

RFQ / RFP 2017-225

Date 29 October 2017

REQUEST FOR QUOTATION / PROPOSAL

Subject: RFQ / RFP for Consultancy Services for Al Fakhoora Dynamic Futures – DF Programme Evaluation / DFI End of Programme Final Evaluation and DFII Midterm Programme Evaluation

Dear Sir/Madam,

The United Nations Development Programme/Programme of Assistance to the Palestinian People (UNDP/PAPP) invites you to submit a quotation / proposal for **Consultancy Services for Al Fakhoora Dynamic Futures – DF Programme Evaluation / DFI End of Programme Final Evaluation and DFII Midterm Programme Evaluation** as detailed in Annex A.

To enable you to submit a bid, please find enclosed the following:

- Annex A Terms of Reference
- Annex B Special Conditions
- Annex C General Conditions for Professional Services

It is required that proposals shall be submitted in two separate sealed envelopes, one containing the technical proposal and one the financial proposal. Both Envelopes shall be sealed in one outer envelope.

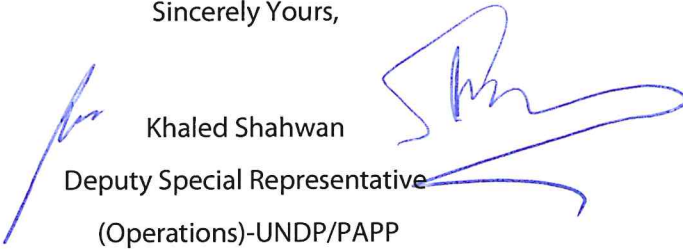
The outer sealed envelope shall be delivered to the below address no later than **12:00 a.m.** (Jerusalem time) on **14 November 2017**.

United Nations Development Programme (UNDP / PAPP)
UNDP/PAPP Office –Gaza
Omar Bin Abed Al Aziz Street
Al Remal Gaza

Late Proposals will be rejected.

Any request for clarification related to this RFQ should be submitted in writing to proc10.papp@undp.org no later than **07 November 2017**. Answers to any clarifications received will be sent in writing.

Sincerely Yours,


Khaled Shahwan
Deputy Special Representative
(Operations)-UNDP/PAPP

Annex A
Terms of Reference for
“Al Fakhoora Dynamic Futures – DF Programme Evaluation”
DFI End of Programme Final Evaluation and DFII Midterm Programme Evaluation

Programme Title	Al Fakhoora Dynamic Futures (DFI and DFII)
Programme Reference Number	PAL10 – 00076689, PAL10 - 00091584
Programme Donor	DFI - Education Above All (EAA) and Islamic Development Bank (IsDB) DFII - Education Above All (EAA)
Programme Duration	DFI - From 2009-2017 DFII - From 2014-2021
Execution Agency	UNDP/PAPP
Programme Counterpart	National Implementing Partners
Submission Deadline	14 November 2017
Expected Starting Date	28 November 2017
Assignment Duration	16 Weeks – 60 man working days

1. Background:

The situation facing Palestinians living in the occupied Palestinian territory (oPt) is one of continued occupation and protracted crisis, entailing socioeconomic, political, institutional and humanitarian consequences. The situation has deteriorated noticeably in the past ten years. This deterioration was a result of a number of factors prompted by a highly complex political situation, successive military operations, and continuous border closures. The economic situation is characterized by extremely high poverty rates as 80% of the population in the Gaza Strip is dependent on international aid.

The Palestinian population is young, composed of 38% of 15 to 19 year old, and 62% of 20 to 29 year olds¹. Youth in Gaza are among the most vulnerable strata of the population, in terms of both personal and professional development, with rates of unemployment reaching as high as 54%.

The Gaza Strip continues to suffer from a serious poverty crisis, which leads to having fewer resources for Palestinian families to spend on the education of their children. The cost of higher education and the link with household poverty is evident. With the worsening, economic conditions and increasing poverty, many families find themselves simply unable to afford the cost of tertiary education. The inability of many families to afford the cost of education is also

¹ Palestinian Central Bureau of Statistics (PCBS) on the Eve of International Youth Day, 12/8/2014



magnified by decreasing governmental allocations to the education sector, due to the impact of the continued Israeli occupation and other restrictive measures.

Al Fakhoora Dynamic Futures Programme aims at building a cadre of Palestinian youth from underserved backgrounds empowered economically and socially by quality academic programmes, capacity development, and support systems, making meaningful contributions as leaders in their communities and globally. The programme, which targets Palestinian postsecondary students of underserved backgrounds, avails opportunities for them to actualize their potential by overcoming socioeconomic, political and cultural limitations and enable them to become productive members in the society. Al-Fakhoora Dynamic Futures Programme is multi-faceted, with a number of inter-related components and subcomponents, all working towards the overall aim stated above. The Programme is classified in terms of four interrelated components:

Quality Education, including domestic and international undergraduate scholarships, international postgraduate scholarships, and empowerment programs;

Student Affairs, including comprehensive support services to contribute to students' success and wellbeing through 'Al-Fakhoora House – Students services Unit' and the Al Fakhoora Alumni;

Leadership Development, including leadership training and opportunities, community services, as well as local and international advocacy initiatives, and opportunities for alumni to contribute as mentors and to stay connected to the programme;

Economic Empowerment, including work to bridge education and empowerment activities to economic empowerment through career counseling, on job training opportunities based on the students need, 3 months of paid internships at local businesses for Al Fakhoora graduates, and linkages with micro-finance and entrepreneurship activities.

These four areas provide a basic component structure for the Programme. However, in addition to these core areas of intervention, Dynamic Futures also works in a variety of other areas, implementing a broad range of activities.

The Dynamic Futures provides its students with a full academic grant, the practical support and resources for study and membership to a celebrated Empowerment Program. The master's degree places are often undertaken abroad, though not exclusively, while the undergraduate places remain in the Gaza Strip. To date, the Dynamic Futures Program phase I has approximately **340** awarded scholarship, **310** are undergraduate students and **30** are master students. In addition; phase II has approximately **530** students on board and is expected to add another **100** undergraduate students by the end of **2017** and **70** master students by 2019.



Structural constraints have continued over the implementation period, making the Al-Fakhoora Scholarship Programme a critical contribution to the promotion of human capital in the Gaza Strip, responding not only to immediate needs for relief, but also paving the way for re-development perspectives for the Gaza Strip and Palestine. In this perspective, the programme has continued to provide a very comprehensive combination of services to ensure the development of students, also bridging the gap between the graduates' skills and the needs of the labor market.

The overall aim of the Programme, mentioned above, provides a relatively clear umbrella under which outcome-level results have been formulated.

Programme Aim: To build, from among Palestinian postsecondary students of underserved backgrounds, a cadre of educated and trained leaders who are civic-minded, intellectually able, and professionally skilled to become the community, business, and national and global leaders of the future.

Programme Objective: To avail opportunities for Palestinian postsecondary students to actualize their professional and leadership potential by overcoming socioeconomic, political and cultural limitations and becoming enabled to productively engage in society.

The overall objective of Al Fakhoora Dynamic Futures is to build, from among Palestinian postsecondary students of underserved backgrounds, a cadre of educated and trained leaders who are civic-minded, intellectually able, and professionally skilled to become the community, business, and national leaders of the future. In order to fulfill this objective, a formal results framework has been developed for the Programme, outlining the short-, medium-, and long-term results that are expected to be achieved. These results are structured in such a manner that the achievement short term Immediate Outcomes will aggregate towards the achievement of the medium-term Intermediate Outcomes, which will in turn aggregate towards the achievement of the Programme's Ultimate Outcome, thus completing the results chain and fulfilling the overall objective. The anticipated results of the Programme are presented below.

- Ultimate Outcome (UO): Establishment of a cadre of Palestinian youth from underserved backgrounds empowered by quality academic programs, capacity development, and support systems, making meaningful contributions as leaders in their communities and globally.
- Intermediate Outcome 1: Disadvantaged Palestinian youth benefitting from enhanced post-secondary opportunities and support mechanisms
- Intermediate Outcome 2: Disadvantaged Palestinian youth demonstrating engagement and leadership in their respective communities and sectors of activity.
- Intermediate Outcome 3: Al Fakhoora Dynamic Futures Programme established as a model of excellence for enhancing opportunities for underserved youth to reach their potential

- Immediate Outcome 1.1: Enhanced access to and successful participation in enhanced post-secondary opportunities not otherwise available to targeted Palestinian youth
- Immediate Outcome 1.2: Targeted youth effectively supported and empowered to achieve their academic potential
- Immediate Outcome 2.1: Palestinian youth demonstrating increased skills and civic engagement through advocacy activities in their communities and internationally
- Immediate Outcome 2.2: Educational opportunities for targeted youth effectively linked to economic productivity of families.

1.1 Program Results

DFI Programme Results:

Throughout the DFII programme, the following results were achieved:

- Total of 310 domestic undergraduate scholarships were awarded.
- Total of 30 international master scholarships were awarded.
- Total of 295 students were successfully graduated.
- 90% of the awarded scholarships are still enrolled and retained in the programme.
- Total of 272 students have participated in different leadership activities.
- Total of 292 students have participated in complementary education programs.
- Total of 340 students have access to academic support and student affairs services at Al-Fakhoora House. A 99.8% satisfaction rate was recorded on the services received.
- Total of 224 economic empowerment grants were awarded.

DFII Programme Results:

Throughout the DFII programme, the following results were achieved:

- Total of 521 domestic undergraduate students.

Category	Ongoing		Left the programme		Total
	Active	Frozen	Dismissed	Withdrawn	
Engineering	67	3	0	0	70
Medicine	35	0	1	0	36
Others	409	7	6	2	424
Total	511	10	7	2	530

- Total of 516 Domestic undergraduate students have access to academic support and student affairs services at Al-Fakhoora House. A 99.9% satisfaction rate was recorded on the services received.
- Total of 371 laptops were distributed to the domestic undergraduate students.

- Total of 433 students attended the Orientation workshops for Domestic Undergraduates.
- Total of 248 students attended the bridge to Success training.
- Total of 462 students attended Ramadan IFTAR.
- Total of 194 students received one English level course training.
- Total of 138 students have benefited from leadership training opportunities, bringing the total hours to 3,450 and 69 students received advocacy related trainings bringing the total hours to 2,100.
- Total of 87 students participated in the activities of the Virtual Majlis with a total of 1,022 hours.
- Total of 175 Students participated in advocacy activities totaling 2,402.5 hours.
- Total of 290 students participated in volunteering services, with a total of 30,797.5.
- Comprehensive support services were handled to contribute to students' academic success and wellbeing through Al Fakhoora House, and through scheduled activities with the Programme local partner; Save Youth Future Society (SYFS). Ongoing provision of several student services that are mainly focused on covering tuition fees, books, and transportation.
- Over the reporting period, the Programme worked extensively with the international leadership specialist, and the leadership specialist from EAA to develop the component design.
- Since the start of the programme, while working on designing the leadership development component, the programme has worked intensively to provide the students with different trainings and activities that are aligned with the initial design. For this reporting period, the students didn't attend leadership trainings.

2. Objective of this assignment:

The main objective of this assignment is to provide technical assistance and support to the programme management unit in handling over and conducting the **final and mid-term** external evaluations for the dynamic futures programme **phase I** and **phase II** respectively, and to assess the performance of the programme and to measure to what extent the objective/outcomes/activities have been achieved against the programme result chain and pursuant to its short, medium, and long-term results expected to be achieved.

In addition, to evaluate the past performance of the Al Fakhoora Dynamic Futures programme, with a view to articulating the programme results and providing lessons learned and recommendations, besides assess whether the 2014 evaluation recommendations have been implemented effectively or not.

The objectives of the evaluation exercise will be to address the following basic issues:

- To what degree have the programme objectives been attained over time thus far?
- To what extent are the beneficiaries better off as a result of the interventions and support of the program?
- Is the program cost-effective?
- Are there areas requiring immediate adjustment, and what aspects of the project design, management, and implementation require strengthening?
- Are there any lessons learned/good practices identified thus far that could inform future similar interventions?

3. Scope of work:

While performing this assignment, the Consultant should adhere to the methodology, steps and procedures specified in the Procedure Handbook on Planning, Monitoring and Evaluating for Development Results that was prepared by UNDP. The handbook will be the reference that the Consultant should follow and will be accountable for implementing.

The external evaluator shall support the program through analysis of implementation in relation to standard criteria as outlined by the Development Assistance Committee of Organization of Economic Cooperation and Development relevance, effectiveness, efficiency, impact and sustainability.

The evaluation shall cover the full scope of the Programme and the sub-components described in the background section above, including factors related to its design, as well as management arrangements and implementation modalities, in addition to results and achievements. This scope is necessary in order to provide the kinds of insights which will be useful to the project partners moving forward

The **final and mid-term** evaluations for the phase I and phase II shall focus on the following aspects: A) Programme inputs, activities, outputs, outcomes and impact, B) policies and processes, C) sustainability of results, D) monitoring and evaluation, E) communications and visibility, and F) conclusions and lessons learned. For each aspect, a wide array of factors will be considered, including but not limited to:

A) **Programme inputs, activities, outputs, outcomes and impact**

- i. INPUTS: The financial, human, expertise, time and material resources used for development intervention
 - *Efficiency: measure how economically resources or inputs are converted to results.*
- ii. ACTIVITIES: Actions taken through which inputs are mobilized to produce specific outputs



- *Relevance: examine whether the initiative as it is operationalized is acceptable and is feasible within the local context. Assess the Programme activities well-designed and implemented in light of the context.*
- *Appropriateness: examine the cultural acceptance as well as feasibility of the activities or method of delivery of a development programme.*
- iii. **OUTPUTS:** The products, capital goods and services that result from development interventions
 - *Relevance: assess the extent to which the programme and its intended outputs or outcomes are consistent with national and local policies and priorities and the needs of intended beneficiaries.*
 - *Effectiveness: measure of the extent to which the Programme's intended results (outputs or outcomes) have been achieved or the extent to which progress toward outputs or outcomes has been achieved.*
 - *Efficiency: explore the extent to which resources are being used to produce the intended outcomes and how resources could be used more efficiently to achieve the intended result. Measure the extent to which the outputs been delivered in a timely and cost-effective manner so far.*
- iv. **OUTCOMES:** The short-term and medium- term effects of an intervention's outputs; change in development conditions
 - *Relevance: assess the extent to which the programme and its intended outputs or outcomes are consistent with national and local policies and priorities and the needs of intended beneficiaries. Measure the extent to which the programme is responsive to UNDP corporate plan and human development priorities of empowerment and gender equality issues. Relevance concerns the congruency between the perception of what is needed as envisioned by the planners and the reality of what is needed from the perspective of intended beneficiaries. It also incorporates the concept of responsiveness that is, the extent to which UNDP was*

- able to respond to changing and emerging development priorities and needs in a responsive manner*
- *Effectiveness: measure of the extent to which the Programme's intended results (outputs or outcomes) have been achieved or the extent to which progress toward outputs or outcomes has been achieved.*
 - *Efficiency: explore the extent to which resources are being used to produce the intended outputs and how resources could be used more efficiently to achieve the intended result.*
 - *Sustainability: measure the extent to which benefits of initiatives continue after external development assistance has come to an end.*
- v. IMPACT: Actual or intended changes in human development as measured by people's well-being; improvements in people's lives
- *Sustainability: measure the extent to which benefits of initiatives continue after external development assistance has come to an end. measures changes in human development and people's well-being that are brought about by the programme, directly or indirectly, intended or unintended.*
 - *Impact: evaluate the extent to which it generates useful information for decision making and supports accountability for delivering results.*
- i. Institutional arrangement and policies
- *Formulation and implementation stages.*
 - *Consultative processes.*
 - *Technical support by global and regional teams during formulation and implementation.*
 - *Capacity building initiatives.*
 - *Assumptions and risks.*
 - *Programme related complementary activities.*
- ii. Partnerships
- *Assessment of national level involvement and perception of partners.*
- B) Policies, processes and Programme Institutionalization**

- D) **Monitoring and evaluation**
- i. Identify problems/constraints, which impacted on successful delivery of the programme identified at the programme design stage.
 - ii. Identify threats/risks to programme success that emerged during implementation and strategies implemented to overcome these threats/risks.
 - iii. Identify relevance, effectiveness, usefulness and value of the communication strategy, action plan and achievements.
 - iv. Assess the communication activities and products designed for a specific audience, taking into consideration functional needs and technical levels, relevant to decision-making needs, written in clear and easily understandable language, data is presented in a clear manner, easily accessible to the target audience through most effective and efficient means, and consistency in presentation of products to enhance visibility and learning
- E) **Communication and visibility**
- i. Assess substantive reports (e.g. risk assessment, progress reports, lessons learned documents)
 - ii. Identify key lessons emerging.
 - iii. Identify element hindering or promoting success.
- F) **Conclusions and lessons learned**

4. Methodology/Approach of the Evaluation

The Consultant shall undertake the evaluation of the programmer's two phases, I and II taking in consideration the following methodology separately and in parallel.

It is not being possible to review all the knowledge products and documentation produced by the project since its inception, nor will it be possible to interview all project stakeholders and beneficiaries, therefore the evaluation will include a representative random sample, of sufficient size to effectively and reliably analyze the project.

The data collection for this follow up evaluation will employ a blended quantitative/ qualitative methodology with an emphasis collecting a sufficient variety of types of data from a sufficient range of sources. This balanced and well-rounded approach will allow for triangulation and drawing meaningful conclusions with respect to the project management, implementation, and results achieved to date. Data will be obtained primarily from UNDP-DF and other stakeholders, with the support of UNDP-DF for the implementation of field data collection in Arabic with local stakeholders and beneficiaries.



Both numerical and descriptive data will be collected and reviewed. To complement formal data collection processes, informal (Skype, telephone, and email) meetings with stakeholders will provide complementary information. Numerical data will include numbers obtained from project records related to participants in Programme initiatives, results of training activities (pre/post data, evaluation records etc.), and new data collected through this evaluation including but not limited to Likert-style survey items. Descriptive data will include project narrative reporting, as well as interview/ focus group transcripts and responses to open-ended questions posed in surveys. Data will be obtained through the methods below.

Document Review: The evaluation team will review a wide range of documentation, reports (quarterly, semi-annual and annual), literature and deliverables, including higher education in conflict, fragile states. Student services in higher education in developing countries. Additional documents which is relevant for the evaluation will also be provided by UNDP.

In-depth Interviews: In-depth interviews will take place either face-to-face if possible or through skype or phone with partners and project stakeholders including implementing partners. They will be in the form of a “directed conversation”, which unlike the closed structure of a survey questionnaire, is designed to be open-ended and allow for flexibility in responses from participants, as well as exploratory probing from the evaluation team in order to probe key areas of interest. The evaluation team use project-related information and the evaluation framework as a reference in order to guide the discussion to cover relevant areas. The evaluation team will conduct interview with key project stakeholders including UNDP and its implementing partners such as Natuf and YMCA management staff. This will give a clear picture of the challenges, problems and achievements of the project.

Focus Group Sessions: The evaluation team will also conduct focus group sessions, typically involving 6-8 representatives of a given stakeholder group, in order to discuss project topics in greater depth. The focus groups will be moderated and facilitated by the evaluation team, in order to guide the discussion to cover fruitful areas related to the evaluation framework. However, the emphasis in the focus group sessions will be on having the participants stimulate new ideas, questions and comments from one another.

Survey Questionnaires: The evaluation team will develop survey questionnaires in response to the specific needs of the evaluation, in order to gather data pertaining to the evaluation criteria from each of the applicable beneficiary groups. The surveys will include both closed questions, including Likert-style survey items, as well as open-ended questions permitting broader response alternatives. Target group for the survey is going to be AF alumni and active students in the universities.

Sampling Framework: The Al Fakhoora Scholarship Students represent the core of the Dynamic Futures Programme. The total population for the survey is going to be number of students who have been awarded a scholarship since the start of the project since 2009. However, given the timeframe of this evaluation, it will not be feasible to collect data from all of these beneficiaries. The total sample size will be determined by using 99% confidence interval and 5% of margin of error. Based on the characteristics of the student group, it is proposed that the sample have roughly proportional representation based on the following variables: phase; gender; and contracting partner. Given that Programme alumni have longer term experiences in the Programme, as well as experiences with how the support has translated into higher level results (impacts) following their studies, this group is particularly of interest. In addition, since the evaluation aims to provide insight into the Programme implementation that might help to strengthen implementation going forward, the subset of students who were dismissed or apologized is also of particularly high interest.

Consultations with Project Management: The evaluation team will regularly communicate with UNDP, sharing information and providing status updates on the evaluation process, as well as to obtain additional information and clarification throughout the evaluation process. These consultations will help to ensure that the evaluation process is as participatory and transparent as possible. It will also support the development of joint strategies to address any arising issues, while enabling the team to verify findings throughout the evaluation.

5. Consultant qualifications:

The consultancy firm should have proven experience in implementing at least 3 similar assignments during the last 3 years.

The Consultant shall provide the following expertise and team of experts in order to be able to implement the assignment

Expertise	# of Experts	Positions in the Team	Key Qualifications
Higher Education, Strategic Planning and Evaluation	1	Team Leader	Potential Consultant must have at least Master's degree or equivalent in education, scholarship, management, international development, planning or any other related fields and with the following working experience:
	1	Key Expert	<ul style="list-style-type: none"> ➤ At least 10 years of relevant experience in similar projects and assignments. ➤ At least 5 years of experience in working with Palestinian local

**Institutional
Development**

1

Key Experts

- governments, higher education and communities.
- At least 5 years of development programmes evaluation and assessment.
 - At least 5 years of management and supervisory experience.
 - At least 7 years of relevant planning experience.
 - Strong knowledge of Monitoring and evaluation methods for development programmes, knowledge of UNDP's results-based management orientation and practices.
 - Familiarity with implementation and/or evaluation of capacity – building efforts in developing countries.
- Potential Consultant must have at least Master's degree or equivalent in management, international development, planning or any other related fields and with the following working experience:
- At least 5 years of experience in institutional development. Preferably with higher education and local non-governmental organizations.
 - Strong knowledge of Monitoring and evaluation methods for development programmes, knowledge of UNDP's results-based management orientation and practices.
 - Familiarity with implementation and/or evaluation of capacity – building efforts in developing countries.
 - Familiarity with institutional capacity building, Policy framework and institutional strengthening.
 - Familiarity with UNDP Guidelines, Procedures, participatory monitoring approaches.

Leadership and Advocacy	1	Key Expert	<p>Potential Consultant must have at least Master’s degree or equivalent in leadership development, business administration, economics or any other related fields and with the following working experience:</p> <ul style="list-style-type: none"> ➤ At least 5 years of experience business development and economic empowerment. Preferably with international organizations. ➤ Strong knowledge of Monitoring and evaluation methods for development programmes, knowledge of UNDP’s results-based management orientation and practices. ➤ Familiarity with implementation and/or evaluation of capacity – building efforts in developing countries. ➤ Familiarity with institutional capacity building, Policy framework and institutional strengthening. ➤ Familiarity with UNDP Guidelines, Procedures, participatory monitoring approaches.
Economic Empowerment and Internship	2	Key Experts	<p>Potential Consultant 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:</p> <ul style="list-style-type: none"> ➤ At least 5 years of experience business development and economic empowerment. Preferably with international organizations. ➤ Strong knowledge of Monitoring and evaluation methods for development programmes, knowledge of UNDP’s results-based management orientation and practices. ➤ Familiarity with implementation and/or evaluation of capacity – building efforts in developing countries.



**Media and
Communications**

1

Key Expert

- Familiarity with institutional capacity building, Policy framework and institutional strengthening.
- Familiarity with UNDP Guidelines, Procedures, participatory monitoring approaches.

Potential Consultant must have at least Master's degree or equivalent in media, communications, public relations or any other related fields and with the following working experience:

- At least 5 years of experience in media and communications. Preferably with international organizations.
- Familiarity with implementation and/or evaluation of capacity – building efforts in developing countries.
- Familiarity with UNDP Guidelines, Procedures, participatory monitoring approaches.

**Required
Competencies**

Competency in the following is required:

- Excellent English language writing and communication skills knowledge.
- Demonstrated ability to assess complex situations in order to succinctly and clearly distil critical issues and draw forward looking conclusions.
- Excellent facilitation skills.

In addition to the aforementioned core expertise, the Consultant shall possess enough administrative, logistical, and financial management capacity by ensuring the availability of an administrative and financial support team.

6. Evaluation criteria:

No.	Evaluation Criteria	Scoring (%)
1.	General profile	5
1.1	Company's size and reputation	2.5
1.2	General Organizational Capability which is likely to affect implementation (i.e. Financial stability, loose consortium, holding company or one firm, strength of project management support)	2.5
2.	Relevance of experience	15
2.1	Years of experience and large-scale projects	2.5
2.2	Experience in programmatic evaluation and large-scale projects assessment	5
2.3	Experience in education and scholarships sector and development issues	2.5
2.4	Profound experience in UN result based management and strategic planning	2
2.5	Experience in evaluating economic empowerment, startups and youth projects	1.5
2.6	Experience in evaluating student's services, internship and community services projects	1.5
3.	Methodology, Work plan responding to the ToR	25
3.1	Understanding the assignment tasks and scope of work	5
3.2	Have the important aspects of the task been addressed in sufficient detail? Is the scope of task well defined and does it correspond to the TORs?	2.5
3.3	Are the different components of the project adequately weighted relative to one another?	2.5
3.4	Is the conceptual framework adopted appropriate for the task? Is the proposed methodology clear and does it give confidence in accomplishing the objective of this assignment?	5
3.5	Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project? (e.g., does it contain a detailed work plan, etc.)	2.5
3.6	Added value to the TORs (proposed additional new activities / different approaches which enhance the proposed TORs).	2.5
3.7	Is the staffing plan clear, sufficient, realistic and shows clearly who is doing what, required working days and place (home office or field office)?	5
4.	Staff	55
4.1	Team Leader	12
4.2	Higher Education, Strategic Planning and Evaluation Expert	12
4.3	Institutional Development Expert	6
4.4	Leadership and Advocacy Expert	6
4.5	Economic Empowerment Expert	6
4.6	Internship Expert	6
4.7	Media and Communications Experts	7
5.	Total	100

7. Deliverables, timeline and level of effort:

The Consultant shall deliver the following deliverables (in English language) for the two phases separately, all primary data collected whether soft copy or hard copy must be submitted to UNDP.

The Consultant is expected to complete the assignment in **16** weeks as per the below timeline:

DFI Deliverables:

DFI Main Deliverable	Expected Due Date
Inception Report	Within two weeks after the start of the assignment
Institutional and Programme Institutionalization Assessment Report	Within four weeks after the start of the assignment
Draft Evaluation Report	Within seven weeks after the start of the assignment
Briefing for the programme team	Within eight weeks after the start of the assignment
Final Evaluation Report	Within one week after receiving the comments from UNDP/PAPP and the programme counterparts on the draft evaluation report
Final Evaluation Summary Report (Arabic)	Within one week after receiving the comments from UNDP/PAPP and the programme counterparts on the draft evaluation report

DFII Deliverables:

DFII Main Deliverable	Expected Due Date
Inception Report	Within six weeks after the start of the assignment
Institutional and Programme Institutionalization Assessment Report	Within eight weeks after the start of the assignment
Draft Evaluation Report	Within eleven weeks after the start of the assignment
Briefing for the programme team	Within twelve weeks after the start of the assignment
Final Evaluation Report	Within one week after receiving the comments from UNDP/PAPP and the programme counterparts on the draft evaluation report

Below is the estimated Level of Effort (LOE) in working days of the team of experts:

Expert	Estimated LOE in Working Days
Team Leader / Higher Education, Strategic Planning and Evaluation	16
Higher Education, Strategic Planning and Evaluation	14
Key Expert / Institutional Development	8
Key Expert / Leadership and advocacy	5
Key Expert / Economic Empowerment	5
Key Expert / Internship	5
Key Expert / Media and Communications	7
Total	60

8. Payment modalities and specifications:

The Consultant will be contracted by UNDP and remunerated according to UNDP standard rates for Consultants and in line with the level of their experience and expertise. The contract will be output-based and payment issued only upon delivery of satisfactory outputs.

% of the contract	Milestone	Amount
10%	Will be made one week after the submission to and approval by the UNDP of the first Inception Report	\$ tdb
40%	will be made two weeks after the submission to and approval by the UNDP of the 1st Draft Evaluation Report	\$ tdb
50%	Will be made two weeks after the submission to and approval by the UNDP of the 2nd Final evaluation reports	\$ tdb

9. Reporting and management:

Reporting

In addition to the deliverables described in Section 7 of this TOR, the Consultant shall provide the following reports for the two phases separately to UNDP:

Report	Description	Due Date
Inception Reports	Two inception reports to be submitted (in English) to the UNDP. The inception reports shall clarify the	DFI: Within two weeks after the



	<p>Consultant's overall strategies, methodology, actions and plan on managing and conducting the assignment within the designated timeframe as well as the expected level of quality. The reports shall include a detailed implementation plan of the assignment, including the plan of distribution of the resources and responsibilities.</p>	<p>start of the assignment</p>
Monthly Progress Reports	<p>Monthly progress reports to be submitted (in English) to the UNDP. Each progress report shall summarize the accomplishments of each month in accordance to the TOR. In each progress report, the Consultant should attach copies of the interim deliverables concluded during the period of the report, and specify any issues that may have impacted the expected progress, as well as the measures taken to address these issues.</p>	<p>DFII: Within six weeks after the start of the assignment</p> <p>Within five days after the end of each month</p>
Institutional and Programme Institutionalization Assessment Reports	<p>Two Institutional and programme institutionalization assessment reports to be submitted (in English) to the UNDP. The organizational assessment reports shall identify points of strengths, weaknesses, areas of improvement, and recommended interventions.</p>	<p>DFI: Within four weeks after the start of the assignment</p> <p>DFII: Within eight weeks after the start of the assignment</p>
Draft Evaluation Reports	<p>Two draft evaluation reports be submitted (in English) to the UNDP. The draft evaluation reports shall be constructed along with the outline indicated in Annex 1. It should include a detailed lesson learned component and a list of all people interviewed in annex.</p>	<p>DFI: Within seven weeks after the start of the assignment</p> <p>DFII: Within eleven weeks after the start of the assignment</p>
Final Evaluation Reports	<p>Two final evaluation reports be submitted (in English) to the UNDP. The final evaluation reports shall be constructed along with the outline indicated in Annex 1. It should include a detailed lesson learned component and a list of all people interviewed in annex.</p>	<p>Within one week after receiving the comments from UNDP/PAPP and the programme</p>



In addition, the final reports shall summarize the whole progress of the assignment, the accomplished activities, achievements, difficulties, and key lessons learned. The final reports shall be submitted in English language in two hardcopies and the one electronic virus-free copy counterparts on the draft evaluation report

The Consultant's team shall provide their own computers, transportations and communications equipment. In consultation with Evaluation Team Leader and as requested, the programme manager will make available all relevant documentation and provide contact information to key programme partners and stakeholders, and facilitate contact where needed. The UNDP M&E coordinator will also assist in organizing any briefing and de-briefing meetings including coordination of stakeholders input in the evaluation draft report.

The United Nations Development Programme (UNDP) will be responsible for coordinating activities with the Consultant, processing payments, and for acceptance of the deliverables. The programme manager is Eng. Hala Othman, Environment and Poverty Programme Analyst. Her Address is:

Omer bin Abdel Aziz Street

Al Remal, Gaza

Tel: (08) 2863364 - 119; Fax: (08) 2822021

E-mail: hala.othman@undp.org

10. Implementation arrangements:

The evaluation shall be conducted for a period of **16** weeks, of which the Consultant is active for **16** weeks with a total of **60** working days. The detailed final Evaluation methodology will be agreed as part of the consultation inception process by way of virtual communication with relevant UNDP representatives.

The Consultant team shall start the evaluation process with an inception meeting with UNDP representatives. The Consultant should submit an inception plan based on the meeting within **1** weeks of the issuance of contract. The Consultant will then undertake the review of documentation, interviews and surveys with different key stakeholders and beneficiaries, preparation of an evaluation report & a lessons learned document, besides assessing the organizational structure and the programme media and communications. The Consultant shall submit the draft product to UNDP for comments & finalized the product within **1** weeks after receiving the feedback.

11. Guide principles and values:

The evaluation will be undertaken in line with the principles of independence impartiality, transparency, disclosure, ethical, partnership, competencies and capacities, credibility, utility, the Consultant must be independent from the delivery & management of development assistance process that is relevant to the programme context therefore applications will not be considered from those who have had any direct involvement with the design or implementation of the programme. Any previous association with the programme must be disclosed in the application this applies equally to firms submitting proposals as it does to individual evaluators. If selected, failure to make the above disclosures will be considered just grounds for immediate contract termination without recompense. In such circumstances, all notes, reports & other documentation produced by the evaluator will be retained by UNDP.

12. 11. 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.

The preferred service provider will be selected based on the highest combined score, which will be calculated as follows:

- The score of the Technical proposal will be calculated out of 70%.
- The price score for the financial proposal will be calculated out of 30%, in the following manner:
- Where “x” is the price of the lowest proposal, and “y” is the price of any other proposal, the percentage score for price allocated to the lowest proposal will be 30 points, and to any other proposal x/y times 30.

ToR - Annex 1
"Final Evaluation Report Expected Table of Contents"

GLOSSARY OF ABBREVIATIONS

EXECUTIVE SUMMARY

BACKGROUND AND OVERVIEW

SUMMARY OF FINDINGS AND RECOMMENDATIONS

- RELEVANCE
- EFFICIENCY
- EFFECTIVENESS
- IMPACT AND ACHIEVEMENT OF RESULTS
- TIMELINES
- SUSTAINABILITY

SECTION ONE: INTRODUCTION AND PROGRAMME DESCRIPTION

PROGRAMME DESCRIPTION

ANTICIPATED RESULTS

TIMELINE AND BUDGET

IMPLEMENTATION MODALITIES

SECTION TWO: EVALUATION PURPOSE AND SCOPE

INTRODUCTION TO THE EVALUATION

EVALUATION CRITERIA

- RELEVANCE
- EFFECTIVENESS
- EFFICIENCY
- IMPACT AND ACHIEVEMENT OF RESULTS
- SUSTAINABILITY

EVALUATION STAKEHOLDERS

SECTION THREE: EVALUATION METHODOLOGY

EVALUATION APPROACH

EVALUATION FRAMEWORK

SAMPLE DESCRIPTION

DATA COLLECTION METHODS

- DOCUMENT REVIEW
- IN-DEPTH INTERVIEWS
- FOCUS GROUP SESSIONS
- SURVEY QUESTIONNAIRES
- CONSULTATIONS WITH PROJECT MANAGEMENT

QUALITY ASSURANCE

ASSUMPTIONS, RISKS, AND MITIGATION MEASURES

SECTION FOUR: EVALUATION FINDINGS

RELEVANCE

- QUALITY OF DESIGN
- RELEVANCE OF IMPLEMENTATION

EFFICIENCY AND EFFECTIVENESS

- PROGRAMME GOVERNANCE
- PROGRAMME MANAGEMENT AND TECHNICAL CAPACITY
- PARTNERSHIPS AND RELATIONSHIP MANAGEMENT
- OPERATIONAL EFFECTIVENESS
- FINANCIAL MANAGEMENT
- COMMUNICATIONS AND VISIBILITY

IMPACT AND ACHIEVEMENT OF RESULTS

- OVERALL IMPACT
- QUALITY EDUCATION
- STUDENT AFFAIRS
- LEADERSHIP AND ADVOCACY
- ECONOMIC EMPOWERMENT

SUSTAINABILITY

CONCLUSIONS

SUMMARY OF FINDINGS

- FINDINGS ON RELEVANCE
- FINDINGS ON EFFICIENCY AND EFFECTIVENESS
- FINDINGS ON IMPACT AND ACHIEVEMENT OF RESULTS
- FINDINGS ON SUSTAINABILITY

SUMMARY OF LESSONS LEARNED

- LESSONS ON RELEVANCE
- LESSONS ON EFFICIENCY AND EFFECTIVENESS
- LESSONS ON IMPACT AND ACHIEVEMENT OF RESULTS

SUMMARY OF RECOMMENDATIONS

- RECOMMENDATIONS FOR RELEVANCE
- RECOMMENDATIONS FOR EFFICIENCY AND EFFECTIVENESS
- RECOMMENDATIONS FOR IMPACT AND ACHIEVEMENT OF RESULTS
- RECOMMENDATIONS FOR SUSTAINABILITY

ANNEXES 75

ANNEX A: LIST OF PARTICIPANTS INVOLVED IN THE DATA COLLECTION

ANNEX B: LIST OF DOCUMENTS REVIEWED

ANNEX C: DATA COLLECTION TOOLS

- STUDENT SURVEY
- STAKEHOLDER SURVEY
- SAMPLE FOCUS GROUP GUIDE
- INTERVIEWS

ToR - Annex 2
"List of project documents"

- The signed grant agreement
- Programme signed amendment
- Semiannual reports
- Quarterly reports
- Progress reports
- Al Fakhoora M&E Template C – DFI and DFII
- DF II Programme Result Chain
- Dynamic Futures - Evaluation Report 2014
- Dynamic Futures - Evaluation Addendum Report 2014
- Different component documents
- Different ToRs
- Minutes of meetings
- Handbooks and manuals

ToR - Annex 3
"List of stakeholders"

No.	Stakeholder	Role and numbers
1.	Education Above All Representative (EAA)	Donor
2.	Islamic Development Bank (IsDB)	Donor
3.	Local higher education institutions	Higher education institutions (18 institution)
4.	Save Youth Future Society (SYFS)	Local implementing partner
5.	Natuf Organization for Environment and Community Development	Local implementing partner
6.	Young Men's Christian Association (YMCA)	Local implementing partner
7.	University College of Applied Science (UCAS)	Local implementing partner
8.	Gaza Culture and Development Group (GCDG)	Local implementing partner
9.	Programme Steering Committee	Steering Committee
10.	Programme Technical Committee	Technical Committee
11.	AMIDEAST	Service Provider
12.	EDAD for Consultancy	Service Provider
13.	Other consultancy firms and contracting companies	Service Providers (up to 5)

Annex B Special Conditions

Address where service should be undertaken	All Gaza Strip								
Payment Terms	Full payment within (i) 45 working days of satisfactory acceptance by end user; (ii) submission of an official invoice.								
Validity of Quotation	✓ 90 DAYS								
Partial bids accepted	✓ No								
Duration of the Contract	✓ 16 Weeks – 60 Man Working Days								
Evaluation	<p>CRITERIA FOR ESTABLISHING THE SUCCESSFUL BIDDER</p> <p>A two-stage procedure will be utilized in evaluating the proposals, with evaluation of the technical proposal being completed prior to any financial proposals being opened and compared.</p> <p><u>Technical Proposal</u></p> <p>Technical Proposals will be evaluated using the following criteria after passing the condition of past experience qualification:</p> <p>The qualifications and competence of the</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">Personnel proposed for the assignment</td> <td style="text-align: right;">(55 points)</td> </tr> <tr> <td>The adequacy of the proposed methodology & work plan</td> <td style="text-align: right;">(25 points)</td> </tr> <tr> <td>Experience of supplier in similar assignments</td> <td style="text-align: right;">(15 points)</td> </tr> <tr> <td>General profile and company size</td> <td style="text-align: right;">(05 points)</td> </tr> </table> <hr style="width: 20%; margin-left: 0;"/> <p>Total Technical Points (100 points)</p> <p>Any Technical Proposal falling below 70 points will be disqualified, and financial proposal will be disregarded.</p> <p><u>Financial Proposal</u></p> <p>Financial proposals will only be open if the supplier attains a minimum score of 70 points in the technical evaluation.</p> <p>Award will then be made to the supplier that provides the lowest cost quotation.</p>	Personnel proposed for the assignment	(55 points)	The adequacy of the proposed methodology & work plan	(25 points)	Experience of supplier in similar assignments	(15 points)	General profile and company size	(05 points)
Personnel proposed for the assignment	(55 points)								
The adequacy of the proposed methodology & work plan	(25 points)								
Experience of supplier in similar assignments	(15 points)								
General profile and company size	(05 points)								
Subcontractors	Bidder is required to bear full responsibly for all services performed by his employees, agents, or sub-contractors.								

	If Subcontractors are to be utilised for this contract, this should be specified in the submission.
Currency	All currencies of the received bids will be converted to US\$ based on the United Nations prevailing rate of exchange at date of bid opening for comparison purpose. Resulted contract with winning contractor will reflect the currency originally quoted by the contractor.
Payment of taxes by the United Nations	Prices must <u>not</u> include VAT since the UN is exempt from taxes.
Language	All documentation shall be provided in English, except the final summary report for DFI will be in Arabic.
Documents to be submitted	<ul style="list-style-type: none"> • Commercial Registration • Valid VAT clearance • Valid classification from the Engineering Offices and Consulting Firms- Engineering Association in Architecture, Civil, Electrical, Mechanical. Works. • Technical Proposal includes: <ol style="list-style-type: none"> a) The names and assignments, as well as detailed curriculum vitae for all personnel to be engaged in this work. High academic background, past experience in similar project works for the personnel will prove an asset. A histogram – Type organization chart to be included indicating how the staff are engaged on. b) A proposed detailed methodology, work plan, time schedule and approach in response to the attached "Terms of Reference". c) Please provide a description of projects completed at least during the past 5 years that involved requirements similar to the scope of work. The supplier is to present at least 3 similar project. • Financial Proposal includes: The financial proposal will include the total cost of performing the assignment described in the "Scope of Work", including a detailed breakdown of the cost of person working days of services for each of the personnel to be assigned for the job.
Determinants	<ul style="list-style-type: none"> • This offer is exclusive to any company or individual who worked on any of Al Fakhoora Dynamic Future activities. Thus, companies and/or individual involved with relevant activities are not eligible to be part of the proposed evaluation team.

United Nations Development Programme

Programme of Assistance to the Palestinian People

برنامج الأمم المتحدة الإنمائي / برنامج مساعدة الشعب الفلسطيني



*Empowered lives.
Resilient nations.*

	<ul style="list-style-type: none">• All Evaluation staff must sign a Commitment letter to achieve all assigned tasks, in case any team member left the evaluation team, this will impact awarding and contracting this offer.• All Commitment letters shall be attached to the technical proposal.• All CVs to be submitted must be signed by the relevant person.
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Annex C General Conditions

Refer to the “General Conditions”, intended for Services, which are posted on the UNDP/PAPP designated web site at:

<http://www.ps.undp.org/content/papp/en/home/operations/procurement.html>