

Terms of Reference

“NDC- Cultural Organisations, E. Jerusalem 2016-2019”

NGO Development Center (NDC)

Consultancy Services

Mid-Term Evaluation

For the “NDC- Cultural Organisations, E. Jerusalem 2016-2019” Project

Reference Number: SIDA-C-04

February 2019

1.0 Context:

Throughout its history, and in addition to its religious and spiritual importance, **Jerusalem** has been a significant political and cultural focal point for its peoples. The city still remains the heart of Palestine and at the core of the unresolved Arab-Israeli conflict.

Over the years especially the past two decades following the signing of the Oslo Accords, East Jerusalem, as a lively city, has been affected by the multifaceted system of occupation imposed by Israel which has adversely altered its urban, demographic, economic, social and cultural features and its predominantly Palestinian landscape. The Israeli policies and measures of physical, political and economic segregation of the city from the rest of the occupied Palestinian territory, has left the once vibrant urban and cultural center completely isolated and cut off from its natural hinterland with its population living in marginalized conditions. Influencing every aspect of ordinary Palestinian life in Jerusalem, this system of occupation has severely compromised individual and communal capacities to engage in economic, social and cultural life, has impacted the character of the city, its social cohesion and its relation to the rest of Palestine and the external world, and has demeaned its capacity to naturally develop and progress.

The separation barrier, settlement expansion and related restrictions on Palestinian movement and access, land appropriation, and discriminatory policies on planning and construction and budget allotment are increasingly cutting off East Jerusalem – the focus of Palestinian political, commercial, religious and cultural life – from the rest of Palestine. The separation wall isolates Jerusalem from the rest of the occupied Palestinian territories, restricting access from the West Bank.

The city severely lacks social infrastructure including adequate educational and cultural infrastructure and facilities that can provide conducive venues to empower its people, especially children and young men and women who constitute around 60% of its population, to develop and lead rewarding lives. On the other hand, the separation of Jerusalem from the West Bank and Gaza, has severely affected the cultural life of the city; Palestinians from other districts in the West Bank and Gaza cannot come to participate in cultural events, and Jerusalemites have to cross major checkpoints to join events in the West Bank. Jerusalem's historic role as the centre of culture and art for the Palestinian society has inevitably been affected by the policies of closure and restrictions on movement of Palestinians, despite all efforts of institutions and individuals attempts to maintain and develop the cultural life of the city.

The US recognition on December 6th, 2017 of Jerusalem as the Israeli capital encourages the further isolation of Palestinian communities and suppression of Palestinian identity in the city. It has also endangered the Palestinian political and economic structure set up since the 1993 Oslo Accords, which was predicated on the idea that it would evolve into a genuine, viable, and contiguous Palestinian state with East Jerusalem as capital. That illusion has now been dispelled, as well as

the premise that the United States could be a neutral peace broker. This has left Palestinians in Jerusalem even more vulnerable, as for many Jerusalemites, the status of their community in the city has become even more insecure.¹

In an effort to confront the countless challenges and threats facing East Jerusalem, the **Palestinian National Development Plan** 2014-2016 called upon the different development actors, including the private sector, civil society and international organizations, to join efforts and work diligently and assertively to shift from a reactive policy stance to one of taking the initiative. Supporting the steadfastness of Palestinian residents of the city and strengthening its institutions were identified as main priorities for the Palestinian government's efforts of building and consolidating the status of East Jerusalem as the capital of the State of Palestine.

Sweden seeks to “*contribute to the achievement of a democratic, independent, contiguous and viable Palestine living side by side with Israel in peace and security, based on 1967 borders, with Jerusalem as the capital of the two states. The strategy also aims to ensure that the rights and needs of Palestinians are met so that they can live in all parts of Palestine regardless of the institutional framework.*”² In operationalizing this strategy, geographical targeting is important. “*Activities are to be conducted throughout Palestine – not least in **East Jerusalem**...*”³

In Oct. 2014, Sweden approved a new five year strategy for Palestine⁴, which identified targeted Swedish priorities for support. A key area of this support is to see a:

“*1: Strengthened democracy, improved gender equality and greater respect for human rights*”

- Greater freedom of expression, including free and independent media*
- More effective accountability mechanisms, including a more viable and pluralistic civil society*

As Sweden envisions close coordination, cooperation and “*increased aid effectiveness*” with all aid actors and “to promote a coherent and effective EU development cooperation policy, particularly through active participation in EU development coordination and joint programming.” (*ibid*). Sweden and the EU believe that culture plays an important role in sustainable development.⁵ Through its Joint Programming in the Social Sector, Culture is a priority area.⁶

¹ Shehadeh, Raja. 2017. The Power Politics behind Trumps Jerusalem Declaration. December 26th, 2017 in the New Yorker. Accessed: <https://www.newyorker.com/news/news-desk/the-power-politics-behind-trumps-jerusalem-declaration>

²<http://www.swedenabroad.com/en-GB/Embassies/Jerusalem/Development-Cooperation/Swedish-Development-Cooperation-with-the-West-Bank-and-Gaza-sys/>

³http://www.swedenabroad.com/ImageVaultFiles/id_26579/cf_347/141030_Regeringsbeslut_Palestinastrategi_engE.DOCX

⁴http://www.swedenabroad.com/ImageVaultFiles/id_26579/cf_347/141030_Regeringsbeslut_Palestinastrategi_engE.DOCX

⁵<http://cultureinexternalrelations.eu/wp-content/uploads/2014/02/country-report-Palestine-26.02.2014.pdf>

⁶ “Besides the national cultural institutes, many European donors support the Palestinian cultural sector and international cultural exchange, such as the international development and cooperation agencies of France, Germany, Norway, Sweden, Switzerland, Belgium and Spain.” (*ibid.*)

2.0 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 a 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

NDC is the recipient of the grant from Sweden. Sweden signed the Grant Agreement with the NDC on November 22, 2016. The purpose of the Grant Agreement is to finance the implementation of the project through a grant: NDC - Cultural Organisations, E. Jerusalem 2016 – 2019 (the “Project”). By signing the Agreement, NDC (**Cooperation Partner**) agreed to implement the Project and is responsible for the follow-up of funds being forwarded to Third Parties (**Partners**), including assessments of organisational capacity, internal control and risks, as well as monitoring and evaluation of activities.

3.0 About the Project

3.1 Project Description:

With the ultimate aim of supporting resilience of the Palestinians in East Jerusalem, the project attempts to strengthen Jerusalem's central role in broader Palestinian cultural life, communicating with Palestinians wherever they may be by all possible means. The project has been designed to strengthen the endurance of the people of Jerusalem, the Palestinian cultural identity, and more generally, to create therefore a cultural movement that reinforces national identity and solidarity within the Jerusalem society.

Five cultural institutions in Jerusalem (the Partners) - i) **the Palestinian National Theatre;** ii) **the Edward Said National Conservatory of Music;** iii) **Al-Ma'mal Foundation for Contemporary Art;** iv) **the Palestinian Art Court - Al Hoash;** and v) **Yabous Cultural Centre** – have agreed to form a cultural network (**Shafaq**) with a set of shared aims designed to help them achieve a shared national cultural vision. Their work will centre on two basic principles:

- a) Strengthening cooperation between the Jerusalem-based cultural centres in order to make them capable of having a serious impact on Jerusalem's society within a set of defined aims and policies, whilst achieving the individual aims of each institution;
- b) To lobby with different parties in order to put culture and arts within their priorities; including the Palestinian public, the media, and domestic and international donors.

The project extends over the period from January 1, 2017 to December 31, 2020 with a total cost of 42 MSEK (forty-two million Swedish krona) and is fully funded by Sweden and managed by NDC for the benefit of the above mentioned pre-selected Jerusalemite cultural based organizations.

3.2 Objectives

Project Goal: “Support the resilience of Palestinian community in East Jerusalem through the promotion of cultural rights”.

Project Specific Objective: “Empower Palestinian culture and arts CSOs to continue and expand offering cultural services in East Jerusalem

Main results:

- **Intermediate Result 1:** Enhanced networking and coordination between specialized culture CSOs in East Jerusalem
- **Intermediate Result 2:** Improved capacity of Shafaq and the five Partner CSOs
- **Intermediate Result 3:** Sustainability of the five partners CSOs is enhanced

The project is a four-year project (2017-2020) with a total cost of 42 MSEK (forty two million Swedish krona). The project is funded by The Swedish International Development Agency (Sida) and managed by the NDC. A main focus of the project is the establishment and operation of the Jerusalem Arts Network ‘Shafaq’.

3.3 Project Components

The project intends to achieve the above stated objectives through the following components:

Component 1 – Grants (34,263,786 SEK):

The main purpose of this component is to provide core funding to the partner NGOs in line with their strategies. Core funding provides NGOs with the flexibility to implement their strategies and to cover essential basic costs required to sustain their operation in Jerusalem that would otherwise not be covered by project funding. The other sub-component finances the establishment and operation of Shafaq (The Jerusalem Arts Network).

The two main granting schemes under component one are:

Sub-component 1: Networking Fund (4,153,556 SEK)

This fund is dedicated to the establishment and operation of the network of specialized cultural organizations in East Jerusalem Shafaq (the Jerusalem Arts Network) over the four years period of the project.

The purpose of this networking fund is to enhance the network effectiveness to perform its roles including increased cooperation between Jerusalem based cultural centers, provision of capacity building to member CSOs, representing the members in policy advocacy, and mobilizing strategic financial support to the members.

Sub-component 2: Core Fund (30,110,230 SEK)

This sub-component provides substantial long-term (four years) core financial support to the five cultural NGOs who are the founding members of Shafaq. The core funding aims to support the partner NGOs in implementing their strategies and programs, and achieving their strategic objectives and targets.

The share of funding to each of the five NGOs has been determined based on the historical disbursements over the last three years in addition to projections based on strategic plans when available. The shares and grant amounts for each of the five organizations for this Sweden project has been determined as follows:

Local Partner NGOs	Share	Amount (SEK)
1. The Edward Said National Conservatory of Music	37.50%	11,291,335
2. Yabous Cultural Centre	25.00%	7,527,555
3. Al-Ma'mal Foundation for Contemporary Art	12.50%	3,763,780
4. The Palestinian National Theater	12.50%	3,763,780
5. The Palestinian Art Court – Al Hoash	12.50%	3,763,780
Total	100.00%	30,110,230

The current shares/grant amounts were agreed upon by the partners and were approved by NDC and Sida.

Component Two: Capacity Development and Technical Assistance (4,438,357 SEK)

The objective of the capacity development and technical assistance component is to improve the capacities of the partner NGOs to become more responsive, transparent and accountable by setting best practices, promoting knowledge sharing and collaboration among the third parties, strategic policy research and planning, and audits and evaluations.

The implementation of this component is the direct responsibility of NDC. Results of capacity assessment for each of the partners revealed different needs for each of the NGOs; some needed basic institutional tools/systems to be developed and institutionalized through trainings and coaching, while others had more advanced needs. The capacity development needs are detailed in the capacity development plans for each of the CSOs and the consolidated capacity development plan for the project. The capacity development plans as approved by the partners are based on the institutional capacity assessment conducted by NDC and approved by each partner.

NDC will mainly use its own internal human resources to provide technical assistance to the partners as per the capacity development plans, and will recruit consultants for specialized interventions in accordance with a procurement plan prepared by NDC and approved by Sweden.

Activities to be financed under this component include, in addition to the implementation of the individual capacity development plans for each of the partners, the following: strategic plans for the partners; biannual assessment of Shafaq effectiveness and design of Shafaq capacity development plan; carrying out a baseline study and an independent midterm evaluation; annual audits and developing a manual on Human Rights Based Approach (HRBA) and training of trainers on HRBA.

Component Three: Project Management (3,297,857 SEK)

This component is mainly dedicated for the project management and monitoring. This will cover the costs of grant administration and associated capacity building under the project. This will include capacity building and technical assistance, management of the grants to the partners and oversight of the partner NGOs.

3.4 Key Indicators

The project has been constructed around a series of key indicators which establish targets for project outcome indicators. The achievement of the project outputs, outcome and impacts will be measured by comparing data collected at the end of the project with baseline indicator data. Pre-investment resources and capacity building support will be provided to that end.

The key project indicators are listed below:

At the Goal level:

G1. At least 60% of project direct beneficiaries indicate strengthened sense of identity and belonging as a result to their participation in project activities.

At the Strategic Objective level:

S1. At least 80,000 participants are reached annually by program activities; of which 50% are females.

S2. At least 300 arts and cultural events annually implemented in the city of Jerusalem by the project partners.

S3. At least 60% of direct beneficiaries indicate satisfaction with program activities (*disaggregated by gender*)

S4. At least 700 Palestinian artists successfully helped to perform / show in the national and international arts scene annually and show a 20% increase over the four year project period (*annual number disaggregated by gender*)

S5. At least 60% of Palestinian artists express their satisfaction with the project

S6. At least 14000 outreach beneficiaries are reached annually and there is at least a 30 % increase in the number of outreach beneficiaries of the project partners by end of the project (*segregated by gender*).

3.5 Baseline Study

Towards the end of the first year of the project, a baseline study was conducted to lay the foundation for annual reporting on project progress, subsequent project monitoring and evaluation, and further development of the project.

The baseline study is reflective and forward-looking, and expressed the significant role that culture and arts activities play in sustaining the Palestinian identity in Jerusalem and enhancing the resilience of the Palestinians living in the city to face the continuous and systematic isolation of the city.

The baseline study included a mapping study, and expanded on the role Shafaq can play in sustaining Jerusalem as the historical and cultural home of its Palestinian communities. The study provided definitions of culture, cultural rights, cultural resilience, arts and outreach which form the foundation for a shared understanding which is the cornerstone of the shafaq network. The Results Framework for the Project was also updated in a participatory process with the partners and includes measurable indicators that form the basis for annual monitoring of the project and the level of achievement of outputs, specific objective and the ultimate goal of the project.

4.0 About the Assignment

1) Objective:

The mid-term evaluation is a reflective and forward looking exercise and serves two main purposes; decision-making and taking stock of initial lessons from experience. The objective of the mid-evaluation will be to assess the progress towards achieving the projects' intended outputs, specific objective and goal, as well as examine the effectiveness of the approach and methodology.

The evaluation will reflect on what results have been achieved so far and will analyze lessons learned. The conclusions of the assessment will then propose actionable recommendations for possible modifications of project design and implementation to support achieving the goal of the project, and inform on its sustainability with a possible phasing out of the Swedish funding.

Specifically, the mid-term evaluation shall provide the basis for identifying appropriate actions to:

- i. Address particular issues or problems (if they exist) in design, implementation and management;
- ii. Reinforce initiatives that demonstrate the potential for success;
- iii. Advise on the future of the Project and give directions for the way forward

The mid-term evaluation shall be independent, provide an unbiased view of the project and will be holistic covering all components of the project.

2) Evaluation Questions

This section describes the indicative areas to question and investigate as part of the evaluation. The Consultant shall add questions as appropriate and be very specific to the project, its design, implementation progress and the context.

Relevance: The reporting on relevance shall focus on the following in relation to the design of the project:

- i. The extent to which the project design and implementation have been consistent with the context and the needs of Shafaq and the partner NGOs.
- ii. The relevance and quality of the initial analysis leading to the establishment of the project;
- iii. The involvement and ownership of Shafaq and the partners in identifying the needs of the target groups and the planned interventions;

- iv. The degree to which the goal, strategic objective and intermediate results appropriately address the identified problems and needs;
- v. The appropriateness of the project intervention logic (the theory of change) and results framework matrix (were there good linkages between the project goal, strategic objective, intermediate results and indicators)

Effectiveness: The criteria for effectiveness look at how the project's objectives and results are being accomplished or are likely to be achieved. The effectiveness should focus on such questions and issues:

- i. What has the project achieved so far in relation to the established baseline? Is it expected that the project will not be able to achieve any of its intended intermediate results? If this will be the case, what are the reasons and what measures should be taken?
- ii. Were the project activities appropriate to advance progress in achieving the project intermediate results and strategic objective?
- iii. How much have institutional arrangements helped to enable the achievement of intermediate results? How was NDC's role in managing the network so far and in helping it develop? Is the Memorandum of Understanding among the five partner NGOs still relevant and if needed, how can it be improved?
- iv. Is the division of shares of the core funding among the partners relevant to their programs and annual disbursement? Do the partners have the capacity to absorb and manage core funding in relation to the outcome of previous audits
- v. Is the project contributing to increase the capacity of the partner NGOs?
- vi. Is the project contributing to building the capacity of Shafaq network and its effectiveness?
- vii. Is Shafaq complying with its mandate and stated objectives? Do all members have the same understanding of this mandate? How can Shafaq continue to be effective and relevant? What is Shafaq's engagement in the culture sector as a whole? What changes to mandate (if any) should be considered?
- viii. Are shafaq and the partner NGOs reaching the target communities?
- ix. Will the project be able to achieve its intermediate results within its timeframe?
- x. Will the project be able to achieve its strategic objective within its timeframe?
- xi. Is it expected that achieving the project intermediate results and strategic objective will lead to the realization of project goal?
- xii. Have the assumptions and risks (including political risk) been adequate and valid? How has NDC, Shafaq and the members managed these risks
- xiii. Has there been any unforeseen external factors affecting the implementation of the project? If so, has management adapted to ensure that the results would still achieve the project objectives?
- xiv. What is the direct beneficiaries' satisfaction rate from shafaq's and the partner NGOs activities?
- xv. What is the Palestinian artists' satisfaction rate from the project activities?

Efficiency: Management and value for money

Efficiency relates to the numerous project activities and resources in relation to achieving the intended results. Assessment should be done to what was originally planned, in terms of schedules, costs and timelines. Efficiency should focus on such questions and issues:

- i. Quality of the day to day management of the project: operational planning and work scheduling covering implementation as well as managing the budget and respect for deadlines;
- ii. The extent to which the planned project activities and resource were adhered to;
- iii. The quality of level of information management, monitoring and reporting and the extent to which main stakeholders have been adequately informed;
- iv. Did the project implementation procedures promote cost-effectiveness?
- v. Will the budget allocations enable the project to meet its strategic objectives and intermediate results?
- vi. Has the organizational structure, relevance and dimensioning of this structure in relation to functions and duties enabled the project to reach its goals?

Impact: Achievement of wider effects

Impact represents the connection to the project's overall goal. The level of impact at the mid-term evaluation will, indicatively, review the following:

- i. The likelihood of the planned project strategic objective and goal to be achieved.
- ii. The extent to which the project is expected to promote the cultural rights in Jerusalem, and contribute to resilience;
- iii. The extent to which the project has been addressing the identified problems at the design stage;
- iv. Have the people in Jerusalem (men, women, and children and people in total) experienced tangible benefits?
- v. What have been significant opportunities or limitations created by external factors?
- vi. Has the project produced any intended or unexpected impacts? What were they and how have these affected the overall project impact?
- vii. Has/will the project make any differences to cross cutting issues (gender, human rights, good governance, youth, people with disabilities, etc.)?

Sustainability: Continuation of results achieved

Sustainability shows if there are constructive outcomes and if the benefits of the project are likely to continue after external funding and support ends.

- i. To what extent will the benefits of the project continue after Sweden stops its funding to the partner NGOs?
- ii. To what extent has the project established procedures and systems (mainly strategic plans, procedures manuals, HRBA manual, fundraising strategies, outreach strategies, etc.) that are likely to support the continuation of the project benefits? To what extent were these systems systematically used by the members and shafaq?
- iii. To what extent will the Shafaq and the partner NGOs be capable of continuing after project ends? What measures need to be undertaken to increase prospects for sustainability? Do partners have exit strategies?
- iv. Shall Shafaq become a registered network? What are the appropriate scenarios for Shafaq's registration, and what are the advantages and disadvantage of each scenario? What is the best scenario for the way forward?
- v. What are the relevant national, local and sectoral, policies and priorities that affect the project positively or adversely?

- vi. What is the level of financial support from the PA, private sector, civil society organizations?
- vii. Is there a generation of local income from activities and how will this affect the sustainability of either Shafaq or the partners? Are the partners aware of own mobilized resources and how much they make up (like volunteers or use of free locations)?
- viii. Are the fundraising roles of Shafaq and the partners clearly defined?
- ix. Has Shafaq as an East Jerusalem network contributed to unity between Jerusalem and the rest of the culture sector in Palestine?
- x. Are there systems, transparency and clear criteria in place for the inclusion of new members (including distribution of funding shares)?

3) Approach and Methods

The methodology for undertaking this evaluation is based on good practice and the evaluation principles, approaches, and standards areas: *Relevance, Effectiveness, Efficiency, Sustainability and Impact*.

It should allow for a systematic and objective assessment of the ongoing project, its design, implementation and results, and should determine the worth and significance of the project. The evaluation shall be participatory and consultative engaging all main stakeholders: Sweden, NDC, Shafaq and the Partners.

The midterm evaluation consists of several phases:

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

Desk Study: The evaluation/review team studies all necessary project/programme documents; re-construct and analyse the intervention logic/programme theory and theory of change, baseline and its assumptions. Existing data needs to be analysed and interpreted.

Inception-Phase: In the inception report the, evaluators will describe the design of the mid-term evaluation and how the evaluation questions will be addressed; and will elaborate on how data will be obtained and analysed, including an elaboration of data collections tools. First interviews may take place during the inception phase.

Data triangulation and quality control are very important and need to be discussed in the inception report.

The field work will only take place upon official approval of the inception report by NDC.

Field-phase: Data needs to be gathered, analysed and interpreted. It is expected that the evaluation will include quantitative and qualitative data disaggregated by sex.

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

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

Final Report: Submission of final report, **see reporting requirements under section 5).**

For the different phases it is expected that data and information will be obtained through different methods such as: analysis of documents, structured interviews, semi-structured interviews face-to face or by phone, workshops, group discussions, online-survey (if applicable), others.

All data collected needs to be disaggregated by sex.

It is expected that the evaluation/review team will present concrete recommendations which are addressed to the main specific stakeholders, specifically Sweden, NDC, Shafaq and the partner NGOs.

4) Team Composition and Required Qualifications

It is envisaged that the Consultant team will consist of a Team Leader and an Associate Reseracher.

Key qualifications in the team shall include:

- i. Advanced degree in economics, monitoring and evaluation, social studies, cultural studies, business administration or any other relevant field.
- ii. Experience in project cycle management
- iii. Experience preparing and analysing a theory of change
- iv. Demonstrated experience in carrying out evaluations, including design, planning and use of appropriate methodologies.
- v. Demonstrated experience 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.
- vi. Team leader has conducted at least three evaluations in the last five years ideally in a relevant field
- vii. Associate Reseracher has participated in at least three evaluations ideally in a relevant field
- viii. Knowledge and experience in the culture sector in Palestine in general and in Jerusalem in particular are highly desirable.
- ix. Easy access to Jerusalem.
- x. Excellent oral and written English skills (state other language too, if applicable)
- xi. Ability to produce high quality analytical reports in both English and Arabic.
- xii. Sound MS Office and IT skills

It will be the responsibility of the Team Leader to identify the Associate Researcher. In his submission, the Team Leader shall submit both his/her CV and that of the Associate Researcher.

5) Timeframe and Level of Effort

Action	Responsible
Submission of bid (electronically)	Consultant
Contract signed and documents provided	NDC and consultant
Kick-Off meeting	Meeting between NDC and consultant
Desk Study	Consultant
First interviews	Consultant
Submission of draft inception report	Consultant
Inclusion of comments in inception report	Consultant
Submission of final inception report	Consultant
Field Visits, interviews etc. and feedback workshop	Consultant
Submission of final draft report	Consultant
Presentation of final draft report	Consultant
Inclusion of feedback in final draft report	Contractor
Submission of final evaluation report (hard copy and electronic copy) to NDC	Consultant

Team Leader: 35 days
Associate Researcher: 25 days

6) Key Deliverables

The consultants will submit the following reports:

1. **an inception report** (10-15 pages excluding annexes);
2. **a final draft evaluation report** (about 30 pages excluding annexes), including a draft executive summary;
3. **the final evaluation report** (about 30 pages excluding annexes) including the final executive summary;

All reports need to be written in English.

The executive summary should summarize key findings and recommendations (three to five pages) and needs to be submitted as part of the final draft report.

The findings and recommendations of the draft final report and final report have to be structured according to the evaluation questions. An outline of the report's structure needs to be agreed upon during the inception phase.

7) Type of Contract

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

8) Co-Ordination/Lines of Communication

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

9) Annexes:

1. Project Results Framework
2. Project Document
3. Baseline Study
4. 2017 Annual Report

Annex 1: Results Framework

Goal: “Support the resilience of Palestinian communities in East Jerusalem through the promotion of cultural rights”.													
Strategic Goal Indicator	UoM	*BL Value	Annual Values (Planned versus Actual)								Frequency	Remarks	
			FY17		FY18		FY19		FY20				
			Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual			
G1. At least 60% of project direct beneficiaries indicate strengthened sense of identity and belonging as a result to their participation in project activities.	%	N/A					60%					Once (End of 2019)	

Strategic Objective: Empower the Palestinian arts CSOs to continue and expand providing cultural services in East Jerusalem

Strategic Objective Indicators	UoM	*BL Value	Annual Values (Planned versus Actual)								Frequency	Remarks
			FY17		FY18		FY19		FY20			
			Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual		
S1. At least 80,000 participants are reached annually by program activities (50% females)	# and %	87715 participants 53% females	80000 50% females	102327 (49.6% females)	80000 (50% females)		80000 (50% females)		80000 (50% females)		Annual	

Strategic Objective Indicators	UoM	*BL Value	Annual Values (Planned versus Actual)								Frequency	Remarks
			FY17		FY18		FY19		FY20			
			Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual		
S2. At least 300 arts and cultural events annually implemented in the city of Jerusalem by the project partners.	#	373	300	423	300		300		300		Semiannual Annual	
S3. At least 60% of direct beneficiaries indicate satisfaction with program activities <i>(disaggregated by gender)</i>	%	N/A					60%				Ongoing Qualitative Tracking Once (End of 2019)	
S4. At least 700 Palestinian artists successfully helped to perform / show in the national and international arts scene annually and show a 20% increase over the four year project period (annual number disaggregated by gender)	#	752 (343 female artists)	700	783 (359 female artists)	700		700		700		Ongoing Qualitative Tracking Once (End of 2019)	
S5. At least 60% of Palestinian artists express their satisfaction with the project	%	N/A					60%				Once (End of 2019)	

Strategic Objective Indicators	UoM	*BL Value	Annual Values (Planned versus Actual)								Frequency	Remarks
			FY17		FY18		FY19		FY20			
			Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual		
S6. At least 14000 outreach beneficiaries are reached annually and there is at least a 30 % increase in the number of outreach beneficiaries of the project partners by end of the project (<i>segregated by gender</i>).	# and %	14,740 (7640 females and 7100 males)	14000	40983 (22379 females and 18685 males)	14000		14000	30% increase	14000		Ongoing quantitative and qualitative tracking by partners. Once (End of 2019)	The high increase in outreach beneficiaries is mainly due to the Jerusam Nights Festival.
S7. At least the five project partners remain operational and institutionally resilient and continue offering art and cultural activities in Jerusalem by the end of the project.	#	5	5	5	5		5		5		Once (End of 2020)	

Intermediate Results

Intermediate Results	Indicators	UoM	*BL Value	Annual Values (Planned versus Actual)								Frequency	Remarks
				FY17		FY18		FY19		FY20			
				Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual		
Intermediate Result 1: Enhanced networking and coordination between specialized culture CSOs in East Jerusalem													
IR 1.1	Shafaq's strategic plan 2017-2020 developed and approved by all members by year 1.	N/A	0	1	1	0		0		0		Once	

Intermediate Results	Indicators	UoM	*BL Value	Annual Values (Planned versus Actual)								Frequency	Remarks
				FY17		FY18		FY19		FY20			
				Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual		
	Shafaq is formally registered with relevant authorities by end of year 2.	N/A	N/A	0	0	1		0		0		Once	
	At least 2 additional arts organizations become members of Shafaq towards the end of year three.	Number	0	0	0			2		0		Once	
IR 1.2 Shafaq's network effectiveness is enhanced	Rating by network effectiveness tool by end of year 2 and year 4.	Score	N/A	0	0			0				Once (End of 2019)	
IR 1.3 Joint advocacy initiatives are undertaken by Shafaq	Four policy advocacy initiatives undertaken by Shafaq promoting the interests of the Palestinian arts sector in Jerusalem over four year project period	Number	0	1	2	1		1		1		Annual	With the Ministry of Culture to increase the focus on Jerusalem; and with the President's office to increase the allocation for culture in Jerusalem as part of the update of the multisectoral strategy for Jerusalem.

Intermediate Results	Indicators	UoM	*BL Value	Annual Values (Planned versus Actual)								Frequency	Remarks
				FY17		FY18		FY19		FY20			
				Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual		
IR 1.4 Joint activities (such as large festivals) are executed.	At least 2 joint activities per year are organized among Shafaq members.	Number	0	2	1	2		2		2		Semiannual Annual	One Jerusalem Nights Festival in October. The Christmas Jerusalem Nights festival was cancelled due to the political situation.
Intermediate Result 2: Improved capacity of Shafaq and the 5 partner CSOs													
IR 2.1 Capacity building plans are developed and implemented within the available budget.	Five capacity building plans of for partners are updated in 2018.	Number	0	0	5	5		0		0		Once	Updating the capacity building plans was carried out towards the end of 2017.
	Capacity building plan for Shafaq developed in 2018.	Number	0	0	0	1		0		0		Once	
	Five strategic plans for project partners (members of Shafaq) are developed and approved by end of year 1.	Number	0	5	5	0		0		0		Once	
	At least 3 of the partners integrate the Human Rights Based Approach (HRBA) within their operations by end of year 3.	Number	0	0	0	0		3		0		Once	
	At least 3 of the partners have developed M&E Systems by end of year 3.	Number	0	0	1	0		3		0		Once	ESNCM completed its M&E plan in 2017.

Intermediate Results	Indicators	UoM	*BL Value	Annual Values (Planned versus Actual)								Frequency	Remarks
				FY17		FY18		FY19		FY20			
				Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual		
	At least 3 of partners have updated financial manuals by end of year 2.	Number	0	0	2	3		0		0		Once	Financial manuals were completed for Hakawati and Al Ma'mal
	At least 3 partners have updated their governance systems by end of year 2.	Number	0	0	1	3		0		0		Once	Board Manual for PNT (Hakawati) completed.
IR 2.2 Five core funding agreements successfully implemented	At least 5 funding agreements are signed and implemented within the timeframe of the project.	Number	0	5	5	0		0		0		Annual	
IR 2.3 Partner CSOs increase cooperation initiatives with private sector.	At least 30 annual cooperation initiatives per year between the partners and private sector institutions such as (tourism operators, shop owners in Jerusalem, use of private sector facilities to conduct cultural activities, hotels and restaurants, etc.)	Number	36 initiatives	30	32	30		30		30		Semi Annual Annual	

Intermediate Results	Indicators	UoM	*BL Value	Annual Values (Planned versus Actual)								Frequency	Remarks
				FY17		FY18		FY19		FY20			
				Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual		
IR 2.4 Art education and training programs offered by project partners are continued and enhanced (<i>visual arts, drama/theatre, music</i>)	At least 65 educational interventions are carried out by partner organizations in schools annually.	Number	44	65	76	65		65		65		Semi Annual Annual	
Intermediate Results 3: Sustainability of the 5 partners CSOs is enhanced													
IR 3.1 Funding for the partner CSOs remains stable during the project implementation	Funding for partner CSOs remains within +/- 10% of baseline funding level. (Total income: internal and external sources)	Amount	\$5,320,862	N/A	4,910,006 (7.70%)	N/A		N/A		+/- 10% of baseline value		Once (End of 2020)	There was a serious drop in the funding to Al Hoash in 2017.
	% of core funding received (from external sources)	%	12.40%	12%	37%	12%		12%		12%		Annual	The increase in core funding is mainly due to the Sida grant.
	% PA funds received (from external sources)	%	13.40%	13%	7%	13%		13%		13%		Annual	Only the Palestinian National Theatre - Hakawati and Yabous received funding from the PA in 2017.
	%. private funds received (from external sources)	%	11.30%	11%	12%	11%		11%		11%		Annual	Except for the Palestinian Art Court - Al Hoash, all other partners

Intermediate Results	Indicators	UoM	*BL Value	Annual Values (Planned versus Actual)								Frequency	Remarks
				FY17		FY18		FY19		FY20			
				Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual		
													received private funds.
	% of internal income from total income (internal and external)	%			32%							Annual	
IR 3.2 CSOs have developed communication and outreach strategies.	Five communication and outreach strategies are developed by 2018 with clear definition and specific strategies of outreach adopted by project partners (<i>community outreach, media outreach etc.</i>) by end of year 2.	Number	0	0	0	5		0		0		Once	
IR 3.3 Fundraising strategies have been developed by Shafaq and partner CSOs.	Five fundraising strategies developed by 2018 that reflect donor diversification, donor growth and retention (year after year)	Number	0	0	0	5		0		0		Once	
	Fundraising strategy developed for Shafaq by 2019.	Number	0	0		0		1		0		Once	

Intermediate Results	Indicators	UoM	*BL Value	Annual Values (Planned versus Actual)								Frequency	Remarks
				FY17		FY18		FY19		FY20			
				Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual		
IR 3.4. Sustainability index has been improved.	Sustainability index score increases to 0.70 by end of year 4.	Score	0.59	0		0		0		0.7		Once (End of 2019)	