

Call for Proposals: Scope of Work

National Urban Policy for Palestine

Within the ambit of the project entitled:
“Achieving Planning and Land Rights in Area C, West Bank, Palestine”

Managed by: United Nations Human Settlements Programme (UN-Habitat) in Palestine



In partnership with: Ministry of Local Government (MoLG)



State of Palestine
Ministry of Local Government

Funded by: The European Union

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Abbreviations and Acronyms

PA	Palestinian Authority
AoC	Agreement of Cooperation
COVID-19	Novel Corona Virus
ICA	Israeli Civil Administration
LGU	Local Government Unit
MoLG	Ministry of Local Government
NSP	National Spatial Plan
NUA	New Urban Agenda
NUP	National Urban Policy
oPt	Occupied Palestinian territory
PCBS	Palestinian Central Bureau of Statistics
PEA	Political Economic Analysis
SDG	Sustainable Development Goal
USD	United States Dollar

1. General background

The reality of present-day Palestine is one of territorial fragmentation due to the prolonged Israeli occupation and constrained financing due to a volatile rate of revenue collection, a complex internal system of distribution of revenue between the local and national governments, the ongoing political impasse between the Palestinian Authority (PA) and Hamas, and a weak economy that is dependent on the Israeli economy, since economic development could not grow beyond a specific structural level as it could not access critical inputs of natural resources and free of transport of people and goods. To varying degrees, the aforementioned factors are either caused or exacerbated by the occupation, the continuing blockade of Gaza, and the recurrent armed conflicts. Within this complex context, the Ministry of Local Government (MoLG) and the international community has focused on enhancing service delivery at the local level, to provide tangible development benefits to citizens, and foster their resilience as well to strengthen the view of Local Government Units (LGUs) as credible government bodies. Progress has been notable despite the challenges noted above, and potential new areas of support are possible in order to further the aims of a strong local democracy, a rationalization of the multiple fragmentations within the local government sector, and overall state-building aims by fostering national-local collaboration.

The Government at the national level alone cannot address the complications of the unprecedented urbanization rates, where 77 per cent of the population is located in urban areas (71 percent in the West Bank and 87 percent in Gaza Strip) mainly in Area A and Area B of the Oslo designations (1995). This fact is creating growing pressure on land, infrastructure and resources. 8 per cent of the population in the occupied Palestinian territory (oPt) are living in refugee camps, which are characterized by high levels of informality and by and large considered of urban nature, thus making the *de facto* urban population in the oPt about 85 per cent, and the remaining 15 per cent are living in rural settings, referred to as Area C of the Oslo designations (1995). Urbanization in Palestine has been growing steadily, fuelled by high demographic growth rates and spatially concentrated development with limited space to expand. With a 3.2 per cent urban growth rate in 2015, Palestine was classified among the top 25 per cent of urbanizing countries. It is expected that the population in Palestine will reach 6 million people by 2030 of which 5.3 million will be in urban areas. The land scarcity and spatial fragmentation, combined with rapid urban growth and uneven development within Palestine, have increased pressure on local authorities.

Area C represents more than 60 per cent of the land in the West Bank and is considered a cornerstone in the establishment of the Palestinian statehood, since it contains valuable natural and historical resources. Nearly 300,000 Palestinians in Area C continue to face issues related to territorial and administrative fragmentation and financial constraints. These conditions are intensified by the maintained matrix of control on the West Bank and occupied East Jerusalem, including the Separation Barrier, Israeli settlements, bypass roads, military and firing zones, etc. Currently there are 18,711 Demolition Orders against Palestinian owned structures across the West Bank, of which 92.3 per cent are targeting Area C¹, and demolition of homes and infrastructure continues. Many Palestinians living in Areas A and B are affected as well, where they have property or a livelihood in Area C. Without planning permission from the Israeli Civil Administration (ICA), construction of any sort in Area C is viewed as illegal by the Israeli authorities and slated for possible demolition.

Unregistered private land is an obstacle to the development process; since the spatial plans prepared distinguish between the public and private land and incorporate these aspects in the participatory approach, but within the private land, the plans do not consider specific ownership and registration issues. This is an impediment to land development given that much of the public facilities and infrastructure will inevitably utilise private land, such as sewerage, storm water, and secondary roads and in many localities the lack of availability of public land may require collaboration between owners for larger scale investments.

Despite the many challenges that face the oPt, the notion of sustainable urbanization has moved to center stage in Palestine's local governance sector. Moreover, even though Palestine is merely a non-member observer state at the United Nations, it signed on to the 2030 Agenda for Sustainable Development in

¹ OCHA OPT (2020) Raw data on demolition orders and incidents (unpublished)

September 2015, and thereby also adopted Goal 11 – “Make Cities and Human Settlements Inclusive, Safe, Resilient and Sustainable”. Thus, Palestine has voluntarily recognized urbanization and city growth as a transformative force for development. By the same token, Palestine adopted the New Urban Agenda (NUA) in October 2016, thus once again agreeing to work towards more sustainable cities. The NUA resonates with the Sustainable Development Goals (SDGs), particularly Goal 11, and it identifies the critical means and tools by which cities may achieve Goal 11.

The central Government cannot effectively exploit the potentials in cities and towns that are characterized by high poverty rates, and lack of voice, or participatory mechanisms of policymaking. Therefore, there is a demand to new approaches to participatory governance, or more specifically to subsidiarity where decisions would be taken as near as possible to the affected citizens. This should be mirrored by devolution of spatial planning functions to the lower levels of governments to increase the efficiency and effectiveness of service delivery. This implies strengthening functional linkages and cooperation between main Palestinian cities and towns (urban areas, predominantly in Areas A and B) with complementary strengths so that they can become more competitive and accordingly economic growth could be better shared with the rural hinterlands, predominantly in Area C. This would contribute to territorial economic development that is mostly needed especially after the novel corona virus (COVID-19) pandemic.

In addition to the public health and humanitarian implications of the COVID-19 pandemic, the crisis has delivered a negative shock to Palestinian cities and towns in terms of socio-economic development, putting at risk public welfare, employment and livelihoods, poverty and food security, social cohesion, financial and fiscal stability, and institutions. There is little doubt that the COVID-19 emergency threatens progress on the SDGs, the 2030 Agenda, and the NUA in the oPt and is exacerbating and deepening pre-existing inequalities, discrimination, and inequities.

In this undertaking, there is a need to formulate and endorse a National Urban Policy (NUP). UN-Habitat (2014) defines NUP as “a coherent set of decisions derived through a deliberate government-led process of coordinating and rallying various actors for a common vision and goal that will promote more transformative, productive, inclusive and resilient urban development for the long term.”² It is a multi-sectorial, multi-level, multi-stakeholder and human development centred process aimed at the transformation of urban areas and other human settlements.

A NUP is an essential tool through which government can facilitate positive urbanization patterns and should be able to create the favourable conditions through a three-pronged approach - appropriate legal framework, municipal financing, and planning and design which articulate horizontal and vertical coordination. Complex socio-economic and environmental issues that manifest in urban areas in Palestine require a broader approach to urban policy and a higher level of vertical and horizontal coordination, as well as creative partnerships outside of the public sector. As such, the value of a NUP is not only in the product itself, but also in the process that can enable the environment for considerate decisions to be made and supported by different layers of the Palestinian society.

The project aims at supporting the formulation of NUP for independent Palestine within the 1967 boundaries and with provisions for connectivity between the West Bank, including occupied East Jerusalem and Gaza Strip under the framework of the National Spatial Plan (NSP) for Palestine. The formulation process of the NSP, under coordination of MoLG, is set up in a broad multi-sectorial framework, gathering additional line ministries as primary actors, including Ministry of Transportation, Ministry of Agriculture, Environment Quality Authority, etc. Provisions for direct involvement of a number of additional key actors in Government and civil society are meant to ensure a genuine participatory dialogue throughout the process. The NSP aims at assessing feasible and desirable scenarios, in terms of economic transformative processes, of the changing relative importance of sectors in GDP growth of the impending urbanization process of expected increasing demand for housing and services etc. The NUP will support sectorial Ministries in programing needs and demand at independence and producing sector plans accordingly. A collective effort will then be undertaken to translate the analysis and the adopted strategic focus into a spatial dimension,

² United Nations Human Settlements Programme (UN-Habitat) (2014). The Evolution of National Urban Policies. UN-Habitat: Nairobi.

contributing to a base line for Palestine as envisaged under the NSP. A sector by sector analysis of required preparedness mechanisms and for related sector reform is also one of the intended results of the NUP. A programme of public consultations involving communities, including women and youth at local level is a key instrument of the NUP methodology. To be clear, NSP will support the NUP development and the other way around.

UN-Habitat and in partnership with MoLG under the European Union's funded project: Achieving Planning and Land Rights in Area C, West Bank – Palestine will support the efforts of preparing and adopting a nation-wide urban policy for Palestine.

2. Overview

West Bank

The total mass area of the West Bank is 5,661Km², and it inhabits about 2.9 million people (49 per cent females), 71 per cent of them live in urban areas, 24 per cent in rural areas, and 5 per cent in refugee camps, compared to rates in the occupied Palestinian territory (West Bank and Gaza Strip) of 77 per cent, 15 per cent and 8 per cent who reside in urban, rural, and refugee camps, respectively. The total built-up area constitutes 5 per cent of the West Bank.

The West Bank is divided into three (3) different geo-political areas according to the Interim Oslo Accords of 1995. Area C is under full Israeli control and covers 3,456,440 dunums of land, about 60 per cent of the West Bank. Area B is under the administrative control of the PA and the security control of the Israeli authorities, and it covers 1,035,375 dunums of land, or 18 per cent of the West Bank, and is under the full administrative and security control of the PA, and covers 1,004,805 dunums of land, or 17 per cent of the West Bank. There are approximately 200 illegal Israeli settlements in the West Bank and 220 outposts. The total area occupied by the Israeli settlements is 188,266 dunums, or about 3 per cent of the West Bank area. The length of the Separation Wall/Barrier in the West Bank is 767 km, isolating about 733,696 dunums of land or 13 per cent of the West Bank, where more than 78 Palestinian communities are affected by the Wall.

Gaza Strip

The total mass area of the Gaza Strip is 365 Km², and it inhabits about 1.9 million people (49.3 per cent females), 87 per cent of them live in urban areas and 13 per cent in refugee camps. The total built-up area constitutes 46.5 per cent of the Gaza Strip.

Despite the Israeli disengagement from the Gaza Strip in 2005, the Israeli authorities maintain direct control over the Gaza Strip's air and maritime space, and six of Gaza Strip's seven land crossings. Israeli forces reserve the right to enter Gaza Strip with its military and maintain a 300 meters buffer zone with the Gaza Strip territory, and 6 nautical miles in the Mediterranean Sea.

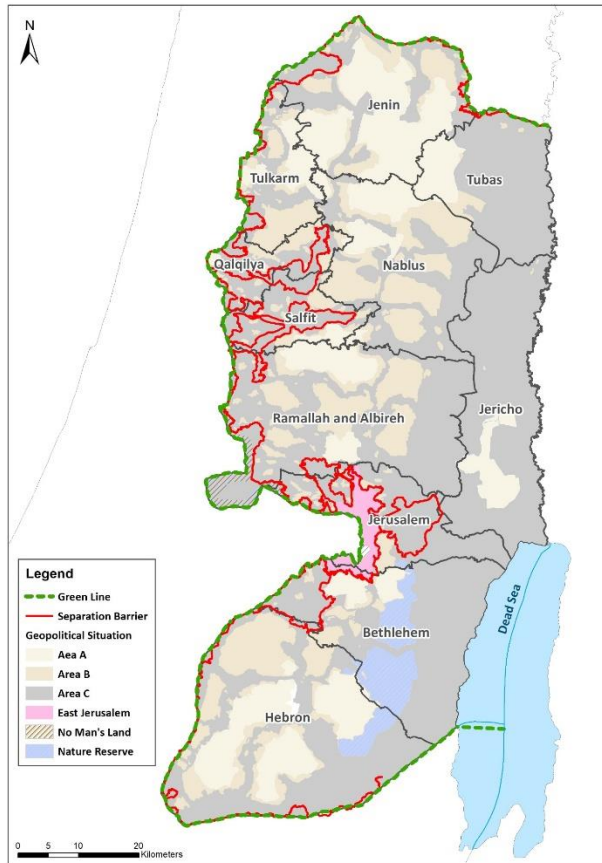


Figure 1: Map of the West Bank

3. Scope of the agreement

UN-Habitat is seeking to identify and enter into Agreement of Cooperation (AoC) with one or more **non-profit, nongovernmental organisations, and academic institutions with relevant experience**, technical abilities and resources to support in the formulation of a nation-wide urban policy. The selection process and requirements are outlined in Annex 1. The main area of the AoC is to undertake consultations with main stakeholders and partners as part of the NUP formulation process based on rapid diagnosis. The process should include a participatory and comprehensive methodology, and safeguarding codified rights which include housing, land and property rights. The work includes consultations across the geo-political divide in areas A, B, C, East Jerusalem, and the Gaza Strip, and includes consultations with the most vulnerable groups, especially Bedouin and herder communities.

Through public policy, and particularly with urban policy, the Government in Palestine in collaboration with other actors have the opportunity to define shared goals, sync and harmonize with the National Policy Agenda (2017-2022), Economic Cluster Plans for the Governorates, NUA and SDGs, and act in the necessary proactive and coordinated way in order both to take advantage of the opportunities presented by urbanization and to take steps to limit the challenges that urbanization also creates. A NUP could be a tool to foster a nexus approach - reducing *humanitarian* need, accelerating *development*, and building *peace* in the oPt.

4. Objectives

The **overall goal** of the NUP in Palestine is to adopt the vision, objectives and principles for urban development, as well as governments' and agencies' commitment to implement the NUP in Palestine over the coming 10 years.

The specific objectives include inter-alia:

- The evaluation and the prioritization of policy options for sustainable urban development in Palestine based on a feasibility phase including urban profiling that consists of an accelerated and action-oriented assessment of urban conditions in Palestine;
- The development of a strategic implementation plan, which comprises implementation, monitoring, evaluation, capacity development, and resource mobilization;

The NUP is a set of processes, products, and outcomes. The **processes** are introduced below in the methodology section (number 7). The **product** is a document or a set of documents that charts the vision and principles for urban development in Palestine. In terms of **outcomes**, the NUP strive to achieve better wellbeing for all ensuring no one is left behind with the focus on the localization and realization of Goal 11 in Palestine including the formulation of an inclusive NUP based on a rights-based approach. Even though harmonious urbanization is faced with many challenges, it remains a main transformative force to enable the creation of an environment conducive to sustainable development and to the fulfilment of the NUA in Palestinian cities. The realization of Goal 11 in Palestinian cities will offer the right to adequate housing as a component of the right to an adequate standard of living without discrimination. It ensures access to safe and affordable drinking water and sanitation, as well as equal access for all to public goods and services that include food security and adequate nutrition, quality health care and education, a resilient infrastructure and means of transportation that allow for mobility, adequate energy supply, and air quality that is reasonably free of pollution. Cities need to allow for participatory civic engagement and foster social cohesion and inclusion; they must enable women's full and effective participation, equal rights in all fields, and leadership at all levels of decision-making. Palestinian cities should take the measures necessary to reduce disaster risks, ensure that economic growth is inclusive and sustainable, and guarantee the protection, conservation, restoration, and promotion of their internal and surrounding ecosystems, including natural habitats and biodiversity.

5. Methodology

A NUP has mainly five phases: Feasibility, Diagnosis, Formulation, Implementation, and Monitoring and Evaluation, and three pillars, namely: participation, capacity development, acupuncture projects, and iterative policy design (Figure 2).

A NUP is by and large a government-led process that should provide a plan for the **identification of problems and/or opportunities**, the **establishment of goals**, the **delegation of roles**, and the **ability to monitor and evaluate the success of the policy**. Please refer to UN-Habitat (2015). National Urban Policy: A Guiding Framework for more details on the different phases and pillars.

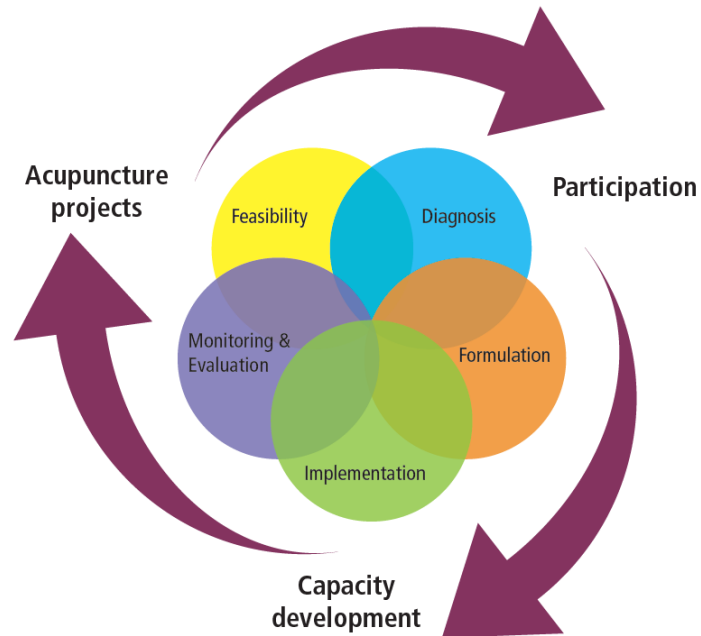


Figure 2: A National Urban Policy Process

Source: UN-Habitat (2015). National Urban Policy: A Guiding Framework, pp. 10.

During this project the following phases of the NUP in Palestine will be considered.

- 1) **Feasibility Phase:** This phase is essential for determining the viability of a NUP while providing the framework and direction for its development and implementation. It is crucial for making sound decisions and setting directions. During the feasibility phase, problems and challenges with NUP development and implementation are identified. There are nine priority functions of the feasibility phase, namely: Building national consensus; Defining the rationale for a NUP in a country context and identifying constraints; Defining the role of national governments; Defining the role of the mass media; Defining the role of subnational governments; Engaging academic and research institutions; Defining the role of other stakeholders; Developing a roadmap (strategy or plan); and Developing a risk mitigation strategy.
- 2) **Diagnosis Phase:** This phase provides a detailed understanding of the local context, policy problems and opportunities, clarifies the policy goals and maps out key stakeholders. The NUP rapid diagnostic phase focuses mainly on the following critical elements: urbanization drivers, trends and projections, urban legislation and urban regulations, urban planning, housing, infrastructure and basic services, urban economy and municipal finances, the urban network and other strategic issues. All these elements are at the intersection of the environmental, social and economic objectives and issues pertaining to the pillars of sustainable urbanization.
- 3) **Formulation Phase:** This phase allows for mapping of what will occur between the definition of the policy problem(s) and the attainment of the policy goal. It is a phase in which policy options and goals are evaluated.
- 4) **Implementation Phase:** During this phase, the policy proposal and plan completed during the formulation phase will be translated into actionable items. This phase also ensures that all stakeholders have the capacity (human, financial, and institutional) to implement the policy as planned.
- 5) **Monitoring and Evaluation Phase:** This should not be regarded as the last phase in the NUP process. Monitoring should be undertaken throughout the implementation of the policy. The evaluation is an

opportunity to review the gains made and evaluate any shortcomings. Lessons learned from an evaluation of outcomes and process can feedback into the policy cycle and promote an iterative policy design.

Table 1: Matrix of main outputs and responsibilities – Feasibility, Rapid Diagnostic, and Formulation Phases

Phase	Main Outputs	Responsibilities	Timeframe
Feasibility	<p>1. Communication strategy A communication plan is an essential component of a NUP as it has the entirety of the policy message compressed in a way that a specific target audience should understand (max 10 pages)</p>	Consultant team	4 months
	<p>2. Discussion paper The discussion paper aims to identify challenges, interests and priorities and it may reflect differing perspectives but should provide balanced and fact-based information on a NUP. It should also highlight general findings and identify research needs on urban development in Palestine (max 5 pages)</p>	Consultant team	
	<p>3. Feasibility study A feasibility study is a critical component of policy formulation and is a technical working document for policy appraisal. It will inform the dialogue between the government and stakeholders. The focus here will be on an <u>urban profile</u> that consists of an accelerated, action-oriented assessment of urban conditions, focusing on priority needs, capacity gaps and existing institutional responses at subnational and national levels. The urban profile should also provide information on urban trends which can guide urban policies and identify urban needs (max 15 pages)</p>	Consultant team	
	<p>4. Political Economic Analysis (PEA) A PEA is primarily concerned with identifying obstacles and constraints to political processes, but it can also be used to identify opportunities for leveraging policy change and supporting reform, and can play a key role in risk mitigation and ensuring that policy makers avoid harmful practices (max 5 pages)</p>	Consultant team	
Rapid Diagnostic	<p>1. Rationale and vision It covers the rationale for the NUP, its aim/purpose, vision, values and principles underpinning the policy (max. 5 pages)</p>	MoLG teams	4 months
	<p>2. Framework of assessment (max 20 pages) 2.1. Urban legislation (land regulation; local authorities' functions and responsibilities; protection of public spaces; and regulation of buildability rights)</p>	Consultant team	

	<p>2.2. Urban planning and design (Hierarchy of planning levels; implementation tools and enforceability; infrastructure and basic services – water and sanitation, energy, transport and mobility, drainage, waste management, and others)</p> <p>2.3. Urban economy and municipal finances (local economic development, and land value sharing systems)</p> <p>3. Proposals, recommendations for action, and roadmap (max 5 pages)</p> <p>4. Capacity development and consultations with key stakeholders in the Gaza Strip and the West Bank, including occupied East Jerusalem (max. 100 participants)</p>	<p>Consultant team</p> <p>Consultant team</p>	
Formulation	<p>1. Establishing the institutional and coordination mechanism to support the NUP formulation (Coordination committee and task team established)</p> <p>2. First draft of NUP prepared, including policy options (max. 30 pages)</p> <p>3. Review and adoption of the NUP, including action plan (implementation, monitoring, evaluation, capacity development, and resource mobilization)</p>	<p>MoLG teams</p> <p>Consultant team</p> <p>Consultant team</p>	4 months

6. Responsibilities of MoLG

UN-Habitat teams will support MoLG teams in the following:

- Coordination at the beginning of the project with the main partners, especially Governor offices, and the relevant LGUs to launch the NUP process
- The provision of modern aerial photographs to be used in data analysis
- Commitment to participate in meetings and workshops and help in mobilising stakeholders in the project in various activities
- Commitment to the timetable and technical staff, which will be appointed to contribute to the completion of the project

UN-Habitat at the bequest of the EU will commit to the payment of financial obligations as specified in the signed AoC, between UN-Habitat and the selected organisations as implementing partners.

7. Responsibilities of the implementing partner

The work of the implementing partner rallies around the provision of technical support to the process of NUP, including feasibility, rapid diagnostic, and formulation phases in Palestine.

Chiefly, the implementing partner will perform the following main tasks – see table 1 below for more detailed information:

- Lead the preparation of a NUP for Palestine in a participatory way and provide technical support to the process of endorsement

- Based on the work methodology and an agreed upon inception report, the implementing partner will map out main stakeholders and work together with all parties and the relevant authorities, mainly: MoLG and their representatives and all partners from local communities and civil society organisations
- Contribute to capacity development and technical support to the involved stakeholders and partners, especially members of the **task team** that will be established
- Participate in organising and managing meetings and workshops with stakeholders and present progress to the **coordination committee** that will be established
- Contribute to the achievement of a mobilisation and advocacy plan in partnership with MoLG with the aim of raising awareness on the NUP process through brochures and seminars in radio and television, social media platforms, community centres, etc.
- Prepare reports and documents: an initial report outlining the detailed work plan; discussion paper, feasibility study (urban profile), rapid diagnostic and framework of assessment, proposals and recommendations for action, capacity development reports, and final document of the NUP, including action plan.

8. Timeline

A. Commit to the timeline: The implementing partner will commit to submit a detailed work plan aligned with a detailed timeline outlining all activities, deliverables, workshops, public consultations, within 2 weeks from signing the AoC, and after consultation with UN-Habitat

B. Both parties commit to the below proposed timeline that should not exceed 12 months with the ability to upscale and provide parallel teams to expedite work if circumstances call for it:

Phase	Timeframe											
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Feasibility												
<i>Communication strategy</i>												
<i>Discussion paper</i>												
<i>Political Economy Analysis</i>												
<i>Feasibility study (Urban Profile)</i>												
Rapid Diagnostic (including Capacity development and consultations)												
<i>Rationale and vision</i>												
<i>Framework of assessment and data collection and analysis of main challenges</i>												
<i>Proposals and roadmap</i>												
Formulation												
<i>Establishing the institutional mechanism</i>												
<i>First draft of the NUP</i>												
<i>Final NUP document validation, including action plan</i>												

9. Deliverables (Reports)

The implementing partner should submit all documents related to the NUP, and the deliverables that are conditional to payments (Annex 2), as per the below table:

Table of Deliverables		
No.	Report	Due date (from Contract signature)

1	Initial report – workplan and field logistics (Timeline and preparations needed as specified by the methodology)	0.5 month
2	Communication strategy	1 month
3	Discussion paper	2 months
4	Political economy analysis	3 months
5	Feasibility study – urban profile	4 months
6	Framework of Assessment – urban legislation, urban planning and design, and urban economy and municipal finances	7 months
7	Diagnostic document, including proposals, recommendations for action, and roadmap	8 months
8	First draft of NUP	9 months
9	Final draft of NUP, including action plan	12 months
10	Capacity development and consultations with key stakeholders, before all deliverables abovementioned (at least 12 sessions, covering the oPt)	Within 2 weeks of holding the workshop, based on milestones / monthly basis
		12 months

All deliverables and documents, including maps, should be delivered as one electronic copy (PDF), two hard copies in Arabic language, as well as one electronic file with open source: Excel, Word, etc. (shape files for GIS maps) for maps or tables etc.

10. Required qualifications of the implementing partner

- The implementing partner must be a registered non-profit organisation, or academic institution with relevant experience** in public and urban policies, community mobilisation, gender equality and local governance. **The implementing partners are encouraged to enter into partnerships with organization from the private sector that have the relevant experience.**
- The implementing partner must provide a multidisciplinary team to address and accomplish the required tasks. The team must have members holding university degrees and practical experience and skills in national planning, community development, public policy, in addition to excellent communications skills, familiarity with and experience in community mobilising and motivating the community on participatory community activities, and including gender mainstreaming
- The implementing partner is required to form the required staff as per the following table, additionally to attach CVs for the proposed staff, together with their signed commitment to participate in the project

The required staff for implementation		
No.	Degree and academic specialisation	Number of years of actual experience in the field
1	Team leader – Public Policy Expert	More than 15 years
2	Senior expert – Local Governance and Capacity Development Expert	More than 10 years
3	Senior expert – Spatial Planning Expert	More than 10 years
4	Senior expert – Socio-economic Expert	More than 10 years

5	Junior expert - Field researchers and environmentalists	More than 5 years
6	Other: Whichever specialisations are needed according to the nature of thematic discussions	Undefined

4. The implementing partner must provide a schedule of the proposed technical staff, tasks and activities for each member of the staff, taking into consideration that their experience and specialisation are commensurate with the proposed tasks for such. According to Annex (3) - activities and tasks form for the implementing partner
5. The implementing partner is not entitled to replace any of the members of the proposed advisory staff except after submitting an official request and receiving a written approval of that by UN-Habitat, as long as the member is replaced by someone with the same efficiency and experience or more. Taking into account that the consultant is required to submit a written letter from the person who is being replaced stating his/her agreement to it and explaining the reasons

11. Annexes

Annex (1): Technical and Financial Appraisal

Annex (2): Payment Schedule

Annex (3): Form of activities and tasks for the implementing partner

Annex (4): Financial Offer Form

Annex (1): Technical and Financial Appraisal

Organisations must deliver technical and financial submissions separately in electronic format addressed for the attention of UN-Habitat (in two separate documents clearly titled) at: unhabitat-palestine@un.org by the deadline of 14 March 2021. The financial offer needs to be in a separate document.

Organisations are required to submit the following for the technical submission

- Certified true copy of original certificate of registration
- Certified true copy of proof of non-profit
- Copy of the Constitution or by-laws
- Governance and organisational structure; experience and qualifications of key professional staff and infrastructure facilities of the organisation. Noting that the evaluation will allocate higher scoring for women led organisations
- The Project Document and Implementation Schedule to include detailed analysis of the project to be implemented, the methodology, and approach, noting that the evaluation will allocate higher scoring for women assigned to the project

Organisations are required to submit the following for financial submission

- Certified true copy of original Audited Account Statement for the last two years
- Certified true copy from a bank on the details of account of the organisation, including name, address, account number, wire instructions, etc
- A signed letter stating agreement to the terms of the [UN General Conditions form](#), the [Agreement of Cooperation](#), and confirming the validity of the financial offer for 90 days
- The financial offer in the currency of United States Dollars (USD)

The Technical and Financial Appraisal consists of four phases:

Phase 1: Evaluation of the mandatory criteria of the three sections with Pass/Fail scores. Only organisations who score "Pass" to all mandatory criteria will move on to the next phase and be evaluated against the point-scale criteria

Phase 2: Evaluation of the three sections against the point-scale criteria. Only organisations who pass each of the three sections and score 500/1000 points or more will move on to the next phase of the Financial Evaluation

Phase 3: Evaluation of the mandatory criteria of the financial evaluation criteria with Pass/Fail scores. Only organisations who score “Pass” to all mandatory criteria will move to the next phase and be evaluation on their financial offer

Phase 4: Evaluation of the financial offer in comparison to lowest qualifying offer received

The technical evaluation covers three sections, namely:

Section 1: Organisation’s qualification, capacity and experience

Section 2: Proposed Methodology, Approach and Implementation Plan

Section 3: Management Structure and Key Personnel

Upon completion of the technical evaluation, and passing of the mandatory commercial evaluation criteria, the financial assessment will be carried out as follows:

- The technical evaluation will weigh 65 per cent, while 35 per cent will be allocated for the financial offer
- Financial offers from organisations with a total technical score of 500 /1000 points or more, and passing all sections, will only be considered. organisations with a total technical score of less than 500 points, or failing any of the sections, will be excluded, and the financial offers will not be opened
- The Financial Evaluation: Financial score = Maximum number of points for the financial proposal / Price of proposal being evaluated x Lowest price
- The technical and financial evaluation points will be combined for each offer that has not been excluded. The tender will be then offered to the organisations with the highest number of financial and technical evaluation points for each lot separately, and as agreed by UN-Habitat

Annex (2): Payment Schedule

The payments for the preparation of NUP shall be paid to the consultant team, according to the following:

- First instalment: 25 per cent of the value of the contract after submission of **initial report**, and approval of UN-Habitat
- Second instalment: 25 per cent of the contract value after submission of **national urban policy note** and **discussion paper**, and approval of UN-Habitat
- Third instalment: 25 per cent of the contract value after submission of the **framework of assessment**, and **proposals**, and approval of UN-Habitat
- Fourth and final instalment: 25 per cent of the contract value after submission of the **national urban policy document, including action plan**, and approval of UN-Habitat

The consultant team should provide all deliverables as outlined in section 9 and as will be agreed in the work plan included in the initial report

Annex (3): Form of activities and tasks for the consultant team

No.	Name	Experience/ Area of Specialisation	Years of Experience	Activities and Responsibilities	Working Days		
					Office	Field	Total
1							
2							
...							

Annex (4): Financial Offer Form

	Expenses	Unit	No of units	Unit rate (USD)	Costs (USD)
1	Human Resources				
1.1	Management Staff				
1.1.1		Per month			
1.1.2		Per month			
1.1.3		Per month			
1.2	Technical Staff				
1.2.1		Per month			
1.2.2		Per month			
1.2.3		Per month			
	Subtotal Human resources				
2	Office & Equipment				
2.1		Per month			
2.2		Per month			
2.3		Per month			
	Subtotal Office & Equipment				
3	Other costs and services				
3.1		Flat rate			
	Subtotal other costs and services				
4	Training/Awareness/Advocacy				
4.1					
	Subtotal Training/Awareness/Advocacy				
				Grand Total	

End of SOW