**TARABOT PROGRAMME**

Supporting Transformative Resilience in Area, East Jerusalem, and Gaza Strip

**Invitation For Expression of Interest**

**For Implementing Partners**

**in**

**Agriculture and Private Sector Development**

**Gaza Strip**

**2022-2024**

**First Round**

**June 2022**

# TERMS OF REFERENCE

## PART A: PROGRAMME DESCRIPTION

UNDP's Programme of Assistance to the Palestinian People (UNDP/PAPP) is implementing the TARABOT programme to support the transformative resilience in Area C, East Jerusalem, and Gaza. This Programme aims to address the developmental and resilience needs of the Palestinian people affected by the geographical drivers of vulnerability. Recognizing that developmental gaps are growing across the State of Palestine, where communities in East Jerusalem, Area C, and Gaza are falling behind owing to structural constraints to development, this programme seeks to strengthen the Palestinian resilience following the below approaches:

* Strengthening national ownership and leadership in the sustainable development of East Jerusalem, Area C, and Gaza
* Moving beyond relief to building the blocks to self-reliance
* Strengthening social cohesion and Palestinian identity

The programme aims to contribute to the resilience of Palestinian society. This will be achieved by combining multi-sectoral interventions focused on improving socio-economic conditions targeting individuals, households, and/or communities with governance functions and processes from the local-national level. The programme employs a strategic approach to address key drivers of vulnerability. Access to quality services continues to be a challenge amidst uneven service delivery by different service providers, and economic opportunities are limited as labour demand is weak and supply does not meet market needs.

The fragmentation of the State of Palestine has produced locational drivers of vulnerability. Within each location, the challenges to access and utilization of socio-economic services differ considering different market conditions, authorities, and levels of access to natural resources. Recognizing the immense structural barriers to socio-economic development in these areas, therefore, means the strategy for investment should aim to not only increase access to opportunities but also increase the capabilities of people to access opportunities when and if they are available.

The programme aims to achieve the following outcome and outputs:

**Outcome:** **Improved responsiveness of national and local decision-makers and service providers and enhanced access of the most vulnerable to quality socio-economic services in East Jerusalem, Area C, and Gaza.**

**Output 1: Enhanced capacities of service providers to deliver relevant and high quality social/basic and economic services**

Under this output, the programme aims to support the capacity of local actors to strengthen the responsiveness and effectiveness of local service delivery and socio-economic activities for households and communities in and around Area C, East Jerusalem, and Gaza. With the increasing risk associated with the growing fiscal pressure at the national government level, improving the capacities of local actors to support the responsiveness and the effectiveness of local service delivery systems is a requirement, particularly in the target areas. This requires supporting local problem-solving mechanisms to facilitate cost-effective quality services, and where relevant, capacity building for institutions or groups responsible for rehabilitation, operations, and maintenance of local service delivery systems. Community mobilization and engagement is a key element of this output, under the responsibility of implementing partners, to support communities in identifying, planning, leading, and coordinating efforts to improve the effectiveness of services and lobbying for greater responsiveness from duty bearers where relevant. Additionally, in recognition of the needs of communities that extend beyond service delivery and economic opportunities, this output also includes social and cultural activities that aim to promote social cohesion and inclusion.

As for economic activities, the programme aims to address key challenges faced by youth, women, small farmers, economic establishments, and other vulnerable groups across the three geographic areas, including the structural barriers faced, capacity issues to effectively participate in the economy, lack of access to finance, exclusion from productive value chains, and inequalities with respect to employment. When relevant, the programme will promote livelihood creation through local economic development and solutions to attract private sector investment in line with the government cluster development approach.

Where the Palestinian economy is largely a consumption-fuelled economy, job creation remains limited, particularly in the targeted areas. This is particularly the case as the consumption economy coupled with low investment in productive sectors means there are limited avenues for capital to re-circulate in the Palestinian economy owing to the economic leakage from local economies outside the Palestinian economy (e.g. through the consumption of foreign products/services vs local products/services). As such, activities under this output will also aim to foster strategic investment in diverse economic opportunities anchored in the cluster development plans to support the competitiveness of local products and services and facilitate a diversified local economic base to be able to withstand economic shocks in the future.

## Gaza at focus:

In Gaza, the ongoing blockade and movement restrictions continue to severely impact socioeconomic conditions for all, where according to the 2020 Humanitarian Needs Overview 1.5 million people were identified as in need of humanitarian assistance – around 80% of the total population. The severe restrictions have put the economy on the brink of collapse. The unemployment rate in Gaza is one of the highest in the world. Over one million people live under the poverty line, many of them earning barely enough to retain shelter, clothing, and food. Approximately 86% of household income is below US$700 per month, where average household debt is around US$6,000, a large portion of which Is on account of unpaid electricity and water bills. Less than 14% of households reported having an income that adequately meets their household needs. Average household expenditure is NIS 2,885 (US$838) per month compared to NIS 5,938 (US$1,700) in West Bank, where 53.7% of household expenditure is spent on food, housing medical care, and education compared to 45% in the West Bank. While changes in labour market earnings resulted in fragile improvements in the West Bank, declining transfers to Gaza (pensions, retirement payments, and domestic remittances) are a key driver of poverty and inequality.

The shrinking economy has resulted in the loss of purchasing power for the Gazan private sector, resulting in wage and job cuts and reduced economic productivity, and a decrease in new company registration. The degenerating economic climate has also led to firms liquidate assets to reduce or deter deficits. Farmers producing for domestic consumption have also faced problems of falling demand and lower prices. This has squeezed earnings, making it hard to cover production costs and to service debt. While the Gazan economy has largely been driven by consumption growth fuelled by transfers and donor assistance to Gaza, in light of the reducing liquidity in the market and risk of economic collapse further investment in Gaza remains a vital need.

Additionally, the socio-economic situation witnessed further deterioration throughout 2020 and the early months of 2021, as a result of the COVID-19 pandemic and political instability. The war on Gaza, between 10 and 21 May 2021, exacerbated the situation. This escalation resulted in significant destruction of homes, businesses, and infrastructure, damaging the economy and degrading public services. Prior to the latest escalation, the unemployment rate was 48% in the first quarter of 2021; poverty rates were above 50%, and approximately 80 %[[1]](#footnote-1) of Palestinian households were receiving some form of social assistance.

Gaza’s private sector, the key contributor to economic growth, is presently incapacitated due to the blockade, restrictions on movement, energy crisis, and access to natural resources and markets. The blockade resulted in the closure of most of the manufacturing industries, due to high restrictions on access to materials and export market, leading to a fragile economy with limited employment opportunities. Industrial establishments are adversely affected, not only as a result of the recurrent hostilities on the Gaza Strip and COVID-19 but also the lack of sufficient interventions that can support the recovery and development of the industrial sector.

Agriculture in Gaza is facing similar challenges as other economic sectors, obstructed by the continuous siege and constraints on imports and exports. Notwithstanding these impediments, agribusiness can be a driver of economic growth and development. Agriculture does not only have the potential to improve the quantity and quality of food production within the communities but also simultaneously serves as an important economic sector and income generator for a large part of the Palestinian population. It is estimated that agriculture represents 4.5% of the Gaza Strip’s GDP and employs 5.8% of its workforce. The sector has been operating below its potential.

It is anticipated that promoting inclusive and sustainable development in the agricultural sector is essential for increasing the ‘earning power’ as a powerful tool to fight hunger and poverty and stimulate economic growth. Therefore. UNDP has engaged in a series of consultations with multiple stakeholders, including the civil society, industrial unions, and the private sector, to identify the most critical needs and ways to support recovery mainly for private sector development, employment, and agriculture, with a shift to sustainable practices.

Within the above context, UNDP/PAPP is seeking to select **a Responsible Party/ies (RP) with relevant expertise and resources to provide solutions for enhancing the agriculture and private sector development with emphasis on the creation of jobs.** The document provides the guidelines for the interested party(ies) to participate in this Expression of Interest (EoI).

## PART B: SCOPE OF WORK

The project aims to identify new models for agriculture and private sector development that can promote economic growth and be a catalyst for new employment opportunities. The interventions must respond to gaps whether in technical capacity or services that will be seed enablers for economic growth.

Therefore, UNDP/PAPP invites prospective implementing partners, including NGOs, Community-based organizations, Semi-governmental organizations, and Cooperatives working on **Agriculture and Private Sector Development** to join efforts to share viable ideas and new lines of services that can support the targeted sectors and create jobs.

The programme will support interventions with the scope of promoting technical assistance, energy-efficient technologies, digital transformation, as well as business development to improve access to markets. Proposed ideas can be, but are not limited to, the provision of new production/service lines, development of know-how, professional skilling, as well as the implementation of new technology in production. Aiming to contribute to import substitution, boosting the quality of production, and improving the capacity of the private sector to expand its workforce. In the spirit of the Humanitarian Development Peace Nexus (HDPN), the project will also contribute to enhancing livelihood conditions for the most vulnerable households, especially those who are currently reliant on temporary cash assistance or affected by unemployment.

Special consideration will be given to the proposals that will consider the following factors:

* Number of jobs to be created.
* Sustainability of the jobs to be created.
* Co-financing of the requested development contributions.
* Women-led Businesses.
* People living with disabilities (PWDs)-led businesses.
* Contribution to import substitution.
* Compliance with social and environmental standards.
* Additional services contributing to enhancing the work environment, and/or operational support of the entities.

UNDP/PAPP through this Expression of Interest invites implementing partners to submit **a maximum of four proposed ideas in the context of their project proposal.**

**The number of interventions** that will be awarded per implementing partner **will vary**, depending on the factors above and the selection criteria under Annex 2.

**The role of the implementing partners**

The implementing partners will be required to ensure the impact and efficiency of the proposed interventions and complement the technical work needed for proper implementation, making use of their wide network of partnerships with other civil society and community-based organizations.

The implementation of development initiatives will rely on the capacities of implementing partners to ensure community engagement and sustainability.

Furthermore, the implementing partners will be required to:

* Apply with a maximum of four proposals that match the criteria under consideration in the preparation of this EOI.
* Determine the ability of potential businesses to engage in the project activities.
* Provide technical support to the private sector beneficiaries.
* Develop knowledge products and organize assessments of projects’ achievements.
* Ensure sound and transparent planning, management, and financial oversight of individual projects.
* Preparation of institutional contracts with the private sector beneficiaries that have been identified and approved by the selection committee.
* Procurement of necessary equipment, goods, and services, ensuring unhindered implementation of the assigned project, in full correspondence with UNDP procurement rules and regulations.
* Legally document and register the new assets under the different entities**.**
* Monitoring the work and results achieved by the businesses.
* Development of monthly reports reflecting the progress of activities and financial statements.
* Establishment of a committee, tasked to engage with the different communities to have the necessary feedback supporting the sustainability and feasibility of proposed interventions.

## PART C: INSTRUCTIONS FOR APPLICANTS

Eligibility criteria:

Recognized and registered entities that are capable of managing funds in a transparent manner and are fully aware of the risks and challenges pertaining to the target location are eligible to apply including:

* NGOs
* Community-based organizations
* Cooperatives
* Semi-governmental organizations

The entities should:

* Be a registered organization with the Palestinian Authority, and the Ministry of Interior if the applicant is a non-governmental organization
* Have a good reputation and accountability record with the government, donors, UNDP/PAPP, and/or beneficiaries
* Have a proven record of successfully evaluated projects in the target area and sector
* Have accountability systems in place including a feedback/complaints mechanism for beneficiaries
* Have knowledge of the current political situation and the policies of local authorities and restrictions on development
* Have a solid understanding of national and sectoral priorities and/or community needs and priorities
* The organization has a presence in the target locality (either sub-office or a record of presence through previous interventions)

**Project budget:**

Projects are divided into small-scale and medium-scale projects. Small scale projects will be eligible for up to **US$ 30,000** funding and medium scale projects will be eligible for up to **US$100,000** funding through a consortium of partners. The funding will be **through one implementing partner, depending on the size and the number of interventions approved by UNDP.** The cost estimate of the proposed project should be plausible and present a reasonable relation between cost and the organization’s capacities.

**Project duration:**

The planned duration of a project is between 6 and 12 months depending on the project. Projects for a longer period may be eligible if justification is provided to enhance the project’s impact.

**Priority geographical areas:**

This EoI will target all Gaza Strip geographical areas.

**Submission Details:**

Interested applicants are requested to submit their Expressions of Interest (EoI) with information indicating that they are qualified to perform the services (brochure, description of similar assignments, experience in similar conditions, availability of appropriate skills among staff, staff CVs, etc).

Applicants should submit an electronic version of their application to tarabot.ps@undp.org no later than 15:00 (Jerusalem time) on **Wednesday 22 June 2022**.

An applicant may not submit more than one application under this call. Applications must be submitted according to the instructions and templates annexed to this call.

Late submission will not be considered.

Please note, applicants that pass the initial screening based on eligibility criteria may be contacted for further details during the evaluation of EoIs.

Additional information:

* Applicants may contact UNDP before the submission deadline to request further clarifications on the conditions and templates of the call. Only written requests to **tarabot.ps@undp.org** will be responded to.
* Requests for further clarification will be open during the first week of the call where a FAQ sheet will be prepared based on the questions received and shared with applicants.
* Written requests following the first week will still be answered, however depending on the number of requests, the response time may be slower. It is advised to send questions early to ensure a timely response.
* An information session will be held on **13 June 2022**, 12:00 pmat UNDP Gaza Office, Ground floor Meeting Room. Interested organizations that wish to participate to send an email to tarabot.ps@undp.org **by 09 June 2022**. Other Information sessions might take place depending on need.
* UNDP reserves the right to request additional information and validate the applicant’s budget and technical approach. The applications of short-listed organizations may be further examined and verified through visits, reference checks, and interviews with staff, board members, and beneficiaries.
* Projects will be verified for duplication with relevant ministries and other actors. Modifications of budget, scope, and technical approach may be requested accordingly.

Preparation of applications:

* Applicants are highly encouraged to propose innovative ideas and modalities of implementation.
* Applicants should make sure that no other funding mechanism is available for the same project activities.
* Applications that mitigate or avert an immediate and direct risk faced by a community will be highly considered, especially if they were designed from a developmental point of view.
* Humanitarian type of interventions will not be considered.
* Joint initiatives are encouraged

**Selection Criteria**

See attached.

**Notification of projects approved**

UNDP will notify in writing by email to the applicant organizations the approval or rejection of their project proposals within 1 month after the deadline. During this period, UNDP may contact organizations and request additional information if deemed necessary.

**Eligible costs**

Eligible costs are costs actually incurred by the applying organizations, which meet all the following criteria:

1. They are incurred during the implementation timeframe of the project, with the exception of costs relating to project design prior to the approval of the grant, final reports, expenditure verification and evaluation of the projects.
2. Project design costs prior to the implementation of the project are not eligible costs.
3. Must be included in the project budget, detailed, and explained in narrative format.
4. They are identifiable and verifiable, in particular being recorded in the accounting records of the beneficiary organization.
5. Must be reasonable, justified, and comply with the requirements of sound financial management, in particular regarding cost-efficiency.
6. Equipment and furniture costs can be covered up to a maximum of 10% of the direct implementation costs.
7. Indirect costs/overhead costs can be covered up to a maximum of 8% of direct implementation costs.

## PART D: EXPRESSION OF INTEREST FORM

See attached Annexes

### Annex 1: Expression of Interest Form

### Annex 2: Evaluation Criteria

### Annex 1: Expression of Interest Form

**TARABOT PROGRAMME:** Supporting Transformative Resilience in Area C, East Jerusalem And Gaza

**1.GENERAL INFORMATION**

|  |  |  |  |
| --- | --- | --- | --- |
| **Applicant Name(s):***(If applicable highlight which organisation is the lead organisation)* |  | **Application Number:** |  |
| **Registration number:** (if NGO) |  | **License Date and Licensing Authority:** |  |
| **Name and Title of Person in Charge:** |  | **Organizational Address:** |  |
| **Telephone:** |  | **Mobile:** |  |
| **Email:** |  | **Type of organization** | ☐ Non-governmental organization☐ Community-based organization☐ Cooperative |
| **Number of core staff** |  | **Type of work/sector of organization** | ☐ Agriculture  ☐ Private sector development  ☐ Youth  ☐ Women ☐ People with Disabilities ☐ Economy/employment  |
| **Summary of mission Statement** |  |
| **What was your annual operating budget (with breakdown if possible) for the past four years (2019 – 2021)? Planned budget for 2022?** | 2019: US$ 2020: US$ 2021: US$ 2021(Planned): US$   |
| **Source(s) of the Institution’s Annual Budget:**    | (for example, donation, government, private individuals, please be specific)  |
| **Attach a list of Projects funded since 2019:** | (Provide the following details: Project, Donor, Budget in US$, Sector, Status)  |
| **Signature of Responsible Person of the Organization:** |   |

**2.PROJECT SUMMARY**

|  |  |
| --- | --- |
| **Project Title:** |   |
| **Location(s):** |   |
| **Expected Outcome(s):** |   |
| **Expected Output(s):** |   |
| **Start Date:** |   |
| **End Date:** |   |
| **Sector of intervention:** |  |
| **Brief description of the project (maximum 300 words)** |   |
| **Target Population (direct and indirect beneficiaries, disaggregated by gender, age, disability):** |   |
| **Total Project Budget:** |   |
| **Total Funds Requested:** |   |
| **Other funding sources if any (co-financing):** |   |
| **Cost Sharing by the Institution:** |   |

**3. CONTEXT, ANALYSIS OF RISKS AND PROBLEMS** (maximum 800 words)

*Please consider the following in this section:*

* *State the development problem to be addressed and its impact on men, women, children, and youth separately.*
* *Identify also how this is affecting vulnerable groups, such as people with disabilities and others.*
* *Describe the community needs to be tackled by the project.*
* *Mention clearly references to other assessments or studies.*
* *Detail the uniqueness of the targeted localities and provide evidence on how the proposed interventions will strengthen the resilience of people.*
* *Criteria 1.1 and 1.4 listed in the evaluation criteria.*

**4. RELEVANCE OF THE PROJECT** (maximum 300 words)

*Please consider the following in this section:*

* *Indicate how the project will solve the problem stated above and the impact on the target population, including how it will improve their living conditions.*
* *Please specify the impact on men, women, children, youth, and other vulnerable groups*
* *Criteria 1.3 and 1.4 listed in the evaluation criteria*

**5. STRATEGY AND OBJECTIVES**

*Please consider the following in this section:*

* *Please state in one sentence the general development change you want to see - the ultimate objective.*
* *In order to achieve the ultimate objective, please state what are your outputs.*
* *Finally, please elaborate which activities you suggest to implement in order to achieve the outputs and contribute ultimately to the overall goal.*
* *Output and objective indicators*
* *Criteria 1.3, 2.1, 2.2 and 2.3.*

**Results Framework**

|  |
| --- |
| **Project Objective** |
|  |
| **Objective Indicator(s)** |
|  |
| **Project Outputs** | **Output indicators** | **Source** | **Baseline***(incl year)* | **Final target** | **Data collection method** |
| 1 | 1.1 |  |  |  |  |
| 1.2 |  |  |  |  |
| 2 | 2.1 |  |  |  |  |
| 2.2 |  |  |  |  |

**6. SUSTAINABILITY** (max 200 words)

*Please consider the following in this section:*

* *Outline how sustainability will be ensured of project results*
* *Criteria 2.7*

**7. TARGET POPULATION** (max 200 words)

*Please consider the following in this section:*

* *Please specify how many people you will reach directly and indirectly through the project.*
* *What is the share of marginalized groups among the project beneficiaries?*
* *How much will these groups be involved in the project?*
* *Did you reach a broad consensus around the project idea in the community?*
* *Criteria 2.2, 2.3, 2.4, 2.5 and 2.6*

**8. CROSS-CUTTING ISSUES** (max 300 words)

*Please consider the following in this section:*

* *Mitigation measures to ensure a do no harm approach on the environment and the community*
* *How the project has a positive impact on cross-cutting issues, e.g. environment, gender equality, youth empowerment or transparency, etc.*
* *Criteria 2.1 and 2.3*

**9. PROJECT RISKS** (max 300 words)

*Please consider the following in this section:*

* *Potential risks of the project including likelihood of the risk occurring, its potential impact on the project, and mitigation measures to limit the impact of risks.*
* *Criteria 1.2*

**10. COORDINATION AND SYNERGIES** (max 200 words)

*Please consider the following in this section:*

* *Please describe how the project has been coordinated with the actors working in the area and field of this proposal: local authorities, ministries, national or international NGOs.*
* *Describe how this initiative can benefit from or benefit other ongoing initiatives.*
* *Please list main actors in the area and specify clearly how the project will coordinate with and build on current projects.*

**11. WORKPLAN**

*Please consider the following in this section:*

* *Include responsible party for each activity if there is more than one implementing partner*
* *Criteria 3.2*

**12. Project Management and institutional experience** (max 300 words)

*Please consider the following in this section:*

* *Brief description of the role of staff who will support the implementation of the project, including existing capacities*
* *Please outline at least 3 previous projects the applying organisation has implemented as examples of your institutions relevant experience in the targeted sector*
* *If this is a new sector for your institution, please outline why and how your institution is best fitted to implement the intended project*
* *Criteria 4.2 and 4.3*

**13. BUDGET**

*Please consider the following in this section:*

* *Budget per activity item*
* *Eligible costs highlighted in the Request for Expressions of Interest*
* *Criteria 3.1*

(see attached excel template)

### Annex 2: Evaluation Criteria

The initial screening of EoIs will include the following:

|  |  |  |
| --- | --- | --- |
| **Parameter** | **Yes** | **No** |
| Is the applicant a registered entity? |  |  |
| Does the proposal fall in line with national, sectoral, and local plans? |  |  |
| If relevant, does the initial EoI Social and Environmental screening show low risk?  |  |  |
| The project did not receive funding from other sources for similar scope of work. |  |  |
| The applicant is, or has a strong partnership with, relevant and active actors on the ground?  |  |  |
| The applicant is, or has a strong partnership with, a well-established entity and has the proven capacity to implement the activities in a quality manner? |  |  |
| The applicant has previous successful experience working in the targeted area? |  |  |
| **ALL YES= PASS** |

Only EoIs that pass the initial screening will be evaluated for funding based on the following selection criteria.

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Criteria parameter** | **Relevant section of the EoI** | **Score** |
| **1** | **Resilience-based design** |  | 20 |
| **1.1** | **The project responds to a clear problem/need/gap within the community**Strong analysis - 5Semi-strong analysis - 3Weak analysis – 1 |  | 5 |
| **1.2** | **The project adequately considers risks and mitigation measures that may affect implementation and project results**Strong evidence that the project is risk informed - 5Semi-strong evidence that the project is risk informed - 3Weak evidence that the project is risk informed - 1 |  | 5 |
| **1.3** | **The project strengthens local capacities, including end-beneficiaries, community organisations and/or local institutions**Strong evidence that the project strengthens local capacities - 5Semi-strong evidence that the project strengthens local capacities - 3Weak evidence that the project strengthens local capacities to - 1 |  | 5 |
| **1.4** | **The project links to longer-term local-national strategies**Strong evidence that the project links to longer-term local-national strategies- 5Semi-strong evidence that the project links to longer-term local-national strategies - 3Weak evidence that the project links to longer-term local-national strategies - 1 |  | 5 |
| **2** | **Programmatic aspects** |  | 40 |
| **2.1** | **Scope of the proposed intervention**Intervention approach builds on tested models through innovative approaches - 8Intervention approach builds on tested models through scaling up - 6Intervention approach is a pilot approach - 4 |  | 8 |
| **2.2** | **Community engagement and participation**Full community engagement in the preparation and implementation of the project - 8Partial community engagement in the preparation and implementation of the project – 4 |  | 8 |
| **2.3** | **Inclusion of vulnerable groups, including youth and women**The project scope and implementation approach include concrete actions to facilitate the inclusion of vulnerable groups – 8 The project scope and/or implementation approach include some actions to facilitate inclusion of vulnerable groups - 6The project scope and/or implementation approach consider inclusion of vulnerable groups - 4 |  | 8 |
| **2.4** | **Number of target beneficiaries** More than 1000 or the whole community – 4Less than 1000 or only specific segments of the community – 2 |  | 4 |
| **2.5** | **Percentage of target female beneficiaries** 50% or more – 220-50% - 1 |  | 2 |
| **2.6** | **Percentage of target youth (15-29) beneficiaries** 50% or more – 220-50% - 1 |  | 2 |
| **2.7** | **Sustainability of project results**Strong evidence for sustainability of project results- 8Semi- strong evidence for sustainability of project results- 6Weak evidence for sustainability of project results- 4 |  | 8 |
| **3** | **Operational aspects** |  | 20 |
| **3.1** | **Financial proposal**Less than and within the allocated resources- 10Above the allocated resources of 15%-6Above the allocated resources of 25%-4 |  | 10 |
| **3.2** | **Workplan**Well-defined and realistic workplan- 10Partially defined workplan- 6 |  | 10 |
| **4** | **Implementing institution** |  | 20 |
| **4.1** | **Implementing institution** Local institution or consortium of local institutions – 5Joint Local and International institutions - 4 |  | 5 |
| **4.2** | **Relevant experience in the target sector and location**Strong experience in the targeted sector and location - 10Moderate experience in the targeted sector and location - 8Moderate experience in target sector or location - 6 |  | 10 |
| **4.3** | **Human resources and capacity**Well-established team and multidisciplinary capacities- 5Semi-established team and multidisciplinary capacities- 3Weak multidisciplinary capacities- 1 |  | 5 |

1. The Palestinian Central Bureau of Statistics (PCBS) [↑](#footnote-ref-1)