



Request for Offer (RfO)
&
Terms of Reference (ToR)

Consultancy Services

for

**The Evaluation of the Public Programme
at the
A.M. Qattan Foundation**

April 2024

DISCLAIMER:

This document was developed in September 2023; it was set for dissemination on the week of 9 October 2023.

Everything was put on hold as we witnessed the Genocide unfold in Gaza.

We decided to reinitiate the process now. The content of the document below was not edited after 7 October; hence we invite interested consultant(s) to take into consideration the political and cultural shifts underway both in Palestine and globally in their conceptualisation of the process and methodology.

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I. Background:

A.M. Qattan Foundation

The A.M. Qattan Foundation is an independent, not-for-profit developmental organisation working in the fields of culture and education, with a focus on children, teachers and young artists (www.qattanfoundation.org).

Founded and registered in 1993 in the UK as a charity (no. 1029450) and as a charitable company limited by guarantee (no. 02171893), its registered branch in Palestine (no. QR-0035-F) was founded in 1998. The Foundation's operations are mainly in Palestine and the United Kingdom through The Mosaic Rooms (www.mosaicrooms.org).

The Foundation is currently operating under the [Strategic Plan 2019-2024](#).

The Public Programme (PP)

In 2017, as the Foundation was constructing its new Cultural Centre in Ramallah, its Board initiated a new cultural programme to offer to the public on its new premises. As such, the PP was initiated with the mandate *to generate provocative, rigorous, experimental cultural events that engage partners and audiences in critical discourse on the arts and culture and involve artists at every level*.

Artists, architects, critics, writers, scholars and partner institutions were and are invited to collaborate on the creation of a wide range of events through lectures, performances, concerts, talks, workshops and engagement projects that correspond with in-house exhibitions as well as to broader arts and cultural discourses locally, regionally and globally.

The initial "task" of the programme was to organise the opening of the new Cultural Centre in 2018 and to develop a modus operandi for this newly introduced programming focus of the Foundation. Currently, after almost six years of operations and significant changes at the Foundation, the PP consists of three major tracks: 1) Curation, 2) Community Engagement, and 3) the Library. The Programme's cornerstone was set in the Curation [quite before naming it thus] and curation as a practice. It developed further to include community engagement as a track of work. In 2021, as the overall restructuring process was concluded, the Library was integrated as it transformed from an education/humanities specialised library to a public resource.

The Curation track coordinates and produces cultural public events and activities either

through biennial/annual thematic major projects or through local and international cultural activities held within the Foundation's facilities. Selected themes are based on identifying critical issues and questions relevant to the local context, including inquiries that situate Palestine in the larger regional and global discourse.

The Community Engagement track develops activities in partnership with partner organisations and community-based groups and initiatives from different sectors, including education, academia, the youth sector, etc. The activities of the unit focus on families, artists, students and other target groups across Palestinian geography and online, and utilise the projects designed by the Curation and Programming Unit as a base for planning and content development. The Unit also gives considerable attention to working with the neighbouring community around the Cultural Centre (i.e. al-Tira, Ramallah).

The Library provides free and open access to a broad range of collections and services to people of all ages and backgrounds. It aims to evolve into a public library. Within the shift in the role of libraries in the current digital information age, the Library Unit seeks to focus on altering its classic services to the community by means of strengthening community engagement through offering public activities; developing accessibility to the Foundation's Audio-Visual Archives; developing digital library services; offering library spaces for community groups; and allowing connections to global library networks.

II. Evaluation Objective and Main Questions:

Objective

As can be inferred from the above, the PP has developed over its seven years of operation based on needs and resources available (in a structured manner), and based on the experience of, conversations with, and input of its curator and its partners and stakeholders (in a more organic manner). As the Foundation initiates the development of its 2026-2030 strategic plan, it intends to evaluate the impact and contribution of its PP to carry forward the recommendations and lessons learnt into its new plan.

To that end, the external evaluation process is to:

1. Evaluate the contribution of the PP to the Foundation's strategic objectives of 2019-2024.
2. Evaluate the impact and relevance of PP programming/project in creating dialogue, enriching the cultural scene and promoting critical thinking and knowledge, with/among culture professionals, the art scene in Palestine and audiences.
3. Evaluate the effectiveness and efficiency of resource management in PP programming and projects.
4. Provide input and recommendations that inform the upcoming planning process for the

Additional evaluation questions:

The following is a list of questions to consider in the evaluation process. However, it is not a comprehensive list, as the consultant(s) may suggest additional points based on their approach:

1. How did the programme develop over the years, in terms of interventions/ audience/outreach/structure/etc? What are the main lessons learned?
2. How are the projects and activities received and perceived by the PP target audiences, beneficiaries and partners? What can we learn from this that can provide guidance for the future?
3. What parameters were developed and are integral to project design and decision making at the PP? How relevant, effective and impactful are they?
4. Keeping in mind a deep appreciation of the Palestinian and regional contexts as well as the Foundation's commitment to advancing critical knowledge, what parameters should be key in programme design? What comparative regional or international programmes are there? What case studies may inform us?
5. How is the PP engaging with other programmes and departments at the Foundation? And how does that impact the Foundation's work and achievement of its goals?
6. To what extent has the programme structure and resource distribution helped/hindered the achievement of its goals? What can we learn from this?

III. Requirements/Guidelines:

1. Consultant Qualifications

Individuals, teams and companies are eligible to apply. However:

- Team leader and/or main consultant must have a solid background in and engagement with cultural practices and/or cultural studies.
- Team leader and/or main consultant must have at least 15 years of experience in working with/in relevant projects and/or programmes.
- Team leader and/or main consultant must have solid knowledge on context of cultural production, cultural practice and community engagement in Palestine.
- Consultant and/or team members should demonstrate experience and ability to gather and analyse qualitative and quantitative data.
- A record of published articles and/or studies on relevant issues is a plus.

2. Available Information and Foundation Commitment

- An introductory meeting will be set to provide a presentation about the history and

scope of PP.

- Available literature includes annual plans, annual reports, budgets and publications about key interventions, media coverage, lists of events and basic audience numbers.
- A list of key partners.
- A focal point shall be designated for the communication and coordination process.
- Staff and senior management shall always be available to assist.
- Deliverables shall be reviewed and feedback shall be provided to the consultant(s).

3. Scope of Work

- The projects/activities to be evaluated are managed, initiated and commissioned in the West Bank during the current strategic plan cycle (2019-2024).
- The evaluation period is since its inception (2017) to date.

4. Key Required Tasks:

- Development of evaluation methodology and work plan in conversation with the Foundation.
- Desk review, research and attendance of events run by the PP.
- Sample selection of major stakeholders and stakeholder groups.
- Research on similar regional/international programmes (to use as benchmarks if needed).
- Interviews with PP staff, Foundation senior management and Board members.
- Actual evaluation based on developed methodology.

5. Key Expected Deliverables:

1. Updated methodology and work plan two weeks after contract signature.
2. Data collection tools and data validation tools.
3. Draft inception report.
4. Presentation of initial findings one week after submission of draft report for feedback and discussion.
5. Final report.
6. Presentation of final report.

ALL deliverables above:

- To be prepared in either Arabic or English with a required summary in the second language for the final report.
- To be copy edited and proofread.
- Shall be reviewed by the Foundation with feedback provided over two weeks, three

weeks for the final report. One cannot move from one deliverable to the other prior to review and approval by the Foundation.

Indicative Outline of Final Report

- Introduction
- Summary (both languages)
- Methodology, process and tools
- Observations, reflections, case studies (if any)
- Findings
- Recommendations
- Bibliography
- Annexes: research tools, lists of participants/interviewees, questions used, etc.

6. Timeframe:

Contract to be concluded after all deliverables are completed in a period that does not exceed five months.

IV. Requested Offers & Processing:

The Consultant(s) is/are requested to provide the following:

1. Technical Offer:

The requested information below shall serve as the basis for the technical evaluation of the full offer and shall constitute 70% of the total score:

- A brief on evaluation approach, core philosophy of evaluation and reflection on the ToR (1,000 words max).
- Key additional evaluation questions of interest.
- Suggested draft methodology and research and data collection tools.
- Detailed CV of consultant(s) showing relevant similar assignments.
- In case a team is applying, detailed CVs of team members with clear task division and roles in the team.

We are looking for consultants who have a keen interest in advancing the quality of cultural offers in Palestine, have a critical eye and can utilise evaluation tools applicable to culture research and evaluation. Hence, cliché, one-size-fits-all approaches shall be dismissed; technical offers that are mainstream jargon with minimal to no thoughtful consideration to the task at hand shall be disqualified.

2. Financial Offer:

- Offer is to be presented as detailed costs related to tasks/deliverables.
- Offers should be in US Dollars inclusive of ALL taxes (e.g. a 10% income tax is levied in Palestine for freelance work and shall be deducted from each payment).
- Payments shall be linked to tasks/deliverables and their approval; details to be discussed and finalised during the contracting process.

3. Offer Submission & Inquiries:

Offers are to be submitted by email by 21 May 2024 @ 14:00 Palestine time.

Please make sure to apply according to the following guidelines:

- Offers are to be submitted by email **ONLY**.
- Submissions are accepted **ONLY** if sent to: tenders@gattanfoundation.org. Submissions to other email accounts will be discarded.
- Technical and financial offers are to be submitted in **TWO SEPARATE EMAILS** as follows:
 - Technical offer and related documents in one email entitled: PPEVAL_Technical_ [name of consultant]
 - Financial offer in a separate email message entitled: PPEVAL_Financial_ [name of consultant]; password protection of documents is advised

Inquiries are to be sent via email only at: procurement@gattanfoundation.org

Final date to receive inquiries is: 15 May 2024.

4. General Notes:

- The Foundation is not obliged to accept the lowest offered price.
- The Foundation may decide to withhold the assignment if no offer fulfils its requirements or needs.
- We expect that the consultant(s) shall lead the evaluation exercise using a participatory approach and shall give weight to both qualitative and quantitative information.
- Consultant(s) should employ validated instruments, independently crosscheck data and utilise triangulation methods for comprehensive assessments. Mitigating bias, disclosing conflicts of interest and implementing inter-rater reliability measures are essential. The reporting should remain unbiased and data-driven.
- The Foundation shall require the selected consultant(s) to sign a Non-Disclosure Agreement alongside the contract.

- All data collected and generated for this task shall be the sole property of the Foundation, and the Foundation shall refer to the consultant in its communication of the process and in case the report (or any of its parts) is published.