

## **Extend the Request for Proposal** Short Term Consultancy

Evaluating TAAWON Flagship Programs in Education at Palestine and  
Refugee camps in Lebanon

March 2020

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## Background

Taawon is a leading non-governmental development organization. Taawon strives to make a distinguished contribution toward **furthering the progress of Palestinians, preserving their heritage and identity, supporting their living culture and building civil society**. It aims to achieve these goals by methodically identifying the Palestinian people's needs and priorities and establishing the soundest mechanisms to maximize the benefits from the available funding resources. Taawon working areas are West Bank (including Jerusalem), the Gaza Strip, the 1948 Areas, and the Palestinian communities in Lebanon

### Education Program at TAAWON

Taawon is committed to investing in inclusive and **equitable quality education (SDG 4)** that **improves economic prospects (SDG 8), encourages societal cohesion (SDG 11), and fosters national identity in Palestine**. We believe *well-educated, critical and inquisitive individuals are the cornerstones of flourishing societies*. Accordingly, cultivating these characteristics across generations of Palestinians is core to our mission **so we created the Education Program**, which consists of various components, each of which invests in enhancing the quality of education at all levels, from preschool to university studies.

Taawon interventions in education aim to:

- **Improve the learning environment** through building new schools, construction of new classrooms in existing schools, developing and rehabilitating infrastructure within kindergartens, schools and universities such as libraries, playgrounds, laboratories, etc.
- **Build capacities for teachers and administrative staff** at all educational levels through training courses and workshops.
- **Improve students' access to education at all education stages** through providing scholarships.
- **Develop students' capabilities** in critical thinking, problem solving, technology, leadership, and more through various co-curricular activities.

## Proposal Scope

After 36 years of working on the ground and in line with the global shift towards quality education focusing on 21 century skills, Taawon has decided to evaluate its major flagship Education programs / projects over the last 10 years. (Zamala, Bridge Palestine, early childhood education, remedial education and technology in education) related to education to **decide on continuity of these major programs / projects** in line with the future direction of the role Taawon will play at the education system level and the gaps it aims to fill. In assessing the projects, the evaluation will take into consideration the following criteria:

### **Relevance and appropriateness**

1. Was the design and implementation of the projects relevant, appropriate and strategic to fostering equitable quality education?
2. Were the projects relevant, appropriate and strategic to the target groups? To what extent did they respond to needs and priorities?

### **Project design**

1. Were the objectives of the programs fulfilling the education program overall objective?
2. Were the objectives of the programs clear and measurable?
3. To what extent the programs / projects goals and objectives achieved?
4. Were the context, problem, needs and priorities well analyzed while designing the projects / programs?



5. To what extent were stakeholders (beneficiaries, partners, etc.) involved in the design and planning of the projects?
6. How was the relationship – at the operational and managerial level – between the project staff and the implementing partners, targeted communities and other concerned stakeholders?
7. Were there clear baseline indicators and/or benchmarks for performance?
8. Was there coherence, coordination and complementarity between the project and other similar funded activities?

### **Effectiveness**

1. Were the actions to achieve the outputs and outcomes effective in line with set workplans and timeframes?
2. To what extent did those interventions build on existing knowledge and were sensitive and adaptive to the local context?
3. What were the lessons learned? What might have been done better or differently?

### **Efficiency**

1. How did the projects deal with issues and risks (if there were any identified in the program/project design)?
2. Were the outputs achieved in a timely manner?
3. Were the resources (time, funding, and human resources) sufficient?
4. Were the resources utilized appropriately and justifiably? (cost-benefit ratio)
5. What were the factors that affected the implementation of the programs / projects?

### **Sustainability**

1. Will the outputs/outcomes lead to benefits beyond the life of the existing projects?
2. Did the partners and stakeholders have ownership of the actions and results?
3. Was capacity (individuals, institution, and system) built through the actions of the projects?

### **Impact**

1. Was the contribution of the evaluated programs in line with Taawon's aims towards quality of education that improves economic prospects, encourages societal cohesion and fosters national identity in Palestine?
2. Did the projects address cross-cutting issues including gender and disability?

## **Methodology**

The consultant (firm or individual) is expected to lead the evaluation in full coordination with Taawon. The consultant (team or individual) is expected to apply the following approaches for data collection and analysis:

1. **Desk review** of relevant documents, including progress reports and any records of the various opinion surveys conducted during the life of the project.
2. **Field work** at West Bank including Jerusalem, Gaza Strip, Lebanon to meet with the project teams and stakeholders to conduct key informative interviews, questionnaires and / or focus groups.
3. **Analysis**, both quantitative and qualitative, structured around issues and related findings/lessons learned, to include conclusions and recommendations.
4. During the process, the consultant will report to knowledge management unit who will provide overall guidance and ensure satisfactory completion of the deliverables.

## **Deliverables**

The consultant (firm or individual) is expected to deliver the following:

- A. Inception report on proposed evaluation methodology, work plan and proposed structure of the report that includes:
  - The action plan for conducting the evaluation including timeframe.



- The evaluation methodology and tools to be used.
  - The project team with their tasks.
- B. A midterm report reflecting progress on action plan and initial findings, to be presented at a debriefing meeting with Taawon;
- C. Final report both hard and soft copy in English and Arabic, to include:
1. Objectives
  2. Methodology
  3. Literature review
  4. Quantitative and Qualitative analyses
  5. Success stories with photos (if applicable)
  6. Lessons learned (if applicable)
  7. Recommendations for the future
  8. 2-4 pages of executive summary
  9. Any relevant appendixes (interview questions, list of interviewees and their contact information, etc.)
- D. Workshop or closed meeting summarizing the report content and presenting the findings, conclusions, recommendations, success stories and lessons learned.

### Timeframe

The expected timeframe for conducting the evaluation is **5 months** after signing the contract

### Required competencies and qualifications

The selected consultant (or consultancy firm) should fulfill the following:

- Researcher/s or research company/companies with solid experience and working knowledge in the topic of this assignment.
- If individual, preferred holder of an advanced degree in education or social sciences or relevant fields or with at least 7 years' experience in implementation / evaluation of projects/ programs in education development.
- Experienced in conducting similar evaluations with demonstrated capacity to analyze qualitative findings.
- Possess extensive knowledge of development principles and evaluation methods.
- In-depth understanding of the state of education in Palestine and the Palestinian context in Lebanon;
- Excellent communication skills and proficient in both Arabic and English.
- Independent and has not been involved in any Taawon programs.
- Demonstrate ability to move freely within Taawon areas of operations (West Bank including Jerusalem, 1948 areas, Gaza strip, Lebanon)
- Provide examples of previous evaluations conducted.

### Proposals Submission

Interested individuals or firms are invited to share their proposals **before 15 April 2020 at noon (Jerusalem time)**.

- A. Proposals should be submitted in one sealed envelope containing two sealed envelopes, one for the Technical Proposal and one for the Financial Proposal (the financial proposal should include a detailed budget according to the consultancy proposed activities)
- B. The financial offer should include:
- a. The overall cost with detailed breakdown of activities
  - b. The price in USD not including VAT



- C. Envelopes should have the title “Evaluating TAAWON Flagship Programs”.
- D. Pages of proposals should be numbered and stamped by the submitting organization
- E. Envelope should also include a CD containing the technical proposal and all relevant annexes.

### **Applicants Questions:**

- F. Applicants can send their questions about the TOR during 5 working days starting from the announcing date, to the e-mail [Procurement@taawon.org](mailto:Procurement@taawon.org) , which should be answered within 48 hours.

#### **Proposals to be submitted to:**

**Taawon (Welfare Association) Office**– Ramallah, TEL: (+970-2) 241-5130  
Ramallah, Al-Masyoun, Rafat Street, PADICO House Building, 6<sup>th</sup> Floor

**Taawon (Welfare Association) Office** Gaza , TEL : (+970-8)2869881  
Gaza -Remal Area , Near Gaza port

If international, then please submit via email (two separate documents “Technical” and “Financial”):  
[Procurement@taawon.org](mailto:Procurement@taawon.org)



## Annex

Track	Component	Areas	No of Projects
ECED	Early childhood education	West Bank, Gaza Strip, Lebanon, 1948 areas	31 projects with a budget of about 8 million dollars.
School education	Bridge Palestine	West Bank including Jerusalem, Gaza Strip	101 projects with a budget of about 31 million dollars.
	Technology in education	West Bank, Gaza Strip, Lebanon, 1948 areas	
	Remedial education	West Bank, Gaza Strip, Lebanon, 1948 areas	
	Infrastructure	West Bank, Gaza Strip	
Higher education	Zamala	West Bank including Jerusalem, Gaza Strip	8 rounds with about 200 beneficiaries at 14 universities and about a 2.5-million-dollar budget.
	Infrastructure	West Bank including Jerusalem, Gaza Strip	39 projects with a budget of about 5.5 million dollars



Below the details of the projects per area and budget.

<b>Component / Area</b>	<b>Total Project Budget (USD)</b>	<b># of projects</b>
<b>ECED</b>	<b>8,393,352</b>	<b>31</b>
1948 Areas	79,000	1
Gaza	537,793	8
Lebanon	4,503,719	6
West Bank	3,272,840	16
<b>Higher Education</b>	<b>8,015,309</b>	<b>47</b>
1948 Areas	142,520	1
Gaza	1,666,912	11
Gaza, West Bank	565,522	2
Lebanon	4,245,806	11
West Bank	1,394,549	22
<b>School Education</b>	<b>39,579,625</b>	<b>101</b>
1948 Areas	711,500	7
Gaza	603,579	6
Gaza, West Bank, 1948 Areas, Jerusalem	562,299	1
Gaza, West Bank, 1948 Areas, Lebanon,	1,000,000	1
Gaza, West Bank, 1948 Areas, Lebanon, NA	23,000	1
Gaza, West Bank, Jerusalem	215,340	2
Lebanon	360,750	4
West Bank	35,757,565	77
West Bank, 1948 Area, Jerusalem	345,592	2
<b>Grand Total</b>	<b>55,988,285</b>	<b>179</b>