

United Nations Development Programme

Programme of Assistance to the Palestinian People

برنامج الأمم المتحدة الانمائي / برنامج مساعدة الشعب الفلسطيني



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IC-2015-4

INDIVIDUAL CONSULTANCY SERVICES

Date: 23 January 2015

Reference: IC-2015-4

Country: Occupied Palestinian Territory (oPt)

Title of Consultancy Job: Mid Term Evaluation Consultant

Type of Consultancy: National

Project name: DEEP-Women Entrepreneurs (DEEP - WE)

Period of assignment: 2 months (50 working days)

Duty Station: Ramallah

You are cordially invited to submit an application as detailed in this Individual Consultancy (IC) Procurement Notice. Please note & abide by the following submission methodology:

Technical proposal	Financial Proposal
Technical proposal for the referred assignment should be submitted online at http://jobs.undp.ps/	Financial proposal , using the form found in Annex III, should be sent either via/to e-mail address: quotation.papp@undp.org or to Fax No. 02-6268257 (If will be sent through Email: File/Email size should not exceed 10 MB in a single email – financial proposal could be sent by multiple emails as needed)
Both technical and financial proposals should be submitted on or before 6 February 2015. Both the technical and financial proposals should be submitted by the applicant in order to be considered for evaluation. Late and/or incomplete submissions will be rejected.	

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To enable you to submit a proposal, enclose please find:

Annex I	Terms of Reference (TOR)
Annex II	Instructions to Applicants
Annex III	Financial Proposal Form
Annex IV	Individual Consultant General Terms and Conditions

Yours sincerely,

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



ANNEX I

TERMS OF REFERENCE

1. BACKGROUND

DEEP-Women Entrepreneurs (DEEP - WE) is a project financed by the Swedish International Development Cooperation Agency (SIDA) under the productive families Economic Empowerment Programme (DEEP), which was launched on January 2013 and is executed by the United Nations Development Programme in the Palestinian Territories (UNDP/ PAPP). DEEP - WE promotes inclusive economic growth; it is a specialized economic empowerment program to help graduate productive low-income women from poverty and dependence on aid to economic self-reliance. The DEEP modality provides a solid and inclusive approach for targeting vulnerable, yet productive, households and engaging their members in sustainable income generating activities, mainly micro and small enterprise development, to provide employment and bridge their consumption poverty gap.

Since 2013 UNDP work within the DEEP-WE supported by Swedish International Development Agency (SIDA) highlighted the need to focus on women's economic empowerment due to persisting local practices, policies and laws that are affecting or diminishing women's employability leading to inadequate fulfilment of women's human rights and gender equality.

More specifically, DEEP – WE aims to assist low-income women and their households to graduate from poverty through establishing income generation projects. The project will work on identifying relevant and feasible activities to be implemented with women through qualified and experienced NGOs, business development service providers, and microfinance institutions. The project adopts a participatory methodology in the design of income generating interventions that builds on and develops the existing capitals that define the household's livelihoods. Through this methodology, the project ensures that the targeted women are actively engaged in the process of the design and implementation, thereby ensuring a strong sense of ownership among them, which is a guarantee of the sustainability of the intervention.

DEEP - WE will provide business development services and coaching to 772 entrepreneurs including training and on site consultancy, it will offer solidarity financing to 772 entrepreneurs to assist in the procurement of the goods, works or services as necessary inputs for their economic projects. Moreover, this programme is promoting women's economic empowerment in Area C, East Jerusalem and Gaza.

As per the project agreement between Sweden, represented by The Swedish International Development Cooperation Agency (SIDA) and The United Nations Development Programme (UNDP); an independent mid-term review of DEEP WE's performance shall be carried out after 18 months of implementation.



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UNDP is seeking to recruit a consultant to carry out the mid-term review evaluation, to be based in West Bank, but is able to carry out all the expected activities in West Bank, Gaza Strip and East Jerusalem.

The Evaluation Consultant should be ready to work in Gaza Strip. If movement constraints, do not allow for this possibility, the consultant should utilise any available resources for conducting reliable data gathering based on tools developed by the consultant.

2. OBJECTIVES OF THE ASSIGNMENT:

The Mid-Term Review (MTR) will assess the progress of the project against stated outputs as of November 2014, as well as identify issues and recommend course corrections. It will also highlight issues and challenges affecting effective and efficient implementation of outputs and their contribution to project outcomes and impact and recommend whether results obtained thus far warrant an extension of the project.

The specific objectives of the MTR are:

1. Assessment of the project's progress towards promoting increased rate of economically active women in WB area C, GS and East Jerusalem practicing their economic rights.
2. The main weaknesses in programme implementation in order to resolve the issues related to them and improve the programme's performance in the future stage.
3. The activities that contributed the most to the achievement on the objectives and those which were the least successful in this.
4. The obstacles and challenges that faced the programme and how they were overcome.
5. Lessons learned till today.
6. Assessment of the project's contribution to the capacity of key service delivery institutions/NGOs; including the partner Micro Finance Institutions, in implementing policies at the local level that promote and protect women's human rights to access employment and social protection.
7. Assessment of the effectiveness of the strategies employed by the project and provide recommendations on future work, including innovative approaches that could be up scaled and replicated by DEEP-WE and its partners.
8. Analysis of efficiency and effectiveness of project management including its Programme Outcome Committee (POC) i.e. UNDP, SIDA and MoSA and provision of recommendations for management of the project's next stage.

It is expected that the results of the MTR will be used as significant inputs for the following:

1. Strategic planning and management of the next stage of the project;
2. To replicate the expertise and knowledge generated by the project for the implementing of similar projects in the future;
3. The lessons learned and recommendations to be provided to the members of the Project Steering Committee for sustaining the strong coordination and linkages among the central level and regional level authorities obtained through project results;



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4. The use of participatory tools and instruments during the MTR is expected to be a strong asset to contribute to the strengthening of the ownership feeling over the project's results among the beneficiaries and the stakeholders.
5. Inform future projects' design, implementation arrangements and/or institutional linkages in order to effectively and sustainably contribute to the livelihood improvement in the target areas.

3. SCOPE OF WORK:

The evaluation consultant will work on evaluating all aspects of the project throughout its implementation geographic areas, covering in the process both the Gaza Strip, the West Bank and East Jerusalem. The evaluation consultant will elaborate the selection criteria to ensure geographic diversity and representation. The Consultant should give due attention to both components of programme (Empowerment Grants and Islamic Microfinance). The evaluation should cover the following key focus areas;

Relevance

This aspect should address the following issues:

- The relevance of the design of the programme and its mechanisms to the Palestinian Context
- The relevance of the interventions to the needs of the poor & vulnerable women entrepreneurs, especially targeted households
- The relevance of the implementing partners that have been chosen to the objectives of the programme.
- The relevance of using the same approach in the three different geographical areas to the needs and interests of the women in each of these areas
- The relevance of the Business Development Services Packages with the needs of the poor & vulnerable women entrepreneurs.

Efficiency

This aspect should address the use of resource to achieve the desired results. Specifically, the following issues should be covered:

- The methodology, mechanisms, regulations and tools used in the programme
- Assessment of the efficiency with which project outputs are being achieved

Effectiveness

This aspect should cover the success of the programme in achieving the desired results. In this context, the following issues should be addressed:

- The success of the programme in targeting poor & vulnerable women entrepreneurs' households in its activities.
- The success of the programme in developing and establishing income generating activities through economic empowerment grants.
- The success of the programme in developing mechanisms and methodologies to achieve the project goals.



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- The success of the programme in developing the capacity of partner organisations to achieve the desired results.
- The success of the programme in developing the capacity of poor & vulnerable women entrepreneurs.
- The effectiveness of the different types of interventions applied by partner organisations. The extent to which the procedures adopted during the design of the interventions have taken into consideration the specific and general context of the beneficiaries and the expertise of the partner NGOs.
- Assessment of the extent have women beneficiaries been satisfied with the results so far.
- The extent to which the procedures adopted in this programme are in line with transparency and integrity standards.
- Analysis of the role of the program outcome committee (POC) and whether this forum is optimally being used for decision making.
- Assessment of the good practices and lessons learned that can be replicated or taken into consideration in future programming by DEEP

Impact

- The positive social and economic impacts of the programme on the beneficiaries.
- The negative impacts of the programme on the beneficiaries if there are any.
- In addition, both points above shall further capture the impact of WE on intra household relations such as whether the interventions had any positive/negative impact on women decision making within the family, women agency, women access and control over resources etc.
- Identifying of the unplanned impacts of the programme.

Sustainability

- The extent to which income generating activities, especially those, which are older than 6 months, are sustained. What are the prospects that these activities will be sustained in the future?
- Assess the local ownership and the likelihood that the benefits from the project will be maintained by the women beneficiaries and their families
- Assess whether the project is progressing towards fulfilling the requirements of national ownership
- Assess whether the project is supported by national/local institutions? Do these institutions demonstrate leadership commitment and technical capacity to continue to work with the project or replicate it?
- Any additional issues that relate to the sustainability of the impact and outputs of the programme especially the residing of new knowledge.

Network /linkages

- Evaluate the level and degree of engagement and representation by the beneficiaries and stakeholders, (government and donor partners etc.) in the implementation and monitoring of the project.
- Examine the synergies and potential overlap between DEEP WE and available community development initiatives.
- Assess the alignment of the project with the one UN program, identifying linkages and opportunities for achievement of objectives/targets.
- Assess the project's knowledge management strategy and outreach and communications to all stakeholders.

Examine the existing linkages and/or possible future linkages between both the DEEP-WE programme and the CRDP programme.



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Lessons learnt/ Conclusions

- Analyze areas for improved programme planning, especially with respect to setting targets, relevance and capacity of institutions for project decision making and delivery.
- Identify significant lessons and conclusions which can be drawn from the project in terms of effectiveness, efficiency, sustainability and networking. Special attention should be given to women empowerment and area C challenges, the coping strategies developed by the project to maintain work momentum and how the programme contributes to the supported families lives and how does it improve their situation.
- This stage of the project is also aiming at an understanding of the DEEP-WE contribution to ensure and promote the women's economic rights, and draw out key good practices that deserve replication and up scaling that will provisionally contribute to other future activities of the DEEP.

4. RESPONSIBILITIES:

Before launching the review work, the consultant will receive the following background documents from the Programme Management Unit (PMU);

- Project Document
- Project Agreement
- Project Annual and Semi Annual Progress Reports (2013 – 2014)
- Audit Report 2013
- Minutes of the Annual Review and Planning Meetings.
- Contacts details of the programme stakeholders.

5. DELIVERABLES:

While undertaking the review work, the Consultant will perform the work with due diligence, maintain a high level of professional independence and ethical standards, display impartiality, integrity, objectivity, transparency, accountability and fairness and validate data and information using multiple sources, where feasible.

The consultant will also ensure that the evaluation outcome disseminates reliable, factual and credible information, findings conclusions and recommendations and keep the Programme Management updated as to progress and any potential difficulties. In the process, the consultant will produce the following deliverables:

- A detailed draft work plan is to be submitted to the Programme Management (for review and approval) by the Evaluation Consultant following one week of the signing of the contract.
- An inception report that includes a clear methodology for collecting information from both the West Bank, the Gaza Strip & East Jerusalem
- A draft evaluation report in English language should cover the various aspects identified in the scope of the evaluation in addition to the main findings, learned lessons and recommendations.
- A Debriefing/Validation Sessions to validate preliminary data and main outputs of the evaluation with selected stakeholders – to be defined with DEEP in due course.



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- A final amended and approved evaluation report in English language following the feedback if any received from DEEP Team.

6. PAYMENT TERMS:

Payments are based upon output, i.e. upon delivery of the services specified in the TOR:

Milestone	% Payment	Target Date
Completion of detailed draft work plan and inception report.	20 %	After a week of contract signing.
Completion of draft evaluation report in English language.	40%	Five weeks after submission of the draft work plan and inception report.
Completion of the Debriefing/Validation Sessions and the final amended and approved evaluation report.	40%	Two weeks after submission of the draft evaluation report.

All payments will be issued upon certification of UNDP responsible officer.

7. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

I. Academic Qualifications:

At least a master's degree in economics, international development, gender/women studies or related areas. A special training in RBM is considered an asset.

II. Years of experience:

- At least 10 years of local and international experience in poverty reduction, designing and leading evaluations, livelihoods and women economic empowerment programme, and at least 5 years' experience in evaluation of development programmes.
- Extensive experience in gender equality and gender sensitiveness in Development Programmes.
- Local or international consultancy experience in economies similar to the Palestinian economy and in poverty reduction projects.

III. Competencies:

- Experience in participatory approach is a must as well as facilitation skills and ability to manage diversity of views in different cultural contexts.
- Knowledge in small and micro enterprises establishment and development
- Ability to meet deadlines and prioritize multiple tasks.

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V. Additional:

- Willing to travel/subcontract to obtain information from Jerusalem, and Gaza.
- Ability to obtain necessary permits for entry/exit to Gaza.

Languages

- Fluency in English and Arabic and ability to communicate effectively in both languages both orally and in writing.

UNDP is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with the strictest confidence.



ANNEX II

INSTRUCTIONS TO APPLICANTS

1. Introduction

UNDP/PAPP seeks technical proposals from qualified individual consultants to provide *Mid Term Evaluation Consultancy Services*, as outlined under the Terms of Reference.

2. Documents comprising the Technical and Financial Proposals

Interested individual consultant must submit the following documents/information, which comprises the Technical & Financial Proposals:

- (i) Provide personal CV including all qualifications and past experience in similar projects;
- (ii) Submit at least two (2) up-to-date recommendation/reference letters.
- (iii) Explain why you are the most suitable for the work;
- (iv) Provide a brief methodology and/or work-plan on how you will approach and conduct the work
- (v) Submit sample report/project document or relevant deliverables; and
- (vi) Completed financial proposal form, found under Annex III

3. Evaluation

Preliminary examination

UNDP/PAPP will examine the Proposals to determine whether they are complete, and whether they are substantially responsive to the qualification and experience minimum requirements. A Proposal determined as not substantially responsive will be rejected by UNDP/PAPP and may not subsequently be made responsive by the Applicant by correction of the non-conformity.

Detailed examination

A two-stage procedure is utilized in evaluating the proposals, with evaluation of the technical proposals **prior to any financial proposal being opened and compared/evaluated.**

The technical proposals are evaluated on the basis of its responsiveness to the Terms of Reference (TOR).

Below please find the evaluation form for the technical proposals. The obtainable number of points specified for each evaluation criterion indicates the relative significance of weight of the item in the overall evaluation process.



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Evaluation Criteria	Allocated Points
<p><u>Level of Expertise:</u> <i>Please select the relevant criteria.</i></p> <ul style="list-style-type: none"> - Experience in specific field (five to ten year – 3; 10 to 15 – 6; >15 years – 10 points); - Experience in similar projects of comparable size, complexity and technical specialty (< two projects– 5; two to four projects – 10; > five projects – 15 points); - Experience in developing countries under comparable conditions in regards to economies similar to the Palestinian economy and in poverty reduction projects (1 to 2 countries – 2; 3 to 5 – 4; > 6 countries – 5 points). - Extensive experience in gender equality and gender sensitiveness in Development Programmes (5 points) - Experience in participatory approaches (5 points) - Knowledge in small and micro enterprises establishment and development (5 points) 	45
<p><u>Proposed Methodology:</u></p> <ul style="list-style-type: none"> - To what degree does the applicant understand the task? Have the important aspects of the task been addressed? Is the scope of task well defined and does it correspond to the TOR? Is the conceptual framework adopted appropriate for the task? (20 points) - Is the presentation of the work-plan clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project? (20 points) 	40
<p><u>Credibility:</u></p> <ul style="list-style-type: none"> - Quality of sample report(s) (15 point) 	15
TOTAL	100

In the Second Stage, UNDP/PAPP will open and compare/evaluate the Financial Proposals received from applicants who attained the minimum technical score of 70% of the obtainable score of 100 points in the evaluation of the technical proposals.

4. Financial Proposal

Lump Sum Approach



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The financial proposal shall specify a total lump sum amount. The total monthly lump sum shall be **all-inclusive** and shall take into account various expenses incurred by the Consultant/Contractor during the contract period and shall form the amount of the resulted contract between the winning Consultant/Contractor and UNDP. No other entitlements will be considered after submission of financial proposals.

The financial proposal shall include a breakdown of this lump sum amount (number of anticipated working days, all envisaged travel (such as but not limited to all travel to join duty station/repatriation travel), per diems/daily allowances).

Payments are based upon output, i.e. upon delivery of the services specified in the TOR.

5. Award of Individual 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.

The procuring entity will award the Individual Contract to the applicant who attained the Highest Combined Technical and Financial score, subject to a satisfactory interview with the evaluation committee.

The Combined score will be calculated as follows:

The total **technical score** is simply calculated by summing the scores attained for each evaluation criterion in the "evaluation criteria" table shown above.

The **price score** for the financial proposal will be calculated 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 priced proposal will be 100 points, and to any other proposal x/y times 100

The General mark or combined score for each proposal will be arrived as follows:

The total score of the Technical proposal multiplied by 70% will be added to the Financial Proposal score multiplied by 30%. The candidate whose proposal received the highest combined score will be the successful applicant.



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ANNEX III
FINANCIAL PROPOSAL FORM

Subject: Mid-Term Evaluation Consultant

Your financial offer in USD shall specify a **lump sum figure all inclusive**, and shall take into account various expenses incurred during the contract period and shall form the amount of the resulted contract between the winning Consultant/Contractor and UNDP. No other entitlements will be considered after submission of financial proposals.

The financial proposal shall include a breakdown of this lump sum amount (number of anticipated working days, all envisaged travel (such as but not limited to all travel to join duty station/repatriation travel), per diems/daily allowances). Fee Breakdown should be attached under a separate sheet.

Description	Fixed Fee (USD)
To serve as a Mid-Term Evaluation Consultant as described/stated in the TOR.	
This includes Undertaking all the tasks (& completion of all the deliverable) as detailed in the relevant Terms of Reference (TOR)	
Total Lump Sum amount (all inclusive) in USD – in numbers	
Total Lump Sum amount (all inclusive) in USD – in words :	
Name & signature of applicant :	
Date:	

- 1) Payments will be paid-out in monthly equal installments upon certification of responsible officer (refer to payment terms under in the TOR)
- 2) Candidate is requested to submit the quotation on or before **6 February 2015**.

Submissions should be made either via/to e-mail address: **quotation.papp@undp.org** or to **Fax No. 02-6268257**(If will be sent thru Email: File/Email size should not exceed 10 MB in a single email - quotation could be send by multiple emails as needed).

Any submission of the financial proposal via any other mean will cause the whole application from the candidate to be rejected and disregarded.

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ANNEX IV

INDIVIDUAL CONSULTANT GENERAL TERMS AND CONDITIONS

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