

# **Terms of Reference**

## **Implementation Completion Report (ICR)**

### **Gaza Emergency Cash for work and Self-Employment Support Project**

**NGO Development Center**

**April 2022**

## **1.0 Introduction**

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

The NGO Development Center (NDC) is an innovative Palestinian non-profit organization that empowers Palestinian NGOs to better provide vital services to Palestinians living in the West Bank and Gaza, especially the poor and marginalized. Conceived in partnership with leading Palestinian NGOs, unions, and networks, NDC mobilizes donor funding to deliver a unique combination of direct grants and capacity building programs that enhance the effectiveness, self-reliance, and sustainability of Palestinian NGOs. NDC advocates greater NGO transparency and accountability through the adoption of professional financial and management practices and promotes sector-wide coordination and sharing of best practice experiences within its programs and on its Masader portal ([www.masader.ps](http://www.masader.ps)).

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

The NDC is a leading institution, an incubator of developmental action, and a provider of holistic support to the NGO sector. As NDC continues to work towards its mission for the achievement of development priorities and the realization of an effective and sustainable NGO sector, NDC will continue to provide the financial and technical support as well as develop value systems that promote principles of social justice, integrity and transparency in the NGO sector.

### **1.2 Gaza Emergency Cash for work and Self-Employment Support Project**

The Gaza Emergency Cash for Work and Self-Employment Support Project is a USD 17 million three-year project funded by the World Bank. The Trust Fund Grant Agreement for the Project dated August 14, 2018, between the International Development Association, acting as Administrator of the Trust Fund for Gaza and West Bank, and the NGO Development Center became effective on August 27, 2018. The expected closing date of the Project is **June 30, 2022**.

Though the project has been designed in close consultation and coordination with the Government counterparts, negotiating the role of the PA agencies, specifically that of the MoL and the PFESP, after the project has been approved by the Executive Directors of the International Bank for Reconstruction and Development, required considerable time and efforts. This negotiation process resulted in a six-month delay in the commencement of project activities.

Eventually, coordination arrangements with the PA were agreed to in the signed Memorandum of Understanding (MoU) between the PA agencies and the NDC, signed on February 4, 2019, and the PA Advisory Committee consisting of the key partners: MoFP, MoL, MoSD, PFESP and NDC was officially established as part of the Project implementation arrangements. In parallel, NDC negotiated a Memorandum of Technical Cooperation (MoC) with the PFESP and the MoC was signed on May 18, 2019.

The Advisory Committee is responsible for review of the progress of the Project; coordinating between relevant government agencies to ensure alignment of the Project with the Palestinian Authority's strategies, provision of strategic guidance and recommendations for the implementation of the Project, and provision of input on selection of the selected NGOs and eligible beneficiaries.

The project was launched on February 4, 2019. The launch event drew significant media attention given the project's expected impact on the livelihoods of Palestinian youth in Gaza.

**The Project Development Objective (PDO)** is to provide target youth in Gaza with short-term income support and increased access to internet-enabled self-employment opportunities. The Project has three components:

**Component 1: Cash for Work (C4W) (US\$ 12.5 million)**

This component supported the financing of C4W opportunities for target youth in services provided by NGOs across the Gaza Strip. Services include support to social services, mainly health, education, support to disabled, and psychosocial support.

NDC selected NGOs and sub-projects based on pre-identified criteria. Sub-projects providing social services to vulnerable groups were given priority. Only 1 proposal per NGO was considered. After the selection of beneficiaries, sub-projects were implemented over a 1-year period, which was divided into two sub-periods of 6 months each. The minimum number of target youth hired for each sub-project is 100 (50 in each 6-month period). A maximum of 18% of the sub-project grant was used for management costs, transportation and supporting material, about 1% was used for the insurance of beneficiary youth, and remaining 81% was spent on stipends.

Selected NGOs hired youth following a competitive and transparent process and the targeting criteria set by the project. In addition to the set criteria, NGOs required specific education qualifications depending on the nature of work.

Each beneficiary worked for 6 months and received a stipend equivalent to US\$380 per month. To spread the benefits of C4W across households, only one qualifying youth per household was allowed to benefit from C4W. The target for this component was to employ 4,400 youth (2,200 women). This component exceeded that target by employing 5,051 youth, 70% of them were females.

23 sub-project grants were awarded under this component. The list of C4W NGOs is included as **annex 1**.

**Component 2: Internet-enabled self-employment (e-work) (US\$ 3 million)**

This component financed support for target youth to become e-workers/online freelancers. The type of e-work supported by the project included complex tasks (e.g. software development, graphic design, media production, content development, website design, animations, e-marketing, translation), and more simple tasks (e.g. labelling photos or videos, describing products, transcribing scanned documents, data gathering, answering calls). These tasks are linked to larger projects through online networks and platforms at the regional and global levels. Online freelancers can work on their own or as part of local freelancing companies.

There was a single call for proposals for specialized not-for-profit organizations (service providers) to provide e-work support to target youth. The support package included up to 2 months of skills training (including freelancing skills and technical skills) as well as 6 months of on-the-job support (this included co-working space, equipment—as needed, and mentorship/technical support). E-work beneficiaries received transportation allowance during the support period. The e-work component was expected to benefit around 750 youth (375 women). In fact, this component benefitted 1,165 youth, 54% of them are females.

Three (3) sub-project grants were awarded under this component. The list of Service Providers and information on their projects is included as **annex 2**.

### **Component 3: Project Management, Monitoring and Evaluation (US\$ 1.5 million)**

This component financed the costs of project management and monitoring incurred by the NGO Development Center (NDC). More specifically, it financed: (i) the preparation of the Project Operations Manual (POM), guidelines and outreach material for NGOs providing C4W services and not-for-profit organizations providing support to e-work; (ii) outreach activities; (iii) call for proposals; (iv) evaluation and selection of proposals; (v) assistance to selected NGOs and not-for-profit organizations in the identification of target youth and the validation of eligibility information; (vi) supervision and audit of selected sub-projects; and (vii) monitoring and evaluation of the project against PDO-level and intermediate indicators.

In addition, this component financed the capacity development of the Palestinian Fund for Employment and Protection of Workers (PFESP). An amount of USD 100,000 was earmarked to this activity, and the arrangement was finalized in a Memorandum of Technical Cooperation (MoC) between NDC and the Employment Fund.

The project was subject to audits and various monitoring and reporting requirements such as quarterly spot check audits, quarterly un-audited interim financial reports, annual audit reports, and semiannual progress reports.

### **Project Beneficiaries**

Both C4W and e-work opportunities were designed to appeal to both lower-skill and higher-skill youth. The direct beneficiaries of the project are youth who are between the ages **18 to 34** and unemployed (for at least 1 year in the case of C4W). The C4W component is planned to benefit about **4,400** youth, while the e-work component is planned to benefit about **750** young people. Only one beneficiary (of C4W or e-work support) per household was allowed. At least 50 percent of Project beneficiaries should be women.

Unemployment status of the applying youth was validated against the databases of those of the Ministry of Labor, the Employment Fund and UNRWA. Youth in poor families benefiting from the Cash Transfer Program (CTP), as well as those listed on the waiting list of UNRWA's Job Creation Program received preferential access to C4W opportunities.

## **2.0 Objective of the Assignment:**

The objective of the Implementation Completion Report (ICR) is to provide a complete and systematic account of the performance and results of the project and capture and disseminate experience from project design and implementation. The ICR is a self-evaluation of the performance of both the World Bank and NDC.

NDC has the responsibility to prepare its own ICR and to assist in the preparation of the Bank's ICR. NDC's ICR shall include:

- i. Description of the project story line, including the operation's context, the rationale for the operation, and the relevance of the operation's objectives during preparation and at completion;
- ii. Assessment of the outcome of the operation against the agreed objectives; with a focus on providing evidence of the achievement of the operation's objectives and of the contribution of the supported activities and outputs to the project's development outcomes;
- iii. Assessment of the key factors and events pertaining to the Bank, NDC, other partners, and the external environment during preparation and implementation, that affected performance and outcomes; and
- iv. Evaluation of NDC's own performance during the preparation and implementation of the operation with special emphasis on lessons learned that may be helpful in the future.
- v. Description of the proposed arrangements for future operation of the project.

## **3.0 Scope of work**

The Consultants shall be deemed responsible for undertaking the following tasks:

- i. Review of relevant documents provided by NDC. These documents will be made available at the start of the assessment, and others upon request or as needed;
- ii. Comprehensive review and analysis of all progress reports and evaluations undertaken by NDC.
- iii. Interviews with NDC, the World Bank and relevant PA agencies.
- iv. Interview of other stakeholders (beneficiary NGOs, service providers and resource persons).
- v. Field research/focus group discussions (or other additional research tools as necessary) with selected NGOs and service providers in Gaza
- vi. Analysis of findings and reporting

The Consultant is obligated to use a variety of tools for gathering information including review and analysis of the existing secondary literature (NDC evaluations, reports, etc.) and primary data collection (interviews, surveys, workshops, focus groups) as needed.

## **4.0 Methodology:**

The methodology for undertaking this ICR is based on the following:

### *i. Kick-off meeting and Desk Review of Relevant Documents:*

A meeting will be held with the consultant to discuss the assignment, its objective, the timeframe, and the expected methodology that the consultant will follow. NDC will provide the consultant with all relevant documents related to the project. The documents include – among others – the following:

- Project Appraisal Document; Gaza Emergency Cash for work and Self-Employment Support July, 2018;
- Project Operations Manual (POM);
- Semi-annual Reports (SARs) submitted by NDC to the World Bank;
- World Bank’s Supervision Mission Aide Memoires;
- Mid-term Review Report.

*ii. Inception Phase:*

The consultant will submit an inception report that details the specific steps that he/she will undertake to conduct the assignment, evaluation questions, data collection methods, evaluation matrix, implementation plan, list of recommended interviews, risk, and mitigation measures for the implementation of the study, etc. The report should be submitted within two weeks from signing the contract.

*iii. Data Collection Phase (Fieldwork):*

It is expected that data and information will be obtained through different methods such as: analysis of documents, structured interviews, semi-structured interviews, workshops, focus group discussions, survey (if needed), others. All data collected needs to be disaggregated by sex.

*iv. Reporting:*

Draft ICR: After completing the field phase, and analyzing the findings, the consultant will submit a draft report for NDC’s review and comments.

Final ICR: Based on comments from NDC, the consultant will finalize the report. The report should be submitted within three months from accepting the inception report.

## 5.0 Time frame

The assignment is expected to be carried out over a period of about three and half months from the date of signing the contract with NDC. The estimated level of effort is detailed below:

<b>Task</b>	<b>Level of effort (days)</b>
Kick off meeting and review of key documents	3
Preparation and submission of inception report	5
Interviews/meetings with the NDC team the Bank and other stakeholders	3
Field research/focus group discussions with selected NGOs and service providers in Gaza	12
Analysis of findings	5
First draft report	5
Final report	2
<b>Total</b>	<b>35</b>

## 6.0 Key Deliverables

The Consultant is required to present the following:

1. **An inception report** detailing the methodology, work plan and the outline for the ICR, within two weeks from signing the contract with NDC.
2. **Final ICR** within three months after approving the inception report by NDC.

The final report shall be submitted in English and shall reflect the assignment objective and the ICR requirements detailed in section 2.0 of the ToR.

## 7.0 Contractual Arrangements

NDC will sign with the consultant a lump-sum contract. The consultant will be compensated against deliverables:

- Inception report (20% of the contract value)
- Draft ICR (50% of the contract value)
- Final ICR (30% of the contract value)

## 8.0 Consultant's Qualifications

NDC is seeking the services of a Senior Expert (Consultant) with a graduate degree from an accredited university in a relevant field. The Consultant must be a specialist in development with relevant experience in the NGO sector and management thereof whilst retaining in depth knowledge of Palestinian civil society and the Palestinian context. More specifically, the Consultant should possess the following qualifications:

- Considerable experience and proven track record in similar assignments (at least 5 years);
- Solid analytical, research and report writing skills with high capabilities of reading and analyzing different documents in a short period of time;
- Extensive knowledge in results-based management evaluations and participatory monitoring;
- Excellent interviewing skills;
- Knowledge of World Bank standards and procedures.

The Consultant must have the ability to conduct the field work in Gaza. Alternatively, a Lead Consultant may associate with a field researcher consultant from Gaza.

## 9.0 Annexes

**Annex 1:** List of C4W NGOs

**Annex 2:** List of e-work Service Providers

**Annexes 1: C4W NGOs and Sub-Projects - Component 1**

#	NGO	Sector	Project Location	Contracts Signature Date with Beneficiaries	Grant Amount (USD)	Planned Employment Opportunities			Actual Employment Opportunities		
						M	F	Total	M	F	Total
1	Beit Lahia Development Association	Education + Remedial Education	Gaza North	24/10/2019	991,906	158	239	397	119	288	407
2	Palestine Save the Children Foundation	Remedial Education	Gaza Strip	22/10/2019	871,092	161	162	323	162	170	332
3	Bayader for Environment and Development Association (Bayader)	Education	Khanyounis	16/10/2019	978,520	160	240	400	145	261	406
4	Atfaluna Society for Deaf Children	Special Education	Gaza Strip	10/11/2019	839,576	129	211	340	70	271	341
5	Union of Health Work Committees	Health	Gaza Strip	16/11/2019	839,368	112	215	327	120	230	350
6	MA'AN Development Center	Psycho-social	Gaza Strip	04/11/2019	706,772	127	154	281	67	222	289
7	Democracy and Workers' Rights Center in Palestine	Education	Gaza Strip	20/10/2019	734,925	130	168	298	107	197	304
8	The Society of Women Graduates in Gaza Strip	Education	Gaza Strip	22/10/2019	648,407	0	262	262	0	269	269
9	Right to Live Society	Special Education	Gaza and Khanyounis	31/10/2019	513,500	60	140	200	48	153	201
10	Palestinian Medical Relief Society	Health	Gaza Strip	16/10/2019	415,451	70	88	158	71	94	165
11	General Union of Cultural Centers	Art Education	Gaza Strip	01/11/2019	402,520	66	84	150	24	138	162

#	NGO	Sector	Project Location	Contracts Signature Date with Beneficiaries	Grant Amount (USD)	Planned Employment Opportunities			Actual Employment Opportunities		
						M	F	Total	M	F	Total
12	Fares Al Arab for Development & Charity Works	Psycho-social	Gaza	22/10/2019	356,308	61	80	141	22	121	143
13	Save Youth Future Society	Remedial Education	Gaza Strip	28/10/2019	348,312	65	65	130	64	70	134
14	Women's Affairs Technical Committee	Psycho-social	Gaza Strip	20/10/2019	291,647	27	81	108	24	86	110
15	Wefaq Society for Women and Child Care	Psycho-social	Rafah and Khanyounis	17/10/2019	286,424	28	78	106	23	84	107
16	Red Crescent Society for Gaza Strip	Health+ social services	Gaza and northern Gaza strip	20/10/2019	285,038	58	52	110	50	69	119
17	Teacher Creativity Centre	Remedial Education	Eastern Gaza	23/10/2019	279,666	52	52	104	34	73	107
18	Palestine Avenir for Childhood Foundation- Cerebral Palsy Center	Rehabilitation/Education/Health	Gaza Strip	20/10/2019	276,891	46	62	108	49	70	119
19	INJAZ Palestine	Education	Gaza Strip	31/10/2019	501,060	84	116	200	50	155	205
20	Al Tawasol Forum Society TFS	Psycho-social	The middle area	20/01/2020	391,773	34	117	151	23	128	151
21	Gaza Culture and Development Group	Education	Eastern Gaza	22/10/2019	540,714	85	133	218	39	188	227
22	Palestinian Organization for Development	Remedial Education + Education	The middle area	19/10/2019	295,704	0	110	110	0	111	111
23	Al-Azhar University	Technology + Health	Gaza Strip	07/11/2019	704,426	207	69	276	206	87	293
					<b>12,500,000</b>	<b>1,920</b>	<b>2,978</b>	<b>4,898</b>	<b>1,517</b>	<b>3,535</b>	<b>5,052</b>

**Annexes 2: E-Work Service Providers and Sub-Projects – Component 2**

#	Service Provider	Project Title	Grant (USD)	Training Opportunities Planned (two cycles)			Training Opportunities Actual to date (three cycles)		
				Male	Female	Total	Male	Female	Total
1	Gaza Gateway for Outsourcing Information Technology- Social Enterprise	E-Work is Gaza Bridge from Dependency to Production	1,091,200	170	190	360	188	217	405
2	Islamic University - Projects and Business Incubator	Enhancing Cross Border Self-employment Opportunities for Young Graduates in Gaza Strip	1,011,800	180	180	360	222	269	491
3	University College of Applied Sciences	Pal-Lancer	897,000	161	161	322	184	229	413
		<b>TOTAL</b>	<b>3,000,000</b>	<b>511</b>	<b>531</b>	<b>1,042</b>	<b>594</b>	<b>715</b>	<b>1,309</b>