

Strengthening and Empowerment of Education and Youth in the oPt:

Al Fakhoora Dynamic Future's Programme, (2009-2017)

Guidance Note – Call for Applications for Partner CSOs for Internships activity

Request for Proposal

November 2016

1. Introduction

Al-Fakhoora Dynamic Futures Programme (DFP) aims at effectively building a cadre of educated and trained leaders who are civic- minded, intellectually able, and professional to become community, Business, and national /global leaders of the future. The programme avails opportunities for Palestinian university-level students to actualize their professional and leadership potential by overcoming socioeconomic, political and cultural limitations and becoming enabled to productively engage in society. Started in 2009, UNDP and its partners have envisioned this long comprehensive programme that links educational scholarships for post-secondary students to other supporting interventions such as; leadership and advocacy trainings, Students Services, economic empowerment for scholars' families, career guidance, academic advising, civic engagement, and different personal and professional development opportunities.

The economic empowerment component aims to bridge educational opportunities to success in professional life through career preparation and counselling opportunities, internships, networking, and opportunities for entrepreneurship and economic empowerment projects for either families or graduates. The expected outcome is to have the Educational opportunities for targeted youth effectively linked to economic productivity of students' families.

The current practices of the programme focus on;

- ❑ Three months Paid internship for the Al-Fakhoora Dynamic Futures' Graduates; With the weak job market in Gaza, there are limited opportunities for new graduates to find meaningful employment in their area of specialization. The internship program supports non-working fresh graduates in obtaining professional experience that will give them an advantage in making the transition to career life.
- ❑ Economic Empowerment projects for the Fakhoora student's Families; Recognizing the limited number of opportunities in the Gaza job market, the Programme supports students'



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families or students individually in establishing their own economic empowerment projects through Grants. This has been implemented through DEEP project.

Al-Fakhoora Dynamic Futures Programme has already provided 189 alumni with internship opportunities. The programme yet needs to provide a total of 116 scholars with the internship opportunity. Currently, 84 alumni from different background, and specialties are ready to receive the 3 months of paid internship opportunities. They are classified as follow;

- 22 Alumni International Master degree holders
- 59 Alumni Bachelor degree holders
- 3 Alumni Diploma degree holders

Additionally, it is expected by June 2017, 32¹ of the current students will be graduating and should be offered the internship opportunity immediately after their graduation and finish it before mid-September 2017.

2. Purpose of this call for Expression of Interest

This document is intended for CSOs who have the required organizational capabilities, and experiences to help the programme in achieving the related economic ultimate goal through implementing the internship sub-component of the programme. A pre-assessment process will be conducted for shortlisted CSOs.

3. Scope: Outputs and Results

The implementation of the activities under this agreement must contribute to the official results chain adopted by DFP. Specifically, the activities carried out by the implementing partner (IP) should contribute to the following Outputs:

Ultimate Outcome (UO): Establishment of a cadre of Palestinian youth from underserved backgrounds empowered economically and socially by quality academic programs, capacity development, and support systems, making meaningful contributions as leaders in their communities and globally.

Immediate Outcome 2.2: Educational opportunities for targeted youth effectively linked to economic productivity of families

Component indicators are;

- 2.2a. Proportion of beneficiaries gainfully working (overall/and in areas relevant to their field of study)
- 2.2c. Student self-assessment of employability, disaggregated by year of study
- 2.2d. Proportion of non-working alumni (i) aware of and (ii) accessing career/ entrepreneurship support services or training
- 2.2e. Proportion of non-working graduates successfully participating in internships

¹ The 32 students will be graduating as batches. Some will be done by January 2017, and the rest of them are expected to graduate by June 2017.



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Submitted proposals should incorporate the followings elements (focus areas);

- ❑ Brief context analysis of the current national and international practices, lessons learned, and gaps in practices. It is expected that the proposed methodology of implementation will depend on this.
- ❑ Clear methodology supported with the forms to be used during the implementation phase and the expected timeframe. This may include but not limited to;
 - Pre-internship training should be provided to the alumni to prepare them for the internship
 - Host organization selection process and how to match between both the intern and the host organization
 - How to match between the field of study and the interest of the intern?
 - How will the IP ensure high level of satisfaction from the interns?
 - How will the IP ensure meeting the stated above indicators?
 - Reporting, monitoring and evaluation criteria
 - Post-internship training and activities
- ❑ Budget and cost of implementation. Section (4) provides more details on this.
- ❑ Proof of successful delivery of similar projects with UN organizations, non-governmental organizations or private companies

4. Timeframe and budget

The implementation time frame should be indicated by the application and supported by a comprehensive action plan that covers all the project activities not to exceed mid-September 2017. The selection and contracting process of the successful IP is expected to be done in two months after the deadline of the call. IP must ensure that the project activities do not violate any of the existing laws and regulations in place and must follow UNDP rules and regulations.

The implementing partner should submit a budget for the project that includes two main headings: Direct costs and Administrative costs as follow;

- ❑ Direct costs: a breakdown of the total direct costs should be submitted which include the following:
 - Salaries of the interns for three months (\$300/month for each BA and Diploma Holder, and \$500/month for each MA holder)
 - Cost of training and services for the benefited target group
- ❑ Administrative costs: This will be a percentage of the direct costs, Personnel costs, and overhead costs.

The implementing partner must also submit a Disbursement Plan that corresponds to the action plan identifying the milestones and expected expenditures.

The total value of a project under this component should not exceed USD181,800



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5. Principles of Partnership

A partnership, as defined by UNDP, refers to a collaborative relationship between UNDP and another organization that is characterized by ²

- ❑ An expectation of mutual benefits;
- ❑ A commitment to shared outcomes which have been jointly determined;
- ❑ A clear definition of the partners' roles and contributions, and;
- ❑ The existence of a framework to discuss and review progress towards the shared outcomes

The establishment and management of partnerships with UNDP/PAPP in the framework of Al Fakhoora Dynamic Futures Programme will be guided by a shared commitment to the following key principles:

- ❑ **Transparency**, with a clear commitment to work in ways that maximise accountability to each other for the commitments undertaken together;
- ❑ **Accountability**, within the partnership itself and in relation to all relevant human development stakeholders, most importantly the poor and disadvantaged;
- ❑ **Participation, inclusion** and a respect for **diversity**;
- ❑ **Empowerment** of the disempowered, in the framework of the rights-based approach to development;
- ❑ Supporting **national ownership** and inclusive Palestinian-led processes;
- ❑ A commitment to **strengthening local capacities**, as a unifying theme of support, and;
- ❑ **Partnership**, in which NGOs/CSOs will be come into a full partnership with UNDP/PAPP where UNDP will not be considered as a donor only.

6. Implementing Partner Selection Process

UNDP/PAPP will carry out a selection process consisting of multiple stages to identify the most relevant CSOs for partnership under this call. As the first step toward the establishment of partnerships with civil society organizations, UNDP/PAPP invites civil society organizations to apply for this partnership. CSOs are requested to submit to UNDP/PAPP basic organizational documents such as annual reports, financial reports, strategic plans and internal policy documents. In addition, CSOs must submit Technical and financial proposals that include methodology, Action Plan, Disbursement Plan, and Budget. This process of applying is referred to as the 'Expression of Interest.'

The purpose of the Expression of Interest process is three-fold:

- ❑ To determine whether interested CSOs meet UNDP/PAPP's mandatory criteria for partnership under this Programme (See further section 7);

² UNDP Programme and Operations Policies and Procedures, Role in Coordination and Partnerships. See: http://content.undp.org/go/userguide/results/strat-gie-et-planification/evaluation-et-les-rapports-des-resultats-pour-2006/?jsessionid=a9_BVVc6BrQa?lang=en&urlLang=fr&g11n.enc=ISO-8859-1

- To assess the capacity levels of interested CSOs in order to determine appropriate levels of financial and management capacity; and
- To assess the capacity levels of interested CSOs in implemented economic empowerment interventions

CSOs will be assessed based on the documents and information they provide during this process. The applications of interested organizations may be further verified through visits, reference checks and interviews with staff, board members and beneficiaries.

Admission to the Civil Society Roster is a pre-requisite to entering into a partnership with UNDP/PAPP under Al Fakhoora Dynamic Futures Programme. However, admission to the Civil Society Roster does not guarantee that a partnership with UNDP will be established. A partnership between UNDP/PAPP and a CSO admitted to the roster will only be established on the basis of a subsequent project proposal assessed by UNDP/PAPP to be consistent with one or more of the programme outcomes.

7. Screening Process and Evaluation Criteria:

Projects will be screened by Al Fakhoora Dynamic Futures Programme Management Unit along with other UNDP/PAPP staff members, to make sure that all requisites are met.

Mandatory Assessment Criteria

In order to be eligible to join the Civil Society Roster, an applicant **must**:

- A. Be Non-governmental organisations (NGOs); or Community-based organizations (CBOs)
- B. Be registered in accordance with the national legislation of the location of the head office of the organisation (From Ramallah)
- C. Demonstrate a commitment to the principles of human development.
- D. Have the ability to make a significant contribution to supporting Economic Empowerment, and Capacity Building.

These mandatory criteria are *essential* for consideration for partnership. Any organization that does not meet any of the above requirements will be automatically excluded from admission to the Al Fakhoora Dynamic Futures partnership.

After this preliminary formal screening, the integrated evaluation will take place through a simple formula whereby ***the two main evaluation criteria will have the following weight:***

1. Alignment with the priority and objectives of this call for proposal and the quality of the proposal submitted: 70% of total scoring
 2. Institutional Strength of the Requesting NGO: 30% of total scoring
- 1) *Alignment with the priority and objectives of this call for proposal and the quality of the proposal submitted:*

- A. Project design: coherence, risk analysis and management, sustainability, and impact (40)
- B. The project has been designed as be economic empowerment best practises (20)
- C. The project responds to the requirement under this call for proposal (10)
- D. Justifiable budget and its cost efficiency (30)

2) *Institutional strength of the requesting NGO*: With a maximum of 100 points, here the review team will analyse the capacity of the NGO to translate on the ground what has been proposed in the project document, looking into the following components:

- ▣ Project management capacity (25)
- ▣ Human resources (20)
- ▣ Financial capacity (15)
- ▣ Organisational structure and governance (10)
- ▣ Systems and infrastructure (10)
- ▣ Constituency (10)
- ▣ Experience of working in partnership (10)

Indicator	Areas for Assessment	Applicable Documents and Tools	Score
1. Mandatory Criteria			
1.1. Status as a public, Privet, non-state non-public actor whose aims are neither to generate profits nor seek governing power	<ul style="list-style-type: none"> ▪ Does the organisation receive public (state) funding? ▪ Was the organisation established by national legislation including law-decrees? ▪ Does the organisation seek governing power? ▪ Does the organisation directly or indirectly seek to advance the agendas of political parties/factions? 	<ul style="list-style-type: none"> ▪ Mission statement/ Charter ▪ Legal incorporation documents ▪ Annual reports ▪ Annual budget ▪ Policy statements ▪ Publications 	Yes/No
1.2. Status as a registered not-for-profit and/or non-governmental organisation or Privet sector in accordance with relevant national legislation³	<ul style="list-style-type: none"> ▪ Is the CSO legally established? ▪ Does the CSO comply with all legal requirements of its legal identity and registration? 	<ul style="list-style-type: none"> ▪ Name of officers ▪ Registration with government or umbrella CSO ▪ Legal incorporation documents 	Yes/No
1.3. A commitment to the principles of human development	<ul style="list-style-type: none"> ▪ Does the CSO share a commitment to UNDP principles of human development? ▪ Does the CSO share similar values to UNDP? ▪ Is the CSO clear on its role and mandate? 	<ul style="list-style-type: none"> ▪ Mission statement/ Charter document ▪ Annual reports ▪ Policy statements ▪ Publications 	Yes/No

³ In exceptional circumstances this requirement can be waived.

<p>1.4. The ability to make a significant contribution to strengthening justice and security institutions; enhancing access to justice and security; advancing national anti-corruption efforts; improving gender justice, or; improving juvenile justice.</p>	<ul style="list-style-type: none"> ▪ Does the CSO have the ability to strengthening justice and security institutions; enhancing access to justice and security; advancing national anti-corruption efforts; improving gender justice, or; improving juvenile justice – through service provision and/or research and advocacy activities and/or monitoring activities? 	<ul style="list-style-type: none"> ▪ Mission statement/ Charter document ▪ Annual reports ▪ Project documents ▪ Policy statements ▪ Publications ▪ Three years' activity framework 	<p>Yes/ No</p>
<p>2. Assessable Criteria</p>			
<p>2.1. Project management capacity</p>	<ul style="list-style-type: none"> ▪ Does the CSO produce clear, internally consistent project proposals and intervention frameworks? ▪ Does the development of a programme include a regular review of the programme? ▪ Does the CSO hold annual programme or project review meetings? ▪ Is strategic planning translated into operational activities? ▪ Are there measurable objectives in the operational plan? ▪ Does the CSO report on its work to its donors, to its constituency, to CSOs involved in the same kind of work, to the local council, relevant government ministries, etc.? ▪ Does the CSO monitor progress against indicators and evaluate its programme/project achievement? ▪ Does the CSO include the viewpoints of the beneficiaries in the design and review of its programming? 	<ul style="list-style-type: none"> ▪ Well-designed project and programme documents as well as evaluations and reports ▪ Action/operational plans ▪ Evaluation and monitoring reports ▪ Reports on performance ▪ Reports to donors and other stakeholders ▪ Internal and external evaluation and impact studies 	<p>25</p>
<p>2.2. Human resources</p>	<ul style="list-style-type: none"> ▪ Does the CSO staff possess adequate expertise and experience, especially in relation to legal staff for legal service provision? ▪ Does the CSO use local capacities (financial/ human/other resources)? ▪ Does the CSO have clear human resource management policies? ▪ Does that CSO have an adequate staff retention rate? 	<ul style="list-style-type: none"> ▪ Staffing table including profile, qualifications and experience of organisation's staff. ▪ Internal and/or external evaluation reports ▪ Annual reports ▪ Human resources manual 	<p>20</p>

	<ul style="list-style-type: none"> ▪ What is the role of the senior management team and director in strategic planning and organisational oversight? ▪ Does the organisation have sufficient qualified, expert and experienced staff to delivery project to a high standard, especially in relation to proposed legal work? 		
2.3. Financial capacity	<ul style="list-style-type: none"> ▪ Is there a regular budget cycle? ▪ Does the CSO produce programme and project budgets? ▪ What is the maximum amount of money the CSO has managed? ▪ Does the CSO ensure physical security of advances, cash and records? ▪ Does the CSO disburse funds in a timely and effective manner? ▪ Does the CSO have procedures on authority, responsibility, monitoring and accountability of handling funds? ▪ Does the CSO have a record of financial stability and reliability? ▪ Does the CSO keep good, accurate and informative accounts? ▪ Does the CSO have the ability to ensure proper financial recording and reporting? ▪ Is the financial growth realistic (7-10% per year)? 	<ul style="list-style-type: none"> ▪ Operating budgets and financial reports ▪ List of core and non-core donors and years of funding ▪ Written procedures ensuring clear records for payable, receivables, stock and inventory ▪ Reporting system that tracks all commitments and expenditures against budgets by line ▪ A bank account or bank statements ▪ Audited financial statements ▪ Good, accurate and informative accounting system ▪ Written procedures for processing payments to control the risks through segregation of duties, and transaction recording and reporting. ▪ Financial history (budgets for the last 3 years). 	15
2.4. Organisational structure and governance	<ul style="list-style-type: none"> ▪ Who makes up the governing body and what is it charged with? ▪ How does the independent governing body exert proper oversight? ▪ Does the CSO have a clear and communicated organisational structure? ▪ Are the work programmes of the different departments of the CSO mutually reinforcing? 	<ul style="list-style-type: none"> ▪ Reports on the meetings of the governing body ▪ Profile of board members/ trustees ▪ Copies of rules and procedures ▪ Minutes of management or decision making meetings; ▪ Code of conduct ▪ CSO organisational chart ▪ Annual reports ▪ Annual work plans 	10
2.5. Systems and infrastructure	<ul style="list-style-type: none"> ▪ Does the CSO possess logistical infrastructure and equipment? ▪ Can the CSO manage and maintain equipment? 	<ul style="list-style-type: none"> ▪ Adequate logistical infrastructure: office facilities and space, basic equipment, utilities ▪ Computer capability and 	10

		<ul style="list-style-type: none"> library materials ▪ Proper equipment for area of specialisation/inventory to track property and cost 	
2.6. Constituency	<ul style="list-style-type: none"> ▪ Does the CSO have a clear constituency? ▪ Does the CSO have regular and participatory links to its constituency? ▪ Are constituents informed about and supportive of the CSO and its activities? 	<ul style="list-style-type: none"> ▪ Mission statement/Charter ▪ Webpage ▪ Reports of field visits and consultations ▪ Media coverage 	10
2.7. Experience of working in partnership	<ul style="list-style-type: none"> ▪ Does the CSO belong to CSO umbrella organisations and/or CSO networks in its own sector? ▪ Does the CSO have strong links within the CSO community and to other social institutions? ▪ Does the CSO have partnerships with government/ UN agencies/private sector/universities/foundations/other CSOs/other? 	<ul style="list-style-type: none"> ▪ Membership/affiliation in a CSO umbrella and/or network ▪ Participation in regional/national/international CSO meetings and conferences ▪ Partnerships agreements with other organisations ▪ Records of funding ▪ Reports on technical external support from national and/or international agencies ▪ Minutes of partnership interactions ▪ Annual reports ▪ Action plans ▪ Strategic plans 	10

8. Selection Committee

Potential partners are evaluated in accordance with pre-defined technical and financial criteria, The Selection will be subject UNDP/PAPP Partnership Review Committee in terms of:

- ❑ Compliance with the established selection procedures
- ❑ Compliance with the established selection criteria
- ❑ Strategic programmatic considerations

9. Submitting guidelines

Interested CSOs shall submit the following:

1. Technical and financial proposals that include methodology, Action Plan, Disbursement Plan, and Budget;
2. Basic organizational documents such as annual reports, financial reports, strategic plans and internal policy documents; and
3. and this Call for Applications.

The soft copies shall be submitted to Dynamic Futures Programme PMU to the following email by **24 November 2016 @12:00hr.** of receiving this Call: proc10.papp@undp.org



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Please note that the attachments should not exceed 10 Mb.

After the finalization of the application and attachments, the CSO shall submit a hard copy of the above-mentioned items signed and stamped by the organization's head to the PMU Office at the following addresses:

Gaza
Dynamic Futures Programme UNDP/PAPP Omar Bin Abdul Aziz Street Gaza Telephone:972 8 2822167 Facsimile: 972 8 2822021

10. Notification of projects approved:

UNDP/PAPP will notify in written by email to the applicant organizations the approval or rejection of their project proposals within 2 months after the conclusion of the deadline. During this time, UNDP/PAPP might contact organizations to request additional information if deemed necessary.

11. How to seek clarifications

Organizations wishing to seek clarifications with respect to this Call for Applications should send their request in writing to: abeer.al-yazji@undp.org

With the following subject line: "Dynamic Futures Programme Internship".

12. General Conditions

The implementing partner is expected to adhere to all technical, financial, reporting requirements of the programme as detailed in the procedures and policies manual.

We hereby certify that there we have read and reviewed all items mention in this call for applications:
