

<b>Title</b>	<b>Monitoring and Evaluation Capacity Strengthening Programme for Ministry of Education staff (MoE) in the State of Palestine</b>
<b>Location</b>	<b>State of Palestine (in person and remote)</b>
<b>Reporting to</b>	<b>Monitoring and Evaluation Specialist in close cooperation with the Director General of Project Management at the Ministry of Education in the State of Palestine</b>
<b>Duration</b>	<b>21 months</b>
<b>Start and End Date</b>	<b>March 2024 – December 2025 (100 days within 1 year and 9 months period)</b>

### 1. BACKGROUND

The State of Palestine (SoP) has a population of approximately 4.8 million, of which an estimated 2.9 million (60%) people live in the West Bank and 1.9 million (40%) in the Gaza Strip. A continuous protracted protection crisis in the State of Palestine has left many Palestinians struggling to live a life with dignity particularly women, children and people with disability. Prior to October 2023 escalation, the protracted situation is exacerbated due to multiple factors: Israel's military occupation, including the closure of the Gaza Strip; lack of respect to international law; continuous internal Palestinian political divisions; economic crises; and recurrent escalations of hostilities. Consequently, the lives of 2.3 million Palestinian children and youth living in the West Bank and the Gaza Strip have been significantly affected, making them vulnerable in a country where 46% of the total population is children. Since the onset of the hostilities, the West Bank is faced with increased violence including settler attacks and punitive demolitions against Palestinians as the number of Palestinians killed in the West Bank since 7 October accounts for 47% of all Palestinian fatalities in the West Bank in 2023 (441). In the Gaza Strip, more than 1.8 million people are internally displaced, with immense needs for humanitarian assistance. The magnitude of humanitarian needs and operational constraints are beyond what has been seen before in the State of Palestine and in other contexts.

29.2% of the State of Palestine population (53% in the Gaza Strip and 13.9% in the West Bank) live below the national poverty line of US\$ 4.6 a day.<sup>1</sup> Despite national unemployment rate fell on strong West Bank employment gains in 2022 (23.4%), the protracted humanitarian situation, coupled with the constrained development environment has contributed to persistently high unemployment rates, particularly for young people with 35.0% of youth aged 15 to 29 years unemployed (20.0% in the West Bank and 61.1% in the Gaza Strip). Girls have been affected the most as 55.8% of female youth are unemployed compared to 29.6% of male youth<sup>2</sup>. Due to the COVID-19 pandemic, the Palestinian economy has recorded a sharp decline, with the economy contracting by 12% during 2020, and growth was forecasted to have moderated to 4% in 2022 from 7% in 2021, while 2023 growth is forecast to slow to 3.5%, especially a rise in unemployment rates in the Gaza Strip, with new segments of the population entering the poverty cycle.

<sup>3</sup>

#### 1.1 Education Sector Situation Overview since 7 October 2023<sup>4</sup>

<sup>1</sup> This income level applies for a household of two adults and three children living with less than NIS 2,470 per month, which are considered poor, or with less than NIS 1,974 per month, which are considered deep poor.

OCHA, URL: <https://www.ochaopt.org/content/53-cent-palestinians-gaza-live-poverty-despite-humanitarian-assistance>

<sup>2</sup> Palestinian Economic Monitoring Report to the Ad hoc Liaison Committee (AHLC), World Bank, 2023,

<sup>3</sup> Report to AHLC, International Monetary Fund, 2023

<sup>4</sup> Education cluster Flash Appeal, 16 November 2023

More than 25 days passed with no access to education and a safe place for more than 625,000 students in the Gaza Strip. As of 16 November, 246 school buildings sustained damages representing more than 51% of all school buildings in Gaza (1 school fully damaged, 51 severely damaged, 107 with moderate damages, and 87 with minor damages).

In the West Bank, the situation remains volatile. Schools have been heavily affected by the movement restrictions, military operations, and settlers' violence since 7 October. This imposed additional challenges for Palestinian children to access safe education in many areas of the West Bank including East Jerusalem. On a daily average, out of around 1,900 PA 100 UNRWA schools, between 150-200 schools are not operational due to the movement restrictions, settlers' violence, and fear of harassment on the way to school. The majority of these schools are in Area C, and East Jerusalem and in remote areas where children face many challenges accessing distance learning. In addition, the education cluster is verifying hundreds of education-related incidents that took place in the West Bank including East Jerusalem in the last month including weapon firing, detention of students or school staff, settlers' attacks, and delays and harassment on the way to school.

## 1.2 Introduction to the Education Sector in SoP

The Education Sector Strategic Plan 2021-2023 is the guiding document for education in the State of Palestine, and it stems from the State's commitment towards SDG 4. The Sector Strategic Plan has three strategic goals: a) Ensuring safe, inclusive, and equitable access to education at all levels of the system; b) Developing a student-centred teaching and learning pedagogy and environment; and c) Enhance Accountability and Results-Based Leadership, Governance and Management. In 2023 the Ministry of Education is developing a new MoE Strategy for 2024-2029.

There is a high enrollment rate for basic education in the SoP as according to the Multi-Indicator Cluster Survey (MICS) 2019/20, with a total of 96.9% of children attending basic school. However, there are persistent challenges in the education sector such as the dropout of adolescent boys from basic education and low enrollment in Early Childhood Education (ECE). 2.8% of basic school-aged children are out of school, and 21.5% of secondary school-aged children are not in school. Furthermore, only 34.2% of children aged 36-59 months are enrolled in ECE and only 26% of children in the poorest wealth quintile attend ECE (MICS 2019/20).<sup>5</sup>

The education sector has been particularly affected by the COVID-19 pandemic, affecting over 1.4 million children specifically due to the intermittent closure of schools. The pandemic added burdens onto an already strained education system where the operationalization of protocols for safe access to education and the provision of quality learning remotely remains a significant challenge, including paying teachers' salaries in a timely manner. Addressing these challenges required a large-scale systems approach. Responding to the pandemic to limit the disruption, schools moved to distance learning programmes. However, in the Gaza Strip, the digital disadvantage facing students is profound, with more than 575,000 (over 50% of the school-aged population) children and teenagers lacking access to computer equipment, reliable power supply, and internet service. In 2019 over 2 in 10 children lived in homes without access to an internet connection. Furthermore, 67 per cent of children lived in households which did not own a computer or tablet. The ownership of a device is associated with the household's wealth and/or income

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<sup>5</sup> It is to be noted that there can be discrepancies between MICS2019/2020 and the administrative data from the Ministry of Education.

with only slight differences in gender rates. Access to different tools varies by region. In the West Bank, computers with internet are the most commonly available (50%) remote learning tools, while in the Gaza Strip television is the most commonly available (52%).<sup>6</sup> Additionally, only 30% of households in the Gaza Strip are estimated to have access to the internet, which is not often reliable.

In 2023 the Palestinian Authority is running a fiscal deficit, and operating on an emergency budget. In a demonstration of the fiscal challenges faced by the Palestinian Authority there have been education strikes affecting PA schools in 2023 leading children to miss a prolonged period of their education.

There are multi-faceted concerns related to youth and adolescents. By age 15, nearly 25% of boys and 7% of girls are reported to have dropped out of school, and similarly, 22.5% of boys and 30% of girls aged 6-15 years with a disability have never enrolled in school. According to the Palestinian Central Bureau of Statistics, the youth (15-29 years) unemployment rates reach to 20.0% in the West Bank and 61.1% in the Gaza Strip in 2022. Furthermore, there is a gap between educational skills currently acquired by many young people and the requirements in today's job market, which in-turn affects their motivation to continue learning.

The monitoring and evaluation (M&E) capacity of the Ministry of Education in the State of Palestine is still in its early stages of development. While some progress has been made in recent years, there is much work to be done to build a robust M&E system that can effectively monitor, assess and evaluate the development and implementation of education programs, policies and strategies.

One of the challenges facing the Ministry of Education is the lack of qualified staff with M&E expertise. While some staff members have received training in M&E, there is still a shortage of individuals with the necessary skills to conduct rigorous evaluations and analyze data.

Another challenge is access to reliable data. Another challenge is access to reliable data, with some data collected by the Ministry of Education requiring data cleaning and consistency checks. For this reason, this consultancy will also take it into account that conducting meaningful analyses and to track progress over time can be challenging. At relatively micro level, challenges and capacity gaps on the Education Management Information System (EMIS), insufficient result-based M&E reporting and ministry-led surveys which attribute to inadequate institutionalized system for monitoring learning outcomes, data and evidence-based policy formulation at macro level.

Despite these challenges, there have been some positive developments in recent years. The Ministry of Education has established a dedicated M&E unit, which is responsible for developing and implementing M&E systems, as well as providing training to staff. Additionally, the Ministry has started to collect more comprehensive data on education outcomes, which will help to inform future policies and programs.

Overall, while the M&E capacity of the Ministry of Education in the State of Palestine still has room for improvement, there are positive signs that progress is being made. With continued support and investment, the Ministry can build a robust M&E system that will help to ensure that education programs and policies are effective and responsive to the needs of Palestinian students and communities.

According to MoE, the existing M&E system, structure and institutional capacity are insufficient or not fully adequate for generating evidence at the field and national levels, evidence-based programme

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<sup>6</sup> UNICEF Palestine Situation Analysis Summary Report, 2023

planning and result-based implementation and evaluation. Under the current structure of MoE, M&E Department is in charge of general M&E practice and implementation and working together with the Statistics Department, which requires individual and institutional capacity building for monitoring progress, gaps and a feedback loop of programmes, as well as for scaling it up to spearhead the M&E coordination with other departments and Heads of programmes and eventually capacities are transferred to school level under the umbrella of MoE. It is also imperative to enhance the capacity of the data division and other line departments in order to establish solid M&E at programme planning and policy levels, along with other departments' capacity building. Within the existing M&E capacity of the Ministry, the Education Management Information System (EMIS) and its functionality should be taken into account in terms of data collection and capacity analysis which are essential for establishing a stronger M&E system at the Ministry.

The Ministry of Education in the State of Palestine has recognized the need to enhance its monitoring and evaluation (M&E) capacity to improve the effectiveness and efficiency of its programs and projects. As such, the MoE seeks to develop a capacity-building program that will improve the skills and knowledge of its staff in monitoring and evaluating education programs and projects.

Under the national context and UNICEF Global Strategic Framework's commitment to supporting governments' effective M&E, the Ministry of Education and UNICEF State of Palestine aim to launch a comprehensive M&E capacity-building programme. This is aligned with the objective of UNICEF SoP's approved Rolling Work Plan signed with the MoE; and the Improving Education Quality in the West Bank project (2021-2025) funded by Korea International Cooperation Agency (KOICA) whose Output 4 is 'Strengthened M&E for Quality Education'. Moreover, the UNICEF Data Action Plan and the National Evaluation Capacity Building plan developed by UNICEF SoP will complement and create synergy with the programme.

## 2. OBJECTIVES:

UNICEF State of Palestine, in coordination with MoE, is seeking to recruit an international consulting firm or a national consulting firm working through joint venture with international consulting firms, to design and facilitate a comprehensive M&E Capacity Building Programme to enhance the Ministry of Education's capacity targeting the M&E unit, technical staff from projects and focal points from the related general directorates, including at the local level, and other line departments which will be identified through the needs assessment.

The objective of this assignment is to develop a comprehensive M&E capacity-building program for the MoE that will enable its staff to effectively monitor and evaluate education programs and projects.

The objectives of the Capacity Building Program on M&E for the MoE in the State of Palestine are as follows:

- Build the capacity of MoE staff to design and implement M&E systems for learning quality in particular and related thematic areas of the KOICA project.
- Improve the quality of data collection, analysis, and reporting at MoE to inform decision-making and improve the quality of education in the State of Palestine.

**Geographically**, the consultants work mainly with the Director General of Projects of MoE for coordination in the West Bank with MoE based in Ramallah. The access to the Gaza Strip is impossible due to the ongoing hostilities at the time of the advertisement. The consultants will be advised by UNICEF and MoE on the evolving situation and assess the feasibility of rolling out the programme in the Gaza Strip.

### 3. PROPOSED M&E CAPACITY BUILDING PROGRAMME:

As the consultancy's implementation period is two years (respectively divided into two phases), it is crucial for the consulting firm to agree on and prioritize with MoE, which capacity-building components to be achieved during the duration of the assignment.

I. **M&E Capacity Assessment:** Support the capacity building of relevant MoE departments and their staff based on the identified needs and priorities.

- The consultants, in full coordination with the General Department of Projects' Management, must work closely with relevant staff of MoE to review the existing M&E system, mechanisms, skills, capacities, and relevant departments on policies and protocols in order to identify strengths, weaknesses, gaps and bottlenecks for evidence-based planning, decision making, and programme implementation. This part shall take the newly emerging needs on capacities related to the ongoing escalation into account, particularly for the West Bank.

The work includes conducting a systematic analysis of existing MoE internal capacities for data collection, analysis, evaluation, M&E coordination and M&E framework (including frequency of monitoring and key performance indicators) among line departments and schools at governorate level. This stage will also define the prioritized capacities and skills needed through consultation with MoE. The needs assessment report should directly feed into the rest of the work streams.

- Identifying relevant MoE departments and staff's individual, institutional, and data management capacities and skills for capacity building, and prioritizing the most urgent needs and components that can be effectively enhanced during the given timeframe (1 year and 9 months).

II. **Institutional Capacity/Enabling Environment:**

- The MoE's M&E system for the Projects Management General Department needs to be sophisticated enough to include all indicators which will be linked to the overall strategic objective of the MoE. The system will be built upon and exploited as much as possible based upon the current M&E system of the MoE.

3.1 **Developing a Monitoring Protocol:** The protocol will be accompanied by an orientation session for the stakeholders after its development. It also needs to take into account the other pillars, which are individual capacity and data management.

3.2 **Developing an Evaluation Protocol:** The protocol should outline the criteria and methods for evaluating the effectiveness and efficiency of the projects that have been delivered and managed by the MoE. The protocol will be accompanied by an orientation session after its development for the stakeholders.

III. **Individual Capacity:**

- a) Development of tools, resources, and manuals for training on data collection, analysis, and disaggregation to enable effective planning, design, implementation, monitoring, and evaluation of projects.
- b) Training of Trainers of MoE on results-based management, monitoring and evaluation that will be rolled out at governorate/school level.

This service includes training key staff from MoE on results-based management and programming excellence principles including human rights-based approach to programming, gender and risk-informed programming.

Key tasks and deliverables would typically include:

- Preparation: meeting with key stakeholders to assess scope and content of training;
- Conduct pre-workshop learning needs assessment, review of relevant documentation;
- Drafting agendas;

- Learning through exchange and cross-fertilization by linking MoE with experts from academia on research and studies;
- Facilitation/training: actual facilitation of learning workshops using innovative, interactive, and engaging methodologies. This will include three rounds of ToT training on the Training of Trainers (ToT) module on monitoring protocol, research, and evaluation skills. This will be an internationally accredited programme.
- Reporting: draft and deliver a training report highlighting lessons learned, specific outcomes relevant for future follow-up, and other relevant observations.

- IV. **Data Management:** The effectiveness and capacity of the Education Management Information System (EMIS) should be carefully examined and considered to define areas for improvement and in order not to duplicate works. Improving the existing digitized monitoring platform for better data utilization, decision-making, quality of programme delivery, data transparency, and protection.

The consultants need to coordinate with the Director General of Projects and prioritize M&E unit as a key department for overall objectives of the programme and define other target departments through the needs assessment, and train them on data management skills for monitoring, including utilizing relevant IT techniques, data cleaning, and on improving data utilization. The existing functions and capacity of the Education Management Information System (EMIS) should be carefully examined and considered in order not to duplicate works.

- Improving and adjusting the existing digitized **monitoring** platform for better data utilization, decision-making, quality of programme delivery, data transparency, and protection. An orientation or induction session will be provided to ensure users' proficiency in utilizing the platform.
- Developing a visualized data dashboard as part of the digitized monitoring platform
- Advanced Excel skills for improved data management capacity
- Improve the coordinated use of the data in the EMIS with national data collected through surveys

#### 4. KEY EXPECTED DELIVERABLES

Deliverables	Total working days	Expected date
1. Needs assessment report for the M&E existing capacity, strengths, weaknesses, and gaps of MoE's M&E system and the priorities.	15	15 March 2024
2. Work Plan outline for the capacity building programme based on the needs assessment and priorities for Phase 1 and Phase 2; design of the training packages, identifying training period for each module, preparation tools, manuals, resources, and training modalities.	10	15 April 2024
3. Development of the monitoring protocol and tools, including consultation sessions with relevant MoE departments	10	15 June 2024
4. Development/strengthening of an M&E Framework for monitoring quality education including indicators	5	15 June 2024
5. Development of the Evaluation Protocol, including consultation sessions with relevant MoE departments	10	15 July 2024

6. Finalization of three rounds of ToT training on the Training of Trainers (ToT) module on monitoring protocol, research, and evaluation skills. This will be an internationally accredited programme.	25	15 October 2025
7. Development of an improved digitalized monitoring platform for better data utilization. This activity should be done in parallel with other activities.	20	15 August 2024
8. Final report and handing over of all materials related to the consultancy	5	15 October 2025
Total working days	100 days <sup>7</sup> within 1 year and 9 months period	

\*In case the above time frame is not suitable for submitting deliverables, an alternative implementation time frame can be accepted after the review and bilateral discussion(s).

## 5. POSSIBLE LIMITATIONS TO EXERCISE

There are several limitations to the implementation of the capacity-building programme:

- a) Travel arrangements (visa application to Israeli authority etc.) of international consultants can be cumbersome and may restrict training facilitation. The consultancy firm is advised to strategically plan well in advance the tasks that necessitate the physical presence of the consultants in the field and those do not. It will be beneficial to have a qualified counterpart based in the State of Palestine to cooperate and expedite the implementation. Please note that UNICEF SoP will not support the process of visa issuance.
- b) Traveling and implementation in the West Bank is likely to be affected by the movement restrictions, military operations and settler violence.
- c) The response rate to coordinate the implementation of the capacity building programme and entailing tasks can be low, as MoE staff are engaged with their routine workload and commitment
- d) Data protection issues may limit access to the Education Management Information System for the consultants. Data protection agreements may need to be signed between the MOE and the consultancy firm.
- e) Ad hoc issues might rise due to the protracted conflict and the Palestinian Authority's fiscal challenges which may cause difficult working conditions which can interrupt the programme implementation.

## 6. ESTIMATED DURATION OF CONTRACT, TENTATIVE DATES, AND LOCATION

The M&E capacity building programme is planned to commence in March 2023 and conclude by December 2025. The specific level of effort for the consulting firm will be based on the agreed work plan/inception report that will be finalized with the contract.

The team will not be based at the UNICEF office. The technical report and the desk review can be conducted remotely. Official in-country travel will be involved as required and consultations and training sessions will be undertaken in person as much as possible.

The team should also consider;

### 6.1 Terms of Payment

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<sup>7</sup>The review should include around 50 days for UNICEF and MoE review and clearances of the developed materials.



By deliverables (as above):

- 20% upon completion of deliverables 1 & 2
- 40% upon completion of deliverables 3& 4
- 30% upon completion of deliverables 5 & 6
- 10% upon completion of deliverable 7

**Recourse:** UNICEF reserves the right to withhold all or a portion of payment if performance is unsatisfactory, if work/outputs are incomplete, not delivered or for failure to meet deadlines.

## 7. M&E CAPACITY BUILDING PROGRAMME MANAGEMENT (ROLES AND RESPONSIBILITIES)

- The Project Management General Department in MoE in Ramallah will be the coordinating unit for the consultancy
- The Project Management General Department in MoE in Ramallah will be responsible to form a technical committee to oversee the M&E Capacity Building programme on a national level.
- The Project Management General Department will make formal contacts with stakeholders as necessary as well as provide logistics and operational support in conducting consultation meetings, trainings, sessions and and/or organizing workshops.
- The Technical Steering Committee from UNICEF, Project Management General Department in MoE, other stakeholders, and the consulting firm will have a major role in ensuring that all the deliverables meet the quality assurance criteria. Quality assurance will take place at different stages of the M&E capacity-building programme process. The Committee will assess the quality of key products, including methodology and instruments, inception and final reports. Given that it is a country-led capacity-building programme, the M&E specialist will also ensure that the evaluation meets UNICEF quality standards and follow UNICEF global quality assurance processes.
- The Chief of the Planning, Research, Monitoring, Evaluation and Data (PRIMED) Section in UNICEF SOP will provide overall guidance for the M&E Capacity Programme.
- The Monitoring and Evaluation (M&E) specialist in UNICEF State of Palestine is the manager of this assignment and will contribute directly to quality assurance activities and primary supervision in close cooperation with the two Monitoring Officers in the UNICEF State of Palestine office in the Jerusalem Office. The M&E specialist will serve as a liaison with respect to correspondence between the consultants and the Technical Steering Committee from MoE.
- Any queries or challenges or requests from the evaluation team will be channeled through the UNICEF Monitoring and Evaluation (M&E) specialist.
- Consulting firm is expected to undertake field trips to selected project locations in the target areas.
- The UNICEF M&E Specialist with the support from Education section will be provided in ensuring quality and ethics in field data collection.
- The UNICEF Regional Office will provide technical assistance to the UNICEF Country Office in developing the review of materials as needed.
- The Consultancy Firm will be responsible for the timely production of evidence-based materials, protocols and training as per the ToR.

## 8. GENERAL CONDITIONS (PROCEDURES AND LOGISTICS)

No contract may commence unless the contract is signed by both UNICEF and the Contractor.

- The selection process for the consultancy firm will strictly follow UNICEF's internal procurement



rules.

- UNICEF will provide assistance where possible for necessary access and permits required for the evaluation.
- The firm will provide fortnightly verbal or short email progress updates and have review meetings with UNICEF on monthly basis (face to face or phone meetings).
- UNICEF may request that the Consultancy firm submit original copies of all evaluation tools, discussion and interview guides, sampling procedures, field notes, completed questionnaires and any other material related to the implementation of the evaluation.
- UNICEF will not provide office space to the team. All requirements including venues for workshops, transportation, visa, health insurance, secretariat services, interpreter, translator, etc., will not be covered by UNICEF unless agreed in writing between UNICEF and the Consultant. UNICEF office will provide any documentation, letters to the government, etc., to make sure that the evaluation is conducted in good conditions.

#### **9. QUALIFICATION OR SPECIALIZED KNOWLEDGE/EXPERIENCE REQUIRED:**

The consultancy firm should be able to demonstrate a strong track record in conducting M&E capacity building in fragile areas. The bid should show a demonstrable capacity to engage in evidence-based policy dialogue with Governments and other M&E Capacity Programms. This should be a section in the technical proposal. The institutional/ corporate suppliers should also identify a team of individual consultants that will work with UNICEF and other stakeholders, in order to ensure harmonization/standardization of products.

The consulting firm should comprise a gender-balanced team of technical experts with expertise in quantitative and qualitative methods of data collection and with the following specific qualifications. The team should be made up of international and national consultants.

**Essential: The evaluation team should be composed of at least three people, and have the following specific qualifications:**

##### **The lead consultant or team leader:**

- At least eight years in the relevant field of planning, monitoring and evaluation, and solid professional experience in project/programme monitoring, evaluation and capacity building of stakeholders in developing countries with a strong focus on training module design, facilitation, and implementation. (mandatory)
- Demonstrated a clear understanding of the concept of monitoring and evaluation systems in development and humanitarian contexts, with strong capacity on data collection, analysis and database management.
- Show an in-depth understanding of training in research, participatory processes, formative research, and evaluation.
- Strong and up-to-date knowledge of results-based management principles and practices (mandatory)
- Sound and up to date knowledge and expertise in human rights-based approach to programming, gender-responsive and equity-based programming, and risk-informed programming.
- Sound and up to date knowledge of UN and UNICEF policies and practices in programme design, implementation and monitoring and reporting is an asset.
- Knowledge and experience in development programming in the Middle East region is an asset.
- Experience working with UNICEF and/or the United Nations system is an asset
- Strong verbal and written communication skills (mandatory)
- Proven ability to exercise analytical and conceptual thinking (mandatory)

- Computer skills, including internet navigation, and various office applications(mandatory).

**Other consultants in the team:**

**On Data management**

- The consultant should hold an advanced university degree in data science or social science or communication for development, or education.
- S/he should have at least 10 years of solid professional experience in project/programme monitoring, evaluation under development context.
- Demonstrated ability in managing databases and designing of monitoring/data tracking platforms and experience of building capacities of users on mentioned skills.
- Demonstrated ability on data analysis and data visualization with relevant IT skills
- Demonstrated experience in designing training/module on academic (preferably education) research and studies

**On Project management and research**

- The consultant should hold an advanced university degree in data science or social science or communication for development, and/or education.
- Demonstrated M&E ability in project design, development and result-based management
- Demonstrated capacity on research-related training and coaching.

**Languages for all team members**

- Excellent communication and report-writing skills in English.
- Fluency in written and spoken English is required, and the knowledge of Arabic language is highly desirable. (Please note that budget must include the hiring of local translator, if the consultants lack Arabic language skill)

**Overall Competencies across the team**

- Good analytical, communication, and M&E capacities and skills.
- Demonstrated ability to facilitate learner-centered training modules in a participatory manner
- Demonstrated ability to work in a multicultural environment and establish harmonious and effective working relationships
- Ability to take initiative and work with minimum supervision.
- Previous work experience with the UN organizations or/and in the Middle East and North Africa (MENA) region with excellent quality is an asset
- The consultancy firm or the team of consultants' awarding authority on M&E and/or project management-related certifications that satisfy international standards is an asset

**10. APPLICATION AND EVALUATION PROCESS:**

Each proposal will be assessed on technical merits and the cost of the consultancy services which will inform UNICEF's final decision for awarding the contract.

**The Technical Proposal should include but not be limited to the following:**

- Methods and Approach: Detailed approach to the methodology and the design of the evaluation This will include the design, sample size, representativeness, external validity and consideration of target beneficiaries.
- Detailed work plan: Provide a detailed work plan which takes into consideration the timeline for the work laid out in the ToR and incorporates time for UNICEF and stakeholder review and feedback.

- Team composition should be detailed which is in line with the profile of the evaluation team as outlined in section 16.
- Reference of previous work: Details of similar assignments (minimum 2) undertaken in the last five years including the following information:
  - Title of Project
  - Year and duration of project
  - Scope of Project
  - Outcome of Project
  - Reference / Contact persons
- **CV's**
  - CV of each team member (including qualifications and experience)
  - Ensure to include information related to the qualifications and experience of each proposed team member as required and outlined in section 16 of this document.
- Company/Institutional Profile: Provide a company profile and/or reports (or links) that demonstrate the requirements as outlined in section 15 of this document. Include a copy of the company registration: Where the process is still ongoing, please provide evidence that the process has begun.
- **The Financial Proposal should include but not be limited to the following: The evaluation team should submit a financial proposal that should include the following:**
  - Resource costs: Daily rate multiplied by the number of days of team members
  - Travel Costs – in-country (from/to Jerusalem, the Gaza Strip, and West Bank), visas, and international travels (if applicable) All travel costs should be included as a lump sum fixed cost. For all travel costs, UNICEF will pay as per the lump sum fixed costs provided in the proposal. A breakdown of the lump sum travel costs should be provided in the financial proposal.  
Bidders are required to estimate travel costs in the Financial Proposal. Please note that if any international travel is involved this should be budgeted i) based on economy class fare regardless of the length of travel; and ii) costs for accommodation, meals, and incidentals shall not exceed the applicable daily subsistence allowance (DSA) rates, as propagated by UNICEF.
  - Data collection cost. This should include a detailed breakdown from the inception and main evaluation data collection and analysis.
  - Key administrative cost
  - Any other cost the institution finds important to include  
The budget should take into consideration the evaluation payment plan in line with the deliverables in this ToR.

**In addition, the institution should include the following:**

*A) A complete copy latest audited financial statements with comparative figures for the two most recent years; preferably signed by Company's accounting firm/certified external auditor. The financial statements are to include, but not limited to, the following:*

- The Balance Sheet (mandatory)
- The Income Statement/Profit and Loss Statement (mandatory)
- Statement of cash flows
- Statement of changes in shareholders' equity

- The report from the external auditor, if available
- Notes to the financial statements, if available

*(Where possible, please provide an English translation of financial statements if the documentation is not in English. Note that any financial documentation received is treated with confidentiality and discretion.)*

*B) A copy of Company's certificate of legal registration.*

*C) Company's UN Global Marketplace (UNGM) registration number.*

Your company is requested to register for, at the very least, Basic and Level 1 stages. For registration and instructions on how to, kindly refer to the UNGM site: [www.ungm.org](http://www.ungm.org)

#### 11. EVALUATION WEIGHTING CRITERIA:

Cumulative Analysis will be used to evaluate and award proposals. The evaluation criteria associated with this TOR is split between technical and financial and it will be assessed on this basis: 70% technical and 30% financial as follows:

70 % Technical  
30 % Financial

100 % Total

The below table provides a detailed breakdown of the **technical** evaluation criteria.

Main Criteria	Sub-Components	MAX score
<b>Team profile relevance, and experience of key staff assigned [Score 25]</b>	Team leader's expertise and qualifications as per the TOR / requested qualifications	7
	Diversity of team's background/expertise	4
	Team command of English	4
	Team command of Arabic	3
	Team's experience in State of Palestine and/ or MENA region (data collection)	3
	Team's previous experience with UNICEF and/ or UN system	4
	- The proposed structure and composition of the team for this assignment. The main disciplines of the assignment, the key expert responsible and proposed technical and support staff along with their curriculum vitae (CVs) provided. Team composition and tasks assigned - Highlights about the company, how it is organized and a brief about its key personnel including CVs/resumes of lead resource persons and, if any, partnership arrangements - Range and depth of experience with similar projects/contracts/client	
<b>Proposed methodology and approach [Score 25]</b>	Adequate, relevant and practical methodology proposed	10
	Quality Assurance (plan for the systematic monitoring and evaluation of the various aspects of the project to ensure that standards of quality are being met)	10
	Risk Assessment/ Mitigation measures proposed	5
	- Understanding of, and responsiveness to UNICEF State of Palestine capacity building requirements based on Terms of Reference; Understanding of scope, objectives and completeness of response; Overall concord between UNICEF requirements and the proposal; Understanding of Subject area - Thoroughness in defining research methodology and protocol, selection of a scientifically valid sample and development of good, concise research tools/questionnaires	

<b>Assessment Work Plan [Score 14]</b>	Clarity of proposed work plan	5
	Adequate timeline for assessment workplan	5
	Adequate allocation of resources	4
	<ul style="list-style-type: none"> <li>- A comprehensive work plan to deliver the overall requirement (ToR) including the main activities of the assignment, their content and duration, phasing and interrelations, milestones, key performance indicators (including interim approvals by the Client), and a list of deliverables (reports, products) within the estimated delivery timeframe and dates.</li> <li>- Consistency of the proposed work plan with the technical approach and methodology, showing understanding of the ToR</li> <li>- The level of effort for each team member articulated and staff input throughout various stages/components explicitly laid out</li> <li>- The plan must identify and present specific steps and component activities in a chronological manner and must have attached, a flow chart/ critical path analysis, activity plans, personas etc.</li> </ul>	
<b>Capacity of the firm [Score 6]</b>	Administrative capacity	3
	Demonstrated logistical capacity (including capacity for visas/ travel including to go to the Gaza Strip)	2
	Registration documents	1
<b>Total Score</b>		<b>70</b>

**NOTE: MINIMUM POINTS – TECHNICAL THRESHOLD IS 49 POINTS**

#### **1. PRICE PROPOSAL SUMMARY:**

	<b>Payment summary per deliverable</b>	<b>Qty</b>	<b>Total Price in USD</b>
<b>Deliverable # 1</b>	Needs assessment report on the existing Ministry of Education M&E system capacity, priorities, strengths, weaknesses, and gaps	Lumpsum	
<b>Deliverable # 2</b>	Work Plan outline for the capacity building programme based on the needs assessment and priorities for Phase 1 and Phase 2; design of the training packages, identifying the training period for each module, preparation tools, manuals, resources, and training modalities	Lumpsum	
<b>Deliverable # 3</b>	Development of the Monitoring Protocol and tools, including consultation sessions with relevant MoE departments	Lumpsum	
<b>Deliverable # 4</b>	Development of the Evaluation Protocol, including consultation sessions with relevant MoE departments	Lumpsum	
<b>Deliverable # 5</b>	Finalization of three rounds of Training of Trainers (ToT) training on the ToT module on the Monitoring Protocol and Evaluation Protocol, research and evaluation skills. This will be an internationally accredited programme.	Lumpsum	
<b>Deliverable # 6</b>	Development of an improved digitalized monitoring platform for better data utilization. This activity should be done in parallel with other activities.	Lumpsum	
<b>Deliverable # 7</b>	Final report and handing over of all materials related to the consultancy	Lumpsum	
<b>Total Value of the Proposal in USD</b>			