

## ANNEX I: TOR FOR THE EVALUATION

### United Nations Development Programme

Programme of Assistance to the Palestinian People

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RFQ: PAL-0000053938

## Annex 2

### Terms of Reference

Final Project Evaluation

**Project Title:** Rehabilitation and Consolidation of the Gaza Industrial Estate (PAL10-00099398)

**Duty Station:** Gaza Strip with possible travel to the West Bank.

#### I. Background and Context:

The Palestinian Industrial Estates Project (IEP) was launched in 1999 with a view to increasing private sector employment, attracting foreign and inward private investment (including from the Palestinian diaspora and Arab countries), contributing to the growth of Palestinian economy, and generating foreign exchange earnings by promoting non-traditional exports. Palestinian Industrial Estates and Free Zones Authority (PIEFZA) established an "industrial free zone" model, whereby enterprises that produce goods primarily for export are exempt from customs and other taxes if they operate on an industrial estate which is part of the IEP. This private-public partnership became a reality with the construction of the Gaza Industrial Estate (GIE) at Al Montar (Karni) border crossing. The Palestinian Industrial Estate Development and Management Company - PIEDCO, a private developer, signed a long-term lease agreement to develop and operate the GIE. At the same time, PIEFZA, the regulatory authority, was established to oversee site development and operations. Like any cooperative endeavour, depend on the commitments and actions of all parties concerned.

During the latest Israeli offensive on the Gaza Strip in the period 8/July- 26 August/2014, massive partial or total damages occurred for about 861 industrial facilities, including Gaza Industrial Estate which have sustained damages to its infrastructures and some factories. Consequently, more than 7,000 direct workers have become unemployed and without income, thereby worsening the already deteriorated unemployment situation in the Gaza Strip. About two thirds of the total number of workers in affected industrial facilities who have become unemployed and without income belong to construction, food, and wooden industries. Therefore, immediate interventions are urgently needed to address common and specific needs for construction industries, food industries, and wooden industries as they represent more than two thirds of the total estimated losses of industrial sub-sectors. Common needs for these sub-sectors include off-site infrastructure (water supply, electricity, sewage, telecommunication, etc), increase the capacity of crossing points, rehabilitate GIE to enable accommodating some of the totally and severely damaged factories, plan, and design two more industrial estates in Gaza Strip.

#### • Objective of the Gaza Industrial Estate:

The risks were clearly very high given that the project's success was dependent on the political environment and even more importantly on Israeli policies on movement of people and goods in and out of the export-oriented GIE. The development objectives for Gaza industrial estates are appropriate to the development needs in Gaza with the high unemployment and poverty rates and the lack of industrial development. The objectives of the GIE are summarised in the followings:

1. Increase direct and indirect employment in Gaza
2. Contribute to Gaza's Gross Domestic Product (GDP)
3. Create conditions conducive to private sector industrial investment in Gaza
4. Provide appropriate physical infrastructure for industrial activity in Gaza.

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### • RCGIE Project description

The "Rehabilitation and Consolidation of the Gaza Industrial Estate (RCGIE)" is funded by the European Union and the Objectives of the action is to promote inclusive, sustainable, private sector-led economic development and therefore promoting decent-job creation in the Gaza Strip, building the path towards a green economy.

The main activities are:

1. Rehabilitation of GIE transformer rooms (8 out of 16);
2. Repair out-of-order power cables and external lighting.
3. Rehabilitation of GIE wastewater collection system.
4. Rehabilitation of two water wells.
5. Rehabilitation and upgrading of the GIE Desalinisation unit

### • The developer

The Palestinian Industrial Estate Development and Management Company - PIEDCO, a private developer, signed a long-term lease agreement to develop and operate the GIE. The agreement between PIEFZA and PIEDCO states that the Palestinian Authority (PA) will provide the allocated land with certain infrastructure and services such as (water, sewage collection, solid waste collection and dumping, electricity substations, external roads and communications land lines) as which is considered part of the agreement. The complete maintenance of the "off Site" infrastructure lies upon the developer.

### • Progress of the project to date

To date, a significant part of the "off-site" infrastructures has been completed.

The progress rate for the RCGIE, is around 90% for the five packages.

The RCGIE Project sought to achieve the following objective and outcomes:

**Project Objective:** The overall objective of the Project is:

To promote inclusive, sustainable, private sector-led economic development and therefore promoting decent-job creation in the Gaza Strip, building the path towards a green economy.

The specific objective of this Project is:

To rehabilitate and consolidate the Gaza Industrial Estate to ensure it is fully operational and works as a catalyst for industrial development.

### • UNDAF/CPD:

- The UNDAF thematic area 1: Economic empowerment, livelihoods, food security and decent work: By 2016, Palestinians in Palestine benefit from greater economic empowerment, improved livelihoods, access to decent work and food security (Outcome 1).
- The UNDP strategic plan 2014–17 outcome (1): Growth and Development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded

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**Project Outcome (Ultimate Outcome):** Increased resilience and improved wellbeing and livelihood of Palestinians especially youth in the Gaza strip through reducing dependence of the Palestinian economy on Israel and facilitating improved international trade opportunities, developing an enabling business and investment environment in Palestine, Promoting competitiveness of the industrial sector

Project Outcomes:

- ✓ **Outcome 1:** Adequate investment environment provided through rehabilitation and upgrading of the GIE infrastructure to provide all needed services for investors.
- Output 1.1: Rehabilitate GIE transformer rooms (8 out of 16);
- Output 1.2: Repair out-of-order power cables;
- Output 1.3: Rehabilitate GIE wastewater collection system;
- Output 1.4: Rehabilitate one water well
- Output 1.5: Rehabilitation of the GIE Desalination unit.

UNDP/PAPP has established partnerships with all relevant stakeholders during the design, and implementation phases. The Project was fully aligned with the national priorities where the Project was implemented in full cooperation and coordination with the PIEFZA's administration, GEDCO and PIEDCO as the main stakeholders and beneficiaries. The Project management follows the results-based management (RBM) principles.

### II. Evaluation Purpose

The overall objective of this evaluation is to assess the progress made towards the achievement of the RCGIE Project's overall objective and respective outcomes and outputs, examining the result chain, processes, contextual factors and causality, to understand the achievements or the lack thereof. The evaluation should determine the relevance, impact, effectiveness, efficiency and sustainability of the Project to make adjustments and improve contributions to development. The assignment also aims to gather lessons learned to provide recommendation and identify best practices that focus on key components to guide future programming in enhancing the economic sector.

The evaluation should examine the contribution of the Project to cross-cutting issues including human rights, gender equality, poverty reduction and rights of persons with disabilities. The evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned, in a separate section, into the decision-making process of both recipients and donors.

### III. Evaluation Scope, Criteria and Questions:

The evaluation scope covers all components of the RCGIE Project under the expected outcomes outlined in section I. This includes recovery of economy sector through reconstruction and rehabilitation of 8 transformers' rooms, reconstruction of 2 water wells and connecting to the existing water supply system, rehabilitation and expansion of sewage system including main and sub stations, rehabilitation and repair out-of-order power cables, rehabilitation of external lighting, and rehabilitation and upgrading of the desalination plant of the GIE.

The evaluation criteria are mainly for five areas recommended by the Development Assistance Committee (OECD). Below are some examples of the questions that the evaluation team are expected to answer as part of this assignment.



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**Relevance:** The extent to which the Project is consistent with the priorities and policies of the target group, recipient and donor. Evaluation should answer the following questions:

- To what extent are the activities and outputs of the RCGIE Project comply with the relevant national policies and priorities including national development plan, national policy agenda and the PA Detailed Needs Assessment (DNA) and Recovery Framework of Gaza Reconstruction?
- To what extent does the objective of the development intervention in terms of development policy correspond with the objectives and strategic directions of the UN Development Assistance Framework (UNDAF) and UNDP Country Project Document (CPD)?
- Are the activities and outputs of the Project consistent with the overall objective and the planned results?
- How important is the intervention for the target group and subgroups (e.g. factories and tenants), and to what extent does it address their needs and interests?

**Effectiveness:** The extent to which the Project attains its stated objectives, outcomes and outputs. Evaluation should answer the following questions:

- To what extent were the expected results achieved / are likely to be achieved against the objectives and indicators?
- How effective was the Project approaches in the achievement of the expected results? Which components of the Project approaches require modifications?
- What were the major factors influencing the achievement or non-achievement of the objectives?
- How has the Project contributed to providing adequate investment environment in the targeted infrastructure activities?

**Efficiency:** the extent to which the Project outputs were achieved in an economic and efficient manner. Evaluation should answer the following questions:

- Were the financial resources and other inputs efficiently used to achieve results?
- Were the activities cost-efficient?
- Did the Project implementation follow the agreed timeframe? If not, what factors led to the change or delay in its delivery?
- Was the Project implemented in the most efficient way compared to alternatives?
- To what extent have the interventions been implemented/ coordinated with appropriate and effective partnership and synergies? What has been the nature and added value of these partnerships?
- Did UNDP and its implementing partners have adequate technical expertise/capacity to implement the different Project components?

**Impact:** the extent to which the Project has produced positive and negative changes, directly or indirectly, intended or unintended. Evaluation should answer the following questions:

- What were the main impacts (positive/negative, expected/unexpected) as perceived by the different actors and beneficiaries of the project?

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- What were the notable immediate impact observed on the targeted beneficiaries and likely long-term impact of the Project?
- What real difference has the Project made to the beneficiaries?
- Has the project contributed to improving the social and living conditions of the targeted groups? In what way whether current or in future?
- Does the project have any adverse social or environmental effects that should be considered in future projects and how?
- Has the project contributed to enhancing human rights including those for women? How such projects which focuses on improving the economic infrastructure can support gender equality and human rights standards?
- How the project contributed to the protection of vulnerable groups, target beneficiaries and end users of existing industries?
- Are there any experiences that should be highlighted, e.g. case studies, stories, and best practices?

**Sustainability:** to what extent the Project benefit are likely to continue after donor funding is ended. Evaluation should answer the following questions:

- To what extent did the benefits of a Project or project continue after donor funding ceased?
- To what degree did the Project consider the existing structure or resources to enhance the sustainability after the end of the intervention?
- Do local community and beneficiaries support the interventions that were carried out by UNDP and the implementing partners? How national ownership is materialized?
- What is the likelihood that the operation, maintenance and repair of the constructed or recovered utilities being financed at the local and national level for continuity of the series after the end of the project?
- What were the major factors which influenced the achievement or non-achievement of sustainability of the Project? Specify the role of GIE operator in connection with sustainability?

#### IV. Methodology:

The methodology that will be used and applied should be participatory and interactive, wherever and whenever possible. The methodology shall fulfil the evaluation objectives and answer the evaluation questions. The processes for evaluation should entail mixed methods, utilising qualitative and quantitative processes for data collection and analysis. For the quantitative data collection, international standards for probability sampling will be used in order to make statistically inferences. For the qualitative collection, a mixture of filed visits and consultative meetings with key informant interviews using semi-structured questionnaires as well as focus group discussions with diverse groups of beneficiaries and stakeholders will be used.

The evaluation will involve reviewing the Project documents, any regional, global, and national data available, and other relevant literature. In addition, the evaluation team will undertake meetings and interviews with a broad range of stakeholders including, but not limited to, beneficiaries, local implementing partners, local government representatives, UNDP Project team, EU representative and other community members.

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Quantitative measures (both percentage and numbers) will be used to validate the different indicators identified within the performance management plan; for example, number of GIE facilities recovered, number/percentage of labours benefit directly or indirectly from the intervention, ...etc. Data sources for quantitative indicators will include the PIEFZA and PIEDCO, annual statistical reports, UNDP progress reports, UNDP counterparts, UNDP implementing partners' reports including GEDCO and PIEDCO. UNDP's partners will facilitate reaching the beneficiaries for the evaluation team to conduct focus group discussions and semi-structured interviews.

The above evaluation questions cover all the OECD/DAC criteria for the evaluation of development assistance. In line with UNDP evaluation policy and the standards for UN Evaluation in the UN System (developed by the UN Evaluation Group), all those engaged in designing, conducting and managing evaluation activities will aspire to conduct high quality and ethical work guided by the professional standards and ethical and moral principles.

#### V. Evaluation Products (Deliverables)

Under the overall supervision of the Programme Specialist and the support of the Project Manager, Monitoring and Evaluation Associate, Gaza Project Specialist, and the Management Support Unit (MSU) Team and in close cooperation with the Project counterparts, the evaluation team will review the project document, signed agreements, framework and progress reports in order to produce the followings key evaluation products and the evaluation team will be accountable for producing:

1. **Prepare an evaluation inception report and work plan:** The evaluation team shall prepare a work plan "Inception Report" that describes how the evaluation will be carried out and the timetable for each activity. The inception report should be prepared by the evaluation team before going into the full-fledged evaluation exercise and to be submitted **one week after** signing the contract. It should detail the evaluators' understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods, proposed sources of data and data collection procedures. It should also include a proposed schedule of tasks, activities and deliverables, designating a team member with the lead responsibility for each task or product and the evaluation matrix (Please see annex #3: Sample evaluation Matrix).
2. **Field visits and data collection:** the evaluation team shall undertake all visits that are needed to the project site, the project counterparts and the stakeholders. All visits and meetings shall be planned in a schedule shared with the Project Manager copying the above-mentioned UNDP/PAPP representatives. Weekly update on progress of the different activities of the evaluation process to be submitted starting **from week 2** until the end of the evaluation assignment. Progress report will be submitted by end of **Week 4**, reflecting the initial finding of data collection and recommendations on the way forward.
3. **Evaluation report:** the evaluation team shall prepare an evaluation report that describes the evaluator's findings, recommendations and lessons learnt. The report should also highlight gaps, strengths and weaknesses of the Project (Please see attached annex #1: UNDP evaluation report template and quality standards). A draft evaluation report should be submitted **four weeks after** approving the inception report where UNDP will make the necessary feedback within **week 7**. Final evaluation report will be



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submitted **one week after** receiving the comments from UNDP and the project partners on the draft evaluation report.

4. Evaluation brief and other knowledge products of participation in knowledge sharing events, if relevant.

#### VI. Evaluation Team Composition and required Competencies:

The consultancy firm should have proven experience in implementation of Project Evaluation with UN and International organizations. The Consultant shall provide at least the following expertise and team of experts in order to be able to implement the assignment, as follows:

##### ▪ Team Leader:

The team leader must have a master's degree in project management, value engineering, strategic planning and evaluation or any other related fields and with the following working experience:

- A minimum of 15 years of relevant local and international experience undertaking evaluations is required, including proven practical professional experience in designing and conducting major infrastructure evaluations.
- Substantive experience in evaluating similar development projects related to the fields of infrastructure development, with components of capacity development and job creation.
- Local or international consultancy experience in economies similar to the Palestinian economy and in industrial & commercial projects.
- Excellent and proven knowledge of evaluation methodologies and approaches.
- Proven experience in producing coherent, clear analytic reports and knowledge pieces is a requirement.

##### ▪ Electrical power Expert:

The Electrical Power Expert must have at least Master's degree or equivalent in electrical power engineering, construction management, or other related fields and with the following working experience:

- At least 12 years of experience in medium voltage networks engineering sector especially industrial areas.
- Substantive experience in principles of building back better is an asset.
- Strong knowledge of Monitoring and evaluation methods for development Projects, knowledge of UNDP's results-based management orientation and practices.
- Familiarity with implementation and/or evaluation of power infrastructure in developing countries.
- Familiarity with institutional capacity building, Policy framework and institutional strengthening.
- Familiarity with UNDP Guidelines, Procedures, participatory monitoring approaches.

##### ▪ Water infrastructure Expert:

The Water Infrastructure Expert must have at least Master's degree or equivalent in water and waste water projects management/mechanical engineering or other related fields and with the following working experience:

- At least 10 years of experience in implementation of waste water pumping stations and desalination plants.
- Strong knowledge of Monitoring and evaluation methods for development Projects, knowledge of UNDP's results-based management orientation and practices.

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- Familiarity with institutional capacity building, Policy framework and institutional strengthening.
- Familiarity with UNDP Guidelines, Procedures, participatory monitoring approaches.
- Substantive experience in evaluating projects and Projects with multiple water infrastructure dimensions (desalination, sewage pumping stations, water wells and networks) perspectives is an asset.

#### ▪ Economic Empowerment Expert:

The Economic Empowerment Expert must have at least Master's degree or equivalent in Economics, business administration, management or any other related fields and with the following working experience:

- At least 10 years of experience economic empowerment with special focus on Gaza industrial sector.
- Strong knowledge of Monitoring and evaluation methods for development Projects, knowledge of UNDP's results-based management orientation and practices.
- Familiarity with implementation and/or evaluation of economy development efforts in developing countries.
- Familiarity with institutional capacity building, Policy framework, national plans and institutional strengthening.
- Familiarity with UNDP Guidelines, Procedures, participatory monitoring approaches.
- Substantive experience in evaluating projects and Projects with industrial perspectives is an asset.

In addition to the aforementioned core expertise, the consultancy firm shall possess enough administrative, logistical, and financial management capacity by ensuring the availability of an administrative and financial support team, support the above-mentioned expertise by evidence (Resume, work samples, references), be independent from any organization/institution that have been involved in designing, executing, or advising any aspect of interventions subject to this evaluation

#### VII. Evaluation Ethics

Evaluations in UNDP will be conducted in accordance with the principles outlined in the UNEG "Ethical Guidelines for Evaluation". Evaluation team must abide by the evaluation ethics and procedures to safeguard the rights and confidentiality of information providers. This includes necessary measures to ensure compliance with legal codes governing areas such as provisions to collect and report data, particularly permissions needed to interview or obtain information about children and young people; provisions to store and maintain security of collected information; and protocols to ensure anonymity and confidentiality.

#### VIII. Implementation Arrangements

The primary supervision will be provided by the Project Manager, Gaza Project Specialist and the Management Support Unit (MSU) team in UNDP/PAPP who will be involved and Informed in all the stages of the evaluation process. The Project Manager will facilitate the access to program different data as mentioned in Annex 3 which entails providing program documentation as needed for the evaluation.

The evaluation team will make formal/informal contacts with stakeholders as necessary as well as logistics and operational support in conducting surveys / interviews / focus group discussions and organizing the end of the evaluation workshop (Please see annex # 4: List of stakeholders to be involved in the evaluation). Evaluation team



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will also be responsible for disseminating the findings in consultation with UNDP. The evaluation team will be responsible for the timely production of evidence-based evaluation, including recommendations to quality standards.

The evaluation shall be conducted for a period of 12 weeks, of which the Consultant is active for 10 weeks with a total of 50 working days. The detailed final Evaluation methodology will be agreed as part of the consultation inception process by way of communication with all the relevant UNDP representatives specified above.

The evaluation team shall start the evaluation process with an inception meeting with all UNDP representatives specified above and supervising the evaluation process. The evaluation team should review all needed documentation and submit an inception report based on the meetings with UNDP and relevant stakeholders within two weeks of signing the contract. After endorsement by UNDP/PAPP, the evaluation team will then undertake interviews, focus group discussion, and surveys with different key stakeholders and beneficiaries, preparation of an evaluation report & a lessons learned document. Team leader will be submitting weekly concise reports on the different processes starting on week3. Midterm review report will be developed by the team leader after Week6 from the start of the evaluation assignment to display the initial findings of data collection and recommend on any measures that are necessary to align the remaining activities towards successful accomplishment of the evaluation. The evaluation team leader shall submit the draft product to UNDP for comments and finalize the product within two weeks after receiving the feedback.

The consultant will be contracted by the UNDP/PAPP. The project manager will facilitate the mission of the evaluation team, though the evaluation team is responsible for all logistical arrangements necessary with the counterparts and stakeholders including telecommunication, transportation and any other logistical arrangements. All required information about the project will be provided.

#### IX. Time Frame for the Evaluation Process:

Key tasks	Indicative duration
<p>Conduct a desk review of relevant documents listed in Annex #4: Documents to be consulted.</p> <p>The evaluation team will follow UNDP procedures for ethical standards in evaluation, data collection and analysis, to be shared at the start of the consultancy. Evaluation team will participate in initial briefing meeting with UNDP. The evaluation team will submit an inception report that will include the following among others:</p> <ol style="list-style-type: none"> <li>1. Evaluation plan including timelines and activities.</li> <li>2. Evaluation methodology including <b>evaluation matrix (see annex 4)</b>.</li> <li>3. Data collection tools (qualitative and quantitative) and targeted stakeholders.</li> <li>4. Roles and responsibilities</li> <li>5. Ethical protocols</li> <li>6. Plan for data analysis (qualitative and quantitative)</li> </ol>	One week

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7. Report preparation and dissemination.	
Upon approval on the inception report by UNDP, the evaluation team shall conduct field visits to collect data through a combination of data collection methods. Qualitative and quantitative data will be collected from field visits of the implemented activities as well as consultative meetings, focus groups, questionnaires, etc. It is expected that the team will ensure representative involvement of beneficiaries and non-beneficiaries in the evaluation.	Four weeks
Submit primary data; the collected data files (both quantitative and qualitative) is UNDP property and cannot be used for other purposes without written approval by UNDP.	
A presentation of the preliminary findings will be done to UNDP team.	
Weekly concise progress reports will be submitted starting week 2 from the initiation of the evaluation assignment until its end and midterm review report in weeks from the start of the evaluation assignment.	
Develop a draft evaluation report as per the standard UNDP evaluation report format in week 7 (see Annex # 1: UNDP evaluation report template and quality standards). UNDP then will give feedback	
Draft report presented to UNDP, seeking feedback for incorporation, and follow up steps.	Two weeks
Finalize the evaluation report with recommendations as well as lessons learned and submit to UNDP on time together with the information collected above and presentation to stakeholders for approval.	
End of the evaluation through a workshop with stakeholders and UNDP.	

### X. Cost

Level of efforts to complete this assignment shall be estimated by the consultancy firms to accomplish all requested deliverables.

### XI. Payments

The consultant will receive the first payment, 30% of the total amount upon submission of approved inception report. A second payment of 30% upon approval of the submitted midterm report. A final payment of 40% of the total amount will be issued after the final approval of the deliverables and approval on evaluation report by UNDP/PAPP.

### XII. Application Process

Interested consultancy firms are required to submit a full technical and financial proposals separately including relevant Curriculum Vitae and work plan that demonstrates the qualification, skills, experience and track record to deliver the services required and that reflects and understanding of key issues relating to the scope of work.

Note: A tentative format for submitting a proposal is in Annex # 6: FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL. The consultancy firms can elaborate more in its application.

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### 1. Technical Proposals

The technical proposal shall describe the approach and methodology that will be applied by the consulting firm to meet the objectives and scope of the assignment and shall include the following:

- A. The methodology.
- B. The suggested work-plan.
- C. Description of tools that will be used and provided.
- D. Company Profile including description of company facilities and resources.
- E. List of relevant evaluation undertaken within the last five years.
- F. Contact of three previous clients that can be used for reference purposes to whom similar services have been provided and completed. The proposal will include description on the evaluation undertaken and the different methodologies used for each individual intervention to serve the three clients. Respective reference letters have to be included within the proposal.
- G. Organization chart for carrying out the evaluation along with profile of experts and support team included in the plan. A matrix should be provided to show which expert/support staff will work on what activities and for what duration.
- H. CVs of the experts and support staff who will participate in conducting the assignment.

The proposal shall be valid for a minimum of six months from the date of bid closing and shall be duly signed by the official representation of the consulting firm and stamped.

### 2. Financial Proposals

The offeror is asked to prepare the Price Schedule in US Dollars to be provided in a separate envelope from the rest of the RFP. The financial proposal shall specify a total lump sum amount all-inclusive for the provision of the requirement.

The lump sum amount shall be broken down to show the following level of detail:

- o Daily rates of staff
- o Administrative costs
- o Overhead
- o Cost of workshops
- o Any other applicable costs

### XIII. Evaluation of Applications:

A two-stage procedure is utilized in evaluating the proposals, with evaluation of the technical proposals prior to any price proposal being opened and compared. The price proposal of the Proposals will be opened only for submissions that passes the minimum technical score (80%) in the evaluation of the technical proposals. The technical proposals are evaluated based on their responsiveness to the Terms of Reference (TOR).

The evaluation will be made based on a 70:30 weight ratio of the technical (70 points out of 100) and financial evaluation (30 points out of 100).



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Technical Proposal Evaluation		Points obtainable
1.	Expertise of Firm	35
2.	Evaluation Plan including key milestones	35
3.	Staffing plan and CV's	85
4.	Methodology	45
<b>Total</b>		<b>200</b>

The evaluation form for the technical proposals will be as follows. The obtainable number of points specified for each evaluation criterion indicates the relative significance of weight of the item in the overall evaluation process.

Technical Evaluation Criteria			Points	Weight
FORM 1	Expertise of Firm /Organization			35
	A.	Does the Company Profile reflect the requirements of the TOR including company size and reputation?	10	
	B.	Do projects undertaken within the last 5 years relate to the TOR?	15	
		(Minimum 5 years' experience in provision of similar services to TOR)		
FORM 2	C.	Quality of References provided by 3 previous clients. Evaluation Methods utilised will have to be well presented	10	
	Evaluation Plan including key milestones, organization and timetable			35
	A.	Does the evaluation plan clearly demonstrate what activities will be undertaken at each phase respecting the overall pre-set guiding time frame in the TOR?	20	
FORM 3	B.	Is the plan sequence logical and duration of activities adequate reflecting good understanding of the TOR and good managerial competency?	15	
	Staffing Plan			85
	A.	Is overall staffing plan sufficient to undertake TOR?	10	
	B.	<b>Team Leader</b>		
		- Education	8	
		- General professional experience	8	
		- Specific professional experience	8	
	C.	<b>Electrical power Expert</b>		
		- Education	6	
		- General professional experience	6	
		- Specific professional experience	6	

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FORM 4	D.	Water Infrastructure Expert		
		- Education	6	
		- General professional experience	6	
		- Specific professional experience	6	
	E.	Economic Empowerment Expert		
		- Education	5	
		- General professional experience	5	
		- Specific professional experience	5	
		Methodology		45
	A.	Clearly illustrates how the evaluation will be conducted to cover all required elements giving enough confidence on the success of evaluation process with sufficient details.	15	
	B.	Clearly illustrates how data will be collected	7.5	
	C.	Set clear criteria to be followed for evaluation of every aspect required in the TOR showing adequate weighting relative to each other	15	
	D.	Clearly illustrates how the final report will be developed and finalized	7.5	
		Total		200

In the Second Stage, the price proposal of all Offerors, who have attained the minimum 80% score in the technical evaluation will be opened and evaluated.

### XIV. Award of Contract

The procuring UNDP entity reserves the right to accept or reject any Proposal, and to annul the solicitation process and reject all Proposals at any time prior to award of contract, without incurring any liability to the affected applicant or any obligation to inform the affected applicant or applicants of the ground for the UNDP's action.

Only proposals that achieve above the minimum of 80% on the substantive presentation shall be reviewed for competitiveness of fees. The first lowest price quote will be ranked 100% and the others will be ranked in reference to the lowest offer. Combined scoring of 80% of technical scores and 20% of financial scores will be added to define the lowest responsive proposal.