

United Nations Development Programme

Programme of Assistance to the Palestinian People

برنامج الأمم المتحدة الإنمائي / برنامج مساعدة الشعب الفلسطيني



RFQ- PAL-0000184656

Date: 18 May 2022

REQUEST FOR QUOTATION / PROPOSAL

Subject: RFP for Consultancy Services for Final Programme Evaluation of Path to Economic Recovery: Facilitating Decent Jobs in the Gaza Strip - Event ID: 0000012543

Dear Bidder,

We kindly request you to submit your quotation/proposal for **Final Programme Evaluation of Path to Economic Recovery: Facilitating Decent Jobs in the Gaza Strip**, as detailed in Annex 1 of this RFQ. When preparing your quotation, please be guided by the form attached hereto as Annex 3. Please note that this procurement process is being conducted through the online tendering system of UNDP. Bidders who wish to submit an offer must be registered in the system. Visit this page for system user guides and videos in different languages:

<http://www.undp.org/content/undp/en/home/operations/procurement/business/procurement-notice/resources/>

If already registered, go to <https://etendering.partneragencies.org> and sign in using your username and password.

Use "Forgotten password" link if you do not remember your password. Do not create a new profile.

If you have never registered in the system before, you can register by visiting the link below and follow the instructions in the user guide (attached):

<https://etendering.partneragencies.org>

- **Username:** event.guest
- **Password:** why2change

It is strongly recommended to create a username with two parts: your first name and last name separated by a ".", (similar to the one shown above). Once registered you will receive a valid password to the registered email address which you can use for signing in and changing your password.

Please note that your new password should meet the following criteria:

- Minimum 8 characters
- At least one UPPERCASE LETTER
- At least one lowercase letter
- At least one number

You can view and download tender documents with the guest account as per the above username and password, however, if you are interested to participate, you must register in the system and subscribe to this tender to be notified when amendments are made.

Quotations that are received by UNDP after the deadline indicated, for whatever reason, shall not be considered for evaluation.

In the course of preparing your Proposal, it shall remain your responsibility to ensure that it reaches the address above on or before the deadline. Proposals that are received by UNDP after the deadline indicated above, for whatever reason, shall not be considered for evaluation.

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Services proposed shall be reviewed and evaluated based on completeness and compliance of the Proposal and responsiveness with the requirements of the RFP and all other annexes providing details of UNDP requirements.

The Proposal that complies with all of the requirements, meets all the evaluation criteria and attains the highest combined technical and financial scores shall be selected and awarded the contract. Any offer that does not meet the requirements shall be rejected.

Any discrepancy between the unit price and the total price shall be re-computed by UNDP, and the unit price shall prevail and the total price shall be corrected. If the Service Provider does not accept the final price based on UNDP's re-computation and correction of errors, its Proposal will be rejected.

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNDP after it has received the Proposal. At the time of Award of Contract or Purchase Order, UNDP reserves the right to vary (increase or decrease) the quantity of services and/or goods, by up to a maximum twenty five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.

Any Contract or Purchase Order that will be issued as a result of this RFP shall be subject to the General Terms and Conditions attached hereto. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP, herein attached as Annex 4.

Please be advised that UNDP is not bound to accept any Proposal, nor award a contract or Purchase Order, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process.

UNDP's vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Purchase Order or Contract in a competitive procurement process. In the event that you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link:

<http://www.undp.org/content/undp/en/home/operations/procurement/protestandsanctions/>

UNDP encourages every prospective Service Provider to prevent and avoid conflicts of interest, by disclosing to UNDP if you, or any of your affiliates or personnel, were involved in the preparation of the requirements, design, cost estimates, and other information used in this RFP.

UNDP implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link : http://www.un.org/depts/ptd/pdf/conduct_english.pdf

Thank you and we look forward to receiving your Proposal.



Sincerely yours,

DocuSigned by:

19-May-2022

Nurjihan Riyad 19
8D6A2F011E1E0AD6

Procurement Unit - OIC

UNDP/PAPP

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Annex 1**Description of Requirements**

Context of the Requirement	UNDP/PAAP – Gaza office
Implementing Partner of UNDP	UNDP/PAPP
Brief Description of the Required Services	Final Programme Evaluation of Path to Economic Recovery: Facilitating Decent Jobs in the Gaza Strip
List and Description of Expected Outputs to be Delivered	Please refer to the ToR attached under Annex 2
Person to Supervise the Work/Performance of the Service Provider	UNDP assigned responsible officers
Frequency of Reporting	Please Refer to the TOR – Annex 2
Progress Reporting Requirements	<ul style="list-style-type: none"> • Evaluation inception report • Evaluation debriefings • Draft evaluation report • Evaluation report audit trail • Final evaluation report • Final evaluation report. • Presentation of findings Please refer to the TOR – Annex 2
Location of work	<input checked="" type="checkbox"/> Exact Address/es <i>[pls. specify]</i> Gaza Strip <input checked="" type="checkbox"/> The evaluation will cover the relevant locations – Gaza Strip
Expected duration of work	One and Half (1.50) calendar months
Target start date	Upon signing the contract
Latest completion date	After 1.5 months from signing the contract
Travels Expected	Internal travels within the Gaza Strip Governorates are needed. Virtual Meetings are acceptable.
Special Security Requirements	N/A
Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	N/A
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required
Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required
Currency of Proposal	<input checked="" type="checkbox"/> United States Dollars

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	<input type="checkbox"/> Euro <input type="checkbox"/> Local Currency										
Value Added Tax on Price Proposal	<input type="checkbox"/> must be inclusive of VAT and other applicable indirect taxes <input checked="" type="checkbox"/> must be exclusive of VAT and other applicable indirect taxes										
Validity Period of Proposals (Counting for the last day of submission of quotes)	<input type="checkbox"/> 60 days <input type="checkbox"/> 90 days <input checked="" type="checkbox"/> 120 days In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.										
Partial Quotes	<input checked="" type="checkbox"/> Not permitted <input type="checkbox"/> Permitted [pls. provide conditions for partial quotes, and ensure that requirements are properly listed to allow partial quotes (e.g., in lots, etc.)]										
Payment Terms	Please also refer to the ToR <table border="1"> <thead> <tr> <th>Deliverables</th><th>%</th><th>Condition for Payment Release</th></tr> </thead> <tbody> <tr> <td>Evaluation Inception Report has been provided and approved</td><td>20 %</td><td rowspan="3"> Within thirty (30) days from the date of meeting the following conditions: a) UNDP's written acceptance (i.e., not mere receipt) of the quality of the outputs; and b) Receipt of invoice from the Service Provider. </td></tr> <tr> <td>Draft evaluation report has been provided and approved</td><td>40%</td></tr> <tr> <td>Final evaluation report and presentation of findings have been provided and approved.</td><td>40%</td></tr> </tbody> </table>	Deliverables	%	Condition for Payment Release	Evaluation Inception Report has been provided and approved	20 %	Within thirty (30) days from the date of meeting the following conditions: a) UNDP's written acceptance (i.e., not mere receipt) of the quality of the outputs; and b) Receipt of invoice from the Service Provider.	Draft evaluation report has been provided and approved	40%	Final evaluation report and presentation of findings have been provided and approved.	40%
Deliverables	%	Condition for Payment Release									
Evaluation Inception Report has been provided and approved	20 %	Within thirty (30) days from the date of meeting the following conditions: a) UNDP's written acceptance (i.e., not mere receipt) of the quality of the outputs; and b) Receipt of invoice from the Service Provider.									
Draft evaluation report has been provided and approved	40%										
Final evaluation report and presentation of findings have been provided and approved.	40%										
Person(s) to review/inspect/ approve outputs/completed services and authorize the disbursement of payment	UNDP assigned responsible officers										
Criteria for the Assessment of Proposal In/out eligibility criteria (preliminary)	Non-Discretionary "Pass/Fail" criteria on the technical requirements <ul style="list-style-type: none"> Valid business registration certificate. Valid Tax registration certificate. The firm has a minimum of five (5) years of experience in evaluation of projects, including in at least one project of similar nature to the subject project. Proven experience in implementing at least 3 similar assignments in the last 5 years. Proposed key staff possess all the required experience, credentials & qualifications required in the Terms of Reference (i.e., fully qualified to successfully do the assignment). 										

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	<ul style="list-style-type: none"> At least two (2) Letters of Satisfactory Performance from the top client. <p>Note: If the firm is not compliant in one or more of the above listed mandatory requirements, its proposal will be rejected as non-compliant offer.</p>
EVALUATION PROCESS	<p>Technical evaluation of proposals (which passed preliminary stage) will be conducted prior to any price proposal being opened and compared/evaluated. The price/financial proposal of the Proposals will be opened only for submissions that passed the minimum technical score (= 70 points) in the evaluation of the technical proposals. The technical proposals will be evaluated on the basis of its responsiveness to the Terms of Reference (TOR) and other documentation provided, applying the evaluation criteria, sub-criteria, and point system specified below.</p> <p>A Proposal shall be rendered non-responsive at this stage if it does not substantially respond to the RFP particularly the demands of the Terms of Reference, which also means that it fails to achieve/attain the minimum technical score (= 70 points).</p> <p>In the final stage, only the Financial Proposals of those Proposers who attained the minimum technical score* (=70 points) will be opened for evaluation, comparison and scoring.</p> <p>The UNDP procuring entity will award the Contract to the Offeror who receives/achieves the Highest Combined Technical and Financial score.</p> <p>The formula for the rating of the Proposals will be as follows:</p>
Criteria for Contract Award	<p><input type="checkbox"/> Lowest Price Quote among technically responsive offers</p> <p><input checked="" type="checkbox"/> Highest Combined Score (based on the 70% technical offer and 30% price weight distribution)</p> <p>The formula for the rating of the Proposals will be as follows:</p> <div style="border: 1px solid black; padding: 5px;"> <p>Rating the Technical Proposal (TP):</p> <ul style="list-style-type: none"> TP Rating = (Total Score Obtained by the Offer / Max. Obtainable Score for TP) x 100 <p>Rating the Financial Proposal (FP):</p> <ul style="list-style-type: none"> FP Rating = (Lowest Priced Offer / Price of the Offer Being Reviewed) x 100 <p>Total Combined Score:</p> <ul style="list-style-type: none"> (TP Rating) x (Weight of TP, 70%) + (FP Rating) x (Weight of FP, 30%) </div> <p><input checked="" type="checkbox"/> Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criterion and cannot be deleted regardless of the nature of services required. Non acceptance of the GTC may be grounds for the rejection of the Proposal.</p>
Criteria for the Assessment of Proposal	<p>Technical Proposal (70%)</p> <p><input checked="" type="checkbox"/> Capacity and Expertise of the Firm 25%</p>

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	<input checked="" type="checkbox"/> Methodology, Approach and Implementation Plan including key milestones 35% <input checked="" type="checkbox"/> Management Structure, Staffing plan and CVs 40% Technical Evaluation Criteria that will be used - Technical proposals will be evaluated based on the following criteria:		
	Technical Proposal Evaluation		Points obtainable
	1.	Capacity and Expertise of Firm	250
	2.	Methodology, Approach and Implementation Plan including key milestones	350
	3.	Management Structure, Staffing plan and CVs	400
	Total		1000
	Technical Evaluation Criteria		Points
	1. Capacity and Expertise of Firm /Organization		250
	1.1	Company's Size	50
	1.2	Relevance of Experience	200
		<ul style="list-style-type: none"> Years of experience and large-scale Programmes (20 Point) Experience in Programmatic evaluation and large-scale Programmes assessment (20 Point) Experience in education and scholarships sector and development issues (60 Point) Profound experience in UNDP's Results-Based Management approach and strategic planning (20 Point) Experience in evaluating youth engagement and leadership development Programmes (40 Point) Experience in evaluating economic empowerment Programmes, among others including, internships, soft skills training, e-work etc. (40 Point) 	
	2. Methodology, Work plan responding to the ToR		350
	2.1	Understanding the assignment tasks and scope of work, please note that it will be assessed whether the individual bidder is capable of describing the task and scope of work with their own words and not only copy paste from the TOR.	100
	2.2	Have the important aspects of the task been addressed in sufficient detail? Is the scope of the task well defined and does it correspond to the TOR? Are the different components of the programme adequately weighted relative to one another?	50
	2.3	Are the minimum requirements for data collection properly presented and addressed in the proposal?	50
	2.4	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?	50

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	2.5	Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the Programme? (e.g., does it contain a detailed work plan, etc.)	50	
	2.6	Is the staffing plan clear, sufficient, realistic and shows clearly who is doing what, required working days and place (home office or field office)?	50	
	3.	Management Structure, Staffing plan and CVs		400
	3.1	Composition and structure of the team proposed. Are the proposed roles of the management and the team of key personnel suitable for the provision of the necessary services?	50	
	3.2	Lead evaluator	200	
		- Qualification/ Education (50)		
		- General professional experience (40)		
		- Specific experience relevant to the assignment (80)		
		- Relevant Training Certificates (10)		
		- Language (20)		
	3.3	Youth economic empowerment/ Expert	150	
		- Qualification/ Education (40)		
		- General professional experience (30)		
		- Specific experience relevant to the assignment (60)		
		- Relevant Training Certificates (5)		
		- Language (15)		
Required minimum passing score = 70 points.				
<u>Financial Proposal (30%)</u>				
To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.				
UNDP will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider who obtains the highest Total Combined Score on his/her Proposal (based on combined scoring method)			
Type of Contract to be Signed	<input checked="" type="checkbox"/> One and only one Service Provider			
Annexes to this RFP	<input checked="" type="checkbox"/> Form for Submission of Proposal (Annex 3) <input checked="" type="checkbox"/> General Terms and Conditions / Special Conditions (Annex 4) ¹ <input checked="" type="checkbox"/> Detailed TOR (Annex 2) <input type="checkbox"/> Others			

¹ Service Providers are alerted that non-acceptance of the terms of the General Terms and Conditions (GTC) may be grounds for disqualification from this procurement process.

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Contact Person for Inquiries (Written inquiries only)	<p><i>The Procurement Analyst</i> <i>Proc10.papp@undp.org</i> <i>Tel: 08-2863364</i></p> <p>Any delay in UNDP's response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers.</p>
Deadline to receive proposals	<p>Proposals may be submitted on or before the date and time set in the UNDP e-Tendering system for this event/RFQ.</p> <p><u>https://etendering.partneragencies.org</u></p> <p>Event ID: 0000012543</p> <p>Dead line: 5 June 2022 5:00AM EST (12:00hr Jerusalem Time)</p>
Performance Security	<p>Required in the amount of 10% of resulted contract in the form of a Bank Guarantee (please see the relevant template)</p> <p>(a) Within (7) days of contract signature and before issuance of the notice to proceed, the successful Bidder shall furnish a Performance Security to UNDP in the amount of 10% of the contract Value;</p> <p>(b) The Performance Security shall be valid until end of defects liability period (i.e. 3 months after the intended completion date);</p> <p>(c) The proceeds of the Performance Security shall be payable to the UNDP as a compensation for any loss resulting from the Contractors' failure to complete its obligations under the contract;</p> <p>(d) The Performance Security shall be denominated in the currency of the contract.</p>

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Annex 2**Terms of Reference****Final Programme Evaluation of Path to Economic Recovery: Facilitating Decent Jobs in the Gaza Strip**

PROGRAMME INFORMATION		
Programme title	Path to Economic Recovery: Facilitating Decent Jobs in the Gaza Strip	
Atlas ID	Award: PAL 10-00116171, Output: PAL 10-00116580	
Corporate outcome and output	UNDAF Strategic Priority 3: Leaving No One Behind: Supporting Sustainable and Inclusive Economic Development Palestine Programme Framework (PPF): Output 3.3: Access of youth, women and rural communities to skills and financing for economic empowerment and entrepreneurship improved	
Country	State of Palestine	
Region	Gaza Strip	
Date Programme document signed	20 June 2019	
Programme dates	Start	Planned end
	July 2019	December 2022
Programme budget	US\$ 26,867,704.55 (Details under section 1.1)	
Programme expenditure at the time of evaluation	SDC: US\$ 1,746,167 As of Dec. 2021 Japan (MSMEs): US\$ 175,000 Japan (JSB): US\$ 757,497 Danish: US\$ 260,465.00	
Funding source	The Government of Switzerland, represented by the Federal Department of Foreign Affairs (FDFA) Acting Through the Swiss Agency for Development and Cooperation (SDC)	
Implementing party²	UNDP/PAPP is the entity responsible and accountable for managing and implementing the projects in coordination with the project partners, notably Ministry of Labour, Ministry of Local Government, Ministry of Health, Ministry of National Economy, Gaza Municipalities, Job Creation Programme, Islamic University of Gaza / IRADA Programme, Business and Technology Incubator (BTI), University College of Applied Sciences Technology Incubator (UCASTI), Palestinian Federation of Industries (PFI), PalTrade, and Atfaluna Society for Deaf Children.	

² It is the entity that has overall responsibility for implementation of the programme (award), effective use of resources and delivery of outputs in the signed project document and workplan.

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1. Background and Context:

The Palestinian economy has been suffering from decades of restricted access to national resources, geographic fragmentation, and severe restrictions on movement of people and goods due to the occupation and the blockade on Gaza. According to the Palestinian Central Bureau of Statistics (PCBS), unemployment rates in the Palestinian territories constitute the biggest challenge for the youth. These rates reached 66% among female youth and 36% among male youth in 2021 and were the highest in Gaza Strip compared to the West Bank among youth graduates (74% and 36% respectively).³ The highest rates of unemployment among the youth aged 18-29 years were recorded among graduates, including those holding an intermediate diploma or higher (54%) with a clear difference between youth males and females, 39% and 69% respectively. New shocks to the economy, associated with salary cutbacks compounded the long-term deindustrialization of Gaza, caused by the successive conflicts and the blockade. The residents of the Gaza Strip have become dependent on government and external donor assistance, and capacity for the public service delivery has been overstretched. The outbreak of the COVID-19 in the Gaza Strip not only strained the already deteriorated health care system but has also contributed to a further worsening of the economic conditions for the residents of Gaza. More and more families have been pushed into poverty and made reliant on food rations where vulnerabilities are expected to deepen.

1.1. Description of the interventions

In 2019, the United Nations Development Programme/ Programme of Assistance to the Palestinian People (UNDP/PAPP) launched the "Path to Economic Recovery: Facilitating Decent Jobs in the Gaza Strip" Programme hereinafter referred to as 'programme' with funding from and in partnership with the Swiss Development Cooperation (SDC) and other's donors. The overall goal of the programme is to address the issue of unemployment in the Gaza Strip, by empowering youth⁴ to exercise their career choices and the potential to lead a better life using economic empowerment tools for creating short, medium, and long-term job opportunities. The proposed approach for implementation provided opportunities for skilling and employment of youth, particularly woman, and persons with disabilities (PwDs) in the Gaza Strip by using entrepreneurship, incubators, vocational training, and onsite intensive skilling in addition to supporting MSMEs and strengthening their capacities to sustain in the market.

The programme, implemented during the period June 2019 – December 2022, is in line with the Palestinian National Policy Agenda (NPA) 2017 – 2022, and is aligned with UNDP's overall approach of Transformative Resilience and adopting the SDGs 'Leave No One Behind' principle. The programme is funded by the Swiss Development Cooperation (SDC), Qatar, Islamic Development Bank (IsDB), Norway, Japan, German Corporation for International Cooperation (GIZ), Denmark, German Development Bank (KfW) with a total budget of US\$ 25 million. While the programme comprises four outputs, the main focus of this programme evaluation are outputs 2, 3 and 4 which were funded mainly by SDC, Japan, Norway, Denmark and UNDP as shown below:

³ PCBS, Press Release on the Results of the Labour Force Survey (2021).

⁴ The United Nations defines the youth as the individuals in the age group (15-24 years) with the possibility of adjusting this category according to the specificity and need of each country. The Palestinian Central Bureau of Statistics (PCBS) considered the youth in Palestine as the individuals in the age group (18-29 years). In this programme, youth were deemed as those aged between 18 and 35.



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Table 1: Output and contributions from donors										
Expected Outputs	SDC III	Qatar	UNDP Trac fund	Norway*	Japan	Japan* * (MSMEs)	Danish** *	IsDB	GIZ	Total (US \$)
Output 1	1,860,000	6,481,481		7,338,802	1,832,184			1,000,000	384,772	18,897,239
Output 2	838,000				275,000					1,113,000
Output 3	1,375,000		381,987	180,000	482,497					2,419,484
Output 4	335,000					175,000	260,495			770,495
Subtotal (US \$)	4,408,000	6,481,481	381,987	7,518,802	2,589,681	175,000	260,495	1,000,000	384,772	23,200,218
PIU	423,901	0	118,013	865,098	358,780				57,198	1,822,990
GMS	386,552	518,519		670,712	233,357				35,357	1,844,497
Total	5,218,453	7,000,000	500,000	9,054,612	3,181,818	175,000	260,495	1,000,000	477,327	26,867,705

* Norway I+II+III

** With PARC in Gaza

*** With PARC in Gaza

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The programme targets youth and women, and other marginalized groups in the Gaza Strip by providing them with greater access to decent productive jobs in the private and public sectors and contributing to sustainable and inclusive economic development. The target beneficiaries possess different competency levels, including workers and graduates who were provided with opportunities for short-term jobs, apprenticeship, training, and incubation of new enterprises. While on the short-term facilitating opportunities for income generation, the programme is expected to contribute towards and improve access to more sustainable job opportunities and strengthened social cohesion.

1.2. Programme approach and achievements

The programme implementation approach focuses on providing opportunities for skill development of youth, particularly women, and people with disabilities (PwDs) in the Gaza Strip through supporting entrepreneurship, incubators, vocational training, and onsite intensive skills development. In order to deliver the programme activities, UNDP has engaged in partnership with different national partners who were engaged in direct implementation of the different programme intervention under the funds as follows:



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Table 2 – Presentation of stakeholders & implementing partners

Expected Outputs		SDC III	Qatar	UNDP Trac fund	Norway	Japan	Japan (MSME)	Danish	IsDB	GIZ
Output 1: Gazans have greater access to short-term dignified job opportunities in private and public sectors.	IPs	JCP, PFI	GCDG, PFESP, CAAB, PFI SFWFF		GCDG, PFESP, CAAB	GCDG, DWRC, SWG			GCDG, JCP, PARC, SFWFF	PFESP
	Stakeholders	MoH, Municipalities, Private Sector, Industry Sector	MoH, MoE, MoLG, MoPWH, MoSD, MoNE, MoA, MoL, AoL, Municipalities, Private Sector		MoH, MoE, MoLG, MoPWH, MoA, MoL, Municipalities	MoH, MoE, MoLG, MoPWH, MoA, MoL, AoL, Municipalities			Municipalities, AoL, MoL, MoLG	Municipalities, MoA, Higher Council for Youth and Sports, MoT, Antiquities, MoL
Output 2: Youth have improved capacities in technical and vocational education and training	s IP	JCP, IRADA, Atfaluna				PFESP				
	Stakeholders	PWDs, Private Sector				Private Sector, MoL, TVET Institutions				
Output 3: Young entrepreneurs have greater access to medium- and long-term job opportunities.	s IP	BTI, UCAS		G-Gateway IUG, PICTA	G-Gateway	PFI, BTI				
	Stakeholders	Startup, Private Sector		Startup Freelancer Private Sector	Freelancer Private Sector	Private, Sector Industry Sector, MoL				
Output 4: SMEs have strengthened capacities in sustaining and growing their businesses in the market.	s IP	PALTrade, PFI					PARC	PARC		
	Stakeholders	MoNE, MoL, Private Sector					Private Sector, Ministry of Labor	Private Sector, Ministry of Labor, Chamber of Commerce		

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During the period from July 2019 to 30 June 2021, the programme has achieved the following results under the below listed outputs:

Output 1: Gazans have greater access to short-term dignified job opportunities in private and public sectors (including C4W initiatives and internship/ apprenticeship opportunities).

Under output 1 UNDP focuses on people in the age category 18-60, who are unemployed or who are entering the labour market for the first time after completion of education. By end of 2021, a total of 3,590 beneficiaries directly benefitted from job opportunities during 2020-2021. This output has been evaluated under a separate thematic programme evaluation end of 2021, where the main focus was on short-term job creation initiatives.

Output 2: Youth and PwDs have improved capacities in technical and vocational education and training.

UNDP provided support to 465 beneficiaries (89 M. and 267 F.), notably youth and women and 90 PwDs in various vocational training courses, including textile, metal work, chemical products, food, ICT, engineering and leather industries as well as tailoring and fashion design, arts and handicrafts, manufacturing of cleaning materials, beauty care. Following a series of targeted vocational training and employment placements, UNDP held several competitions among the participants, selecting and supporting promising startups.

Output 3: Young entrepreneurs have greater access to medium- and long-term job opportunities.

The programme has also encouraged youth and women to actively engage in entrepreneurial activities, by providing specialized training to 261 (144 M. and 117 F.) youth as part of the business and technology incubators promotion initiative. UNDP has explored innovative opportunities by piloting technology transfer models in Artificial Intelligence (AI) and machine learning, Blockchain, and E-Commerce. The programme assisted young beneficiaries in converting their innovative ideas into promising start-up businesses, whereas 544 young entrepreneurs have been engaged in extensive capacity-building during the pre-incubation stage. Subsequently, 85 startups reached the incubation phase, by launching activities in ICT, fabrication, construction, services, education, health, green economy, and agriculture.

Output 4: SMEs have strengthened capacities in sustaining and growing their businesses in the market.

The programme has supported the continuous existence of MSMEs and strengthened their productive capacities, in line with UNDP's COVID-19 related support, aiming at developing and implementing resilience-based recovery measures, especially for vulnerable and marginalized groups. UNDP targeted MSMEs within the agri-business/agri-food sector that had to let go part of their labour force (skilled and unskilled) due to the COVID-19 crisis. A total of 187⁵ MSMEs were provided with technical and financial support, training, non-financial services (technical assistance, such as market research, training, technical input) in addition to deployment of workers. In addition, UNDP launched a National Helpdesk Scheme – Monshati – to stimulate micro-small and medium-sized enterprises adaptability and strengthen their resilience and recovery. This scheme has reached more than 600 MSMEs via the Federation of Chambers of Commerce (FPCCIA) and the local chambers spread throughout the West Bank and Gaza Strip.

⁵ 25 SMEs will be supported with partial in-kind support (raw materials and/or upgrading equipment, etc) under SDC funding.

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Donor	No. of MSMEs supported	Sectors	Period of programmes (e.g., 2019-2021)	Type of support (e.g., financial, job placement, technical....etc)
SDC	25 MSMEs	Garment and textile, Plastic, Food processing Wooden	2022	Financial and Technical support
Japan (JSB)	55 MSMEs	TVET , ICT, Enterp.	2021	Training , Grants
Danish	59 in Gaza (100 MSMEs in oPt)	Food & AGRO -business	2021	Training , Grants , Job Placement with 100 Workers)
MPTF	32 MSMEs	Micro Business	2021-2022	Training, Grants

2. Evaluation purpose, scope and objectives

2.1. Purpose of the evaluation

The overall purpose of this programme evaluation is to assess UNDP's results achieved through the programme's output 2, 3 and 4 and to what extent they are contributing to 1) skills enhancement of youth, 2) increasing the employability of youth and 3) ensure increased sustainability and growth of existing businesses. By including the findings of the last evaluation conducted for output 1, the evaluation shall further assess the applied approaches and methods and their ability to enhance both the supply and demand side of the labor market and hereby address unemployment and economic underperformance. The evaluation is a final evaluation of the interventions implemented with funding from the Swiss Development Cooperation (SDC). However, given that the programme implementation continues, the assignment will also assess activities implemented with funding from other donors, contributing to the same portfolio. The aim is to utilize the findings for further improvement of UNDP's approaches and activities under the programme and other similar interventions.

The evaluation also takes place at a crucial time for UNDP's contribution to economic recovery and development, as the organization is currently developing its new strategic Transformative Resilience framework and strategy for the inclusive economic development portfolio. The evaluation is therefore expected to assess the relevance of the different interventions and how they can inform future programming under the Transformative Resilience framework. This will include opportunities for strengthening synergies with other interventions under the portfolio and highlight possible unexplored opportunities for further linkages beyond the portfolio. In addition, the evaluation is expected to assess the relevance of the interventions according to UNDP's new global Strategic Plan 2022-2025.

The evaluation is therefore expected to identify key lessons learnt, summarize the experiences gained, and recommend best approaches and methodologies to correct any gaps within the programme as well as similar interventions under UNDP's portfolio for economic recovery and development. This assessment will also look into how the interventions were adapted to respond to the impact of COVID-19 pandemic.

The evaluation will assess the relevance, coherence, effectiveness, efficiency, likely impact and sustainability of the programme. The evaluation will address how the interventions sought to address social and environmental issues, including green jobs / MSME greening gender inequality, inclusion of people with disabilities and limited access to basic services, especially for marginalized groups.

2.2. Scope of the Evaluation:

The evaluation shall cover all relevant locations in the Gaza Strip and focus on outputs 2, 3 and 4 of the programme, and beneficiaries from the different programme interventions during the period 2019 till 2022.

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Number of beneficiaries and type of support are detailed under section 1.2 Programme approach and achievements.

The scope of the evaluation includes:

- Assess to what extent the programme has and is likely to enhance skills among youth and increase their employability;
- Assess to what extent the programme has and is likely to increase the access for youth in Gaza to enter medium to long term job opportunities;
- Assess to what extent the programme has and is likely to increase sustainability and growth of existing businesses;
- Assess to what extent incubation and innovation interventions have led to or are likely to lead to jobs creation and MSME growth;
- Assess to what extent the programme has and is likely to contribute to the enhancement of the economic recovery and development in Gaza through its different approaches;
- Assess to what extent there have been unintended or negative changes that can be attributed to the project's approaches or activities;
- Identify opportunities for strategic synergies between UNDP's activities under the programme and other interventions to enhance the portfolio approach, and can contribute to Transformative Resilience;
- Assess the programme's inclusion of cross cutting issues such as gender equality and equity, women's empowerment and environmental sustainability, innovation and digital transformation . This includes providing recommendations for increased mainstreaming of relevant cross-cutting issues.

3. Evaluation criteria and key guiding questions

3.1. Project evaluation sample questions

This section proposes the questions that, when answered, will give UNDP and its partners the information they jointly seek in order to make decisions, take action and/ or add to knowledge.

The evaluation criteria are linked to the purpose of evaluation. The evaluation should be conducted according to the six Organization for Economic Co-operation and Development (OECD)- Development Assistance Committee (DAC) criteria (relevance, coherence, effectiveness, efficiency, the likely impact and likely sustainability). Each criterion is a different lens or perspective through which the intervention can be viewed. Together, they provide a more comprehensive picture of the intervention, the process of implementation, and the results.

The criteria play a normative role. Together they describe the desired attributes of the programme: All outputs should be relevant to the context, coherent with other interventions, achieve their objectives, deliver results in an efficient way, and have positive impacts that last. The criteria are used in the evaluation to: a) Support accountability, including the provision of information to the public; and b) Support learning, through generating and feeding back findings and lessons.

Suggested evaluation questions are provided below. These guiding evaluation questions will be further refined by the evaluation team and agreed with the UNDP evaluation stakeholders in the inception phase.

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Evaluation Criteria and Definition	Suggested Evaluation Questions
<p>Relevance</p> <p>The extent to which the objectives of the programme are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies.</p>	<ul style="list-style-type: none"> ▪ To what extent is the programme in line with the national development priorities, the Country Programme's outputs and outcomes, the UNDP Strategic Plan and the SDGs? ▪ To what extent are the Programme's approaches and objectives relevant for UNDP's Transformative Resilience Framework? ▪ To what extent has the programme output focusing on youth and women economic empowerment been able to respond to the most pressing challenges faced by youth? ▪ To what extent have the programme's activities and approaches been relevant in addressing the gap between students' skills and the labour market's demands? ▪ To what extent has UNDP's output focusing on support to MSMEs been able to respond to the most urgent needs for the MSMEs to sustain during the global pandemic and increase their production capacity? ▪ To what extent has the project been effective in addressing urgent and priority interventions in the response to the COVID-19 pandemic? ▪ To what extent has integration of relevant human rights and gender sensitive approaches/considerations been applied to address the needs of specific target groups. ▪ Are UNDP approaches, resources, models, conceptual framework relevant to achieve the planned outcome? Are they sufficiently sensitive to the political and development constraints?
<p>Coherence</p> <p>To what extent is this intervention coherent with UNDP and other actors' intervention in the socio-economic recovery</p>	<ul style="list-style-type: none"> ▪ To what extent is the programme coherent with UNDP and other actors' interventions within in the socio-economic recovery sector? This includes complementarity, harmonisation and coordination with others which is adding value in the larger ecosystem while avoiding duplication of effort. ▪ To what extent has the programme been managed using a portfolio approach? And how has it supported coherency between the programme's different outputs and strategies? ▪ To what extent has coherency with UNDP and other actors' interventions been effective in achieving the programme objectives, including the promotion of especially gender equality, and improved sustainability of results?
<p>Effectiveness</p> <p>Extent to which the objectives of the programmes' outputs have been achieved, or are expected to be achieved?</p>	<ul style="list-style-type: none"> ▪ To what extent have the programme's outputs been achieved? ▪ In which areas does the programme have the greatest achievements? Why and what have been the supporting factors? How can UNDP build on or expand these achievements? ▪ In which areas does the programme have the fewest achievements? Why and what have been the constraining factors? How could or can they be overcome? ▪ To what extent have the programme's activities been able to build the capacity of key stakeholders, such as incubators, TVET centre and the private sector? ▪ What, if any, alternative strategies will be more effective in achieving the project's objectives? ▪ To what extent has UNDP been effective in the use of innovative approaches to address the needs and challenges faced by youth in Gaza? ▪ How effective has the project's partnership strategies been to build an enabling environment for youth entrepreneurship and strengthened the ecosystem? What are the key lessons learned from the partnerships and how could these be leveraged in the future? ▪ To what extent has the integration of gender sensitivity and human rights considerations contributed positively to the achievements of results?

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<p>Efficiency</p> <p>Measure of how the programme's economically resources/inputs (funds, expertise, time, etc.) were converted to results.</p>	<ul style="list-style-type: none"> ▪ To what extent has there been an economic use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve the desired results? ▪ To what extent have the M&E system and approaches utilized by UNDP been contributing to efficient programme management (e.g., solve challenges, collect information on progress, adjust approaches based on lessons learned, etc.)? ▪ To what extent has the programme been able to leverage co-investment from other donors to support the achievement of the programme's objectives? ▪ To what extent has the portfolio approach led to more efficient use of resources? ▪ To what extent has the allocation and use of resources on target groups taking into account the need to prioritize certain groups, who are especially marginalized and/or discriminated against (e.g., male vs. female youth, women-led vs. man-led MSMEs)? ▪ Are there alternative approaches, which could be implemented to enhance the integration of human rights and/or gender equality in similar future interventions?
<p>Likely impact</p> <p>Positive and negative, primary and secondary long-term effects produced by the Programme, directly or indirectly, intended or unintended.</p>	<ul style="list-style-type: none"> ▪ To what extent has the programme's output 2 and 3 been able to empower Palestinian youth economically and socially? ▪ What are the likely effects of the intervention on the target groups' lives? Are there early signs that the intervention will have a positive impact on the beneficiaries' future in terms of job opportunities, economic independence, and livelihood situation (both for them and their families)? ▪ How likely is it that the interventions will have a positive impact on relevant stakeholders within the entrepreneur ecosystem and their ability to provide the same support services after the end of the programme? What are the main factors influencing this (negative and positive)? ▪ To what extent are there early signs of a positive impact of the interventions towards gender empowerment and/ or gender equality?
<p>Sustainability</p> <p>Continuation of benefits from the programme's interventions after major development assistance has been completed. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.</p>	<ul style="list-style-type: none"> ▪ How likely are the achievements of the programme to be sustained after the end of the support provided through the programme? What are the main internal and external factors influencing this (negative and positive)? ▪ To what extent has the programme been able to establish a sustainable enabling environment for entrepreneurs in the Gaza Strip? What are the influencing factors (positive and negative)? ▪ To what extent is it likely that supported entrepreneurs will transform their start-up into a sustainable business? ▪ To what extent is it likely that the programme's support under output 4 will ensure sustainability of MSMEs? ▪ What are the major risks which could jeopardize sustainability of the programme's results and achievements?

4. METHODOLOGY

The final evaluation should utilize a participatory and interactive approach using mixed method in the data collection. Hence, the evaluator is expected to follow a participatory and consultative approach that ensures close engagement with the evaluation managers, implementing partners and direct beneficiaries. In case travel and movement restrictions will be reinforced, UNDP will strongly encourage the use of virtual tools such as phone interviews and phone surveys, virtual Focus Group Discussions (FGDs) and online and SMS-based surveys, among others, during this period of COVID-19 pandemic.

The evaluators should conduct a thorough document review of the project document, results framework, financial reports, quality assurance reports, annual workplans, mid-year and annual reports. Additionally, pre-existing secondary data such as administrative datasets and previous survey datasets can be used to answer some evaluation questions. The evaluators should also utilise semi-structured interviews with key stakeholders; focus group discussions with beneficiaries and stakeholders; surveys and questionnaires;

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field visits, where possible; output/outcome mapping, observational visits (if possible), group discussions; and data review and analysis of monitoring reports.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation should be clearly outlined in the inception report and be fully discussed and agreed between UNDP and the evaluators in consultation with the stakeholders where applicable and to be shared with the donor focal point and with the evaluation's reference group.

4.1 Minimum requirements for data collection

This section presents the minimum requirements for data collection expected to be conducted by the evaluator. The individual bidder is encouraged to add more and detail the methodology in the technical proposal.

- Two surveys based on a representative sample of the population i.e., 1) targeted Palestinian youth and women in Gaza and 2) supported MSMEs. The total sample size will be determined by using 95% confidence interval and 5% of margin of error. Based on the characteristics of the beneficiary groups, it is recommended that the samples have roughly proportional representation based on the following variables:
 - For sample I: gender
 - For sample II: size of MSMEs and sector.
- FGDs with
 - Youth supported with TVET under output 2. At least 2 FGDs 1) PWDs and 2) youth – both of them with a representative gender balance.
 - Young entrepreneurs supported under output 3. At least 3 FGDs 1) freelancing, 2) incubation and 3) research & development.
 - MSMEs supported under output 4. At least 4 FGDs: 1) owners, 2) workers, 3) women-led MSMEs and 4) key stakeholders.
- Individual interviews with the relevant stakeholders, including UNDP's Programme Management Unit, implementing partners, at least five other relevant actors in the same sector and context in addition to the following donors: SDC, Japan, and Denmark.

4.2 ALTERNATIVE DATA COLLECTION, REMOTE INTERVIEWS AND USE OF NATIONAL CONSULTANTS

Implementing evaluations during the COVID-19 crises have previously required careful consideration to planning the implementation of evaluations remotely (virtually), through remote data collection and the remote interviewing of stakeholders. At the current moment, the COVID-19 situation in Palestine does not influence an on-the-ground evaluation. However, in case the situation changes, and travel and movement restrictions will be reenforced, the following shall be taken into account:

- The evaluation team should develop an alternative methodology where the evaluation is conducted virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the Inception report and agreed with the Evaluation Manager.
- If all or part of the evaluation is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/ computer may be an issue as many national counterparts may be working from home. These limitations must be reflected in the evaluation report.
- If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (Skype, zoom etc.). International consultants can work remotely with national evaluator support in the field if it is safe for them to operate and travel. No stakeholders, consultants or UNDP staff should be put in harm and safety is the key priority.

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- A short validation mission may be considered if it is confirmed to be safe for staff, consultants, and stakeholders and if such a mission is possible within the evaluation schedule. Equally, qualified and independent national consultants can be hired to undertake the evaluation and interviews in country as long as it is safe to do so.

4.3 DESK REVIEW AND DATA COLLECTION

a) Desk Review

The evaluator shall agree with UNDP on clear methodologies for collecting evaluative evidence considering all constraints. The evaluator shall also ensure that the required data and documentation are collected prior to the start of the evaluation process to the extent possible. Approaches and methodologies should be outlined in the inception report of the evaluation.

b) Data Collection

In preparing for data collection, the evaluator is encouraged to consider the following:

- Identification of potential limiting factors to proper data collection activities will have to be documented taking into consideration the timeframe of the evaluation.
- Considering the use of a flexible team approach taking into consideration the current status of COVID 19 in the Gaza Strip following the principle of “do no harm” to ensure the safety of beneficiaries, stakeholders as well as the evaluation team.
- Planning for remote data collection through conducting remote interviews, evaluation questionnaires, etc.
- In line with the UNDP’s gender mainstreaming strategy, gender disaggregation of data is a key element of all UNDP’s interventions and data collected for the evaluation will be disaggregated by gender, to the extent possible, and assessed against the programme outputs/outcomes.
- In addition to other data, the evaluator will need to collect and analyse the funding data to answer the related questions under the evaluation criteria.

c) Data Analysis

Evidence obtained and used to assess the results of UNDP support should be triangulated from a variety of sources, including verifiable data on project indicators, existing reports, evaluations and technical papers, beneficiaries’ interviews, stakeholder interviews, focus groups, surveys and site visits.

d) Accessibility to Beneficiaries and Partners

UNDP will provide the consultant with up to date beneficiaries, partners and stakeholder contact details, and the consultant is encouraged to:

- Inform interviewees in advance of the evaluation with clear purpose and overview of the evaluation, evaluation team and interview expectations. This will also save time during interviews.
- Ensure and explain the principle of full anonymity of all interviews.
- Share a list of questions with interviewees in advance to speed up the process and facilitate interviewee preparation.
- Consult with the interviewee on which virtual tool the interviewee is more comfortable with (Zoom, Skype, telephone etc.).

Table 2 under section 1.2 presents the main stakeholders and implementing partners under each of the programme outputs.

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5. Evaluation products (deliverables)

In line with the UNDP's financial regulations, when determined by the Country Office and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the evaluation, that deliverable or service will not be paid.

If the COVID-19 situation changes with negative implications for the conduction of the evaluation, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.

The consultant shall deliver the following key products:

- **Evaluation inception report:** including a work plan and evaluation schedule; the plan should outline the overall strategies, actions and timeline of the evaluation. The inception report should include a proposed schedule of tasks, activities and deliverables. The inception report should include an evaluation matrix, which specifies both principal and specific evaluation questions, data sources, data collection, review and analysis methods. The inception report provides UNDP and the evaluator with an opportunity to verify that they share the same understanding about the evaluation and clarify any misunderstanding at the outset.
- **Evaluation debriefing:** Following the desk review, data collection and field visits, the evaluator should provide UNDP with preliminary debriefing and findings.
- **Draft evaluation report for comments** (30-40) pages in English, including the executive summary: the draft evaluation report should include an executive summary of not more than 3 pages describing key findings and recommendations. UNDP shall review the draft evaluation report to ensure that the evaluation addresses the objective, answers the questions and meets the required quality criteria.
- **Evaluation report audit trail:** Comments and changes by the evaluator in response to the draft report should be retained by the evaluator to show how they have addressed comments.
- **Final evaluation report** (addressing comments, questions and clarifications): the report should include detailed lessons learnt and the list of all people interviewed. The evaluator should keep an evaluation report audit trail of how comments have been addressed in response to the draft report.
- **Presentation of findings:** a presentation should be scheduled to inform UNDP about the evaluation findings, lessons learned and recommendations.

The evaluator should follow UNDP Standard templates for [inception report](#) and [evaluation report](#)

- **The evaluation report needs to address all the quality criteria required as per the [UNDP evaluation guidelines](#) and the [UNEG Quality check list for evaluation reports](#).**

6. EVALUATION TEAM COMPOSITION AND REQUIRED COMPETENCIES

The consultancy firm should have proven experience in implementing at least 3 similar assignments during the last 5 years and should be able to deploy specialized experts for carrying out this assignment. The evaluation team should provide their own computers, communications equipment and personal protective equipment as needed.

Interested consultant should formulate an evaluation team and is encouraged to include both international and national evaluators. The team should include evaluator(s) together covering all the below specific skills,

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competencies and characteristics as minimum requirements for the evaluator(s). The exact team composition is up to the individual bidder as long as the required skills in tandem are covered by the team. Besides the evaluation team is the bidders required to include in the proposal an English language editor for a final review before submitting the evaluation report for UNDP's approval.

Interested consultant should provide details on the management structures and implementation, describing how evaluators will be operating remotely, such as international consultants.

The team shall contain, as a minimum, the following:

Lead evaluator: an expert with local economic development, a postgraduate degree in international development, economy or related fields with 10 years professional experience. The team leader should demonstrate the following:

- At least 5 years of experience in conducting evaluations of international development programmes, particularly in the field of local economic development and local governance;
- Experience in mixed method data collection.
- Demonstrated experience in designing and leading participatory and gender-sensitive evaluations of relevant development projects/ programmes
- Experience with MSMEs support (financial assistance and non-financial asserts).
- Experience assessing interventions addressing the economic effects of the global pandemic is a strong advantage.
- Direct experience working with civil society and government institutions is an added advantage;
- Excellent writing skills with a strong background in report drafting;
- Good knowledge of procedures governing the implementation and management of internationally funded projects and programs;
- Broad knowledge of socio-economic recovery and the economic development in Palestine, combined with good awareness of political implications.
- Demonstrated experience with implementation and/or evaluation of projects with partners, who have different interests or projects with political components.
- Technical knowledge and experience in other cross-cutting areas such gender equality, disability issues, rights-based approach, and capacity development

Youth economic empowerment/ Expert:

- Have at least Master's degree or equivalent in social science, experience in project implementation, monitoring and evaluation (M&E);
- At least two years of experience in M&E, including data collection (qualitative and quantitative), analyzing data and results framework development.
- Demonstrated expertise and knowledge of youth empowerment and skills enhancement initiatives and/ or projects.
- Experience working with entrepreneurs and start-ups, preferably in the region and Palestine.

Both experts should ideally have the following competencies:

- Demonstrable analytical skills;
- Good knowledge of the UNDP Guidelines and Procedures will be considered an asset.
- Excellent English language writing.
- Excellent communication skills.
- Demonstrated experience in implementing evaluations remotely.

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- Demonstrated ability to assess complex situations in order to succinctly and clearly distil critical issues and draw forward looking conclusions.

The evaluation team will not be limited to the above two main experts and an English Language Editor. The interested evaluator is free to suggest a larger team as long as it matches the proposed methodology.

7. EVALUATION ETHICS

This evaluation will be conducted in accordance with the principles outlined in the United Nations Evaluation Group (UNEG) 'Ethical Guidelines for Evaluation'. All members of the consulting team will be held to the highest ethical standards and are required to sign a code of conduct upon acceptance of the assignment.

The consultant must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing the collection of data and reporting on data. The consultant must also ensure the security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP.

8. Implementation arrangements

The evaluation team will be commissioned by UNDP PAPP. The lead evaluator will be in direct contact with the M&E focal point assigned as the Evaluation Manager and is overall responsible for the finalization of the report. The lead evaluator and evaluation team will start the evaluation process with an inception meeting with UNDP representatives by way of virtual communication. The lead evaluator should submit an inception plan based on the meeting within 5 calendar days of the issuance of contract.

The lead evaluator and evaluation team will then undertake the review of documentation, interviews with key beneficiaries and stakeholders -field visits, preparation of an evaluation report including lessons learned and recommendations. The lead evaluator will submit the draft product to UNDP for comments and will finalize the product within 5 calendar days after receiving the feedback.

In consultation with the lead evaluator and evaluation team and as requested, the M&E focal point of the evaluation from UNDP and the programme staff will make available all relevant documentation and provide contact information to key project beneficiaries and stakeholders and facilitate contact where needed. UNDP's M&E focal point in coordination with the programme staff will facilitate the evaluation process and assist in connecting the evaluator with the senior management, and key stakeholders. The programme staff will also assist in organizing the site visits and meetings and help identify key stakeholders for interviews by the evaluator. limited administrative and logistical support will be provided. The consultant will use his own laptop and cell phone. The programme team will not participate the meetings between the evaluators and the stakeholders and beneficiaries.

In the review processes the Evaluation Manager will include the evaluation reference group, consisting of relevant programme staff, for additional comments on deliverables and consultation will be conducted with relevant key stakeholders. The Evaluation Manager is in charge of consolidate all feedback before revised to lead evaluator. Comments and changes by the lead evaluator in response to the draft report should be retained to show how the evaluation team have addressed the comments.

The evaluation report will be approved by the evaluation commissioner.

Below is an overview of relevant actors during the evaluation process:

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Evaluation Commissioner

Is within UNDP/ PAPP the Special Representative of the Administration, who approve all decentralized evaluations being carried out. It is the evaluation commissioner who appoints this evaluation's Evaluation Manager.

The Evaluation Commissioner has the following overall responsibilities in this evaluation:

- Safeguard the independence of the evaluation exercise and ensure quality of evaluations.
- Appoints the Evaluation Manager.
- Approves the following before submitting to ERC: Final Terms of Reference, final Evaluation Report and the selected Management responses based in the evaluation's recommendations.

Evaluation Manager

Is the technical person from UNDP responsible for the oversight of the whole evaluation process, and is separated from the programme under evaluation. The Evaluation Manager has the following overall responsibilities in this evaluation:

- Lead the evaluation process and participate in all of its stages - evaluability assessment, preparation, implementation, management and the use of the evaluation.
- Safeguard the independence of evaluations.
- Organize the kick-off meeting to introduce the evaluators to the Programme Team and discuss the evaluation assignment.
- Liaise with the Programme Manager throughout the evaluation process.
- Circulate, review and approve the inception report, including the methodologies and evaluation matrix.
- Ensure that gender equality and women's empowerment and other cross-cutting issues are considered in the inception report, including a gender-responsive methodology.
- Circulate, review and comment on the draft evaluation report (according to the TOR and inception report);
- Ensure that gender equality and women's empowerment and other cross-cutting issues are considered in the draft evaluation report and ensure that all and respective evaluation questions are answered, and relevant data, disaggregated by sex, is presented, analyzed and interpreted.
- Collect and consolidate comments on the draft evaluation report in one feedback document (audit trail) and share with the evaluation team for finalization of the evaluation report.
- Review the final evaluation report to ensure compliance to the UNDP report template and quality assurance and seek final approval of the commissioner of the evaluation

Programme Analyst / Programme Portfolio Manager

The Programme Analyst is the person within UNDP overall responsible for the programme under evaluation. The Programme Analyst has the following overall responsibilities in this evaluation:

- Ensure and safeguard the independence of evaluations
- Provide the Evaluation Manager with all required data (e.g. relevant monitoring data) and documentation (reports, minutes, reviews, studies, etc.), contacts/ stakeholder list etc. to be shared with the Evaluation Team;
- Provides the Evaluation Team access to stakeholders, donors, beneficiaries, and others relevant for the data collection.
- Provide comments and clarification on the TOR, inception report and draft evaluation reports.
- Respond to evaluation recommendations by providing management responses and key actions to all recommendations addressed to UNDP.
- Implement relevant key actions on evaluation recommendations

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Evaluation Reference Group

The reference group is an advisory team composed by the relevant Programme Analyst, the Programme Managers, and SDC (donor). They serve as a sounding board and are not decision makers. The reference group has the following overall responsibilities in this evaluation:

- Perform advisory role throughout the evaluation process providing inputs into and review of TOR, inception reports and draft evaluation reports
- Ensure that gender equality and women's empowerment and other cross-cutting issues are considered in all steps of the evaluation process
- Ensure that the United Nations Evaluation Group (UNEG) evaluation standards are adhered to, including safeguarding of transparency and independence
- Provide advice on the evaluation relevance, the appropriateness of evaluation questions and methodology, and the extent to which conclusions are credible, considering the evidence presented, and recommendations action-oriented
- Support and provide input to the development of the management responses and key actions

Independent Evaluators

Is the Evaluation Team separated from UNDP and the programmes under evaluation, who has been assigned to conduct the evaluation. The Evaluation Team has the following overall responsibilities in this evaluation:

- Fulfil the contractual arrangements under the TOR;
- Develop the evaluation inception report, including an evaluation matrix and a gender-responsive methodology, in line with the TOR, UNEG norms and standards and ethical guidelines
- Conduct data collection and field visits according to the TOR and inception report.
- Produce draft reports adhering to UNDP evaluation templates, and brief the Evaluation Manager and Programme Manager Team, as well as stakeholders when needed, on the progress, key findings, and recommendations.
- Consider gender equality and women's empowerment and other cross-cutting issues, check if all and respective evaluation questions are answered, and relevant data, disaggregated by sex, is presented, analyzed, and interpreted.
- Finalize the evaluation report, incorporating comments and questions from the feedback/ audit trail. Record own feedback in the audit trail.

9. Time frame for the evaluation process

The consultancy should be conducted and completed within 33 days over 1,5 months. The final timeframe should be agreed in the inception report.

This section lists and describes all tasks and deliverables for which the evaluator will be responsible and accountable, as well as those involving the commissioning office (e.g., workplan, agreements, briefings, draft report, final report).



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working day allocation and schedule for an evaluation (programme evaluation)

ACTIVITY	ESTIMATE D # OF DAYS	DATE OF COMPLETION	PLACE	RESPONSIBLE PARTY
Phase One: Desk review and inception report				
Meeting briefing with UNDP (Evaluation Manager and Programme Team as needed)	-	At the time of contract signing	UNDP or remote	Evaluation Manager
Sharing of the relevant documentation with the evaluation team	-	At the time of contract signing	Via email	Programme Manager
Desk review, Evaluation design, methodology and updated work plan including the list of stakeholders to be interviewed	5 days	Within one week of contract signing	Home-based	Evaluation Team
Submission of the inception report (15 pages maximum)	-	Within one week of contract signing		Evaluation team
Comments and approval of inception report	-	Within one week of submission of the inception report	UNDP or remote	Evaluation Manager
Phase Two: Data-collection mission				
Consultations and field visits, in-depth interviews and focus groups	10 days	Within six weeks of contract signing	In-country With field visits	UNDP to organize with local Programme partners, Programme staff, local authorities, NGOs, etc.
Debriefing to UNDP and key stakeholders	1 day	Within seven weeks of contract signing	In-country	Evaluation team
Phase Three: Evaluation report writing				
Preparation of draft evaluation report (50 pages maximum excluding annexes), executive summary (5 pages)	10 days	Within two weeks of the completion of the field mission	Home-based	Evaluation team
Draft report submission	-	Within two weeks of the completion of the field mission		Evaluation team
Consolidated UNDP and stakeholder comments to the draft report	-	Within three weeks of submission of the draft evaluation report	UNDP	Evaluation Manager and evaluation reference group
Debriefing with UNDP	1 day	Within one week of receipt of comments	Remotely UNDP	UNDP, evaluation reference group, stakeholder, and evaluation team

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Finalization of the evaluation report incorporating additions and comments provided by Evaluation Manager and reference group	6 days	Within one week of final debriefing	Home-based	Evaluation team
Submission of the final evaluation report to UNDP country office (50 pages maximum excluding executive summary and annexes)	-	Within one week of final debriefing	Home-based	Evaluation team
Estimated total days for the evaluation	33			

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10. Annexes

Annex 1 - Code of conduct: Each member of the evaluation team to read carefully, understand and sign the 'Code of Conduct for Evaluators in the United Nations system'.

Annex 2: [Integrating Gender Equality and Human Rights in Evaluation - UN-SWAP Guidance, Analysis and Good Practices](#)

Annex 3: Evaluation matrix

Deliverable as part of the Inception Report

The evaluation matrix is a tool that evaluators create as map and reference in planning and conducting an evaluation. It also serves as a useful tool for summarizing and visually presenting the evaluation design and methodology for discussions with stakeholders. It details evaluation questions that the evaluation will answer, data sources, data collection, analysis tools or methods appropriate for each data source, and the standard or measure by which each question will be evaluated.

Annex 4: Sample evaluation matrix

Relevant evaluation criteria	Key questions	Indicator	Success standard	Data sources	Data-collection methods/tools	Methods for data analysis
1. Relevance The extent to which the objectives of the programme are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies.						
2. Coherence To what extent is this intervention coherent with UNDP and other actors' intervention in the socio-economic recovery						
3. Effectiveness Extent to which the objectives of the programmes' outputs have been achieved, or are expected to be achieved?						

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4. Efficiency Measure of how the programme's economically resources/inputs (funds, expertise, time, etc.) were converted to results.						
5. Likely Impact Positive and negative, primary and secondary long-term effects produced by the programme, directly or indirectly, intended or unintended.						
6. Likely Sustainability Continuation of benefits from the programme's interventions after major development assistance has been completed. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.						

Annex 5: [inception report](#) standard template**Annex 6: [evaluation report](#)****Annex 7: [UNDP evaluation guidelines](#)****Annex 8: [UNEP Quality check list for evaluation reports](#)****Annex 9: [UNEP Ethical Guidelines for Evaluations](#)****List of documents to be reviewed****Ethical Pledge of Evaluation**

the Annexes above include the links. Other Documents will be made available to the successful consultant within 3 calendar days of the issuance of contract.



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Annex 10: PROGRAMME RESULTS FRAMEWORK:

RESULTS FRAMEWORK FOR: PATH TO ECONOMIC RECOVERY: FACILITATING DECENT JOBS IN THE GAZA STRIP										
Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:										
Outcome 3.2: Palestinians have greater access to decent productive jobs										
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:										
Indicator: Unemployment rate (Gaza Strip); M/W; youth										
Source: PCBS. Labor Force Survey.										
Baseline: GS: 45.1%; GS youth: 61.7 %; GS/W: 84.5 %; GS/M:54.7 % (PCBS,Q3/2019)										
Targets: 14,300										
Applicable Output(s) from the UNDP Strategic Plan:										
1.1.2 Marginalized groups, particularly the poor, women, people with disabilities and displaced are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs.										
Project title and Atlas Project Number: I. PATH TO ECONOMIC RECOVERY: FACILITATING DECENT JOBS IN THE GAZA STRIP. Award Number 116171										
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year 2019	Year 2019	Year 2020	Year 2021	Year 2022	FINAL	
Output 1 Gazans have greater access to short-term dignified job opportunities in private and public sectors.	1.1 No. of unskilled labor (M, W and % PwDs) benefited from initiatives	Programme Annual Report & M&E Reports	0	0	1,500 (1,275 M, 225 W, 5% PwDs)	1,000 (1,275 M, 225 W, 5% PwDs)	500 (425 M, 75 W, 5% PwDs)	400 (340 M, 60 W, 5% PwDs)	3,400 (2,890 M, 510 W, 5% PwDs)	Programme Data Base; Assumption: No further deterioration in the Economic, Social and Security Environment. Risk: Social and family pressure prevents youth and women from pursuing certain jobs
	1.2 No. of graduated youth (M, W, and PwDs) benefited from initiatives		0	0	2,500 (1,500 M, 1,000 W, 5% PwDs)	1,000 (600 M, 400 W, 5% PwDs)	1,000 (600 M, 400 W, 5% PwDs)	500 (300 M, 200 W, 5% PwDs)	5,000 (3,000 M, 2,000 W, 5% PwDs)	
	1.3 No. of workdays generated		0	0	500,000 WD	250,000 WD	187,500 WD	112,500 WD	1,050,000 WD	
	1.4 No. of funded start-ups		0	0	4	66	90	50	210	
Output 2	2.1 No. of youth (M, W and PwDs) benefitted from the short term TVET course.	Programme Annual Report &	0	0	100 (60 M, 40 W,	600 (360 M, 240	750 (450 M, 300	650 (340 M, 260	2,100 (1,260 M,	Programme Data Base; Assumption: No



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Youth have improved capacities in technical and vocational education and training		M&E Reports			20 % PwDs)	W, 20 % PwDs)	W, 20 % PwDs)	W, 20 % PwDs)	840 W, 20 % PwDs)	further deterioration in the Economic, Social and Security Environment. Risk: Social and family pressure prevents youth and women from pursuing certain jobs
	2.2 No. of youth (M, and W) benefitted from the external knowledge transfer.		0	0	0	20 (12 M, 8 W)	60 (36 M, 24 W)	70 (42 M, 28 W)	150 (90 M, 60 W)	
	2.3 % of (M/W) recipients of capacity development initiative (CDI) reported improved skills ups		current situation	0	70%	70%	70%	70%	70%	
Output 3 Young entrepreneurs have greater access to medium- and long-term job opportunities	3.1 No. Young entrepreneurs benefitted (M/W) from incubation activities	Programme Annual Report & M&E Reports	0	0	100 (60 M, 40 W)	300 (180 M, 120 W)	550 (330 M, 220 W)	700 (420 M, 280 W)	1,650 (2,190 M, 1,460 W)	Programme Data Base; Assumption: No further deterioration in the Economic, Social and Security Environment. Risk: Social and family pressure prevents youth and women from pursuing certain jobs
	3.2 No. of funded start-ups		0	0	20	60	70	70	220	
	3.3 No. of hosted start-ups in external incubators		0	0	4	12	15	15	46	
	3.4 No. of funded incubated start-ups for the R&D projects		0	0	0	12	13	13	38	
	3.5 No. of entrepreneurs e-Gate developed		0	0	0	1	1	2	4	
	3.6 No. of job created in E-work		0	0	400 (280 M, 120 W)	600 (360 M, 240 W)	600 (360 M, 240 W)	400 (240 M, 160 W)	2,000 (2,190 M, 1,460 W)	
	3.7 No. of online jobs achieved by the trained youth		0	0	at least 10 per trained youth	at least 10 per trained youth	at least 10 per trained youth	at least 10 per trained youth	at least 10 per trained youth	
Output 4: SMEs have strengthened capacities in sustaining and	4.1 No. One-Stop-Shop established	Programme Annual Report & M&E Reports	0	0	0	0	1	0	1	Programme Data Base; Assumption: No further deterioration in
	4.2 No. of SMEs receive TAM		0	0	0	0	25	25	50	



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growing their businesses in the market	4.3 % Turnover increased per each SMEs		current situation	0	0	0	10%	10%	10%	the Economic, Social and Security Environment. Risk: Social and family pressure prevents youth and women from pursuing certain jobs
	4.4 % Profitability increased per each SMEs		current situation	0	0	0	10%	10%	10%	
	4.5 Employees increased per each SMEs		current situation	0	0	0	10	10	10	

Annex 11: Results Framework under SDC (for information)

Indicated Output	Activities	Timeframe										Activities Status	Achievements {Baseline (B), Target (T), Progress (P)}
		2019		2020				2021					
		Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4		
Output 1 Gazans have greater access to short-term dignified job opportunities in the private and public sectors.	Activity Result 1.1: Sustaining the MSMEs capacities in the short term for maintaining the local production <ul style="list-style-type: none">Announcement for the target group to update their information on the Ministry of Labor portalDesigning the rapid employment schemes and beneficiaries’ selection criteria, ensuring that it is gender-sensitive					X	X	X	X	X	X	In progress	<ul style="list-style-type: none">No. of workers (M, W, and % PwDs) benefited from supporting the private sector initiatives.<ul style="list-style-type: none">No. of workers benefited from supporting the private sector initiatives B (0), T (500⁶), P (725)% Women benefitting from supporting the private sector initiatives B (0), T (25%), P (25%)% PwDs benefitting from supporting the private sector initiatives B (0), T (5%), P (5%)

⁶ The final number of target laborers is increased after consultation with SDC based on the request of the private sector to increase the number of laborers and to decrease the duration of employment from three to two months.



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	<ul style="list-style-type: none"> Identifying and recruiting rapid employment scheme beneficiaries, ensuring the participation of women Deploying labor beneficiaries (women and men) in the private sector. 											<ul style="list-style-type: none"> No. of factories/companies benefited from job placement initiatives B (0), T (300), P (403) No. of PPE provided to workers B (0), T (500), P (725) No. of workdays generated B (0), T (300,000), P (300,000)
	<p>Activity Result 1.2: Strengthen the health system to ensure that the State of Palestine is prepared for and can respond to the Covid 19 crisis</p> <ul style="list-style-type: none"> Designing the rapid employment schemes and beneficiaries' selection criteria, ensuring that it is gender-sensitive Identifying and recruiting rapid employment scheme beneficiaries, ensuring the equal participation of women Recruit graduated young beneficiaries (women and men) 				X	X	X	X	X	X	In progress	<ul style="list-style-type: none"> No. of graduated youth (M, W) benefited from supporting the health sector. <ul style="list-style-type: none"> No. of graduated youth benefited from supporting the health sector B (0), T (270), P (270) % Women benefitting from supporting the health sector B (0), T (40%), P (38%) No. of health center benefited from job placement initiatives B (0), T (17),P (17) No. of PPE provided to healthcare professionals B (0), T (270),P (270) No. of workdays generated B (0), T (44,100),P (44,100)
	<p>Activity Result 1.3: Upgrading the GIS for selected Gaza Municipalities and developing the commercial map.</p> <ul style="list-style-type: none"> Selecting process for graduated youth M/W Contracting expert consultant to prepare training materials and GIS master planning coding Conducting training sessions on data collection and system design and development, and preparing survey questionnaire Media campaign Applying the 3X6 UNDP approach 	X	X	X	X	X	X	X	X	X	In progress	<ul style="list-style-type: none"> No. of graduated youth benefitting from Municipal GIS works B (0), T (85), P (85) <ul style="list-style-type: none"> % Graduated women benefitting from jobs created B (0), T (40%), P (50%) No. of municipalities (GIS) targeted B (15), T (18), P (18) No. of municipalities (Commercial Map) targeted B (0), T (4), P (16) No. of workdays created B (0), T (10,000), P (9,934) No. of start-ups established B (0), T (2), P (3)



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	<ul style="list-style-type: none">▪ Preparing the business plans▪ Evaluation and selection the most promising intervention (at least 2 persons per intervention)▪ Establishment of start-ups Develop an online database to facilitate and centralize the collection of Project data.												
Output 2: Youth have improved capacities in technical and vocational education and training	Activity Result 2.1: Promoting youth in the TVET enrolment <ul style="list-style-type: none">▪ Vocational Training<ul style="list-style-type: none">○ Tailor-made training courses for youth in the most promising occupations▪ Transition to Work<ul style="list-style-type: none">○ Three months on job training (per diem modality)▪ Production Phase Establishment of the start-up (Grants)	X	X	X	X	X	X	X	X	X	X	In progress	<ul style="list-style-type: none">● No. of youth are targeted in the short term TVET course B (0), T (200), P (275)● % Women benefitted from short term TVET course B (0), T (40%), P (44%)● % of (M/F) recipients of capacity development initiative (CDI) reported improved skills (existing status), T (80%), P (80%)● No. of workdays created B (0), T (15,000), P (11,718)● No. of start-ups established B (0), T (10), P (11)●
	Activity Result 2.2: Empowering PwDs through TVET <ul style="list-style-type: none">▪ Pre-incubation Phase▪ Vocational Training<ul style="list-style-type: none">• 5-6 months training round for PwDs in the most promising occupations▪ Transition to Work<ul style="list-style-type: none">• From 3 to 6 months on job training (per diem modality)▪ Production Phase Establishment of the start-up (Grants)	X	X	X	X	X	X	X	X	X	X	In progress	<ul style="list-style-type: none">➤ No. of PwDs targeted in the short term TVET course B (0), T (140), P (90)➤ % Women benefitted from short term TVET course B (0), T (40%), P (56%)➤ % of (M/F) recipients of capacity development initiative (CDI) reported improved skills (existing status), T (80%), P (81%)➤ No. of workdays created B (0), T (10,500), P (5,000)➤ No. of start-ups established B (0), T (6), P (8)●



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Output 3: Young entrepreneurs have greater access to medium- and long-term job opportunities.	Activity Result: Young entrepreneurs have greater access ○ Developing of the business acumen to focus on market-driven solutions. ○ Expanding the incubator networks through designing collaboration program with external partners. ○ Upgrading the process of ideations through R&D and innovation. Incubating and accelerating start-ups.	X	X	X	X	X	X	X	X	X	X	In progress ➤ No. of young entrepreneurs benefitted (M/W) from incubation activities B (0), T (820), P (605) • % Women benefitted from incubation activities B (0), T (40%), P (45%) ➤ No. of local market opportunities identified B (0), T (5), P (4) ➤ No. of studies with the R&D and Tech. B (0), T (4), P (3) ➤ No. of prototype developed B (0), T (40), P (15) ➤ No. of student project developed B (0), T (8), P (3) ➤ No. of funded incubated start-ups for the R&D projects B (0), T (7), P (7) ➤ No. of start-ups under incubation B (0), T (114), P (65) ➤ No. of E-Gate developed B (0), T (2), P (2) ➤
Output 4: SMEs have strengthened capacities in sustaining and growing their businesses in the market.	Activity Result: Young entrepreneurs have greater access ○ Strengthen capacities and sustainability of 25 SMEs by providing partial in-kind support (raw materials and/or upgrading equipment, etc.) Enhancing the SMEs abilities to grow in the market through offering the non-financial services (Technical assistance, such as market research, training, technical input etc.)					X	X	X	X	X	X	In progress ➤ No. of SMEs supported finically activities B (0), T (25), P (0) ➤ No. of SMEs received non-finically activities B (0), T (25), P (0) ➤

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Annex 12: UNDP Evaluation Dispute Resolution Process**Dispute settlement**

Should you or a member of the evaluation team feel unduly pressured to change the findings or conclusions of an evaluation you have been contracted to undertake you are freely able to raise your concerns with the management within UNDP.

Please send your concerns to the Deputy Director of the Region who will ensure a timely response. Please also include the Independent Evaluation Office, in your correspondence (evaluation.office@undp.org).

Reporting wrongdoing

UNDP takes all reports of alleged wrongdoing seriously. In accordance with the UNDP Legal Framework for Addressing Non-Compliance with UN Standards of Conduct, the Office of Audit and Investigation is the principal channel to receive allegations.⁷

Anyone with information regarding fraud against UNDP programmes or involving UNDP staff is strongly encouraged to report this information through the Investigations Hotline (+1-844-595-5206).

People reporting wrongdoing to the Investigations Hotline have the option to leave relevant contact information or to remain anonymous. However, allegations of workplace harassment and abuse of authority cannot be reported anonymously.

When reporting to the Investigations Hotline, people are encouraged to be as specific as possible, including the basic details of who, what, where, when and how any of these incidents occurred. Specific information will allow OAI to properly investigate the alleged wrongdoing.

The investigations hotline, managed by an independent service provider on behalf of UNDP to protect confidentiality, can be directly accessed worldwide and free of charge in different ways:

ONLINE REFERRAL FORM (*You will be redirected to an independent third-party site*)

PHONE - REVERSED CHARGES Click here for worldwide numbers (interpreters available 24 hours/day) Call +1-844-595-5206 in the USA

EMAIL directly to OAI at: reportmisconduct@undp.org

REGULAR MAIL

Deputy Director (Investigations)
Office of Audit and Investigations
United Nations Development Programme
One UN Plaza, DC1, 4th Floor
New York, NY 10017

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Annex 3**FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL⁸*****(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery⁹)***

[insert: Location].

[insert: Date]

To: [insert: Name and Address of UNDP focal point]

Dear Sir/Madam:

We, the undersigned, hereby offer to render the following services to UNDP in conformity with the requirements defined in the RFP dated [specify date], and all of its attachments, as well as the provisions of the UNDP General Contract Terms and Conditions:

A. Qualifications of the Service Provider, capacity and expertise

The Service Provider must describe and explain how and why they are the best entity that can deliver the requirements of UNDP by indicating the following:

- a) Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations;
- b) Business Licenses – Registration Papers, Tax Payment Certification, etc.
- c) Latest Audited Financial Statement – income statement and balance sheet to indicate Its financial stability, liquidity, credit standing, and market reputation, etc. ;
- d) Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contact references;
- e) Relevant specialized knowledge and experience on similar engagement (Minimum 5 years' experience in provision of similar services of the TOR);
- f) Certificates and Accreditation – including Quality Certificates, Patent Registrations, Environmental Sustainability Certificates, etc. ;
- g) Power of Attorney;
- h) Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.

⁸ This serves as a guide to the Service Provider in preparing the Proposal.

⁹ Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes

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B. Proposed Methodology, Approach and Implementation Plan for the Completion of Services

The Service Provider must describe how it will address/deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology will be appropriate to the local conditions and context of the work.

The service provider/ bidder shall demonstrate their responsiveness to the TOR by identifying the specific components proposed, addressing the requirements, providing a detailed description of the essential performance characteristics proposed and demonstrating how the proposed approach and methodology meets or exceeds the requirements. All important aspects should be addressed in sufficient detail and different components of the project should be adequately weighted relative to one another.

1. A detailed description of the approach and methodology for how the service provider/ Bidder will achieve the Terms of Reference of the project, keeping in mind the appropriateness to local conditions and project environment. Details how the different service elements shall be organized, controlled and delivered.
2. The methodology shall also include details on how the different service elements shall be organized, controlled and delivered.
3. Description of how the awareness, visibility and advocacy tools shall be adopted and used for a specific requirement, workshops, different activities of the awareness campaign, etc.
4. Explain whether any work would be subcontracted, to whom, how much percentage of the work, the rationale for such, and the roles of the proposed sub-contractors and how everyone will function as a team.
5. Implementation plan including a Gantt Chart or Schedule indicating the detailed sequence of activities that will be undertaken and their corresponding timing.
6. Any other comments or information regarding the assignment approach and methodology that will be adopted.
7. Identify the risk factors and mitigation measures that will be adopted.

C. Management Structure, Staffing plan and CVs of Key Personnel

The Service Provider must provide:

- a) *Description of overall management approach toward planning and implementation of the assignment. Include an organization chart for the management of the project describing the relationship of key positions and designations. Provide a spreadsheet to show the activities of each personnel and the time allocated for his/her involvement.*
- b) *Names and qualifications of the key personnel that will perform the services indicating who is Team Leader, who are supporting, etc.;*
- c) *CVs demonstrating qualifications and experiences of key personnel; and*
- d) *Written confirmation from each personnel that they are available for the entire duration of the contract.*

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D. Cost Breakdown per Deliverable*

	Deliverables <i>[list them as referred to in the RFP]</i>	Percentage of Total Price (Weight for payment)	Price (Lump Sum, All Inclusive)
1	Approved Evaluation Inception Report		
2	Approved Final evaluation report and Presentation of findings.		
		
	Total	100%	

This shall be the basis of the payment tranches*E. Cost Breakdown by Cost Component [This is only an Example]:**

Description of Activity	Remuneration per Unit of Time	Total Period of Engagement	No. of Personnel	Total Price
I. Personnel Services				
1. Services from Home Office				
a. Expertise 1				
b. Expertise 2				
2. Services from Field Offices				
a. Expertise 1				
b. Expertise 2				
3. Services from Overseas				
a. Expertise 1				
b. Expertise 2				
II. Out of Pocket Expenses				
1. Travel Costs				
2. Subsistence Allowance				
3. Communications				
4. Others				
III. Other Related Costs (Please specify)				

*[Name and Signature of the Service Provider's Authorized Person]**[Designation]**[Date]*

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Annex 4***General Terms and Conditions for Services*****1.0 LEGAL STATUS:**

The Contractor shall be considered as having the legal status of an independent contractor vis-à-vis the United Nations Development Programme (UNDP). The Contractor's personnel and sub-contractors shall not be considered in any respect as being the employees or agents of UNDP or the United Nations.

2.0 SOURCE OF INSTRUCTIONS:

The Contractor shall neither seek nor accept instructions from any authority external to UNDP in connection with the performance of its services under this Contract. The Contractor shall refrain from any action that may adversely affect UNDP or the United Nations and shall fulfill its commitments with the fullest regard to the interests of UNDP.

3.0 CONTRACTOR'S RESPONSIBILITY FOR EMPLOYEES:

The Contractor shall be responsible for the professional and technical competence of its employees and will select, for work under this Contract, reliable individuals who will perform effectively in the implementation of this Contract, respect the local customs, and conform to a high standard of moral and ethical conduct.

4.0 ASSIGNMENT:

The Contractor shall not assign, transfer, pledge or make other disposition of this Contract or any part thereof, or any of the Contractor's rights, claims or obligations under this Contract except with the prior written consent of UNDP.

5.0 SUB-CONTRACTING:

In the event the Contractor requires the services of sub-contractors, the Contractor shall obtain the prior written approval and clearance of UNDP for all sub-contractors. The approval of UNDP of a sub-contractor shall not relieve the Contractor of any of its obligations under this Contract. The terms of any sub-contract shall be subject to and conform to the provisions of this Contract.

6.0 OFFICIALS NOT TO BENEFIT:

The Contractor warrants that no official of UNDP or the United Nations has received or will be offered by the Contractor any direct or indirect benefit arising from this Contract or the award thereof. The Contractor agrees that breach of this provision is a breach of an essential term of this Contract.

7.0 INDEMNIFICATION:

The Contractor shall indemnify, hold and save harmless, and defend, at its own expense, UNDP, its officials, agents, servants and employees from and against all suits, claims, demands, and liability of any nature or kind, including their costs and expenses, arising out of acts or omissions of the Contractor, or the Contractor's employees, officers, agents or sub-contractors, in the performance of this Contract. This provision shall extend, inter alia, to claims and liability in the nature of workmen's compensation, products liability and liability arising out of the use of patented inventions or devices, copyrighted material or other intellectual property by the Contractor, its employees, officers, agents, servants or sub-contractors. The obligations under this Article do not lapse upon termination of this Contract.

8.0 INSURANCE AND LIABILITIES TO THIRD PARTIES:

8.1 The Contractor shall provide and thereafter maintain insurance against all risks in respect of its property and any equipment used for the execution of this Contract.

8.2 The Contractor shall provide and thereafter maintain all appropriate workmen's compensation insurance, or the equivalent, with respect to its employees to cover claims for personal injury or death in connection with this Contract.

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8.3 The Contractor shall also provide and thereafter maintain liability insurance in an adequate amount to cover third party claims for death or bodily injury, or loss of or damage to property, arising from or in connection with the provision of services under this Contract or the operation of any vehicles, boats, airplanes or other equipment owned or leased by the Contractor or its agents, servants, employees or sub-contractors performing work or services in connection with this Contract.

8.4 Except for the workmen's compensation insurance, the insurance policies under this Article shall:

8.4.1 Name UNDP as additional insured;

8.4.2 Include a waiver of subrogation of the Contractor's rights to the insurance carrier against the UNDP;

8.4.3 Provide that the UNDP shall receive thirty (30) days written notice from the insurers prior to any cancellation or change of coverage.

8.5 The Contractor shall, upon request, provide the UNDP with satisfactory evidence of the insurance required under this Article.

9.0 ENCUMBRANCES/LIENS:

The Contractor shall not cause or permit any lien, attachment or other encumbrance by any person to be placed on file or to remain on file in any public office or on file with the UNDP against any monies due or to become due for any work done or materials furnished under this Contract, or by reason of any other claim or demand against the Contractor.

10.0 TITLE TO EQUIPMENT:

Title to any equipment and supplies that may be furnished by UNDP shall rest with UNDP and any such equipment shall be returned to UNDP at the conclusion of this Contract or when no longer needed by the Contractor. Such equipment, when returned to UNDP, shall be in the same condition as when delivered to the Contractor, subject to normal wear and tear. The Contractor shall be liable to compensate UNDP for equipment determined to be damaged or degraded beyond normal wear and tear.

11.0 COPYRIGHT, PATENTS AND OTHER PROPRIETARY RIGHTS:

11.1 Except as is otherwise expressly provided in writing in the Contract, the UNDP shall be entitled to all intellectual property and other proprietary rights including, but not limited to, patents, copyrights, and trademarks, with regard to products, processes, inventions, ideas, know-how, or documents and other materials which the Contractor has developed for the UNDP under the Contract and which bear a direct relation to or are produced or prepared or collected in consequence of, or during the course of, the performance of the Contract, and the Contractor acknowledges and agrees that such products, documents and other materials constitute works made for hire for the UNDP.

11.2 To the extent that any such intellectual property or other proprietary rights consist of any intellectual property or other proprietary rights of the Contractor: (i) that pre-existed the performance by the Contractor of its obligations under the Contract, or (ii) that the Contractor may develop or acquire, or may have developed or acquired, independently of the performance of its obligations under the Contract, the UNDP does not and shall not claim any ownership interest thereto, and the Contractor grants to the UNDP a perpetual license to use such intellectual property or other proprietary right solely for the purposes of and in accordance with the requirements of the Contract.

11.3 At the request of the UNDP; the Contractor shall take all necessary steps, execute all necessary documents and generally assist in securing such proprietary rights and transferring or licensing them to the UNDP in compliance with the requirements of the applicable law and of the Contract.

11.4 Subject to the foregoing provisions, all maps, drawings, photographs, mosaics, plans, reports, estimates, recommendations, documents, and all other data compiled by or received by the Contractor under the Contract shall be the property of the UNDP, shall be made available for use or inspection by the UNDP at reasonable times and in reasonable places, shall be treated as confidential, and shall be delivered only to UNDP authorized officials on completion of work under the Contract.

12.0 USE OF NAME, EMBLEM OR OFFICIAL SEAL OF UNDP OR THE UNITED NATIONS:

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The Contractor shall not advertise or otherwise make public the fact that it is a Contractor with UNDP, nor shall the Contractor, in any manner whatsoever use the name, emblem or official seal of UNDP or THE United Nations, or any abbreviation of the name of UNDP or United Nations in connection with its business or otherwise.

13.0 CONFIDENTIAL NATURE OF DOCUMENTS AND INFORMATION:

Information and data that is considered proprietary by either Party and that is delivered or disclosed by one Party ("Discloser") to the other Party ("Recipient") during the course of performance of the Contract, and that is designated as confidential ("Information"), shall be held in confidence by that Party and shall be handled as follows:

13.1 The recipient ("Recipient") of such information shall:

13.1.1 use the same care and discretion to avoid disclosure, publication or dissemination of the Discloser's Information as it uses with its own similar information that it does not wish to disclose, publish or disseminate; and,

13.1.2 use the Discloser's Information solely for the purpose for which it was disclosed.

13.2 Provided that the Recipient has a written agreement with the following persons or entities requiring them to treat the Information confidential in accordance with the Contract and this Article 13, the Recipient may disclose Information to:

13.2.1 any other party with the Discloser's prior written consent; and,

13.2.2 the Recipient's employees, officials, representatives and agents who have a need to know such Information for purposes of performing obligations under the Contract, and employees officials, representatives and agents of any legal entity that it controls it, or with which it is under common control, who have a need to know such Information for purposes of performing obligations under the Contract, provided that, for these purposes a controlled legal entity means:

13.2.2.1 a corporate entity in which the Party owns or otherwise controls, whether directly or indirectly, over fifty percent (50%) of voting shares thereof; or,

13.2.2.2 any entity over which the Party exercises effective managerial control; or,

13.2.2.3 for the UNDP, an affiliated Fund such as UNCDF, UNIFEM and UNV.

13.3 The Contractor may disclose Information to the extent required by law, provided that, subject to and without any waiver of the privileges and immunities of the United Nations, the Contractor will give the UNDP sufficient prior notice of a request for the disclosure of Information in order to allow the UNDP to have a reasonable opportunity to take protective measures or such other action as may be appropriate before any such disclosure is made.

13.4 The UNDP may disclose Information to the extent as required pursuant to the Charter of the UN, resolutions or regulations of the General Assembly, or rules promulgated by the Secretary-General.

13.5 The Recipient shall not be precluded from disclosing Information that is obtained by the Recipient from a third party without restriction, is disclosed by the Discloser to a third party without any obligation of confidentiality, is previously known by the Recipient, or at any time is developed by the Recipient completely independently of any disclosures hereunder.

13.6 These obligations and restrictions of confidentiality shall be effective during the term of the Contract, including any extension thereof, and, unless otherwise provided in the Contract, shall remain effective following any termination of the Contract.

14.0 FORCE MAJEURE; OTHER CHANGES IN CONDITIONS

14.1 In the event of and as soon as possible after the occurrence of any cause constituting force majeure, the Contractor shall give notice and full particulars in writing to the UNDP, of such occurrence or change if the Contractor is thereby rendered unable, wholly or in part, to perform its obligations and meet its responsibilities under this Contract. The Contractor shall also notify the UNDP of any other changes in conditions or the occurrence of any event that interferes or threatens to interfere with its performance of this Contract. On receipt of the notice required under this Article, the UNDP shall take such action as, in its sole discretion; it considers to be appropriate or necessary in the circumstances, including the granting to the Contractor of a reasonable extension of time in which to perform its obligations under this Contract.

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14.2 If the Contractor is rendered permanently unable, wholly, or in part, by reason of force majeure to perform its obligations and meet its responsibilities under this Contract, the UNDP shall have the right to suspend or terminate this Contract on the same terms and conditions as are provided for in Article 15, "Termination", except that the period of notice shall be seven (7) days instead of thirty (30) days.

14.3 Force majeure as used in this Article means acts of God, war (whether declared or not), invasion, revolution, insurrection, or other acts of a similar nature or force.

14.4 The Contractor acknowledges and agrees that, with respect to any obligations under the Contract that the Contractor must perform in or for any areas in which the UNDP is engaged in, preparing to engage in, or disengaging from any peacekeeping, humanitarian or similar operations, any delays or failure to perform such obligations arising from or relating to harsh conditions within such areas or to any incidents of civil unrest occurring in such areas shall not, in and of itself, constitute force majeure under the Contract.

15.0 TERMINATION

15.1 Either party may terminate this Contract for cause, in whole or in part, upon thirty (30) days notice, in writing, to the other party. The initiation of arbitral proceedings in accordance with Article 16.2 ("Arbitration"), below, shall not be deemed a termination of this Contract.

15.2 UNDP reserves the right to terminate without cause this Contract at any time upon 15 days prior written notice to the Contractor, in which case UNDP shall reimburse the Contractor for all reasonable costs incurred by the Contractor prior to receipt of the notice of termination.

15.3 In the event of any termination by UNDP under this Article, no payment shall be due from UNDP to the Contractor except for work and services satisfactorily performed in conformity with the express terms of this Contract.

15.4 Should the Contractor be adjudged bankrupt, or be liquidated or become insolvent, or should the Contractor make an assignment for the benefit of its creditors, or should a Receiver be appointed on account of the insolvency of the Contractor, the UNDP may, without prejudice to any other right or remedy it may have under the terms of these conditions, terminate this Contract forthwith. The Contractor shall immediately inform the UNDP of the occurrence of any of the above events.

16.0 SETTLEMENT OF DISPUTES

16.1 Amicable Settlement: The Parties shall use their best efforts to settle amicably any dispute, controversy or claim arising out of this Contract or the breach, termination or invalidity thereof. Where the parties wish to seek such an amicable settlement through conciliation, the conciliation shall take place in accordance with the UNCITRAL Conciliation Rules then obtaining, or according to such other procedure as may be agreed between the parties.

16.2 Arbitration: Any dispute, controversy, or claim between the Parties arising out of the Contract or the breach, termination, or invalidity thereof, unless settled amicably under Article 16.1, above, within sixty (60) days after receipt by one Party of the other Party's written request for such amicable settlement, shall be referred by either Party to arbitration in accordance with the UNCITRAL Arbitration Rules then obtaining. The decisions of the arbitral tribunal shall be based on general principles of international commercial law. For all evidentiary questions, the arbitral tribunal shall be guided by the Supplementary Rules Governing the Presentation and Reception of Evidence in International Commercial Arbitration of the International Bar Association, 28 May 1983 edition. The arbitral tribunal shall be empowered to order the return or destruction of goods or any property, whether tangible or intangible, or of any confidential information provided under the Contract, order the termination of the Contract, or order that any other protective measures be taken with respect to the goods, services or any other property, whether tangible or intangible, or of any confidential information provided under the Contract, as appropriate, all in accordance with the authority of the arbitral tribunal pursuant to Article 26 ("Interim Measures of Protection") and Article 32 ("Form and Effect of the Award") of the UNCITRAL Arbitration Rules. The arbitral tribunal shall have no authority to award punitive damages. In addition, unless otherwise expressly provided in the Contract, the arbitral tribunal shall have no authority to award interest in excess of the London Inter-Bank Offered Rate ("LIBOR") then prevailing, and any such interest shall be simple interest only. The Parties shall be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such dispute, controversy, or claim.

17.0 PRIVILEGES AND IMMUNITIES:

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Nothing in or relating to this Contract shall be deemed a waiver, express or implied, of any of the privileges and immunities of the United Nations, including its subsidiary organs.

18.0 TAX EXEMPTION

18.1 Section 7 of the Convention on the Privileges and Immunities of the United Nations provides, inter-alia that the United Nations, including its subsidiary organs, is exempt from all direct taxes, except charges for public utility services, and is exempt from customs duties and charges of a similar nature in respect of articles imported or exported for its official use. In the event any governmental authority refuses to recognize the United Nations exemption from such taxes, duties or charges, the Contractor shall immediately consult with the UNDP to determine a mutually acceptable procedure.

18.2 Accordingly, the Contractor authorizes UNDP to deduct from the Contractor's invoice any amount representing such taxes, duties or charges, unless the Contractor has consulted with the UNDP before the payment thereof and the UNDP has, in each instance, specifically authorized the Contractor to pay such taxes, duties or charges under protest. In that event, the Contractor shall provide the UNDP with written evidence that payment of such taxes, duties or charges has been made and appropriately authorized.

19.0 CHILD LABOUR

19.1 The Contractor represents and warrants that neither it, nor any of its suppliers is engaged in any practice inconsistent with the rights set forth in the Convention on the Rights of the Child, including Article 32 thereof, which, inter alia, requires that a child shall be protected from performing any work that is likely to be hazardous or to interfere with the child's education, or to be harmful to the child's health or physical mental, spiritual, moral or social development.

19.2 Any breach of this representation and warranty shall entitle UNDP to terminate this Contract immediately upon notice to the Contractor, at no cost to UNDP.

20.0 MINES:

20.1 The Contractor represents and warrants that neither it nor any of its suppliers is actively and directly engaged in patent activities, development, assembly, production, trade or manufacture of mines or in such activities in respect of components primarily utilized in the manufacture of Mines. The term "Mines" means those devices defined in Article 2, Paragraphs 1, 4 and 5 of Protocol II annexed to the Convention on Prohibitions and Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects of 1980.

20.2 Any breach of this representation and warranty shall entitle UNDP to terminate this Contract immediately upon notice to the Contractor, without any liability for termination charges or any other liability of any kind of UNDP.

21.0 OBSERVANCE OF THE LAW:

The Contractor shall comply with all laws, ordinances, rules, and regulations bearing upon the performance of its obligations under the terms of this Contract.

22.0 SEXUAL EXPLOITATION:

22.1 The Contractor shall take all appropriate measures to prevent sexual exploitation or abuse of anyone by it or by any of its employees or any other persons who may be engaged by the Contractor to perform any services under the Contract. For these purposes, sexual activity with any person less than eighteen years of age, regardless of any laws relating to consent, shall constitute the sexual exploitation and abuse of such person. In addition, the Contractor shall refrain from, and shall take all appropriate measures to prohibit its employees or other persons engaged by it from, exchanging any money, goods, services, offers of employment or other things of value, for sexual favors or activities, or from engaging in any sexual activities that are exploitive or degrading to any person. The Contractor acknowledges and agrees that the provisions hereof constitute an essential term of the Contract and that any breach of this representation and warranty shall entitle UNDP to terminate the Contract immediately upon notice to the Contractor, without any liability for termination charges or any other liability of any kind.

22.2 The UNDP shall not apply the foregoing standard relating to age in any case in which the Contractor's personnel or any other person who may be engaged by the Contractor to perform any services under the Contract is married to the person less than the age of eighteen years with whom sexual activity has occurred and in which such marriage is recognized

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as valid under the laws of the country of citizenship of such Contractor's personnel or such other person who may be engaged by the Contractor to perform any services under the Contract.

23.0 AUTHORITY TO MODIFY:

Pursuant to the Financial Regulations and Rules of UNDP, only the UNDP Authorized Official possesses the authority to agree on behalf of UNDP to any modification of or change in this Contract, to a waiver of any of its provisions or to any additional contractual relationship of any kind with the Contractor. Accordingly, no modification or change in this Contract shall be valid and enforceable against UNDP unless provided by an amendment to this Contract signed by the Contractor and jointly by the UNDP Authorized Official.