sector is increased 3.2 Cooperation with the Palestinian public sector is increased	3.1 Increase in the number of joint activities with the Palestinian private sector (including provision of services to the private sector, Financial support to the cooperation partners annual budgets and activities , number of joint initiatives, etc). 3.2 Increase in the number of joint activities with the Palestinian public sector (including provision of services to the Palestinian public sector institutions , Financial support to the cooperation partners annual budgets and activities , number of joint initiatives, etc)
Output 1.1.1 The Jerusalem Arts Network- Shafaq has clear bylaws that governs its operations and membership	The bylaws of Shafaq are developed and are approved by relevant authorities.	

<i>Objective statements</i>	<i>Performance indicator statements</i>	<i>Definitions</i>
Output 1.1.2 The Jerusalem Arts Network- Shafaq has a clear set of objectives that are translated into strategic directions.	The objectives of Shafaq as per the bylaws are translated into a strategic plan for at least 3 years.	
Output 1.1.3 Shafaq has enhanced capacity to operate as an effective network	Shafaq capacity building plan is implemented	
Output 1.1.4 Shafaq membership is open to new Organizations towards the end of year three	At least 2 additional Jerusalem based cultural organizations join Shafaq by Year 4.	
Output 1.2.1 Secured Additional core funding for Shafaq member organizations	A joint fundraising campaign is designed; implemented and substantial core funding from at least two new sources is secured to all members.	
Output 1.2.2 Implementation of Joint activities that bolster its member institutions' potential to grow audiences.	Annual Joint calendar, annual Jerusalem nights festival and joint publicity and media campaign are implemented.	
Output 1.2.3 Shafaq actively participate in policy advocacy related to cultural sector in Jerusalem.	Priority policy issues are defined and tackled on annual basis	
Output 1.2.4 Shafaq strengthens global cultural exchange that introduce Palestinian art to the world	The number of Jerusalemite publics and artists who participate in national and international venues is increased.	

<i>Objective statements</i>	<i>Performance indicator statements</i>	<i>Definitions</i>
Output 2.1.1 Six Funding Agreements with cooperation partners and Shafaq	Four years funding agreements with five cooperation partners and one network (Shafaq) are signed.	
Output 2.2.1 Implementation of cooperation partners capacity building plans.	the cooperation partners capacity building plans are implemented through NDC, (strategic plans)	
Output 2.2.2 Cooperation partners maintain/expand their outreach	Number of beneficiaries reached out by cooperation partners' increase by %20 by end of year 4	
Output 2.2.3 Cooperation partners integrate the Human Rights Based Approach in their operations	Human Rights approach is integrated within the plans, processes and policies of each cooperation partner.	
Output 3.1.1 Cooperation partners targets cooperation with Palestinian Private sector (locally or in diaspora).	Specific objectives and actions on cooperation with the Palestinian Private Sector are included in cooperation partners plans (strategic plan, outreach plan).	
Output 3.1.2 Palestinian Private Sector Contributes towards the sustainability of Jerusalem Based cultural organizations.	Palestinian private sector financial contribution (through direct funding and /or services provision) to the annual budget of cooperation partners in increased.	

<i>Objective statements</i>	<i>Performance indicator statements</i>	<i>Definitions</i>
Output 3.2.1 Public education sector integrates arts in schools in cooperation with partner CSOs.	Number of public schools that integrate at least one of the Arts in its projects (arts including Music, drama, dance, paint, etc)	
Output 3.2.2 Palestinian Public Sector Contributes towards the sustainability of Jerusalem Based cultural organizations.	Palestinian public sector financial contribution (through direct funding and /or services provision) to the annual budget of cooperation partners in increased.	