United Nations Development Programme

PROJECT DOCUMENT

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

Project Title: Mubadarati - Empowering Marginalized communities through Investments in Agri-Business Development
Project Number:
Implementing Partner:
Start Date: End Date: PAC Meeting date:

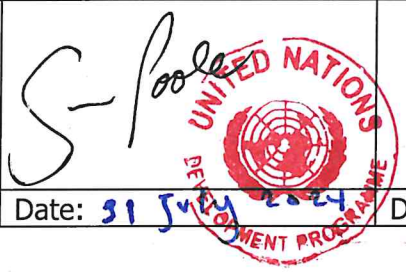
Brief Description
The aftermath of the 7 October 2023 War on Gaza has exacerbated the socio-economic and political challenges and prolonged deprivation of human rights in Palestine, leading to deeper poverty and existing disparities. Through re-thinking the recovery and longer term solutions, and in response at the short and longer term, **Mubadarati - Empowering Marginalized Communities through Investments in Agri-Business Development project** is designed as catalyst for joint efforts among key national stakeholders, led by the Palestinian government, in particular, Ministry of Agriculture (MoAg) with support of the Palestinian International Cooperation Agency (PICA), to address the emerging and most critical needs of the marginalized communities. The project seeks to catalyse and upscale sustainable agricultural and business development schemes, thus enhancing the socio-economic resilience of the targeted communities. The desired outcome of this project is: **enhanced socio-economic conditions of the marginalized communities in Palestine through investments in Agri-Business development**. By prioritizing investments in agri-business development, especially targeting marginalized farmers, women, and youth, the project aims to equip them with market-oriented skills and resources. This will be achieved through designed and co-developed training and skilling programs, encompassing modern farming techniques, post-harvest management, value addition, marketing strategies and solutions, and business management skills, participants will be empowered to sustain their businesses. Moreover, the project will empower the local producers in the agro-processing sector by establishing community-based cooperatives, equipping them with essential tools and equipment, and facilitating robust market linkages, including engagement with the private sector. By harnessing technology and fostering collaborative partnerships, Mubadarati project will not only create sustainable livelihoods but will also enhance the socio-economic resilience of the most marginalized communities, reinforce their self-reliance, leadership and ensure longer-term food security and income generation.

Contributing Outcome (UNSDCF, CPD, RPD): **Palestinians have greater access to economic opportunities that are inclusive, resilient and sustainable, including decent employment and livelihoods opportunities in an empowered private sector.** Indicative Output(s) with gender marker[1]: **Programme Outcome**: Enhanced socioeconomic conditions of the marginalized communities in Palestine through investments in Agri-Business development	**Total resources required:** **Total resources allocated:** UNDP: $204,404 IBSA Fund: $1,000,000 Government: $135,000 In-Kind: $140,000 **Unfunded:**

[1] The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

Output 1: Farmers, particularly women and youth, in the targeted communities trained in agri-business development skills and entrepreneurship skills **Output 2**: Local agro-processed products produced with improved technology and design and market linkages made with potential markets Gender marker: GEN2 (Gender equality as a significant objective		

Agreed by (signatures)[2]:

Government	UNDP	UN RC
		
Date:	Date: 31 July 2024	Date:

[2] Note: Adjust signatures as needed

I. DEVELOPMENT CHALLENGE

Over 57 years of the Israeli occupation has had a lasting severe and differentiated effect on Palestinian communities, societies, and institutions putting into question the viability of the two-state solution. Spatial fragmentation and isolation have also manifested as national, community and psychological fragmentation and separation between and across Palestinians in the East Jerusalem, West Bank and Gaza, which has been worsened through ongoing illegal settlement building, the construction of the Separation Wall and the ongoing blockade on Gaza. Recent events, including COVID-19 and the latest war on Gaza alongside have further exacerbated an already fragile socioeconomic environment characterised by political instability, feeble economic growth and growing multi-dimensional poverty.

Despite over 30 years of developmental and humanitarian assistance, the overall impact on the ground has not been sustainable, as the policies and practices of the occupation have intensified over the same duration. Part of the challenge has been to coordinate programming within such a complex environment, where programmes and projects have been implemented in an ad-hoc manner, many of which have not been effective in providing a bridge between stakeholders and have been remedial interventions responding to the effects of occupation. Owing to the ongoing structural barriers to Palestinian development, alongside the changes in the international political arena, official development assistance (ODA) for the State of Palestine is shrinking considerably. When reflected as a percentage of gross national income (GNI), ODA is at its lowest since the establishment of the Palestinian Authority. In 1994, ODA was nearly 15% of GNI compared to 11% in 2019.[3] With no viable Palestinian State on the horizon, Israel undermining its economic and political obligations in the occupied Palestinian territory, and shrinking humanitarian assistance, economic, political, and social challenges will likely worsen.

Agriculture plays a critical role in the Palestinian life and their identity. Land and agriculture symbolize Palestinian resilience and perseverance in the face of ongoing land loss due to prolonged occupation and the expansion of Israeli settlements. The practical and symbolic importance of the agricultural sector is heightened even further by the fact that the key factors of agricultural production, land and water, are relatively scarce in the Occupied Palestinian Territory and the occupation has made the situation worse. Agriculture contributes significantly to Palestinian income, exports, food security and job creation. However, the sector has been operating well below potential. Its relative contribution to the gross domestic product and exports has been declining, while the absolute size of agricultural output has been fluctuating. However, agriculture products all together represent some USD 111 million (2016 data) with fresh vegetables occupying more than half of the export structure in this category.

The agriculture sector in Palestine faces a myriad of challenges stemming from political and geographical constraints. The occupation and political instability limit access to land, water resources, and markets, impacting agricultural productivity. Palestinians encounter difficulties in controlling natural resources, particularly in areas with restricted access to fertile lands and water sources. Water scarcity, compounded by inadequate irrigation infrastructure, further hampers crop production and livestock farming. Territorial fragmentation, land confiscation, and settlements disrupt farming activities and limit modern agricultural practices. Market access is impeded by trade barriers and limited market linkages, restricting income opportunities for farmers. Limited access to finance and technology, coupled with gaps in knowledge and capacity, hinder the adoption of modern farming techniques and innovation. Insufficient investment in research and extension

[3] Development Assistance Committee of the Organisation for Economic Co-operation and Development, Geographical Distribution of Financial Flows to Developing Countries, Development Co-operation Report, and International Development Statistics database. Data are available online at: oecd.org/dac/stats/idsonline. World Bank GNI estimates are used for the denominator.

services exacerbates these challenges, limiting the dissemination of relevant agricultural knowledge and hindering sectoral growth.

In Area C of the West Bank, Palestinian women and men farmers face multifaceted challenges. Restrictions on access to agricultural land limit their ability to cultivate and maintain farms. The presence of Israeli settlements and ongoing conflicts heightens security risks, with attacks and violence disrupting farming activities and jeopardizing personal safety. Incidents such as attacks also damage critical infrastructure like irrigation systems and roads, hindering overall farm productivity. Limited access to resources and services exacerbates the difficulties faced by women farmers, impacting their success. Furthermore, ongoing security concerns and restrictions pose economic challenges, affecting the capacity of women farmers to generate income and support their families, thereby jeopardizing livelihood sustainability.

The impact of the latest war on Gaza in October 2023 has and will continue to exacerbate multi-dimensional poverty and unemployment with limited avenues for individuals and households to find opportunities amidst current economic and political climate. The escalation of hostilities in Gaza in October 2023, severely impacted the already critical humanitarian situation in the Gaza Strip, adversely affecting its over 2.2 million residents and pushing them to the brink of a humanitarian catastrophe. The war in Gaza has brought about unprecedented loss in human lives, with at least 30,000 Palestinians killed (out of which nearly 70% of are women and children), and tens of thousands injured. The ongoing war has caused large-scale destruction and exacerbated pre-existing humanitarian needs, thus depriving the citizens in the Gaza Strip of basic human rights, including access to electricity, water and sanitation, healthcare, and education. The humanitarian catastrophe in is also marked by a worsening food insecurity crisis, with the risk of famine increasing with each additional day of hostilities and restricted humanitarian access, as the entire population is currently facing crisis or worse levels of acute food insecurity, according to the latest Integrated Food Security Phase Classification (IPC) report[4].

In the West Bank including East Jerusalem, these developments resulted in heightened closures, increased settler and military incursions, and tighter movement restrictions. The economy experienced substantial setbacks, marked by soaring unemployment rates, struggling business, halted tourism, and deteriorating business environment.[5] These factors compounded the financial constraints already facing the Palestinian Authority, underscoring ongoing struggles for equal access to social services, inclusive economic development, and stability in the face of systemic challenges. Based on UNDP and MoAg consultations with the communities in the West Bank particularly critical agriculture areas post 7th of October emergency, difficulties can be summed up as below:



[4] IPC. Gaza Acute Food Insecurity Nov 2023 – Feb 2024. Available at : https://www.ipcinfo.org/ipc-country-analysis/details-map/en/c/1156749/
[5] UNDP ESCWA Report (2023) available on UNDP website: Gaza War: Expected Socio-Economic Impacts on the State of Palestine | United Nations Development Programme (undp.org)

Occupation, its policies, and practices	Access to natural resources	Technical and Marketing capabilities
• Confiscating lands, settlement building, and bypass roads • Difficulties accessing permits to reach their lands if they are beyond the wall • Incease in settler attacks on farmers • Declaring large areas as closed military zones and/or for military training • The construction of the separation wall • The spread of military checkpoints and control over the crossings hinders and limits the freedom of movement of goods within and outside Palestinian territories • The continuous invasions and raids that destroyed and polluted large land areas in addition to agricultural crops • Occupation policy of uprooting fruitful trees and stealing crops • Flooding the Palestinian markets with Israeli products, including settlement products; to tighten the screws on the Palestinian farmers and push them to leave their lands	• Water losses and poor infrastructure of water systems • High cost of water and electricty as inputs for the production processes • Limited water and agricultural land • Soil erosion, deterioration of its properties and low productivity • Improper use of chemicals, especially pesticides • The deterioration of the quality of water used for irrigation • Urban sprawl and random expansion of construction at the expense of agricultural land • Distruction of wells and lands by Israeli military and settlers	• Weak infrastructure for agricultural research, inadequate rehabilitation of experimental stations, and a shortage of necessary laboratories, equipment and devices; In addition to the lack of researchers and trainers to cover the required agricultural areas • Poor infrastructure for the agricultural marketing sector • Weak agricultural and food processing activities • Lack of available data and information about agriculture • Weak agricultural technical capabilities • Weak technological advancements to support agriculture and marketing capabilities

In response to these challenges, the Palestinian government introduced emergency planning for 2024. MoAgg introduced the "Emergency Response Plan for 2024," aiming to address the consequences of Israeli aggression on the agriculture sector. Through this plan, the MoAg emphasized the need for immediate humanitarian assistance, restoration of the productivity of the agricultural sector, and coordination among local and international partners. Underlined that the Ministry of Agriculture's emergency response plan for 2024 consists of two frameworks, a political framework and a humanitarian one. In the emergency humanitarian framework, a multifaceted approach is outlined to meet immediate food security needs, support farmers, and rebuild vital sectors affected by the conflict. This plan aligns intricately with a recent baseline assessment for socio-economic resilience in Palestine completed by the Prime Minister's Office and UNDP. The results underscored the critical importance of investing in the Palestinian agriculture sector, with a specific emphasis on the most marginalized communities. The findings also highlight the need to develop innovative employment models, taking into consideration the severe implications of the war on the Palestinian economy. Additionally, there is a pressing requirement to implement protection measures for the fragile communities.

Based on the current context, there is ample opportunities and dire need to support investments in the agriculture sector which remains a strategic pillar of the Palestinian economy. Much may be done, even under current conditions, to reverse or at least arrest the decline of the sector. The agri-business is considered a main potential sector for economic and social development in the Palestinian context as the smallholder agriculture contributing significantly to household incomes and food security, where nearly 146,000 households, including female headed households, rely on farming, livestock rearing and fishing. The agri-business sector is potentially representing viable solution for enhancing the socio-economic resilience with emphasis on the most marginalized Palestine people, including young people, who are living in rural communities, improve household economy, enhance food security and create jobs for youth and vulnerable groups, consequently, the Government of Palestine is seeking opportunities to facilitate the access of financial resources for rural residence to develop their own business in the agricultural sector including farmers, fishers and herders by different financial resources to coop with achieving the targets of the sustainable development goals including poverty alleviation and achieving food security for vulnerable groups and facilitate decent jobs in the agricultural sector.

II. STRATEGY

Addressing the emerging challenges that continue to impact the agriculture sector in Palestine require rethinking and co-designing a comprehensive and inclusive implementation strategy. Through the area-based development approach, the project strategy takes into consideration the specificities of the targeted communities and will engage them in designing the interventions, to ensure addressing their emerging needs and unlock their potential. This approach involves tackling political constraints, improving access to resources, fostering market-oriented and technology based skills, strengthening market linkages, promoting sustainable agricultural practices, and enhancing institutional capacities of the productive families and individuals in the agriculture sector, and most importantly enhancing their social and economic participation and leadership in their communities, thus enhancing household incomes and food security, while strengthening social cohesion and exchange of expertise and peer to peer support and exchange of knowledge at the individual, institutional and community levels. Collaborative efforts among relevant stakeholders, including government agencies, Non-Governmental Organizations (NGOs), international organizations, and local communities and community representatives, are essential to overcome these challenges, analyze the potentials and strengthen a sustainable agricultural development in Palestine.

The overarching goal is to improve livelihood conditions, reinforce resilience and food security, and safeguard both the existence and land of the targeted communities, within the proposed two-year timeframe of the planned investment in Agri-business development, which emerges as a viable mechanism with significant potentials for the targeted areas and communities to yield multidimensional impact at the individual, institutional and community levels. This includes enhancing agricultural productivity and establishing sustainable business models to aid the marginalized communities for scale up and expansion. This project will provide the most marginalized Palestinian communities with better access to self-reliant livelihood opportunities, which will help reduce vulnerability and enhance their resilience.

The project specifically targets the creation of sustainable job opportunities for women, youth and new graduates in the agricultural sector and its production chains. This will involve skilling interventions for the production of market-oriented and technology based agricultural products, as well as food transformation and processing. The main target groups are farmers, cooperatives and productive families with emphasis on female-headed households, unemployed youth, the new graduates in the fields of agricultural engineers or related fields with the potential of accessibility for basic resources, including land and irrigation water resources.

South-South cooperation will play a fundamental role in the project, as it will help identify and share experiences that can contribute to the capacity development of the initiative's beneficiaries. South-South technical cooperation is understood as the horizontal exchange of knowledge and experiences originating in developing countries. The idea is to share lessons learned and successful practices that have been generated and tested to address similar socio-economic development challenges. Activities related to this theme include support for the identification and mobilization of actors and capacities available in partner countries; the exchange of methods, approaches, experiences, and strategies among cooperating countries, as well as other content with practical application in development processes; organizational strengthening actions, including the improvement of professional staff; enhancement of the managerial and technical skills of beneficiary institutions; and the modernization or structuring of productive processes. For this, the project management will insure the involvement or the consultation with IBSA countries to

identify potential South-South institutions that can provide experience and or technology upon their comparative advantage in agricultural business models selected.

Mubadarati builds upon previous achievements and business models tested in agricultural development and agribusiness initiatives spearheaded by the Palestinian government and more specifically, MoAg. The project is fully aligned with the priority pillars identified in the National Development Plan (NDP) (2021-2023). The project is also aligned with the National Agriculture Sector Strategy (NASS) "Resilience and Sustainable Development" 2021-2023, where supporting economic growth through optimized agricultural value chains as well as land and water resource development are identified as top priorities in Strategic Objectives. In addition, the project is aligned with the National Food and Nutrition Security Policy (NFNSP) (2019-2030), which was designed with the aim of stimulating actions and monitoring progress toward the achievement of Sustainable Development Goals and mainly SDG2 'Ending Hunger'. Furthermore, and taking into account the emerging humanitarian context, the project aligns closely with assessments and current contextual needs outlined in the 2024 MoAg Emergency Plan. Furthermore, it is in harmony with discussions held within the Agriculture Cluster Working Group and Food Security Cluster, where MoAg leads, and UNDP actively participates. Consequently, this project leverages synergies and evidence-based intervention models from prior endeavours and tested models in Palestine. It addresses critical issues and targets beneficiaries that are most in need, particularly within the most at-risk communities that were mostly affected by the implications of the current war.

Within this context, the project's **Theory of Change** is demonstrated under annex 1.

III. RESULTS AND PARTNERSHIPS

- ***Expected Results***

Outcome: Enhanced socioeconomic conditions of the marginalized communities in Palestine through investments in Agri-Business development

Output 1: Farmers, particularly women and youth, in the targeted communities trained in agri-business development skills and entrepreneurship skills

This output focuses on empowering farmers, particularly women and youth, and university graduates, through comprehensive agri-business tech-based development and entrepreneurship skilling. By leveraging a community-based approach and evidence-based practices, the project interventions will capacitate the marginalized and productive families in agriculture, with focus on farming techniques, crop management, post-harvest handling, value addition, marketing, and business management. Collaboration with local agricultural experts and government agencies will ensure the customization and co-creation of training modules to address the specific potentials, needs and conditions of the targeted region, ultimately enabling farmers to thrive in agri-businesses and contribute to sustainable agricultural development.

Indicative activities:

1.1 Conduct evidence-based value chain assessments and set the selection criteria for the targeted geographic locations along with three main local competitive agricultural products.

1.2 Identify successful practices in countries of the Global South that can contribute to the capacity development of the project's beneficiaries.

1.3 Co-design the selection criteria for identifying the beneficiaries (individuals and businesses).

1.4 Share identified successful practices through seminars, workshops, training sessions, etc.

1.5 Development of tailored training modules to the identified beneficiaries.

1.6 Provide training to local farmers to improve the harvesting methods, processing, and packaging of farm produces.

1.7 Provide entrepreneurship skills with a focus on marketing strategies and branding skills and solutions.

Output 2: Local agro-processed products produced with improved technology and design and market linkages made with potential markets

This output aims to enhance the quality and marketability of local agro-processed products by leveraging improved technology and design, while establishing crucial linkages with potential markets and address the barriers facing farmers in accessing these markets.

Indicative activities:

2.1 Support/facilitate establishing local community-based cooperatives and collective producer groups, with emphasis on women and youth led cooperatives.

2.2 Provide the producer groups and cooperatives with tools, equipment and machineries for processing, packaging and quality production mechanisms for farm products.

2.3 Mentor the producer groups and facilitate their market linkages with potential customers through development of marketing strategies and plans.

2.4 Establish and strengthen a south-south knowledge sharing platform targeting the farmers, productive families, cooperatives and partner governmental entities to learn from similar experiences, tested models and build on lessons learned.

Target Groups:

The project aims to target directly 70 farmers and 10 cooperatives across Palestine, and specifically in the most marginalized communities. Indirectly, the project is expected to reach at least 1000 family and community members.



- ***Partnership***

The project embodies a strategic partnership between three key implementing partners, each bringing comparative advantage, expertise and resources as follows:

1. **Palestinian International Cooperation Agency (PICA):** PICA, established in 2016, acts as a crucial hub for Palestinian engagement in international cooperation efforts. Rooted in the principles of solidarity and gratitude, PICA's mission is to leverage Palestinian human capital towards designing and implementing sustainable development solutions. Central to its mandate is the facilitation of Triangular and South-South Cooperation, where it fosters knowledge exchange, enriches development cooperation, and promotes Palestine as an agent of positive change on the global stage. PICA's vision aligns closely with the UN 2030 agenda, aiming to foster a resilient world united by solidarity through development. By emphasizing the principles of cooperation, solidarity, and inclusivity, PICA will complement the South-South cooperation efforts and transform challenges into opportunities for sustainable development, which will play a major role in promoting the south-south knowledge sharing platfrom for the beneficiaries and policy makers engaged in the project.
2. **Ministry of Agriculture (MoAg):** As the principal governmental body overseeing agricultural development in Palestine, MoAg has a pivotal role in formulating and executing policies and programs to enhance agricultural productivity and ensure food security. With a workforce of around 1,700 employees, MoAg is deeply committed to advancing sustainable agricultural practices and supporting rural communities across the region. Its multifaceted approach encompasses promoting environmentally friendly farming methods, advocating for food security, supporting small-scale farmers, and fostering research and development within the agriculture sector. Through these efforts, MoAg works on developing policies and practices for a resilient and productive agricultural sector that contributes to the overall socio-economic development of Palestine.
3. **United Nations Development Programme/ Programme of Assistance to the Palestinian People (UNDP/PAPP):** UNDP/PAPP, established in response to UN General Assembly Resolution 33/147, is dedicated to supporting the Palestinian people in achieving sustainable human development. Operating primarily in the Gaza Strip, East Jerusalem, and Area C, UNDP/PAPP focuses on priority areas aligned with the Sustainable Development Goals (SDGs). Its interventions span democratic governance, economic empowerment, environmental sustainability, and gender equality, among others. Through robust partnerships with Palestinian institutions, civil society, and donors, UNDP/PAPP endeavors to build a viable Palestinian state capable of withstanding socio-economic challenges and realizing the right to development. Within the agricultural domain, UNDP/PAPP collaborates closely with and provides the technical support to MoAg to strengthen value chains, promote sustainable practices, and drive inclusive socio-economic progress in Palestine's agricultural sector.
4. **Global South Institutions**: The project will identify successful practices related to the initiative's themes of interest so that these experiences can be shared. Based on the final determination of the scope, the project management team will carry out relevant mapping for potential global south institutions and will share proposal in this regards for the consideration and approval of the technical committee.

In addition to its primary implementing partners, the project recognizes the importance of forging strategic alliances with key stakeholders across the agricultural and rural development sector domain. These partnerships are essential for maximizing impact, leveraging expertise, and ensuring the sustainability of interventions. The project will engage with the following critical stakeholders:

1. **Farmers:** Farmers are the cornerstone of the agricultural sector and will be the primary beneficiaries of the project. Their commitment, invaluable experience and know-how will guide the project's community-centric approach. By assessing key value chains and conducting thorough needs assessments, the project aims to provide tailored support to farmers, addressing their specific needs and facilitating market linkages. Collaboration with farmers is paramount to the success of the project, as they hold invaluable insights into local agricultural practices and challenges.
2. **Private Sector**: The project will also create links with private sector representative bodies, including relevant chambers of commerce and workers unions, particularly as these actors have taken a leading role to support their constitutive bases during the current crises, and owing to their scope and networks. Partnerships with private sector entities, such as the Jordanian Palestinian Agricultural Marketing Company, will be instrumental in marketing agricultural products and expanding access to local and regional markets. The project will tap into the private sector's expertise to enhance innovation, explore new technology solutions, and support the link between agriculture, water, and productivity. Leveraging private sector resources and knowledge will contribute to the project's sustainability and scalability.
3. **Local Government Units (LGUs):** Collaboration with local governments is crucial for ensuring that interventions are aligned with regional planning and address the needs of marginalized communities. Given that agriculture is predominantly concentrated in rural areas, the role of local governments in service delivery and market linkages is indispensable. Key partnerships with local governments will facilitate the implementation of interventions and ensure their effectiveness in reaching target communities. Local government actors, including municipalities and village councils will be engaged to support local economic development activities and facilitating service provision, either directly or through the representation of the Association of Palestinian Local Authorities (APLA) and through guidance by the MoAg.
4. **Local Civil Society Organizations (CSOs) and Community Based Organizations (CBOs)**: Palestinian local organization play a vital role in supporting agriculture projects and providing assistance to farmers, especially in the current political context. These NGOs have extensive experience in navigating restrictions and land fragmentation, making them invaluable partners in reaching vulnerable populations. Leveraging existing partnerships and networks, the project will collaborate with local NGOs to identify critical value chains, conduct needs assessments, and facilitate linkages with other stakeholders and provide the space for these organizations to continue their vital work and presence in the communities.
5. **International Organizations working in this sector**: This project will ensure partnerships and coordination with UN agencies and other international organizations. Through the leadership of the Resident Coordinator in policy level H-D nexus discussions, UNDP will work with relevant UN agencies to strengthen synergies across development and humanitarian interventions to complement the substantial coverage of UN interventions in building transformative resilience. Furthermore, coordination with international INGOs in the agriculture sector is essential for ensuring synergy and avoiding duplication of efforts. The project will engage bilaterally and with existing coordination mechanisms, such as agriculture sector working and the food security cluster, to map ongoing projects and identify opportunities for collaboration, as well as, align strategies, share best practices, and maximize the impact of interventions.

- ***Risks and Assumptions***

The project encompasses several risks that necessitate careful identification and management. These risks include political instability, which, in Palestine's volatile environment, could disrupt project activities and jeopardize the safety of personnel and beneficiaries. Market fluctuations pose another challenge, where changes in prices or demand could impact the

profitability of supported agricultural ventures. Climate change presents a significant risk, with Palestine vulnerable to weather fluctuations events that may harm crop yields and escalate production costs. To mitigate these risks, the project will implement robust risk management strategies, including regular monitoring, contingency planning, stakeholder engagement, and adaptive management approaches. Maintaining an active risk log will facilitate ongoing risk identification and management throughout the project's duration. **Risks are identified by project management and actions are taken to manage risk as outlined in the risk matrix below.**

- ***Stakeholder Engagement***

The primary target beneficiaries are farmers with emphasis on women headed households, unemployed youth, the new graduates in the fields of agricultural engineers or related fields with the potential of accessibility for basic resources including land and irrigation water resources. The proposed intervention will also ensure the involvement and engagement of vulnerable individuals including women and marginalized groups.

The selection of beneficiaries will depend on a comprehensive assessment that takes into account the current changes in Palestine resulting from the ongoing conflict and its socio-economic consequences, particularly vulnerability and the increasing unemployment rate, especially among those who lost their jobs in Israel. The identification of targeted regions and agricultural products will be aligned with recent Palestinian strategic plans for the development of the agriculture sector. This includes the ongoing agriculture cluster plan aimed at enhancing agricultural productivity in various Palestinian locations, such as Qalqilya, Tulkarem, Tubas, the Jordan Valley, Hebron, and Gaza. Final selection of investment will be determined on the potential for creating domestic jobs at least between 3-5 jobs per investment. While challenges are expected in engaging with Gaza at this stage, the project aims to establish foundations for successful models that can pave the way for expansion in the future, reaching the entire Palestinian territory, including Gaza once the situation will allow. It is estimated that project will help 70 farmers, startups, unemployed youth, and engineers to develop agriculture productivity by the proposed investments in agri-business.

One of the backbones of this project is the concept of inclusion, not only of vulnerable communities, but also of marginalised groups, including women and girls, youth and People with Disabilities (PWDs). Gender inequalities manifest themselves across all areas of political, social, and economic life, where times of crises exacerbate inequalities. To this regard, this project will continue to strengthen gender-sensitivity throughout the implementation of activities, UNDP will ensure the participation of women are taken into consideration throughout, including consultations during the process of any assessments or community engagement undertaken, ensuring selection criteria include the promotion of gender equality, and supporting women businesses and leaders.

Youth is another priority target group, whereby youth are disproportionately affected by unemployment and barriers to access opportunities. The project will strive to maximise the participation of youth in the project engagement and implementation, directly as beneficiaries of the project and indirectly through the engagement of youth associations and organisations. Furthermore, selection criteria for the projects funded under the project will include maximising the inclusion of youth and facilitating the reduction of barriers to participate in social and economic activities associated with the project.

PwDs continue to be one of the most marginalized populations in Palestine given the cultural stigma, the lack of infrastructure to support their movement and access, lack of opportunities, and limited implementation of regulatory frameworks to support the rights of PwDs and provide responsive and inclusive enabling environment. In accordance with UNDP's Social and

Environmental Standards, the project will prioritise mainstreaming the inclusion of PwDs throughout the project outputs via guidance and capacity building for implementing partners to ensure inclusion of PwDs in project activities.

- ***South-South and Triangular Cooperation (SSC/TrC)***

The project represents a manifestation of South-South cooperation, wherein India, Brazil and South Africa (IBSA) provides assistance to the Palestinian people, addressing emerging needs to enhance the economic situation of the most marginalized communities and reinforce their resilience through investments in agro-business and food processing. This initiative solidifies the strong bonds and cooperation among southern partners, creating tangible evidence of genuine partnership.

In addition to the allocation of resources and financial assistance from IBSA, the project will utilize south-south collaboration and will tap into existing knowledge of southern countries – including IBSA countries –, especially Jordan, Egypt and other relevant states who own partnership with PICA for the development of agriculture sector, anchored with project scope to transfer technical assistance to the framers for best practices and successful models . It will endeavour to cement the deployment of successful solutions through regular consultation and programmatic and technical dialogues. As outlined above under the partnership section, the project management team will carry out relevant mapping for potential global south institutions and will share proposal in this regard for the for the consideration and approval of the technical committee.

A significant aspect of this initiative involves collaborating with the Palestinian Business Prosperity Center (PALPRO), a government initiative funded by the Government of Japan through UNDP which is focused on integrating ICT solutions into agricultural practices. Equipped with state-of-the-art technology, specialized labs, and dedicated teams. PALPRO aims to minimize resource wastage in both the production process and product delivery through the implementation of cutting-edge digital technologies. By leveraging the expertise and resources of PALPRO, the project aims to tailor ICT solutions to meet the specific needs of farmers. Through the Mubadarati initiative, digital solutions and technologies will seek to strengthen through this Triangular partnership plus other partnerships with countries in the South, with a particular focus on Jordan. This endeavor aims to enhance the transfer of expertise and facilitate knowledge sharing in the realm of developing databases and implementing climate-smart agriculture CSA.

The inception phase of the project will involve a comprehensive assessment of the requirements and challenges faced by farmers, ensuring that the digital solutions provided are customized to address their unique circumstances. PALPRO, Palestinian Federation of Industries and Agriculture (PFAIU) as well as the Jordanian Palestinian Agricultural Marketing Company serve as a vital resource hub for entrepreneurial ventures and businesses seeking innovative business development services.

- ***Digital Solutions***

The project recognizes the pivotal role of digital solutions in enhancing agricultural productivity and efficiency. To this end, strategic partnerships will be forged with key stakeholders to facilitate access to essential digital tools for farmers. These solutions are crucial for optimizing production processes, ensuring product quality, and conserving valuable time and resources.

- ***Knowledge***

Knowledge products produced under this project will primarily be in the form of assessments under the different activities and evaluations of the project as a whole. The knowledge building will also support the government in terms of providing evidence-based research to support the policy direction of Humanitarian-Development Nexus programming in Palestine with particular focus on government planning and support to the MoAgg in the implementation of national, regional and emergency strategies.

- ***Sustainability and Scaling Up***

The project is intricately intertwined with other pivotal programs, most notably the TARABOT programme—a multidimensional national programme that serves as a crucial driver for socio-resilience programming. TARABOT prioritizes holistic strategies to tackle socio-economic challenges and optimize resource allocation. Implemented through collaborative efforts between the Palestinian government and UNDP, with support from key donors focusing on resilience, TARABOT places particular emphasis on enhancing employment and agriculture development in the West Bank. The agri-business project is directly linked to TARABOT, leveraging its insights and experiences, while actively engaging with the MoAg to ensure the sustainability of the agriculture sector, aligning with national planning objectives.

Capacity building is a key element that has been designed into the project interventions. As the project will provide guidance over the implementation approach, with the support of local or international technical experts of global south institutions, and act as the integrator and facilitator to bring the different partners together towards a common goal. To this regard the project will work towards implementing key interventions to build Palestinian resilience and identify and fund innovative solutions to development challenges in the target areas in line with national priorities, to attract additional funding or financing from private sector and financing institutions. Additionally, demonstrating the sustainability of project results will be key criteria in the evaluation and selection of beneficiaries to be funded under the project.

Environmental sustainability and nature-based solutions for development are a key feature of UNDP's mandate globally, while remaining a key priority for the Palestinian government, particularly in line with international commitments. As such, this project will integrate, where relevant, green principles in line with a do no harm approach alongside programmatic interventions that intersect with developing green economies with agriculture and rural development. UNDP through will continue to support the capacity of the Palestinian government to implement and commit to international conventions, including the Nationally Determined Contributions (NDC) as per the United Nations Framework Convention on Climate Change (UNFCCC). Where relevant this project will continue to build on such support to facilitate the implementation of interventions in line with the Palestinian government's environmental strategies.

The project aligns with the **UNDP Recovery and Development Offer 2024-2030**, developed in collaboration with the Palestinian Government to support the implementation of the Government's emergency plan. Its aim is to provide solutions that assist Palestinian counterparts in navigating emerging political and socioeconomic challenges while complementing the national agenda for medium- and long-term development.

In fulfilling this role, the project will act as a national catalyst, leveraging the potential of agribusiness and food processing. Additionally, it will advocate for further investments to broaden the reach of beneficiaries and enhance value chains.

IV. PROJECT MANAGEMENT

- ***Cost Efficiency and Effectiveness***

Mubadarati, aimed at empowering marginalized communities through investments in agribusiness development, will adhere to the UNDP approach for portfolio management, specifically in connection to ongoing socio-economic resilience programming. Its goal is to enhance multiplier effects and efficiency by fostering increased coordination among various UNDP projects targeting similar scopes, geographic locations, and communities.

To achieve this, UNDP will leverage existing programmatic and technical capacities across projects, particularly through its connections with ongoing initiatives such as UNDP TARABOT Support to Transformative Resilience, Value Base Economy and PALPRO. By doing so, UNDP aims to effectively drive project implementation while optimizing human and financial resources to align with India, Brazil and South Africa Facility for Poverty and Hunger Alleviation (IBSA Fund)'s allocation, thereby reducing operational costs and maximizing project impact.

Furthermore, the project aims to encourage local partners and government contributions as outlined in Annex 1 of the consolidated project budget, with the objective of mobilizing additional resources to attain its intended objectives.

- ***Project Management***

The project will be implemented under the supervision, guidance and follow-up of the steering committee formed from the key partners, including IBSA representative, PICA, MoAg, and UNDP with the participation of the national coordinator and the international coordinator of the project.

The IBSA knowledge will facilitate the detailed design of the project and define the detailed tasks and sub activities for each outcome in cooperation with the Palestinian counterpart, whom will be able to build their capacity and knowledge throughout the project implementation and during training sessions. IBSA will be a critical member of the Project Board to provide policy guidance and advise for the implementation of the project.

The Project will be implemented through the Direct Implementation Modality (DIM) by UNDP/PAPP, and it will be implemented in partnership in full partnership with MoAg and PICA. Regular technical meetings on quarterly basis will be ensured to follow up on the implementation of the activities starting from the initiation stage up to the closing phase. Detailed action plans will be coordinated with MoAg to ensure consistence of intended activities in line with MoAg plans and strategies.

Contractual work for the provision of tools and equipment's as well as construction works for the needed agribusinesses will be implemented in line with UNDP rules and regulations, with respect to the national regulations.

Coordination will be ensured with other UN agencies, major governmental stakeholders and the donor community. UNDP/PAPP will apply its Programme Operations Policies and Procedures (POPP) in the implementation of the project. UNDP/PAPP will assign a Project Implementation Unit (PIU), under the direct supervision of the Programme Portfolio Manager, to follow up on:

- Managerial, administrative and financial matters related to the project, as well as project management.
- Provide technical assurance, to manage and assess the daily technical monitoring of the project.
- Supervise daily activities in project implementation.

The Project Board provides overall strategic leadership, general policy and strategic guidance and oversight on the project processes and priorities. The Project Board comprises of representatives from IBSA (India, Brazil and South Africa), PICA, MoAg, and UNDP/PAPP. The Project Board will meet **semi-annually** to discuss the progress, endorse priorities and set funding requirements. The Project PIU is accountable to the Project Board and shall provide the required financial and progress reports.

A Technical committee (TC) will be established of membership of technical team of IBSA countries (India, Brazil and South Africa), MoAg, PICA, and UNDP. The TC will convene on a **quarterly basis and/or as** needed to oversee the project progress and facilitate the implementation, as well as provide technical guidance and support to the PIU. The TC will raise recommendations to the project board for policy issues that should be explored at high representation level.

UNDP's PIU acts as the programme oversight of the project, ensuring the work is progressing according to the plan, reporting on progress, financial status, and funding requirements to the Project Board in addition, the PIU manages the realization of project outputs through activities, and provides overall quality assurance. The PIU is composed of a Project Manager (PM) who manages the realization of project outputs through activities; provides direction and guidance to the project team; is accountable for reporting to the Project Board (progress, financial status, and funding requirements); identifies and obtains any support and advice required for the management, planning and control of the project from the Project Board. A Project Associate will be supporting the PM in carrying out daily management of the project and facilitating the implementation of its activities (Programmatic, financial, and administrative assistance). Coordinator will be assigned to support the PM in managing the implementation of the project activities.

The PIU will be supported by UNDP HR structure in provision of additional capacities at partial arrangements including procurement, communication, reporting and M&E. The PIU will be supervised by the Programme Portfolio Manager who will be responsible for guiding the PIU in achieving the project results, provide programmatic quality assurance, and ensuring linkages with other programmes and initiatives, especially with TARABOT Transformative Resilience Programme, and Value Base Economy, to reinforce synergies and strengthen cost efficiencies.



V. RESULTS FRAMEWORK[6]

Intended Outcome as stated in the UNSDCF/Country [or Regional] Programme Results and Resource Framework:
Outcome indicators as stated in the Country Programme [or Regional] Results and Resources Framework, including baseline and targets:
Applicable Output(s) from the UNDP Strategic Plan: **Applicable Output(s) from the UNOSSC Strategic Framework:** Number of people **indirectly** benefiting through South-South trust-fund projects Number of examples of good practices in South-South cooperation transferred Number of South-South cooperation knowledge exchanges supported/facilitated
Project title and Quantum Project Number:

EXPECTED OUTPUTS	OUTPUT INDICATORS[7]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	FINAL	
Output 1 Farmers, particularly women and youth, in the targeted communities trained in agri-business	**1.1** Percentage increase in knowledge of essential agri-business techniques and practices	Annual pre and post surveys (representative sample), Project reports on training programs and participants, Project reports,	30%	2024	*40%*	*60%*	*60%*	*Pre and post evaluations*

[6] UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

[7] It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

EXPECTED OUTPUTS	OUTPUT INDICATORS[7]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	FINAL	
development skills and entrepreneurs hip skills		Post-event surveys						
	1.2 Number of training programs implemented		0	2024	8	8	16	Project progress report
	1.3 Number of participants (farmers, graduates, agricultural associations etc)		0	2024	20 (10M, 10F)	50 (25M,25 F)	70 (35M,35F)	Project progress report. Disaggregated numbers will be shared at the identification of beneficiaries
	1.4 Number of local agricultural experts/ firmed contracted to deliver specialized trainings		0	2024	4	10	14	Project progress report.
	1.5 Number of knowledge sharing workshops and conferences implemented		0	2024	4	4	8	Project progress report.
	1.6 Number of agri-business ideas identified and selected		0	2024	5	5	10	Project progress report. MoAg M&E
Output 2 Local agro-processed products produced with improved technology and design	**2.1** Number of established agri-businesses, particularly youth and women-led enterprises		0	2024	20	50	70	Project progress report. MoAg M&E
	2.2 Percentage of beneficiaries reported enhanced productivity and quality.		0	2024	10%	60%	70%	*Pre and post evaluations*
	2.3 Percentage of beneficiaries reported increase in sales and market linkages		0	2024	10%	60%	70%	*Pre and post evaluations*

EXPECTED OUTPUTS	OUTPUT INDICATORS[7]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	FINAL	
and market linkages made with potential markets	**2.4** Number of partnerships established with financial institutions and microfinance organizations		0	2024	2	2	4	Project progress report. MoAg M&E
	2.5 Number of farmers, graduates (males/ females) access to finance/services.		0	2024	10	30	40	Project progress report. MoAg M&E
	2.6 Number of market linkages (local and international) established		0	2024	0	4	4	Project progress report. MoAg M&E,



VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:
[Note: monitoring and evaluation plans should be adapted to project context, as needed]

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Project Report	A progress report will be presented to the Project Board and key stakeholders, including the IBSA Fund Board of Directors through its Secretariat at UNOSSC, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Quarterly, and at the end of the project (final report)			
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

Evaluation Plan[8]

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding

[8] Optional, if needed

Final Evaluation for agriculture development portfolio managed by Ministry of Agriculture (MoAg) and UNDP, including Mubadarati - Empowering Marginalized communities through Investments in Agri-Business Development	MoAg, PICA, UNDP	Inclusive economy	Palestinians have greater access to economic opportunities that are inclusive, resilient and sustainable, including decent employment and livelihoods opportunities in an empowered private sector.	After the first year of implementation	MoAg, PICA, UNDP, implementing partners, beneficiaries/ farmers, cooperatives and private sector	US$20,000 will be covered by UNDP TARABOT Transformative Resilience Programme

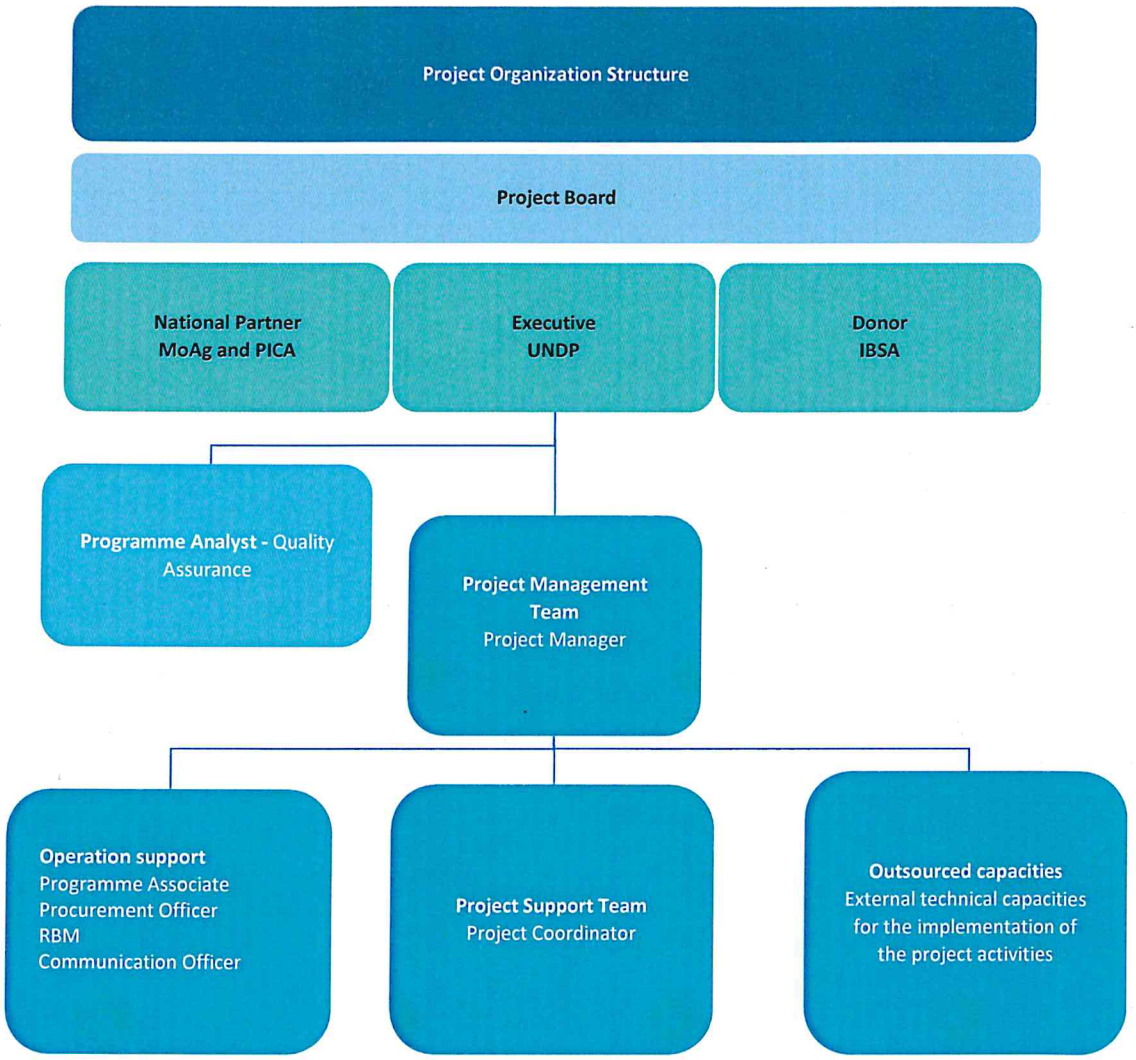


VII. MULTI-YEAR WORK PLAN

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2		Funding Source	Budget Description	Amount
Output 1: Farmers, particularly women and youth, in the targeted communities trained in agri-business development skills and entrepreneurship skills *Gender marker: Gen 2*	**1.1** Conduct evidence-based value chain assessments and set the selection criteria for the targeted geographic locations along with three main local competitive agricultural products.	$20,802	$0	Global south institutions, UNDP, PICA and MoAg	IBSA Fund		$20,802
	1.2 Identify successful practices in countries of the Global South that can contribute to the capacity development of the project's beneficiaries	$10,000	$0				$10,000
	1.3 Co-design the selection criteria for identifying the beneficiaries (individuals and businesses)	$5,000	$0				$5,000
	1.4 Share identified successful practices through seminars, workshops, training sessions, etc	$10,000	$0				$10,000
	1.5 Development of tailored training modules to the identified beneficiaries	$3,000	$0				$3,000
	1.6 Provide training to local farmers to improve the harvesting methods, processing, and packaging of farm produces	$30,000	$0				$30,000
	1.7 Provide entrepreneurship skills with a focus on marketing skills	$30,000	$0				$30,000
	Sub-Total for Output 1						**$108,802**
Output 2: Local agro-processed products produced with improved technology and design and market linkages made with potential markets *Gender marker: Gen 2*	**2.1** Support/ Facilitate establishing local community-based cooperatives and collective producer groups	$30,000	$0	Global South institutions, UNDP, PICA and MoAg	IBSA Fund		$30,000
	2.2 Provide the producer groups with tools, equipment and machineries for processing and packaging of farm products.	$56,817	$511,357				$568,175
	2.3 Mentor and facilitate in linking the producer groups with potential buyers of fresh and processed produces	$0	$45,000				$45,000
	2.4 Establish and strengthen a south-south knowledge sharing platform targeting the farmers, productive families, cooperatives and partner governmental entities to learn from similar experiences, tested models and build on lessons learned	$10,000	$30,000				$40,000
	Sub-Total for Output 2						**$683,175**
Evaluation *(as relevant)*	EVALUATION	$0	$0	UNDP, PICA and MoAg	IBSA Fund		$0
Project Management and Quality Assurance	Project Manager	$0	$82,092				$82,092
	Project Coordinator	$0	$66,312				$66,312
	Visibility and communication	$0	$12,000				$12,000
General Management Support	UNDP General Management Cost 5%	$10,281	$37,338				$47,619
Total							**$1,000,000**

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



UNDP/PAPP: Project Executive. UNDP takes full responsibility for the implementation of the project, and achievement of project objectives and results. UNDP's programme and project teams will carry out the day-to-day management and supervision of project activities with a monitoring and evaluation plan as well as quality assurance.

Specific responsibilities of UNDP/PAPP

- UNDP/PAPP is the Executing Entity of the entire project. The Executing Entity is the entity responsible and accountable for managing and implementing the project, including the monitoring and evaluation of project interventions and achieving project outputs. UNDP/PAPP will carry out the overall and day-to-day management and decision-making for the project and will ensure that the project produces the specified results to the required standard of quality and within the specified constraints of time and cost.
- To establish and manage the project partnerships, while ensuring UNDP/PAPP's accountability to achieve project outputs.
- To directly implement and supervise the project activities in close coordination with partners.
- To follow global UNDP procurement rules and regulations.

- To assign a Programme Analyst and Project Management Team to monitor and follow-up on all managerial issues, including administrative and financial aspects related to the project, and ensure the quality of the project throughout the implementation process.
- To assign coordinator who will be responsible for day-to-day supervision and monitoring of the technical aspects of the project.
- To prepare the project overall workplans, ensure proper documentation and provide regular progress reports.
- To provide monitoring, quality assurance and quality control of the implemented activities and use of fund in accordance with UNDP rules and regulations, maintain separate financial records, and submit quarterly and annual operational and financial progress reports to the development partners.
- To submit the request for fund disbursement to the development partners in line with the progress of the work and disbursements, and assure the funds are utilized as per the Project Document.
- To provide communication and visibility for the project.

  In line with UNDP/PAPP's communication strategy and corporate communication guidelines, the proposed project recognizes the essential need to grant visibility to IBSA in project communications. The project's visibility plan aims to showcase IBSA support and generate local and global awareness of their significant contribution to the project.

  Context of the interventions.

  The project will employ the following strategies to ensure effective visibility for IBSA:

  Public Acknowledgment: IBSA support will be prominently acknowledged in all project communication materials. This includes displaying their logo at project locations, equipment, training manuals, workshops, in addition, adhering to their branding guidelines consistently across various communication channels. By acknowledging their support, the project will raise awareness and recognition of IBSA involvement. The project will ensure IBSA participation in key project implementation milestones.

  Joint Communication: The project will collaborate closely with IBSA to develop joint communication materials such as press releases, strategic messaging, feature stories, online materials, etc. These materials will highlight the partnership between IBSA, Government and other national counterparts, UNDP, and other stakeholders, emphasizing the positive outcomes and impact of their support. This approach will leverage IBSA reputation and credibility to increase visibility and attract potential partners and donors.

  Videos and Visual Features: The project will share compelling videos and feature stories that demonstrate the tangible impact of IBSA support. These narratives will showcase how their contribution has improved economic opportunities in the field of agri-business, and they will be presented using engaging storytelling techniques, testimonials, and visual elements. By highlighting these success stories, the project aims to generate interest in IBSA involvement and inspire others to support similar initiatives.

  Media Outreach and Online Presence: A media outreach plan will be implemented to secure coverage in local, national, and international media outlets. The project will pitch stories and arrange interviews that highlight IBSA role in supporting the project. In addition, UNDP/PAPP, Regional Office and HQ digital platforms including SSC and social media channels will be utilized to amplify IBSA visibility. Regular updates on UNDP/PAPP website and social media accounts will provide information about IBSA involvement in the different milestones of the project.

- To activate an Issue Log and regularly update it to facilitate tracking and resolution of potential problems or required change.

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

1. A quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in a Quality Management table.
2. An Issue Log shall be activated in UNDP system and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
3. Based on the initial risk analysis, a risk log shall be activated and regularly updated by reviewing the external environment that may affect the project implementation.
4. Based on the above information recorded, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
5. A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
6. A Technical committee composed of MoAg, PICA, IBSA and UNDP will convene on a quarterly basis and/or as needed
7. Project Board composed of high-level representation from MoAg, PICA, IBSA and UNDP will meet at least every six months
8. Quarterly, annual and final progress reports will be prepared reflecting financial, technical and management aspects of the project. Reports will be shared in alignment with the IBSA Fund Secretariat, UNOSSC indications of the quarterly reporting calendar.
9. Final evaluation.

PICA: National partner and national counterpart. PICA is the main public diplomacy tool of the State of Palestine and works as a national coordinator for South-South and North-South Cooperation. PICA will act as the key coordinator between MoAg and IBSA for the implementation of the project.

MoAg: National partner and national counterpart. MoAg plays essential role in facilitating the implementation of project activities. MoAg will be supporting the implementation in providing the required technical feedback over the intended project activities throughout the project lifecycle. This will be ensured through the full engagement of the Ministry and its specialized departments within anticipated regular technical meetings. MoAg will be directly responsible for identifying the needs and outlining the respective action plans in full coordination with its priorities.

IBSA: Donor and project development partners. IBSA as Project Board partner will provide overall strategic leadership, general policy and strategy guidance and oversight on the project process and priorities. The Project Board will meet annually to discuss the progress and endorse the ways forward.



IX. RISK MATRIX

#	Description	Date Initiated (latest)	Type	Impact & Probability	Countermeasures / Mngt response	Owner
1	Deterioration of the security situation in the WB, EJ and Gaza	March 2024	External/ Political	UNDP and partners' mobility and ability to implement the programme is threatened P = 3, I = 4	• Security and contingency planning for UNDP and partners • Two-ways sharing of information and updates on the security situation • Development of partnerships with local partners • Opening of communication channels with communities for security updates • Suspension of UNDP and partners' travel • Implementation through local partners, including local government units • Programme suspension if the situation is critical	UNDP, MoAg
2	Increase in general access and movement restrictions	March 2024	Political / Operational	Closures and access restrictions on staff threaten to undermine and halt operations in affected areas. Communities in affected areas become more isolated and vulnerable because of increased access restrictions. P = 3, I = 3	• Liaising with OCHA and MoAg to monitor access restrictions • Development of partnerships with local partners • Opening of communication channels with communities for access updates • Wide geographic distribution of operations • UN, MoAg, Development Partner pressure on Israeli authorities to remove access restrictions for programme operations • Advocacy on access restrictions • Implementation through local partners / use of locally available resources • Suspension of UNDP and partners' travel in affected areas	UNDP, MoAg

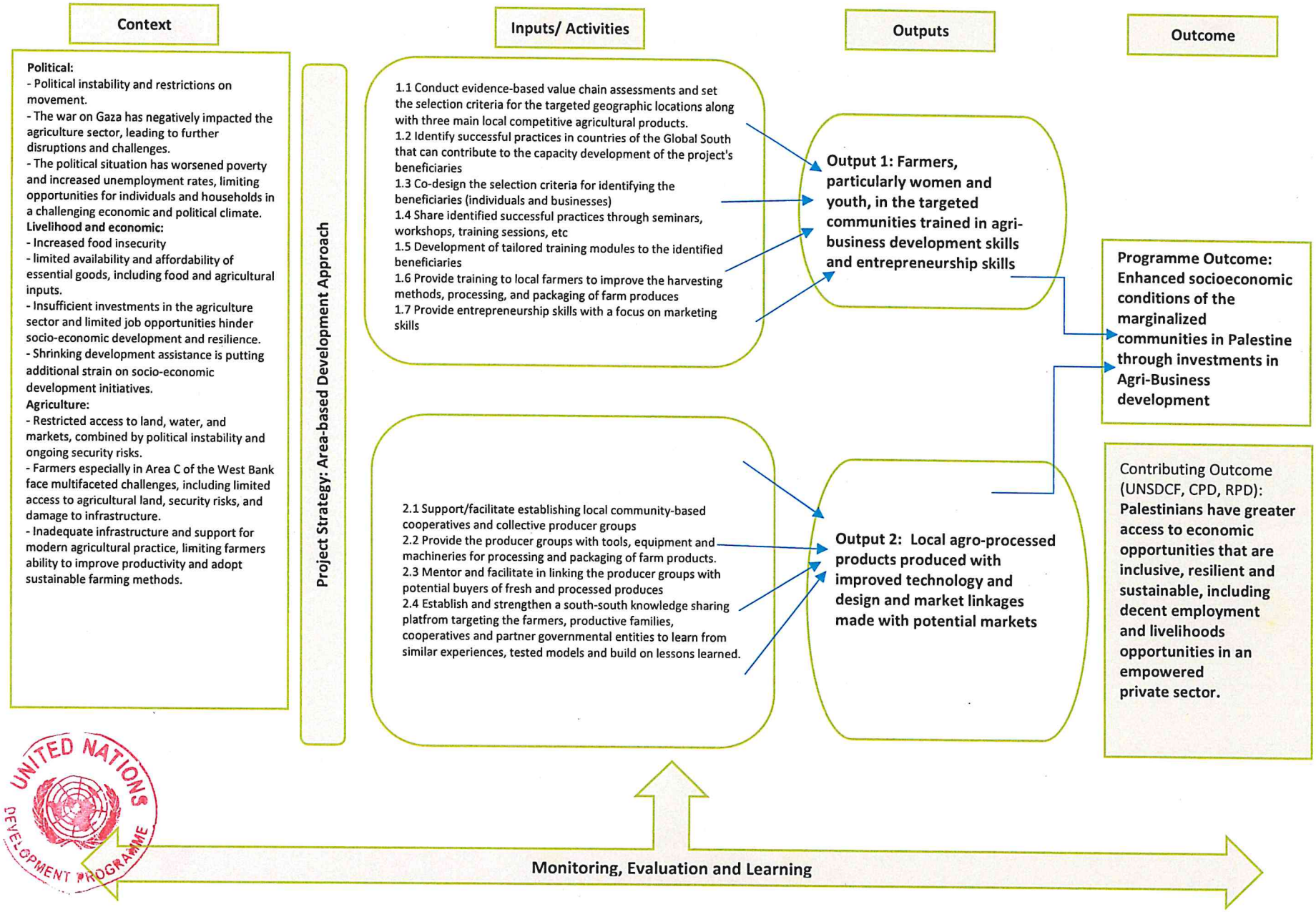
UNITED NATIONS DEVELOPMENT PROGRAMME

3	UNDP's implementing partners under threat / pressure from Israeli authorities	March 2024	Political	Implementing partners cannot carry out and complete project activities P = 3, I = 4	• UN, PA, Development Partner pressure on Israeli authorities • Advocacy by local partners and UN in coordination with Protection Cluster Working Group	UNDP, MoAg
4	In cases where permits are needed, increasing difficulties in securing permits for EJ, Area C and Gaza	March 2024	Operational / Political	Designed project activities cannot be implemented as planned. Positive impact of the project activities on beneficiaries is hindered. P = 3, I = 4	• Pre-implementation assessment of prospects to secure permits • Relationship management with relevant Israeli authorities • MoAg, UN, Quartet and Development Partner support and follow-up • Identification of alternative programmatic options • Advocacy	UNDP , MoAg
5	The infrastructure improved or built under the programme attracts the attention of Israeli CA, and it is demolished or damaged. Materials used under the programme are confiscated.	March 2024	Operational / Political	Designed project activities cannot be fully implemented as planned. Affected communities are threatened with displacement and deterioration of living conditions. P = 2, I = 4	• Measures to minimize visibility are in place • Integrate protection elements in the design of projects • Advocacy and communication strategy in place • Relationship management with Israeli authorities • PA, UN, Quartet and Development Partner support and follow-up • Prepare activities with various levels of risk to remain flexible to changing levels of risk • Communities are properly consulted in advance of the risk involved and accept it	UNDP, MoAg
6	Development Partners are wary about the risks associated with the programme.	March 2024	Strategic	Development Partners' demands to adopt more cautious programmatic approach and activities lead to weaker impact and	• The risks associated with the programme are clearly explained to the development partners in advance • The programme approach and issues of mutual accountability, advocacy, communication and protection are endorsed by donors	UNDP, MoAg, PICA

				results in EJ, Area C and Gaza. P = 2, I = 3	• The programme approach is discussed in SC meetings to ensure continued support and understanding • Prepare activities with various levels of risk	
7	Funding made available for the programme is insufficient.	March 2024	Financial	Some of the targets set are not met. Programme activities are adjusted to comply with limited funding available. Programme impact is weaker than planned. P = 4, I = 3	• Promptly inform Steering Committee • Re-programming according to the available funds • Prioritize actions which can have a quicker and deeper impact • Agree with SC on the new workplan • Resource mobilization efforts are undertaken vis-a-vis potential additional development partners • Ensuring linkages with other programmes	UNDP, MoAg, PICA
8	The Palestinian Authority ownership and capacity for active engagement in the programme is weak.	March 2024	Strategic	Capacity of Ministries to be fully engaged in implementation is limited. P = 2, I = 3	• Development of partnerships with local partners and local government actors • MoAg leading internal government coordination through targeted focal points	UNDP, MoAg
9	Closures on account of disrupt implementation of activities	March 2024	Operational/ Strategic	Impacting movement, disrupting economic sectors and creating additional challenges P=3, I=3	• Programme activities should remain flexible to emerging needs in light of humanitarian crisis and emergency response • Revise annual workplan with committee and reprogramme activities	UNDP, MoAg



Mubadarati - Empowering Marginalized communities through Investments in Agri-Business Development
Annex 1: Theory of Change (ToC)



UNITED NATIONS DEVELOPMENT PROGRAMME

Mubadarati - Empowering Marginalized communities through Investments in Agri-Business Development
Annex 1: Theory of Change (ToC)

Assumptions:

- **If** farmers, particularly women and youth, in the targeted communities trained in agri-business development skills and entrepreneurship skills,
- and **If** technology based local agro-processed production enhanced and market linkages made with potential markets,

➔ **then** socioeconomic conditions of the marginalized communities in Palestine will be enhanced through investments in Agri-Business development.

Inputs to outputs:

- Farmers, particularly women and youth, are open and willing to participate in the training programs and are able to allocate the necessary time.
- The training programs are effectively designed and delivered, meeting the needs and context-specific challenges of the targeted communities.
- Technology-based solutions and resources are accessible and affordable for local producers, and they can adapt to new technologies and practices.
- There is effective collaboration with local agricultural experts, government agencies, and community-based organizations to support the training and facilitation processes.

Outputs to outcome:

- Trained farmers, particularly women and youth, apply the knowledge and skills gained from the training programs in their agri-businesses.
- Improved production and market linkages lead to increased sales and profitability for local producers.
- The creation of local cooperatives and producer groups fosters a supportive network that enhances collective bargaining power and resource sharing.
- The established market linkages and access to new markets result in sustainable economic opportunities for marginalized communities.

Outcome to impact:

- Improved socio-economic resilience.
- Increased income and economic stability contribute to long-term community resilience and self-reliance.
- Strengthening the agricultural sector and promoting sustainable agri-business development promote overall economic development and contribute to poverty alleviation, and food security.
- Institutional building of national models.

