# Terms of Reference for a Feasibility Study

## Project Summary

<table>
<thead>
<tr>
<th>Planned Project/</th>
<th>Promoting inclusive and resilient communities in the West Bank by strengthening local capacities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Country/Region</td>
<td>Palestine</td>
</tr>
<tr>
<td>Partner Organisation</td>
<td>QADER for Community Development (QADER)</td>
</tr>
<tr>
<td>Planned Project start date</td>
<td>1.09.2023</td>
</tr>
<tr>
<td>Study Purpose</td>
<td>The aim of the requested consultancy is to assess the feasibility of a proposed project of CBM and QADER for Community Development (QADER) and to systematically check the extent to which the project approach can plausibly achieve the planned changes under the existing framework conditions.</td>
</tr>
<tr>
<td>Commissioning organisation/contact person</td>
<td>CBM Christoffel-Blindenmission Christian Blind Mission e.V. (CBM) - Lena Pichler</td>
</tr>
<tr>
<td>Study duration</td>
<td>30 working days</td>
</tr>
</tbody>
</table>
Background of the Feasibility Study

QADER for Community Development (QADER) and CBM would like to propose a project to the German Federal Ministry of Economic Cooperation and Development (BMZ), which shall contribute to enhanced social, economic, and political participation and inclusion of Persons with Disabilities in community based inclusive development in the West Bank. The project is currently in its design phase and CBM is seeking to recruit a consultant to conduct a Feasibility Study to assess the feasibility of the proposed project and systematically check the extent to which the project approach can plausibly achieve the planned changes under the existing framework conditions.

The proposing organisations are:

**QADER for Community Development** is a non-profit organization based in Bethlehem and operating in Palestine since 2008. QADER focuses on the empowerment and inclusion of persons with disabilities through influencing public policies, developing capacities of relevant stakeholders, promoting public awareness and inclusive community practices, and enhancing economic empowerment of Persons with Disabilities.

**CBM** is a Christian international development organisation, committed to improving the quality of life of people with disabilities in the poorest communities of the world irrespective of race, gender or religious belief.

CBM’s approach of Disability-inclusive Development is the framework of all its initiatives and the key theme which drives activities and the impact of its work. It believes that this is the most effective way to bring positive change to the lives of people with disabilities living in poverty and their communities. Through our disability-inclusive development approach, we address the barriers that hinder access and participation and actively seek to ensure the full participation of people with disabilities as empowered self-advocates in all development and emergency response processes.

The Project

The project is entitled “Strengthening local capacities in Community Based Inclusive Development in the West Bank.” The suggested time frame is within the years of 2023-2026 and will target 15 marginalized communities in the Governorates of Hebron, Bethlehem and Ramallah. QADER is currently implementing a CBM-funded project with 5 of these communities in the governorate of Hebron. Based on the recommendations of the Ministry of Local Government, QADER will continue working with the 5 communities to ensure a long-term impact especially that the current interventions target behavioural change and expand its scope of work to include other marginalized communities in the governorates of Hebron, Bethlehem and Ramallah.

The proposed project aims to contribute to enhancing the social, economic, and political participation and inclusion of persons with disabilities in community based inclusive development in the West Bank through targeting Hebron and Bethlehem Governorates. The project is designed based on the participation and inclusion of persons with disabilities. It strives to promote active participation and engagement of community stakeholders including local authorities, young females and males including those with disabilities, CBOs and OPDs. The proposed interventions are vital for strengthening the capacities of CBOs, OPDs to ensure inclusiveness, efficacy, and compliance with the principle of “leave no one behind”, and support youth teams in implementing advocacy and awareness raising.
campaigns to enhance the role and commitment of duty bearers towards the rights and needs of Persons with Disabilities.

- **The problem the planned project should address**

There are a set of barriers facing persons with disabilities in accessing services and realizing their rights, which include inaccessible infrastructure, high costs in accessing transport and services, lack of awareness of services and rights, stigma and discrimination, limited resources and funding, coordination and oversight, lack of political will and lack of law enforcement, as well as limited engagement with Organizations of Persons with Disabilities (OPDs) and persons with disabilities in the design, delivery and monitoring and evaluation of services and programmes (Humanity & Inclusion, 2019). The barriers persons with disabilities face in accessing services, jobs and social inclusion are exacerbated by the extreme poverty that many households with persons with disabilities experience in the West Bank.

Persons with Disabilities are not properly represented or even included in the targeted communities. There are few to no programs in these communities that target persons with disabilities and provide them with services and interventions as needed, that ensure their participation and inclusion. Additionally, the participation of Persons with Disabilities in education, cultural, social, recreational and other activities is also minimal since most public facilities and buildings are neither equipped nor accessible to accommodate them. The low participation of Persons with disabilities in these communities is also attributed to the established culture and attitudes towards them; some families tend not to disclose that they have a family member with disability for fear of stigma, bullying, and lack of acceptance. Several causes lie behind this; these include the lack of awareness about the rights of Persons with Disabilities and the importance of their inclusion and participation in decision making and development processes that could contribute towards social and community development. As a result, the participation of Persons with Disabilities in cultural, education, decision-making, and local development planning is minimal. Similarly, very few communities work to adapt their public facilities and buildings to make sure they are accessible for persons with disabilities.

- **Project Objectives and Results**

The planned project has 1 overall objective and 1 project objective which are aimed to be achieved through 4 results:

<table>
<thead>
<tr>
<th>Overall Objective (Impact)</th>
<th>To contribute to enhanced social, economic and political participation and inclusion of Persons with Disabilities in community based inclusive development in the West Bank.</th>
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</thead>
<tbody>
<tr>
<td>Project Objective (Outcome)</td>
<td>People with and without disabilities participate in the target communities due to the influence of OPDs/CBOs and youth for social change and the commitment of duty bearers for disability inclusion</td>
</tr>
<tr>
<td>Result 1:</td>
<td>Inclusive Youth Accountability Teams (IYAT) are empowered to advocate for enhancing the role and commitment of duty bearers towards promoting the rights of Persons with Disabilities</td>
</tr>
</tbody>
</table>
Result 2: The social and economic priorities of Persons with Disabilities are supported to enhance their participation and inclusion in their communities

Result 3: Local authorities are enabled to provide inclusive services and programs

Result 4: Organizations of Persons with Disabilities and Community Based Organizations are capacitated to enhance initiatives for more inclusive communities

- **Target area**

15 marginalized communities in the Governorates of Hebron, Bethlehem and Ramallah, as follow:
- 11 communities in Hebron Governorate: Bani Na'im, Sa'ir, Suref, Beit Ummar, Ashuyoukh, Beit Ula, Tarqumia, Idna, Beit Kahel, Al Samou, and Adhariyah
- 2 communities in Bethlehem Governorate: Tuqu and Al Obaidia.
- 2 communities in Ramallah: Birzeit and Beit Liqia

- **Target group**

**Direct target group:** 15 local authorities, 15 CBOs, 15 OPDs, 1,800 Persons with and without Disabilities (250 persons with disability, 1550 persons without disabilities).

**Indirect target group:** 25,000 Persons with and without Disabilities in 15 marginalized communities in Ramallah, Hebron and Bethlehem governorates.

**The Feasibility Study**

**4.1. Purpose**

The study will determine the feasibility of the proposed project by assessing whether it is well founded and meets the demand identified. It will provide decision makers with sufficient information on the project opportunities and risks as well as concrete recommendations for improving the project concept. The study will be submitted to BMZ together with the project proposal.

The study will deliver the following:

- an assessment of the relevance of the proposed project and its activities to address the problems identified in the target groups and target sectors;
- an assessment of the proposed logical framework including outcomes and outputs and respective indicators and assumptions, risks and risk mitigation strategies;
- a detailed analysis of the potential sustainability of the project results;
- an assessment of the synergies and complementarities of the project, including between programmatic areas (sectors) and project stakeholders;
- an assessment of the feasibility and coherence of the proposed budget in relation to the project activities;
• an assessment of the **project organisation** and any phasing of activities considered necessary, including considerations around the institutional structure required for project implementation.

• An assessment of the **inclusiveness** of the project, i.e. the active participation of person with disabilities and their representative organisations in all aspects of the project.

• **recommendations** for any further actions (including project modifications)

### 4.2. Assessment according to DAC Criteria

**Relevance - To what extent is the planned project doing the right thing?**

- Does the planned project approach address a developmental problem or a crucial developmental bottleneck of the partner country or region?

- Are the focus, prioritisation, and objectives (approach) of the planned project aligned with the target groups and are they clearly defined?

- To what extent do the project objectives and design adequately take into account the specific needs of the target groups and structural obstacles in the project region, partner/institution, policy programmes?

- Are norms and standards of the approach compatible with those of the target groups?

- Is the project designed in a conflict-sensitive way (Do-No-Harm principle)?

**Coherence - How well does the intervention fit?**

- How coherent are the planned activities with human rights principles (inclusion, participation), conventions and relevant standards/guidelines?

- To what extent are there synergies and linkages between the planned project and other interventions by the same actor (organisation) and other actors?

- What are the similarities or intersections between the target groups and the projects of other actors in the same context? To what extent does the project add value and avoid duplication?

**Effectiveness - Which project approach can best achieve the objectives?**

- Are the causal relationships (including assumptions) plausible? What negative effects could occur?

- Is the chosen methodological approach appropriate to the context and sufficient to achieve the project objective? Are alternatives necessary?

- At which level (multi-level approach) are additional measures to increase effectiveness to be envisaged?

- How are changes measured? Which indicators (fields) are more suitable for this?
Efficiency - Does the use of funds planned by the project appear economical in terms of achieving the objectives?

- To what extent can the planned measures be implemented with the budgeted funds and personnel in the planned duration?
- To what extent are the planned expenditures used economically and are the investments, operating expenses and personnel in proportion to the intended objectives?

Impact (significance) - To what extent does the planned project contribute to the achievement of overarching developmental impacts?

- What specific contribution does the project objective (outcome) make to the overall objective (impact)?
- To what extent does the planned project have a structure-building, exemplary and broad impact?
- At what levels will norms or structures be changed?

Sustainability - To what extent will the positive effects (without further external funding) continue after the end of the project?

- How can the sustainability of the results and impacts be ensured and strengthened? (structural, economic, social, ecological)?
- What long-term capacities are built up in the target group to be able to continue the implemented measures on their own?
- What positive changes (role behaviour, mechanisms, networks and others) benefit civil society in the long term?
- Which personal risks for the implementers, institutional and contextual risks influence sustainability and how can they be minimised?

4.3. Recommendations

Based on the main findings and the assessment according to the DAC criteria, the consultant should provide concrete suggestions for the concept of the project taking the questions below into consideration:

Examples:

- Which components, if any, are missing in the project concept to make the cause-effect relationships more coherent and to sustainably achieve the planned objectives?
- Which planned components are not suitable or could have negative effects, and for what reasons?
- Which assumptions of the cause-effect relationships are viable?
- Which findings and project-relevant data of the study are suitable to be integrated into the project logic? (Impact matrix of the project proposal)?
- What are the recommendations for possible indicators for impact monitoring and data collection?

4.4. Scope
**a. Stakeholders**

The consultant will work closely with all relevant stakeholders, including CBM Eastern Mediterranean Desk and QADER for Community Development (partner organisation) as well as relevant local government/non-government agencies/ CSOs and OPDs.

He/She will report to the CBM team as agreed beforehand. The consultant will execute his/her mission in complete independence and will receive only general instructions by CBM, justified by the necessities of the independent collaboration between the parties and the orderly execution of the confined tasks.

**b. Geographical Scope**

The project is located in **15 marginalized communities in the Governorates of Hebron, Bethlehem and Ramallah/ Palestine**. Thus, the study shall analyse the situation in:

- 11 communities in Hebron Governorate (Bani Na'im, Sa'ir, Saref, Beit Ummar, Ashuyoukh, Beit Ula, Tarqumia, Idda, Beit Kahel, Al Samou, and Adhariyah)
- 2 communities in Bethlehem Governorate (Tuqu and Al Obaidiya)
- 2 communities in Ramallha (Birzeit and Beit Liqia).

**c. Documents to be reviewed**

*Please insert any related documents, such as actual project proposal, previous project reports, evaluations, organisational policies and strategies etc. relevant to this study*

- Baseline data of the ongoing CBM project in 5 communities
- Project Proposal, especially Impact Matrix
- Local development plans for the target communities
- Community Disability profiles where available
- Any other relevant documents to be agreed upon

**Methodology**

Independent of the methods to be used, there are mandatory mechanisms that must be adhered to during the entire process:

- Participatory and inclusive (local community, persons with Disabilities, OPDs and CBOS, municipalities, Directorates)
- Safeguarding of children and adults at risk
- Data Disaggregation (gender/age/disability/location)
- Data Security and privacy (informed consent)

The evaluator is expected to use a variety of methods to collect and analyse data. Participatory methods should be used to collect qualitative and quantitative data. The consultant shall indicate the methodology he/she intends to use in his/her offer.

**Limitations**

Due to the special situation in the oPT, there is a possibility of political conflict events, due to the Israeli occupation, or internal conflict that may result in movement, safety and
security restrictions. In case the target locations accessibility was not safe, then this might be avoided through using virtual methods and different online tools as required. The local government might impose lockdowns or strict measures on movement if there are any developments with the spread of new variants of the COVID-19 virus, or other similar viral pandemic. This will affect the freedom of movements as well, resulting in difficulty in implementing face to face interviews meetings, or workshops. The consultant should suggest alternative scenarios for data collection tools or methods to overcome this problem, taking in consideration that the virtual methods solutions are the last solution to use. Implement social distancing and safety protocols throughout its activities to ensure the safety of stakeholders and beneficiaries.

**Deliverables and Schedule**

**7.1. Deliverables**

- **Inception report** including proposed data collection tools and feasibility study question matrix (matching feasibility study questions with data collection tools);
- **Final report** (max. 30 pages without annexes) according to CBM’s report template and in accessible format;
- **Materials, data collected/analysed** and other documents related to the feasibility study;
- A summary **Power Point Presentation** highlighting main findings and recommendations.
- Presentation of findings and recommendations in a **validation workshop**.
- **All Documents should be in English**.

**7.2. Time Frame and Schedule**

The study is expected to start **1st September** and to be concluded latest **12 October 2022**, taking **25 – 30 days** (tentative)

Availability of the consultant for the proposed timeframe is crucial. An itemised action plan should be submitted with the expression of interest.

<table>
<thead>
<tr>
<th>Activity Description</th>
<th>Duration/days (tentative)</th>
<th>Stakeholders involved</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Briefing of consultant</td>
<td>1</td>
<td>CBM &amp; QADER</td>
<td>Online</td>
</tr>
<tr>
<td>Review of relevant documents</td>
<td>3</td>
<td>Consultant</td>
<td></td>
</tr>
<tr>
<td>Tools development</td>
<td>4</td>
<td>Consultant</td>
<td></td>
</tr>
<tr>
<td>Inception Report (Workshop)</td>
<td>1</td>
<td>CBM &amp; QADER consultant</td>
<td>Online</td>
</tr>
<tr>
<td>Data collection</td>
<td>12</td>
<td>Consultant &amp; QADER</td>
<td>Field</td>
</tr>
<tr>
<td>Data analysis and preparation of draft report</td>
<td>5</td>
<td>Consultant</td>
<td></td>
</tr>
<tr>
<td>Activity Description</td>
<td>Duration/days (tentative)</td>
<td>Stakeholders involved</td>
<td>Location</td>
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<tr>
<td>Validation Workshop (incl. ppt presentation)</td>
<td>2</td>
<td>CBM &amp; QADER Consultant</td>
<td>Online</td>
</tr>
<tr>
<td>Finalisation of feasibility study and submitting final report</td>
<td>2</td>
<td>Consultant</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>30</strong></td>
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**Skills and Experience of Study Team**

The feasibility study will be conducted by an independent consultant who will work in close collaboration with CBM and the intended partner organisation **QADER for community development.**

Primary stakeholders must be involved in conducting the feasibility study to best assess the inclusiveness of the proposed project components.

The consultant should have the following attributes among others:

- Academic Degree and extensive expertise and experience in designing and conducting feasibility studies, evaluations of projects/programs
- Knowledge and experience in community based inclusive development (CBID)
- Proven working experience with NGOs or INGO and the Government sector
- Ability to conduct high quality research (qualitative and quantitative), to draw practical conclusions and to prepare well-written reports, meet deadlines and respond to requests and feedback timely and appropriately;
- Strong analytical skills and ability to clearly synthesise and present findings;
- Ability to provide strategic recommendations to key stakeholders;
- Proven record of carrying out similar tasks in the region and/or international.
- Experience in undertaking research with remote and marginalized communities;
- Knowledge of international laws and key documents for persons with disabilities;
- Awareness of local cultures and situation of Persons with Disabilities in the West Bank
- Knowledge of local polices and laws and local different acting stakeholders relevant for Persons with Disabilities in the West Bank
- Excellent interpersonal and communication skills including ability to facilitate and work in a multidisciplinary team;
- Ability to speak local languages, Arabic (or get the assistance of a translator)

**Safeguarding Policy:** As a condition of entering into a consultancy agreement the evaluators must sign the CBM’s or the partner organisation’s Safeguarding Policy and abide by the terms and conditions thereof.

**Application and Selection Procedure**

9.1. **Expression of Interest**
The consultant is expected to submit both the technical and financial proposal including a description of the consultancy firm, CV of suggested team members, an outline of the understanding of these TORs and suggested methodology, and a detailed work plan for the entire assignment. A detailed budget for the expected assignment shall include all costs expected to conduct a disability inclusive and participatory study, and taxes according to the rules and regulations of the consultants’ local tax authorities.

CBM reserves the right to terminate the contract in case the agreed consultant/s are unavailable at the start or during the assignment.

All expressions of interest should be submitted in English by email to:

**info.em@cbm.org** by **COB 22nd August 2022.**

**Selection Criteria**
Only complete Expressions of Interest will be considered for selection. The assessment is broken down as follows;

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Score</th>
</tr>
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<tbody>
<tr>
<td><strong>Budget</strong></td>
<td>20%</td>
</tr>
<tr>
<td><strong>Technical proposal:</strong></td>
<td>80%</td>
</tr>
<tr>
<td>Experience in the related task</td>
<td>20%</td>
</tr>
<tr>
<td>Qualifications of team</td>
<td>20%</td>
</tr>
<tr>
<td>Technical proposal and methodology</td>
<td>40%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
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</table>