

## **Terms of Reference**

### **Monitoring and Evaluation Consultancy**

**AJIR + (*Appui à Jérusalem-Est pour son Identité et sa Résilience – Phase additionnelle*)**

**“East Jerusalem Identity and Resilience Support Program AJIR+”**

**Reference No.: 163/AFD-10/2024**

#### **1. Background**

##### **1.1 The NGO Development Center (NDC)**

NDC is a non-profit non-governmental organization established in response to the need of having a sustainable Palestinian mechanism for providing support to the NGOs sector. Through providing technical and financial support, NDC works on developing the capacities of Palestinian NGOs in providing quality services, especially to the poor and the marginalized, on enhancing their self-reliance, and on empowering them to be more sustainable. At the same time, NDC contributes towards the development of the NGOs sector as a whole by facilitating sharing and exchange of information and experience, by supporting research and policy development, and by strengthening NGOs relationships with development partners.

NDC is the first professional organization of its kind, created and led by Palestinians, focusing on strengthening NGOs, facilitating the development of an active and vibrant NGO sector in Palestine and encouraging wider partnerships and cooperation among and between the different development actors and supporting research and policy formulations for the NGO sector.

Since its establishment, NDC has increased its scope of work and project intervention to manage various granting schemes and programs elaborated in collaboration with the different NDC's donors that combine urgently needed funding with sector development initiatives. Its programs work indeed on three tracks: grant-making, sector development and capacity building.

##### **1.2 The AJIR Programme**

East Jerusalem's geographic and administrative isolation as well as the economic and social hardships faced by its residents justify supporting their access to essential services, in first place education, infrastructure and economic opportunities. Civil society organizations are an essential component of the solidarity chain in the occupied East Jerusalem.

The AJIR programme, approved in 2020, (*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.

This project is an additional phase of the Support for East Jerusalem's Identity and Resilience (AJIR) programme, approved in 2020, with the same objectives: to improve access to education and services for the Palestinians of East Jerusalem, particularly the most vulnerable. Twenty projects have been funded under AJIR (8 under the "infrastructure" pillar; 12 under the "access to services" pillar). The scale of the needs, the requests from NGOs providing essential services, the renewed political interest of the Consulate General of France, the quality of the partnership with NGO Development Center and

the new ambitions in terms of taking gender into account and the inclusion of very small structures, are all reasons why the AJIR programme has been so successful.

**A maximum of 8 million Euros** has been allocated to financing AJIR+ programme which is structured under the form of calls for proposals addressed to the Palestinian civil society in East Jerusalem. The NGO Development Center has been entrusted by AFD with the management of AJIR+ including the calls for proposals.

**AJIR's primary objective** is to support the resilience of Palestinians in East Jerusalem. This second phase of the East Jerusalem Identity and Resilience Support Program (AJIR+), targets the following objectives: (i) improving educational, cultural and youth opportunities, (ii) supporting vulnerable populations, in particular women in their access to essential services, and (iii) civil society capacity building. As cross-cutting issues, gender inequalities and environmental challenges will be addressed throughout these three pillars.

**Pillar I: Large infrastructure investments targeting education, culture and youth**

Designed with the overarching goal of contributing to the full emancipation of Palestinian youth, the first call for proposals aims at providing funding to finance construction or renovation works in order to remove material constraints which prevent the development of quality education and cultural provisions and infrastructures (lack of classrooms, poor premises conditions, etc.).

**Pillar II: Service-based initiatives for vulnerable populations**

Designed to meeting the needs of vulnerable populations through fair and equal access to social and local services, Pillar II will be dedicated to providing social and legal services to vulnerable populations in order to improve their living conditions. A strong emphasis will thus be placed on social inclusion and professional integration or reintegration of marginalized populations (women, the elderly, people with disabilities, people exposed to violence, etc.).

**Pillar III: Technical Assistance**

Pillar III aims to foster civil society organizations capacity building, thereby strengthening their role in the implementation of new governance models. NDC will provide targeted technical assistance and capacity building to improve the management skills of the selected CSOs and ensure compliance with the Project implementation guidelines and procedures, aiming at improving CSOs governance, accountability and sustainability.

NDC will facilitate peer learning, coordination and collaboration among CSOs operating in the same sector or location, and information sharing and knowledge exchange.

**1.2.1 Programme Geographic Scope of Intervention**

East Jerusalem: Defined by the 1949 Armistice Line (Green Line), the West Bank Barrier and Jerusalem municipal boundaries, with the inclusion of enclaves that are either:

- Excluded by the West Bank barrier but included within the Jerusalem municipal boundaries: Kufur Aqab, Qalandya Camp, etc.
- Or conversely, enclaves that are outside Jerusalem municipal boundaries but included by the West Bank Barrier: Zaytoun, etc.

## **2. Objective of the Assignment**

NDC is seeking the services of an M&E consultant to revise and finalize with partner CSOs selected under Pillar I and II of AJIR+ Programme (5 CSOs under pillar 1 and about 15 CSOs under Pillar II) their subprojects' indicators and identification of tools and methods and to aggregate subprojects' data on AJIR+ logical framework that will result at providing information on the programme's goal attainment.

## **3. Scope of Work**

In order to achieve the objective of the assignment, the consultant shall work closely with the NDC team as well as with the concerned partner CSOs to accomplish the following tasks:

### **A. 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.

### **B. Monitoring and Evaluation Plan**

- Develop a document based on the AJIR+ log frame to set responsibilities at each level of monitoring and 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.

### **C. 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 (Annex 2). 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 annexed to the semiannual reporting template.

### **D. 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. 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 as 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.

## 5. Consultant’s Reporting Obligations

The Consultant shall submit to NDC:

Inception Report: 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.

Revised M&E Plans for subprojects: the Consultant will provide each CSO with revised M&E plan for their subprojects including the revised indicators.

Annual Data Aggregation Report: including the data collected for each indicator in the log-frame and for each subproject.

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.

## 6. Assignment Duration and Level of Effort

This is a long-term assignment. The assignment will commence on the date of signing the contract with the Consultant and will extend over the AJIR+ implementation period, until December 1, 2027, which is the Technical Completion Date.

The total level of efforts is estimated at **35 days**. The estimated number of days annually are presented in the table below:

# of days per year			
2024	2025	2026	2027
10	15	5	5

## 7. Type of Contract

NDC will sign with the consultant a time-based contract. The consultant will be compensated against timesheets and deliverables mentioned above.

## 8. 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 qualitative and quantitative research and report writing skills;
- Proven track record to deliver high quality reports in English and on time

## **9. Annexes**

1. Annex 1- AJIR+ Logical Framework
2. Annex 2- Semi-Annual Report Template
3. Annex 3- List of Approved Subprojects under Pillar I

**Annex 1 – “Action for East Jerusalem Identity and Resilience-Second Phase” (AJIR+) Programme Key Indicators**

Intervention Logic	Description/ Narrative summary	Indicator	Means of Verification	Assumptions
Goal/Overall Objective	Improving the livelihoods and resilience of the Palestinian population in East Jerusalem	Number of beneficiaries that the programme supported in targeted areas (disaggregated by gender) Percentage of beneficiaries reporting satisfaction with the improvement in the quality services <sup>1</sup> Percentage of CSOs reporting improved institutional capacity Number of incidents involving partner CSOs and Israeli authorities	<ul style="list-style-type: none"> <li>• AJIR annual reports</li> <li>• AJIR completion report</li> <li>• Subprojects reports</li> </ul>	
Target Objective 1: Supporting youth and children through improved educational and cultural facilities				<ul style="list-style-type: none"> <li>• No drastic deterioration to the Jerusalem context, including security and administration that might hinder the implementation</li> <li>• East Jerusalem education institutions and Civil society organisations are still able to operate and willing to cooperate with the programme and among each other</li> </ul>
Output 1.1	Youth and children are provided with quality educational and cultural opportunities	1.1.1 Number of beneficiaries that have improved access to educational and cultural activities 1.1.2 Percentage of beneficiaries who are satisfied with the quality of provided services	<ul style="list-style-type: none"> <li>• Subprojects reports</li> <li>• Perception Surveys</li> </ul>	
Output 1.2	Educational and cultural facilities rehabilitated or expanded	1.1.1. Number of structures that are being rehabilitated or expanded	<ul style="list-style-type: none"> <li>• Subprojects reports</li> </ul>	
Target Objective 2: Addressing the needs of vulnerable populations through improved social services				

<sup>1</sup> Services in consideration are community, educational and cultural service

Output 2.1	Social service provision in targeted communities improved	<p>2.1.1. Number of beneficiaries benefiting from improved social services</p> <p>2.1.2. Percentage of beneficiaries who perceive that provided services respond to their needs</p> <p>2.1.3. Percentage of beneficiaries who are satisfied with the improved services</p>	<ul style="list-style-type: none"> <li>• Subprojects reports (beneficiary lists)</li> <li>• Perception Surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Teachers and students are willing to participate in the programme activities</li> <li>• Communities (including vulnerable ones) see the programme's benefits and are willing to actively engage in subproject interventions</li> </ul>
<b>Target Objective 3: Strengthening the capacity of civil society</b>				
Output 3.1	CSOs' policies and systems are updated (result-based management, governance models, or strategies)	<p>3.1.1. Number of capacity diagnostic reports</p> <p>3.1.2. Number of updated strategies and governance models within the programme</p>	<ul style="list-style-type: none"> <li>• Diagnostic reports</li> <li>• Capacity Building Plan</li> <li>• CSO governance and Strategic documents</li> </ul>	<ul style="list-style-type: none"> <li>• Palestinian internal political division does not spill over to East Jerusalem</li> </ul>
Output 3.2	CSOs capacity is enhanced through NDC coaching or peer-to-peer exchanges	<p>3.2.1. Number of organised peer-to-peer meetings (forum, workshops, discussion groups etc.)</p> <p>3.2.2. Number of NGOs having a better understanding of project management and of the issues encountered by their peers</p> <p>3.2.3. Number of CSOs satisfied with the capacity building<sup>2</sup>/support provided by NDC</p>	<ul style="list-style-type: none"> <li>• CSO records (capacity development)</li> <li>• CSOs semi-annual reports</li> </ul>	

<sup>2</sup> Types of capacity building activities: training, information sessions, consultation, coaching, facilitating peer to peer exchange, expert advice and conducting research

Annex 2- Semi-annual report template



**Semi-Annual Progress Report**  
**East Jerusalem Identity and Resilience Support Program**  
**AJIR+ Phase I**  
**Large Infrastructure Investments**

CSO Name			
Project Title <i>as per GIA</i> :			
Project No.		GIA signature date:	

Report No.		Date of submission:	
Reporting Period	From:		To:
Project Duration (months)	Planned:		Revised
Expected completion date	Planned:		Revised

Grant Amount (EUR)	Signed:		Amended:	
Total payments received to date by CSO (€)				

Report prepared by	
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**Section 2: Project Outputs:**

**2.1 Outputs Tracking:**

Deliverables / Outputs	Measurement unit	Output Progress			Current Status of Output	
		Planned quantity	Achieved quantity	Narrative explanation for under achievement	Active	Completed
<i>Deliverables / Outputs as agreed with NDC</i>						
1.						
2.						
3.						
4.						
5.						

**Section 3: Financial Reporting – Amounts in EUR**

**3.1 Payments Received from NDC**

<b>Payment #</b>	<b>Amount-EUR</b>	<b>Amount-NIS</b>	<b>Date</b>
<b>Total Payments Received</b>			

**3.2 Disbursements on main budget items (NDC Share only) -amounts in EUR**

<b>No.</b>	<b>Main budget item according to GIA</b>	<b>Budget amount NDC share (A)</b>	<b>Expenditures for the current period (B)</b>	<b>Accumulated expenditures (C)</b>	<b>Balance (D=A-C)</b>	<b>Percentage of Acc. expenditures (E=C/A)</b>
1.						
2.						
3.						
4.						
5.						
<b>Total</b>						

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**Section 4: Procurement**

<b>Contract name (as per PP)</b>	<b>Type of Contract</b>	<b>Allocated Amount as per PP - EUR</b>	<b>Contract Amount</b>	<b>Signing date</b>	<b>Completion date</b>	<b>Name &amp; address of Supplier / Contractor / Consultant</b>

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**Section 5: Challenges and Lessons Learnt**

(Contractual, procurement, financial, environmental, health and safety, complains, etc.)

A. Issues Pending from Previous Reporting Period:

<b>Issues</b>	<b>Actions taken / agreed upon</b>	<b>Expected date to solve issues/challenges</b>

B. Issues/ Challenges from Current Reporting Period

<b>Issues</b>	<b>Actions taken / agreed upon</b>	<b>Expected date to solve issues/challenges</b>

C. Lessons Learnt

Please describe the lessons learnt during the reporting period.

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**Section 6: Rating of CSO Satisfaction from NDC Services:**

- Please give rating and explain the reasons in a narrative form
- Ratings of satisfaction: ( HS = highly satisfactory-S = satisfactory-MS = moderately satisfactory-MU= moderately unsatisfactory-U = unsatisfactory HU = highly unsatisfactory)

Satisfaction with the NDC services from your point of view in the current reporting period (six months)	Ratings of satisfaction (HS-S-MS-MU-U-HU)	Reasons (Narrative Explanation)
• Communication and follow up (regular visits, calls, etc.)		
• Flexibility in responding to and understanding changes during implementation		
• Efficiency in solving problems, giving clarifications, explanations and clear instructions		
• Reporting requirements and other procedures (financial, procurement)		
• Training / technical assistance		

**Section 7: Annexes**

Please attach pictures from trainings, workshops or field visits, or any other document that is relevant to the project.

1. Updated Work Plan;
2. Updated Procurement Plan;
3. Updated disbursements projections;
4. Others (Photos, any work-related documents)

**Annex 3- List of Approved Subprojects under Pillar I**

#.	CSO	Project Title	Project Description	Project Location	Project Duration (months)	Approved Grant Amount (EUR)
1	Al Nayzak Organization for Supportive Education and Scientific Innovation	Construction of the Jerusalem Innovation Park (JIP)- Phase IV	<p>The Jerusalem Innovation Park (JIP) is a flagship initiative of Al Nayzak Organization for Supportive Education and Scientific Innovation, it is an educational complex of 5385m2 at the heart of Jerusalem in AlSawaneh/the Mount of Olives, specialized in science, technology, engineering and mathematics (STEM).</p> <p>Al Nayzak is currently in the process of finishing the third phase of the JIP, and through this project will complete the fourth phase "Finalizing the two upper floors (ground floor and first floor (+1)", this includes:</p> <ul style="list-style-type: none"> <li>1- The JIP IB school is constructed and equipped;</li> <li>2- The STEM and Innovation Hub is constructed and equipped;</li> <li>3- The Cultural Center is constructed and equipped as per design.</li> </ul>	Jerusalem	18	<b>1,313,560</b>

#.	CSO	Project Title	Project Description	Project Location	Project Duration (months)	Approved Grant Amount (EUR)
2	Saint George's School	Renovation of Saint George's School Facilities in East Jerusalem	<p>The subproject aims to renovate and transform the school facilities into safer ones for school children staff and the East Jerusalem community. It includes:</p> <ul style="list-style-type: none"> <li>1- Renovating and equipping two playgrounds and multipurpose courtyard. A mechanized pergola will be installed in the two playgrounds to protect children;</li> <li>2- Installing Solar Panel system to ensure a sustainable, affordable, and environmentally-friendly energy source is used at the school, particularly in the playgrounds;</li> <li>3- Installing modern LED lighting systems that consume much less power, offer a longer life span, and being environmentally friendly;</li> <li>4- Renovating of guards' room.</li> </ul>	Jerusalem	18	<b>630,000</b>



#.	CSO	Project Title	Project Description	Project Location	Project Duration (months)	Approved Grant Amount (EUR)
3	Young Women's Christian Association YWCA of Jerusalem	Upgrading the YWCA of Jerusalem Premises for increased impact on cultural and educational life in Jerusalem serving women, youth and children.	<p>The subproject aims at rehabilitating the building of the YWCA of Jerusalem in Sheikh Jarrah, to more effectively and efficiently serve the local community, especially male and female youth, children and women. The project will also contribute to the development of new educational market driven specializations not offered in east Jerusalem as well as training and offering IT based specializations and cultural gymnastic, dance and folkloric trainings and performances.</p> <p>The main components of this subproject are:</p> <ol style="list-style-type: none"> <li>1. Renovation and refurbishment of the 5th floor (which currently serves as a modest and very outdated sports and cultural center) into an educational and cultural hub;</li> <li>2. Cleaning of the building façade (sand blasting) to better preserve it, repair cracked pointing and improve the outside appearance of the building;</li> <li>3. Upgrading the well that is located under the parking lot which acts as a water reservoir. This water can be used for the garden and other activities;</li> <li>4. Upgrading and furnishing the computer lab with new PCs aiming at continuing to offer the IT related specializations that the YWCA is currently offers.</li> </ol>	Jerusalem	24	635,000

#.	CSO	Project Title	Project Description	Project Location	Project Duration (months)	Approved Grant Amount (EUR)
4	Al-Makassed Islamic Charitable Hospital	Establishment of Al-Makassed Educational Center	The primary goal of this subproject is to establish Al-Makassed Educational Center, a modern well-equipped educational center, by renovating and upgrading the second floor of Al-Makassed College. Al-Makassed Educational Center will host the facilities for the Nursing College and a Continuing Education Center. The renovation will include all architectural, civil, mechanical, and electrical works. The center will be equipped with facilities, modern classrooms, and technology to facilitate interactive and engaging learning experiences and create a learning environment that fosters excellence in healthcare education.	Jerusalem	16	<b>1,428,670</b>

#.	CSO	Project Title	Project Description	Project Location	Project Duration (months)	Approved Grant Amount (EUR)
5	Yabous Cultural Centre	Development and Rehabilitation of facilities of Yabous Cultural Centre	<p>Through this subproject, Yabous Cultural Center aims at providing a suitable and fully equipped place, spaces and facilities to meet the social, developmental, educational and cultural needs of the Jerusalemite community through the rehabilitation of the Centre's facilities, which started in 2008 and was divided into stages. The subproject includes the following:</p> <ol style="list-style-type: none"> <li>1- Rehabilitation of the new space that was annexed to Yabous Center - an artist incubator and a collective creative work space.</li> <li>2- Rehabilitation of the children's center to create a space that encourages children to participate in a variety of age-appropriate art activities and workshops. From visual arts and crafts to music and dancing.</li> <li>3- Completing the rehabilitation for Faisal Al-Husseini Hall including all structural and electrical requirements, technical equipment, insulation, stage, moving platform, soundproof doors and special curtains, maintenance of stairway and emergency exits.</li> <li>4- Completing the rehabilitation of other facilities, including the Marrakesh Hall, the Cinema Hall, the Mahmoud Darwish Salon, offices and entrances of Yabous Center.</li> <li>5- Insulating the roofs of the main theater and Installing VRF system.</li> </ol>	Jerusalem	18	665,530
<b>Total Amount EUR for 5 Projects</b>						<b>4,672,760</b>