

**United Nations Development Programme
Country: Occupied Palestinian Territory
Project Document**

Project Title Supporting Programme Opportunities in Recreational and Team Sports (SPORTS) - Construction of a Multi-Purpose Sports Facility in the Ramallah District

UNDAF Outcome(s):

1. Advancing peace by increased participation in positive recreational activities by Palestinian youth.
2. Enhancing Palestinian cultural life and dynamics.
3. Improving gender equality.
4. Improving governance and peaceful community mobilization.

Expected CP Outcome(s):
(Those linked to the project and extracted from the CP)

Expected Output(s):
(Those that will result from the project) Construct and equip a multi-purpose sports complex engaging Palestinian youth in constructive recreational activities.

United Nations Development Programme
Programme of Assistance to the Palestinian People
(UNDP/PAPP)

Executing Entity:

Implementing Agencies: UNDP/PAPP in cooperation with the Municipality of Ramallah and the Palestinian Authority (PA) Office of the President.

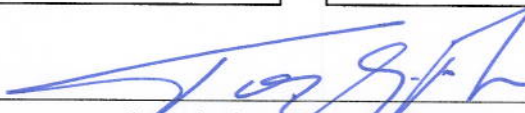
Brief Description

This project will encompass the construction of a multi-purpose sports facility in the town of Ramallah, West Bank. The facility will be at least 1000 square meters and will include but is not limited to such functions as an indoor basketball, volleyball, tennis, handball, and gymnastics court. The facility will also include bathrooms, changing rooms, administrative offices, a clinic, and spectator stands. Some sports equipment and furnishings will also be procured. Finally, the project will be utilized to start up the pilot Palestinian Youth Sports League. The India, Brazil, South Africa (IBSA) Facility for Poverty and Hunger Alleviation will fund the project with a \$1,000,000 grant. UNDP will utilize \$60,000 of its own funds to support the Sports leagues pilot project.

Programme Period:	2008 – 2009
Key Result Area (Strategic Plan)	Youth/Sports
Atlas Award ID:	00050848
Atlas Project ID:	00063002
Start date:	October 2008
End Date	December 2009
PAC Meeting Date (NY):	16 Sept. 2008
(JRS)	25 Sept. 2008
Management Arrangements:	See attached

Total resources required	\$1,060,000
Total allocated resources:	\$1,060,000
• TRAC 1.1.3	\$60,000
• Other:	
o IBSA	\$1,000,000
o Donor	_____
o Donor	_____
o Government	_____
Unfunded budget:	_____
In-kind Contributions	_____

Agreed by (UNDP):


Jens Anders Toyberg-Frandzen
Special Representative of the Administrator



Date:

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IBSA FACILITY FOR POVERTY AND HUNGER ALLEVIATION



PROJECT DOCUMENT

Country: Occupied Palestinian Territory (oPt)

Project Title: Supporting Programme Opportunities in Recreational and Team Sports (SPORTS) - Construction of a Multi-Purpose Sports Facility in the Ramallah District

Expected Outcome(s):	<ol style="list-style-type: none"> 1. Advancing peace by increased participation in positive recreational activities by Palestinian youth. 2. Enhancing Palestinian cultural life and dynamics. 3. Improving gender equality. 4. Improving governance and peaceful community mobilization.
Expected Output(s):	Construct and equip a multi-purpose sports complex engaging Palestinian youth in constructive recreational activities.
Executing Entity:	United Nations Development Programme/Programme of Assistance to the Palestinian People (UNDP/PAPP)
Implementing agencies:	UNDP/PAPP in cooperation with the Municipality of Ramallah and the Palestinian Authority (PA) Office of the President.

Brief description:

The India, Brazil and South Africa Facility for Poverty and Hunger Alleviation constitutes a pioneer and unique initiative to enhance South-South cooperation for the benefit of nations of the South. Its main purpose is to identify replicable and scalable projects that can be disseminated to interested developing countries as examples of best practices in the fight against poverty and hunger.

In pursuit of this goal IBSA focal points have identified as priority this Ramallah Sports Facility project, proposed by the Palestinian Authority. This project will build and equip at least a 1,000 sq multi-purpose sports complex on a 6,800 square meter plot of land in Ramallah. The center will offer facilities for indoor soccer, basketball, handball, fencing, snooker, gymnastics, table tennis, volleyball, tennis, fitness training and badminton.

The goal of this project is to enrich the lives of Palestinian youth by providing them with positive recreational activities. The sports complex will also have a positive impact on Palestinian cultural dynamics in that it will encourage women in the occupied Palestinian territory to participate in sports. Since most activities will be indoors, female participation in sporting activities will be easier. Furthermore, the project will provide the much needed infrastructure support for the Palestinian Youth Sport Leagues that will be established. Finally, many coaching clinics may be conducted at the complex.

Ultimately the project will serve as a best practice in the fight against poverty and hunger by mobilizing a vulnerable community and age demographic and encouraging them to engage in peaceful and positive activities.

Total Budget: US\$1,000,000 (100% IBSA funds) pursuant to the pledge made at the Paris Donor's Conference for the Palestinian State.

Project Duration: 1 year (estimated building construction time is maximum 8 months)

II. SITUATION ANALYSIS/BACKGROUND:

The India, Brazil and South Africa Facility for Poverty and Hunger Alleviation was created out of the IBSA Dialogue Forum in 2004. As an example of cooperation among three developing countries, the fund constitutes a pioneer and unique initiative to enhance South-South cooperation for the benefit of nations of the South. Its purpose is to identify replicable and scalable projects that can be disseminated to interested developing countries as examples of best practices in the fight against poverty and hunger. Given IBSA Trust Fund's demand driven approach, this project was presented to IBSA focal point by the Palestinian Authority. It was subsequently selected as a priority initiative with high-impact potential to advance IBSA objectives.

Palestinians are increasingly weary of the prospects of their future; a future they hold on to with hopes that a viable Palestinian state could one day be a reality thereby reversing partially their pains of living as dispossessed people. The Palestinian economy which may not be disentangled from that of Israel has seen a consecutive 7 year decline with persistently high unemployment levels, so much that achieving the first Millennium Development Goal "Eradicating Extreme Poverty and Hunger" is now at risk.

Palestinian Prime Minister Salam Fayyad's three year development plan has been viewed by most donor countries as a reasonable and appropriate plan to help in dealing with some of the urgent humanitarian, governance, and Palestinian Authorities (PA) institutional strengthening needs in the occupied Palestinian territory. As such, in line with the Palestinian Reform & Development Plan (PRDP) 2008 – 2010, "the provision of public recreational facilitieswill make a major contribution to improving the daily lives of citizens."

The IBSA project is a response to the PA's current development plans. The choice of a multi-purpose sports complex creates a much needed diversification and tactical asset allocation of donor financial resources. With a focus on sports and recreational activities, and centrally located in Ramallah, this project will make a difference for many Palestinians, including those in rural villages and surrounding towns. The project will benefit Palestinian youth, and have a positive impact on Palestinian cultural dynamics, notably by encouraging women in the occupied Palestinian territory to participate in sports activities. Female participation in sporting activities will be rendered easier by the indoor nature of the multi-sports complex activities, which in the local cultural traditions, provide a more conducive environment for females to engage in sports.

Moreover, the enabling infrastructure will stimulate the sports sector and support the UNDP funded Palestinian Youth Sport Leagues (PYSL) that will be established simultaneously with this project. The pilot project will occur in the cities and surrounding communities of Ramallah, El-Bireh, Jerusalem, and Gaza. The PYSL will target all children and youth, male and female, between the ages of 5 and 18. This project is part of a greater programme strategy to develop the individual and team sport sector in the Occupied Palestinian Territory (oPt).

Finally, many coaching clinics may be conducted at the complex.

III. STRATEGY:

The United Nations Development Programme/Programme of Assistance to the Palestinian People (UNDP/PAPP) will act as implementing agency for this project. It will engage a local or international construction company and various experts and professionals to ensure quality, timely and effective construction, equipping, and operation of the multi-sports facility. It will work in cooperation with its Palestinian partners, in particular the Municipality of Ramallah, on all aspects of the project.

The project will be implemented advancing the following IBSA objectives:

1. **Combat Poverty and Hunger:** Since economic prosperity is necessarily intertwined with peace, areas with high level of conflict and violence suffer disproportionately from poverty and hunger. By advancing peace in the region through increased participation in positive recreational activities by Palestinian youth and by improving governance and peaceful community mobilization, IBSA seeks to reduce poverty and hunger in the occupied Palestinian territory.
2. **Provide development impact attributable to IBSA's cooperation:** IBSA's project will be implemented through UNDP/PAPP and in coordination with the activities of other donors, notably those that made pledges concerning other developments in the 6,800 sq meter plot of land in Ramallah where the sports complex will be located. However, IBSA intends to operate in a manner that permits the impact of its cooperation to be attributable to IBSA. Visibility for its cooperation efforts remains a concern for IBSA partners.
3. **Implement scalable and replicable projects:** IBSA projects are meant to serve as best practices for development, their impact is not only localized and of service to the recipient community, but also serves the South-South, triangular and traditional cooperation agenda, by developing and implementing innovative best practices. Given its innovative theme of advancing development through sports, this IBSA project is meant to act as pioneer project exploring the potential of such projects to advance peace by increased participation in positive recreational activities. This project has the potential to be scaled and/or replicated.
4. **Develop capacity in the beneficiary community:** In order to increase the sense of national and local ownership of program activities and seeking to reinforce and develop local capacity, the project will adopt a participatory management and monitoring approach. A project committee will be established, ideally composed of the following stakeholders: i. national counterparts at the Palestinian Authority Ramallah & Al-Bireh Governorate, ii. community representatives; iii. project field staff and iv. UNDP/PAPP. (See annex for Project Boards Terms of Reference) Other opportunities for engagement of local leaders in the project's management and operations will be seized, aiming to developing local skills, expertise and experience.
5. **Foster a sense of ownership by the beneficiary community:** Besides the strategies described in immediately preceding point 4, public communication, discursive and participatory efforts will also be undertaken to foster a sense of ownership by the community.
6. **Promote and engage Southern experts and institutions:** The engagement of IBSA experts and institutions in this project will be favored. Notably energy and water experts could be used in the

design and development of the water and energy supply infrastructure. Sports and gender experts may also be engaged.

7. **Promote knowledge-sharing in the spirit of South-South cooperation:** By engaging in the activities described in immediately preceding point 5, IBSA's project seeks to advance knowledge-sharing for development among developing countries.
8. **Stress project sustainability with detailed strategy for future disengagement:** The project's planning and implementation will remain mindful of IBSA's disengagement, so that at the project's completion, the Palestinian Authority or the local community will take full responsibility for operating the multi-purpose sports complex.

PROJECT RESULTS AND RESOURCES FRAMEWORK:

Global framework: IBSA Guidelines, Paris Donors' Conference for the Palestinian State pledge			
Partnership Strategy: IBSA, UNDP/PAPP, the Municipality of Ramallah, the Palestinian National Authority, The Ministry of Youth and Sports, Ramallah & Al-Bireh Governorate Community representatives.			
Project title and ID: Supporting Programme Opportunities in Recreational and Team Sports (SPORTS) - Construction of a Multi-Purpose Sports Facility in the Ramallah District			
Outcomes	Output Targets	Indicative Activities	Indicators
1. Advancing peace by increased participation in positive recreational activities by Palestinian youth.	Constructing and equipping a multi-purpose sports complex in Ramallah.	1. Build the multi-sport complex; 2. Equip and furnish the complex;	1. Change in the number of Palestinian youth engaging in group sporting activities. 2. Change in the frequency in which Palestinian youth engage in group sporting activities.
2. Enhancing Palestinian cultural life and dynamics.	Quality opportunities to develop athletic and sporting skills in the oPt and to develop athletic performances.	3. Design and implement youth-mobilization and sporting activities with a particular focus on nurturing and enhancing Palestinian talent through the establishment of Palestinian Youth Sport Leagues; 4. Develop an academy for training athletes.	3. Improved performance of Palestinian athletes.
3. Improving gender equality.	Advancing sporting opportunities for females.	5. Create a suitable and induce environment for Palestinian females to engage in athletic activities.	4. Greater participation of females in sporting activities.
4. Improving governance and peaceful community mobilization.	Develop and reinforce leadership skills, and transparent and accountable practices in the community.	6. Retain a participatory approach to management and monitoring of projects' progress and priorities.	5. Skill development and changes in transparency and accountability practices among community and governmental leaders involved in the project.

V. ANNUAL WORK PLAN BUDGET SHEET:

EXPECTED OUTPUTS and indicators	PLANNED ACTIVITIES <i>List all activities to be undertaken towards stated outputs</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount
Construction of sports facility	Hiring of Project Personnel:			Oct 08	Jan. 09	UNDP/PAPP	IBSA	Personnel	\$95,000
	Design Works:			Oct. 08	Jan. 09	UNDP/PAPP	IBSA	Design Consultancy	\$20,000
	*Tendering, Evaluating, and Awarding contract for Construction works.	Feb. 09		Oct. 09		UNDP/PAPP	IBSA	Construction Works – Capital Development	\$615,000
	Misc. & Contingency Costs.,	Oct. 08		Oct. 09		UNDP/PAPP	IBSA	Misc. & Contingency Costs.	\$17,664
	UNDP GMS Fees:	Oct. 08		Oct. 09		UNDP/PAPP	IBSA	7% GMS	\$52,336
Equipping of sports facility	Sporting equipment, furniture, including facility lighting	Feb. 09		Oct. 09		UNDP/PAPP, Municipality of Ramallah	IBSA	Sports Equipment, Furniture, lighting.	\$146,916
	UNDP GMS Fees	Feb. 09		Oct. 09		UNDP/PAPP	IBSA	7% GMS	\$10,284
Establishment of sporting activities	** Support Establishment of the Palestinian Youth Sports League			Oct. 08 – Oct. 09		UNDP/PAPP, PA Ministry of Youth and Sports.	IBSA	Contracts	\$40,000
	UNDP GMS Fees:			Oct. 08 – Oct. 09		UNDP/PAPP	IBSA	7% GMS	\$2,800
TOTAL							US \$		1,000,000

* The cost estimate per square meter for construction works including the lighting for the facility is US\$700. Current funds allocated for the construction works portion is US\$800,000.

** UNDP/PAPP will be cost sharing in the amount of US\$60,000 for the Establishment of the Palestinian Youth Sports League.

Note: Budget line allocations may be shifted between budget lines in order to ensure the construction works are completed and functional.

VI. LEGAL CONTEXT:

The administration of this project shall be governed by UNDP rules and procedures.

VII. MANAGEMENT ARRANGEMENTS:

The project will be implemented under the ultimate guidance of the IBSA board of directors, as conveyed to the implementing agency, by the board's secretariat and fund manager, SU/SSC. The UNDP/PAPP will be responsible for operations and implementation of the project in Ramallah.

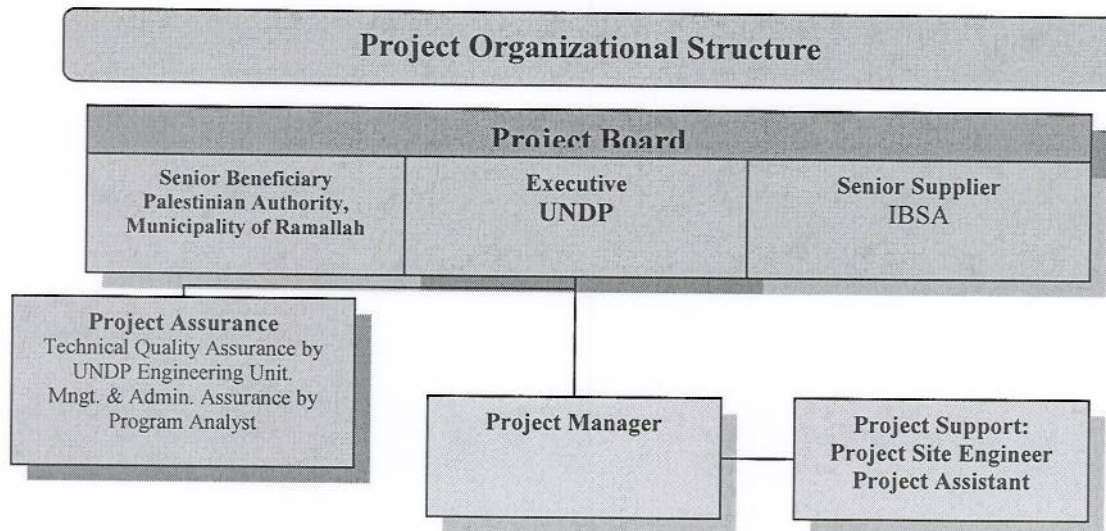
In order to increase the sense of national and local ownership of program activities and seeking to reinforce and develop local capacity, the project will adopt a participatory management and monitoring approach. A project committee (project board) will be established and will be ideally composed of the following stakeholders:

1. IBSA focal points in Ramallah (senior supplier).
2. National counterparts at the Palestinian Authority, Ramallah & Al-Bireh Governorate (senior beneficiary)
3. Municipality of Ramallah (senior beneficiary);
4. The UNDP/PAPP (executive);
5. Project field staff and program managers;

This committee/board will meet every 2 months or exceptionally upon request by committee members, to review priorities and progress towards expected results. The conclusions arrived at during these meetings will form the base for mandated reports to the IBSA board of directors.

The UNDP/PAPP will be ultimately responsible for payments and disbursement to its subcontractors and suppliers engaged in the building and equipping of the sports facility. Resources will be transferred and monitored through UNDP's Atlas platform, and managed locally by the UNDP/PAPP project implementation team that will include a Project Manager, Project Assistant, and Site Engineer.

Overall management arrangements will be based upon the UNDP results based management user guide. Please see below table for further information.



VIII. MONITORING AND EVALUATION:

Monitoring and reporting will follow the structure described under section VI of this document: Management Arrangements. Besides the regularly, participatory review of the projects' priorities and progress described in section VI, quarterly and final Reports in IBSA format will be submitted by the implementing agency, to the IBSA board of directors in accordance with IBSA guidelines. Such reports will comply with both the qualitative narrative and the financial auditing components of the evaluation reports. Moreover, the UNDP/PAPP will maintain frequent and regular communication with the IBSA board of director's secretariat, SU/SSC, in order to communicate progress, achievements and hurdles or difficulties the project is confronting. SU/SSC will up-date the board on such matters during expert and board of directors' meetings.

At completion, the project will be evaluated by an independent consultant, engaged for this task under the direction of the IBSA fund manager, SU/SSC, and the UNDP/PAPP in the occupied Palestinian territory.

IX. ANNEX:

Terms of Reference for the Project Board.

Terms of Reference for the Design Works.

X. RISKS AND MITIGATION STRATEGY:

RISK	MITIGATION
Clashes and threats from the Israeli occupation force, Israeli Defense Force and internal clashes between Palestinians (eg. Fateh and Hamas).	Ensure proper UNDP security arrangements are in place and followed.
Limited governance, accountability and proper audit processes which lead to high administration costs in order to ensure the procedures are followed.	Hiring UNDP/PAPP as the implementing agency. Investment in good governance and audit processes.
Ineffective PNA security services to ensure safety of equipment at the sports complex.	Expenditures on security for the complex.
Increase in costs pertaining to building materials.	Increase in budget allocation for construction works may be required.

* UNDP/PAPP will offset any price increases in construction works if necessary.

ANNEX 1:

Terms of Reference:

SPORTS Programme - Project Board

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the Project Manager;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Manager's tolerances as required;
- Review the Project Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review.
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide on project changes through revisions;
- Assure that all Project deliverables have been produced satisfactorily;
- Review and endorse the final Project Review Report, including Lessons-learned;
- Review financial reports, including final CDR prior to certification/signature;
- Make recommendations for follow-on actions to be submitted to the Outcome Board and Programme Board;
- Notify operational completion of the project to the Outcome Board and Programme Board.

ANNEX II

Terms of Reference for Consulting Service **Multipurpose Indoor Sports Hall in Ramallah**

1. Background

The India, Brazil and South Africa (IBSA) Facility for Poverty and Hunger Alleviation constitutes a pioneer and unique initiative to enhance South-South cooperation for the benefit of nations of the South. Its main purpose is to identify replicable and scalable projects that can be disseminated to interested developing countries as examples of best practices in the fight against poverty and hunger.

In pursuit of this goal IBSA focal points have identified, as priority, this Ramallah Sports Facility project, proposed by the Palestinian Authority. The project will provide for building and equipping at least a 1,000 square meter multi-purpose sports complex on a 6,800 square meter plot of land in Ramallah. The center will offer facilities for indoor basketball, handball, volleyball, table tennis, ground tennis, gymnastics, and fitness training.

The goal of this project is to enrich the lives of Palestinian youth by providing them with a facility for positive recreational activities. The sports complex will also have a positive impact on Palestinian cultural dynamics in that it will encourage women in the occupied Palestinian territory to participate in sports. Since most activities will be indoors, female participation in sporting activities will be easier. Furthermore, the project will provide the much needed infrastructure support for the Palestinian Youth Sport Leagues that will be established. Finally, many coaching clinics may be conducted at the complex.

Ultimately the project will serve as a best practice in the fight against poverty and hunger by mobilizing a vulnerable community and age demographic and encouraging them to engage in peaceful and positive activities.

2. Project Description

General:

The proposed sports hall is estimated to encompass an area of at least 1,000 m². The proposed building will be located within a Municipal Complex that is planned to include a national library and a cultural center in the same lot. Thus, the multipurpose sports hall should be integrated with the other facilities, where it could be utilized for public exhibitions of books, technology, etc. Moreover, the outdoor parking of the sport center will be utilized to serve the other facilities also.

Description of the project:

The project is composed of the following functions.

1. Multipurpose Sport Hall to accommodate basketball, handball, tennis, volleyball, gymnastics, and fitness area.
2. Two administration offices including clinic.
3. Four rooms for lockers
4. Toilet facilities with showers
5. Small Canteen for soft drinks and light snacks.

6. Foldable seating (accordion style) for sport fans.
7. Parking area
8. Storage area.
9. Any additional spaces recommended by the architect.

3. Main Tasks

- a) The consultant is required to perform a detailed design works needed for the construction of an indoor sports hall in Ramallah City.
- b) The Consultant will be required to coordinate with assigned project staff from Ramallah Municipality and the UNDP during the design period.
- c) The Consultant is also required to follow appropriate international standards with regard to space allocation, flow of people and functionality, handicap access facilities, sports facilities, etc.
- d) The consultant is also required to take the following remarks into consideration:
 - The building should reflect the Palestinian architecture and culture as much as possible through a modern vision to Palestinian Traditional Architecture
 - The building should include the safety rules and regulation in accordance with the local and international regulations.
 - The building should be accessible for the people of special needs.
 - The building should include a secondary entrance for services.
 - The building should include emergency exits.
 - Landscaping is part of the design.
 - The building should be earthquake resistant as per the UBC 1997.

In view of the above, the consultant will be required to perform the following tasks:

Stage I:

- 1- Perform a soil investigation report to determine the characteristic of the land.
- 2- Prepare certified survey plans of scale 1/250 for the attached land. The plan should include the contour lines, the boundaries, the landscape, and the existing facilities.
- 3- Prepare the conceptual architectural design including the vision of plans and facades, structural and electromechanical design concepts.

Stage II: Following UNDP and Municipality of Ramallah approval of the first stage the consultant should perform the following:

- 4- Prepare detailed architectural, structural, electrical and mechanical designs and drawings for the building.
- 5- The mechanical design should include, in addition to normal plumbing networks, cooling , heating and fire fighting systems.

- 6- The electrical design should include, in addition to power and lighting, security alarm, fire alarm, telephone, computer, and intercom systems.
- 7- The architectural and structural designs should be detailed and complete.

Stage III:

- 8- Prepare a standard General and particular technical specifications.
- 9- Detailed Bill of Quantities.
- 10- Prepare the necessary documents for the permits.
- 11- Prepare a cost estimate for the Project.

6. Outputs:

The consultant should submit the following documents:

- 1- Soil investigating reports .
- 2- Survey plans for the project site.
- 3- The design documentation for the structural, mechanical and electrical designs.
- 4- Eight sets of drawings and tender documents for the project.
- 5- Complete sets of drawings and documents necessary for the permits .
- 6- Two sets of CD's that contains all the drawings and tender documents.
- 7- Implementation Programme.
- 8- 3D presentation of the facility within the site location.

7. Project Staffing:

The minimum technical staff required for performing the above mentioned tasks should be as follows:

- 1- Senior Architect with a minimum of 10 years experience in the design and construction of similar projects.
- 2- Structural engineer with 5 years experience.
- 3- Mechanical engineer with 5 years experience.
- 4- Electrical engineer 5 years experience including Information Technology Experience.
- 5- Sports Expert

The UNDP will meet with the proposed staff members listed in the technical proposal prior to signing the contract with the winning firm. Members of the design team could be retained by the Consultant locally or from the International Market.

8. Duration of the Contract:

The contract is expected to be completed in Three (3) months, effective the date of signing an agreement with UNDP.

INFORMATION FOR BIDDERS

1. Scope of Work

The contract for the design of the above mentioned project is of the lump sum type. The Consultant is required to provide site survey works as well as a complete detailed engineering design for the construction of a Multipurpose Sports Hall of at least 1000 m2.

2. Proposals

The proposal is to be divided into a Technical and a Financial Proposal, and should include the following:

1. Technical Proposal

- a) The names and assignments, as well as detailed curriculum vitae for all personnel to be engaged in this work. High academic background, past experience in similar project works for the personnel will prove an asset.
- b) A "personnel work schedule" of engineers and back up staff, describing each person's activity on the project, his/her functions, duration of work and total person months of services required for the assignment.
- c) A proposed work plan and approach/concept in responding to the attached "Terms of Reference".
- d) List of similar projects

2. Financial Proposal

The total cost of performing the assignment described in the "Scope of Work", including a detailed breakdown of the cost of person months for each of the personnel to be assigned to the project. **THE PROJECT IS EXEMPTED FROM VALUE ADDED TAXES, THEREFORE, QUOTES SHOULD EXCLUDE (VAT).**

The above total cost, must be quoted in US Dollar for the purpose of comparison. UNDP reserves the right to effect payment in NIS at the prevailing UN operational rate of exchange. **Consultants are required to submit a VAT Clearance from the P.A. Ministry of Finance with their Financial Proposal.**

The proposal should be valid for a period of 45 days from the deadline for submission.

3. Payments Modalities

- 20% of the value of the Contract will be paid upon signature of Contract;
- 50% will be paid upon completion of stage II, as stipulated in the Terms of Reference;
- 30% will be paid within 20 days following satisfactory completion and UNDP approval of the final design including the submittal of all detailed drawings and tender documents.

4. Criteria for Evaluation of Proposals

A two-stage procedure will be utilized in evaluating the proposals, with evaluation of the technical proposal being completed prior to any financial proposals being opened and compared.

Technical Proposal

Technical Proposals will be evaluated using the following criteria:

-	The qualifications and competence of the personnel proposed for the assignment	(30 points)
-	The adequacy of the proposed work plan & approach/concept in as per the TOR	(30 points)
-	Personnel Work Schedule and work program	(20 points)
-	Experience of the firm in similar projects	(20 points)
	Total Technical Points	(100)

Any Technical Proposal falling below 70 points will be disqualified, and the financial proposal will NOT be opened.

Financial Proposal

The price score for the Financial proposal will be calculated in the following manner:

where "x" is the price of the lowest proposal

and "y" is the price of any other proposal,

the price score allocated to the lowest proposal will be 100 points, and to any other proposal y/x times 100.

General Mark

The General Mark or cumulative score for each proposal will be arrived at as follows:

The score of the Technical proposal multiplied by 70% will be added to the score of the Financial Proposal multiplied by 30%. The firm whose proposal will receive the highest combined score will be the successful bidder.