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TARABOT Palestine II -

National Resilience and Development Facility

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Programme Document

2025-2027

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PROGRAMME DOCUMENT

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

Project Title: TARABOT II - National Resilience and Development Facility (NRDF)
Project Number: 00113429
Implementing Partner/s: UNDP/PAPP
Start Date: 1 Jan 2025 End Date: 31 December 2027 PAC Meeting date: 23 December 2024

Brief Description

TARABOT II is a three-year national resilience and development programme designed to address Palestine's complex and inter-connected socio-economic challenges, particularly in the wake of unprecedented crises. Established as a national facility, TARABOT II serves as a central mechanism for coordinating efforts among governmental, local, and international partners, aiming to strengthen the resilience of Palestinian communities through the Transformative Resilience Framework. This framework emphasizes ownership, self-reliance, and cohesive identity, which are vital for sustainable development. The programme is grounded in the Palestinian principle of Sumud (steadfastness), integrating long-term development with immediate humanitarian needs to address the socio-economic pressures intensified by recent conflicts. It aligns with the 2024-2029 National Development Plan and national priorities, ensuring strategic and evidence-based responses at both the policy and community levels.

TARABOT II considers in its design, the integrated regional development, which aims to enhance local productivity and foster Palestinian-led economic development. The programme adopts an area-based development approach that recognizes the unique needs and potentials of Palestinian communities, driving localized recovery and development efforts. This approach encourages public-private-people partnerships, leverages local resources, and fosters community engagement in development initiatives. TARABOT II introduces financing for development mechanisms, establishing investment windows that mobilize resources for socio-economic inclusive resilience interventions. These windows act as a national outlet to address urgent needs in vulnerable communities while simultaneously bridging the gap between emergency responses and long-term development. By fostering partnerships with local and international actors, TARABOT II promotes inclusive and sustainable financing solutions to drive transformative change, creating a resilient foundation for Palestine's future. Through its role as a national facility, TARABOT II strengthens collaboration and coordination across sectors, ensuring that interventions are aligned with the broader national vision for resilience and development.

TARABOT II aims to strengthen the capacities of government ministries for effective planning, monitoring, and implementation of national strategies. By prioritizing evidence-based interventions, the programme empowers the government institutions to translate policies into actionable outcomes. Over three years, TARABOT II will be managed by UNDP/PAPP under the guidance and leadership of the Prime Minister's Office (PMO), in coordination with government entities and various donors. This collaborative approach ensures alignment with national priorities, reinforcing governance and promoting sustainable development across Palestinian communities.

Contributing Outcome (UNSDCF, CPD, RPD):
Palestinians have greater access to economic opportunities that are inclusive, resilient and sustainable, including decent employment and

Total resources required:	US$ 51,355,848	
Total resources allocated:		
	UNDP:	US$ 450,000
	Donors:[2]	USD$ 6,700,000

[2] Initial commitments by Austria and Finland.

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livelihoods opportunities in an empowered private sector. Indicative Output(s) with gender marker[1]: **Programme Outcome**: Gender marker: GEN2 (Gender equality as a significant objective		Government: -
		In-Kind: -
	Unfunded:	US$ 42,850,000

Agreed by (signatures):

UNDP
DocuSigned by: F1D21615E63D47C... **Chitose Noguchi** **Special Representative of the Adminstrator a.i.** **UNDP/PAPP** DS
Date: 17-Jun-2025

[1] The Gender Marker measures how much a programme 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)

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ACRONYMS

APLA	Association of Palestinian Local Authorities
CBO	Community Based Organization
CFW	Cash-for-Work
CPD	Country Programme Document
CRDP	Community Resilience Development Programme
CSO	Civil Society Organisation
DIM	Direct Implementation Modality
EJ	East Jerusalem
GNI	Gross National Income
HDP	Humanitarian-Development-Peace
LED	Local Economic Development
LGU	Local Government Unit
MoA	Ministry of Awqaf & Religious Affairs
MoAg	Ministry of Agriculture
MoE	Ministry of Education
MoJA	Ministry of Jerusalem Affairs
MoL	Ministry of Labor
MoLG	Ministry of Local Governance
MoPIC	Ministry of Planning & International Cooperation
MoTA	Ministry of Tourism & Antiquities
MoWA	Ministry of Women Affairs
MSME	Micro, Small & Medium Enterprises
NGO	Non-governmental Organisation
ODA	Official Development Assistance
PAPP	Programme of Assistance to the Palestinian People
PCBS	Palestinian Central Bureau of Statistics
PLO	Palestine Liberation Organization
PMO	Prime Minister's Office
PMU	Programme Management Unit
PwDs	Persons with Disabilities
RDF	Resilience and Development Facility
SC	Steering Committee
SDG	Sustainable Development Goals
TAG	Technical Advisory Group
ToC	Theory of Change
ToR	Terms of Reference
UNCT	United Nations Country Team
UNCTAD	United Nations Conference on Trade and Development
UNDAF	United Nations Development Assistance Framework
UNDAF	United Nations Development Action Framework
UNDP/PAPP	United Nations Development Programme/ Programme of Assistance to the Palestinian People
UNDP ESCWA	United Nations Development Programme/ Economic and Social Commission for Western Asia
UNFCCC	United Nations Framework Convention on Climate Change
UNSDCF	United Nations Sustainable Development Cooperation Framework
WB	West Bank

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I. DEVELOPMENT CHALLENGE

Over 57 years of the Israeli occupation has had a lasting and differentiated impact on Palestinian communities and institutions, putting into question the viability of the two-state solution. Territorial 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 Strip, which has been worsened through ongoing illegal settlement building, the construction of the Separation Wall, the ongoing blockade on Gaza, and now the latest war on Gaza.

Situational updates since October 2023

Emergency and humanitarian relief needs are multiplying under the year-long Israeli aggression in Gaza and in several areas of the West Bank. As of March 31, 2024, approximately 3.3 million Palestinians across the oPt required humanitarian assistance, marking a significant rise from 2.1 million in early 2023.

In Gaza, over 40,000 Palestinians have been killed since October 2023, by January 2024 62% of homes had been damaged or destroyed, and over 1.7 million internally displaced. Women and children are disproportionately affected, where reports indicate that the majority injured are women and children. The entire population are facing severe food insecurity including famine and starvation. Only 14 bakeries are operational in the whole Gaza Strip, while simultaneously Israel's blockade on Gaza continues, blocking 83% of food aid into Gaza compared to 34% in 2023, further exacerbating the catastrophic humanitarian conditions. Health and education services in Gaza were also in critical condition, with only 10 of 36 hospitals partially functioning and no schools operational as students are not able to go to school for a second scholastic year. The lack of access to soap and other basic hygiene items is severely hindering families' ability to protect themselves from communicable diseases, especially in overcrowded shelters, and disproportionately affects children, those with compromised immune systems, and the more than 150,000 pregnant or breastfeeding women. Shortages have led to a surge in prices for basic needs, where in Q4 2023 consumer prices rose by 33%, adding to the dire situation for Palestinians in Gaza.

A UNDP-ESCWA assessment revealed that if the ongoing war in Gaza persists for nine months, the oPt will experience a setback in human development equivalent to **16 years.** Additionally, a September 2024 UNCTAD report elaborated on the unprecedented shock that has crippled the Palestinian economy, shifting it from "**arrested development to widespread destruction**."

In the West Bank, including East Jerusalem, Palestinians have experienced increased restrictions on movement, settler and military violence, demolitions, and land appropriation for the expansion of Israeli settlements. Communities in Area C and other already at-risk areas are most impacted. Approximately 782,000 students faced difficulties attending school, while budget cuts and access barriers severely restricted healthcare, particularly in Area C, where only 120 out of 172 locations reliant on mobile clinics remained accessible. At the same time Israeli settlement-building continues - a total of 7,920 settlement housing units were advanced or approved in 2024, compared to 5,000 in the previous period. In parallel, the Israeli authorities continued the seizure and demolition of Palestinian-owned structures in the West Bank, including East Jerusalem. A total of 891 structures were seized, demolished, or forcibly destroyed, including 70 donor-funded infrastructure projects, displacing 1,029 people, nearly half of whom were children.

Impact on women, youth, and persons with disabilities

Gender inequality

Gender inequality in the oPt is reflected *inter alia* in greater vulnerability, under-representation (SDG 5.5), chronically higher unemployment rates amongst women (SDG 8), the continued prevalence of violence against women (SDG 5.2), and a disproportionate burden of unpaid care work on women (SDG 5.4) - about 35 hours per week on unpaid care work, compared to around five hours for men. In addition to patriarchal social norms and traditional gender roles, the double burden faced by women in the oPt is further compounded by the absence of regulations on and access to comprehensive, affordable, and high-quality childcare services that could free up time for women to fully engage in decent employment and compete in the labour market. Violence against women, particularly domestic violence, also remains at an alarmingly high rate. In 2019 59% of women were subjected to physical, sexual, economic or psychological violence by their husband, which has likely increased in light of increased conflict. Assessments conducted in 2022 also found that, while virtually all households in the oPt are vulnerable in one dimension or another, female-headed households tend to experience higher degrees of vulnerability compared to male-headed households. Gender

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inequality also constrains women's participation in decision-making at the community and national level, as they face limited opportunities for full and effective participation and leadership in political, economic, and public life and remain underrepresented in policy- and decision-making (SDG 5.5).

While the diverse manifestations of gender inequality are quite visible, it is essential to also recognize and address the underlying, root causes that fuel and perpetuate gender inequality – including unequal power relations and structures, patriarchal social norms, constraining gender roles (e.g., men as breadwinners and decision-makers in the household, women as caretakers), gender stereotypes, harmful practices and behaviours (incl. toxic forms of masculinity that most often translate in violent behaviours). It is also important to acknowledge that while gender-based discrimination and gender inequality disproportionately affect women, girls and gender-nonconforming persons, men and boys are also influenced and impacted although in different forms and degrees. For instance, the same patriarchal social norms that put severe limitations on women's independence and ability to engage in economic activities and/or political participation in the public sphere, are also putting pressure on men to be the strong, fierce and stoic breadwinners and decision-makers of the household, with no possibility to show emotions, fears or weakness. This calls for the need to sensitize and engage men and boys as partners and agents of change towards gender equality and mobilize positive role models to support behavioural change at the community level.

Currently, women living in Gaza have unique and urgent needs and vulnerabilities, both relating to the current war and due to structural gender discrimination, including laws in Palestine which assume women to be under the protection and guardianship of men. The escalation created a protection crisis for all people in Gaza, elevated protection needs especially for single women, women heads of households, adolescent girls, women with disabilities, and older women. Over-crowded shelters do not allow privacy for women and girls. Access to food and water is very limited, and this has severe impacts, particularly for lactating women and young women. Women and girls do not have access to safe and dignified latrine and bathing facilities. Menstrual hygiene of women and girls is compromised. Women and girls need to access safe shelter, water, sex-segregated dignified and safe WASH facilities, health services, including sexual and reproductive health and psycho-social support. They should have access to essential non-food items, such as sanitary pads, winter clothes and assistive devices. Gender-responsive humanitarian aid must reach to the most vulnerable women including women head of households, single women, pregnant women, women with disabilities, women with chronic diseases, and older women.

The destruction of Palestinian structures in the West Bank, most alarmingly of homes, commercial buildings, schools, and health facilities had reached the highest level in six years. The continued destruction of public infrastructure and housing, and the revocation of Israeli work permits, and other movement restrictions have also significantly impacted the livelihoods of Palestinians in the West Bank. Restrictions to movement and increased dangers limit the movement of women disproportionately. The military occupation not only threatens the lives of Palestinian women across the board, but also exposes them, whether urban, rural, refugee or Bedouin, to serious threats against their human rights while hindering their access to social, economic, civil, political, and cultural developments.

Many livelihood opportunities that women rely on will be at risk due to movement restrictions and government response strategies, these small business owners, and small-holder farmers (predominantly women) are likely to face challenges in accessing markets due to movement restrictions. Cross-border traders, often women, will be unable to continue their trade activities as borders are closed. The informal sector will also be at risk of disrupted livelihood activities that will negatively impact their subsistence.

Youth

Alongside women, youth remain disproportionately affected by the deteriorating socio-economic conditions and the impact of increased conflict. Young women are at risk of increased barriers to socioeconomic services and decision-making, increased risk of domestic violence, and additional burdens associated with unpaid care responsibilities. In the context of heightened conflict, young men are at risk of settler and military violence and detention by the Israeli authorities. Since October 2023 24% of those killed in Gaza are between 18-29, whereas 70% of those injured are either women or children. In the West Bank, 75% of those killed were under the age of 30. War has led to an increase in the prices of basic goods and services, making it difficult for all, particularly young people, to provide necessities such as food, housing, and healthcare for their families. They are forced to allocate more resources to survive, leaving fewer resources for education and personal development. Already youth unemployment is high – averaging at 41% since 2009 – whereas in Gaza estimates have reached 75%. With the ongoing aggression in Gaza, over 88 thousand students are deprived of their right to higher education, and many more children remain deprived of primary and secondary education. In the West Bank 47% of youth were not engaged in employment nor education/training in 2023.

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The impact of war on Palestinian youth includes various types of profound and chronic psychological traumas, along with economic hardships. Addressing these challenges demands collective efforts to foster healing and resilience. This involves supporting the Palestinian economy and addressing basic needs for young people. The digital sector is a potential key economic recovery sector for youth due to the ability to circumvent restrictions imposed by the occupation. The technology sector will be the fastest sector to restart and revive because it requires minimal resources to start, namely a laptop, electricity, and the Internet.

Persons with disabilities

Persons with disabilities (PwDs) suffer from complicated challenges and negative effects on their lives and movement during times of crisis and emergencies in which they become more susceptible to danger and discrimination. Prior to October 2023 the number of persons with disabilities in Palestine were estimated at 2.1% of the population, or 115,000 people. The number of people with disabilities is increasing as many injured are now faced with long-term physical disabilities. In Gaza available data indicates that out of 79,562, at least 5,000 people injured were persons with disabilities and more than 1,000 children have acquired impairment as their limbs have been removed. Older persons with disabilities, women with disabilities and children with disabilities have lost access to appropriate sanitation facilities, safe and accessible shelter and crucially food and water to survive. Persons with disabilities, particularly children, are at heightened risk of separation from their families. Persons with disabilities have been put in extreme distress with the expectation that they will be the first and the next to be killed because of the limited opportunities to flee and take part in first or successive evacuations due to impairment. Difficulty of movement is increased among people with disabilities during times of crisis amidst increased damage and destruction alongside movement restrictions, which leads to barriers to receiving basic needs, such as food, shelter and medicine. People with disabilities also suffer from increased marginalization and exclusion during times of crisis, as often their specific needs are ignored, exacerbating their situation.

Impact on the Palestinian economy

Since October 2023, the economic situation has worsened dramatically, with Gaza experiencing an 80% contraction in economic activity and the West Bank seeing a 22% decline, with the biggest losses in manufacturing and construction. In 2023 The Palestinian economy lost 8.7% of its real gross domestic product (GDP) and is estimated to lose 25.8% in 2024. The poverty rate is expected to reach 60.7%, bringing an additional 1.86 million Palestinians under the poverty line, a large portion of which are middle class. Israeli restrictions on the movement of goods and construction materials have further hampered efforts to repair and build infrastructure, with the war on Gaza and movement limitations in the West Bank significantly delaying projects.

The unemployment rate is expected to be about 47.8%. By early 2024, Gaza had lost approximately 201,000 jobs, including a 90% reduction in private sector employment and a complete loss of employment for those previously working in Israel. The West Bank witnessed the loss of around 306,000 jobs, especially for young people, with a 25% reduction in private sector employment. These job losses have resulted in daily labour income losses of $21.7 million. While data is limited, it can be expected that unemployment rates are significantly higher amongst women. In 2022, national statistics confirmed a large gender gap in employment: only 20% of women are in the labour force (versus 70% of men) while 40% of women are unemployed versus 20% of men). Barriers facing women's employment are gender-based, not skill-based. More skilled women (47%) are unemployed than skilled men (18%). Since skilled women make up the bulk of the Palestinian female labor force, providing women with more access to jobs would benefit Palestinian households, communities, and the Palestinian economy. Patriarchal social norms, gender roles and stereotypes perpetuate gender-based discrimination and gender inequalities in the economy and the labor market, resulting not only in chronically high female unemployment, but also in vertical segregation (i.e., the concentration of men in senior management and decision-making positions), horizontal segregation (i.e., the concentration of men and/or women in specific economic sectors), and pay/wage gap.

Before the war, the economy was already struggling due to Israeli-imposed closures and restrictions on the movement of goods and people. As a result, the growth of Palestinian productive sectors, particularly agriculture and industry, has been limited over the last 30 years. With the occupation restrictions in place, the Palestinian economy has largely been consumption-based and driven by growth in the services sector. Since the war not only have the productive sectors been severely impacted by damaged or destroyed infrastructure, disrupted supply chains and the increased costs of inputs, overall consumption has reduced drastically – middle-class consumption dropped nearly 40% since the beginning of the war. **Palestinian MSMEs** are struggling amidst a significantly reduced consumer purchasing power and reduced demand for goods and services, coupled with increased operational costs from supply chain disruptions and increased costs of inputs. Small producers, youth and women business owners are disproportionately affected. **The agriculture sector** has been severely impacted by the war in Gaza and by military and settler violence, damage to land

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and infrastructure and movement restrictions in the West Bank. Additionally, there have been no exports since October 2023, which has led to a decrease in production and income for farming households. The **manufacturing and industrial sectors** have faced similar challenges, and the **tourism sector** has crumbled, which was still not able to recover from the impacts of the pandemic. In Gaza continued bombardment and war impede reconstruction efforts, in the West Bank, **the construction sector** also continues to face restrictions over materials and labour, stalling ongoing projects for housing and infrastructure, particularly in East Jerusalem.

For women, the financial ecosystem remains largely inaccessible, who are most closely associated with the MSMEs and/or informal sector. Informal small businesses tend to be disincentivized from formalizing by the registration complexities and un-inclusive taxation regulations, making access to finance a significant impediment for women-led businesses: 90% of MSMEs are unable to acquire loans and only 26% of adult women hold a bank account. Therefore, women business owners and entrepreneurs are more exposed to risk due to regulatory and financial barriers. A recent example is the impact of COVID-19 on women-led businesses: 95% were negatively affected by the pandemic, and 27% shut down due to lack of access to financing. With the ongoing war we can expect similar effects on women led MSMEs.

Impact on the Palestinian government

The fiscal sustainability of the Palestinian Authority is largely dependent on the political situation as Israel collects and transfers clearance revenues to the Palestinian Authority, which constitutes the vast majority of the national budget. After October 2023, the Palestinian national budget shrank by over 50% following a decision from the Israeli government to increase their monthly deductions from the revenue. There is a real risk of a financial collapse of the Palestinian government as the deficit for 2023 was USD 682 million taking in consideration foreign aid and despite efforts to increase domestic revenue and control spending. This has forced severe cuts in development spending, led to significant arrears in civil servant salaries, and increased domestic borrowing, pushing the Authority's debt to over $9 billion. Additionally, donor budget support has dramatically declined from $1.4 billion in 2013 to under $300 million in 2023, compounding the fiscal crisis. Arrears accumulation and foreign aid remain the only two sources of funding to manage the widening fiscal, humanitarian, and development crises to ensure the continuation of vital basic services.

UNDP assessments in addition to the recent mid-term evaluation for the TARABOT programme have shown that the strategic programmatic interventions need to focus on the current and expected situation in light of the ongoing war. This includes addressing the negative humanitarian and developmental impact of Israeli measures to forcibly displace Palestinians across the oPt, damage and destroy civilian infrastructure, inhibit access to basic services and needs and annex additional land, in contravention to international law. Interventions therefore should include a mixture of addressing immediate urgent needs while also linking to short-medium term outcomes through risk-based planning and strengthening regional development as pathways for protection and preservation of Palestinians' right to self-determination in line with the internationally recognised two-state solution. This means **upscaling services that focus on responding to immediate needs and preserving essential services, strengthening community capacities and supporting socio-economic recovery in the medium term, within the framework of promoting long-term economic development**.

Within the context of emerging needs to support socio-economic recovery in the medium to long term, UNDP and partner assessments have shown that **local government units (LGUs) in Palestine are key pillars of local and regional recovery and development capacities.** LGUs, however, are face growing challenges, including limited resources and income streams, political instability, and infrastructure damage. The war has heightened demand for humanitarian aid and strained LGU operations by destroying infrastructure and disrupting supply chains, compounding economic difficulties, and limiting financial resources.

→ To address these challenges and emerging opportunities, there is an **urgent need to focus on creating sustainable income streams for LGUs** to close the gap between their revenues and expenditures, while enhancing their capacity to provide adequate services and build resilient infrastructure. The planned pathways and opportunities for resilience and sustainable communities, in line with the Government Development Initiatives (July 2024 - December 2026) include strengthening the role of **LGUs as first responders as community structures and facilities**, to establish LGUs' creditworthiness, facilitate access to financing for capital projects, support green job creation, and promote the development of sustainable cities and communities resilient to climate change. The **LGUs will be supported to introduce innovative mechanisms** to resolve the net lending issue with local government units (LGUs), that is undermining both LGUs' creditworthiness and the government's financial sustainability. The programme will address structural challenges in providing essential services such as electricity, water, and wastewater, while coordination mechanisms will be enhanced to address access to critical LGU-controlled infrastructure, including electricity grids,

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public rooftops, and land. Additionally, it is important to focus on engagement of LGUs in transitioning to renewable energy, promoting the circular economy, and integrating climate action that are vital for achieving the SDGs.

→ To achieve this, several **financing inclusive mechanisms, facilities, and models, will be introduced**, in collaboration with public and private entities along with UNDP and UNCDF technical comparative advantage, towards a self-reliant and green economy, through improving coordination mechanisms and investing in resilient infrastructure. Additionally, supporting community-based initiatives through LGUs, from a regional development lens will effectively lead to a successful intervention that taps on transformation from humanitarian to development at the longer run, and consequently improved access to quality social and economic services in Palestine for the most at risk, underserved and vulnerable communities with focus on women, youth, and persons with disabilities (PwDs).

Building from TARABOT I

TARABOT, in its first phase, has effectively addressed economic and social challenges in Palestinian communities through several key strategies. By focusing on high-need areas such as Area C, East Jerusalem, and Gaza, the programme targeted regions with significant vulnerabilities, ensuring that interventions had a meaningful impact. The programme's success is also attributed to its **localized, multi-sectoral approach, tailoring interventions to specific regional needs**. In East Jerusalem, a series of interventions were implemented with focus on creating models to boost economic development and supporting local businesses affected by COVID-19, while also tackling urban planning and housing issues for Palestinians as well as investments in culture aim to preserve Palestinian identity. In Gaza, a series of interventions were implemented to improve socio-economic conditions through investments in integrated solution including agriculture, water, and employment, with the goal of transitioning away from humanitarian aid towards sustainable development. Similar interventions are underway in Area C, focusing on culture, alternative tourism, agriculture, and employment. At an institutional level, the programme has identified and supported key priorities to strengthen the Palestinian Government capacities. This includes providing human resources to improve national coordination, policymaking, and planning. Additionally, external experts with diverse backgrounds have assisted the PMO in areas such as resilience, gender equality, and cluster planning. Specific support was provided to key ministries including Ministry of Agriculture (MoAg), Ministry of Jerusalem Affairs (MoJA), Ministry of Tourism & Antiquities (MoTA), Ministry of Awqaf & Religious Affairs (MoA), and Ministry of Education (MoE) in strategic and emergency planning.

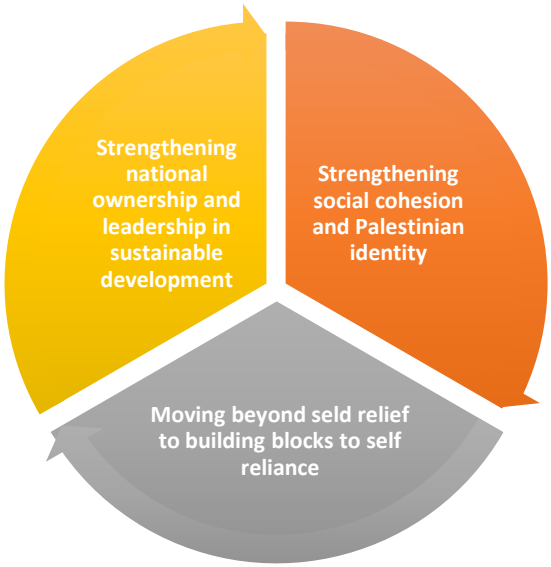
Additionally, TARABOT I emphasized collaborative approaches and local ownership by involving Palestinian partners and addressing locally identified problems. Aligning its programming with national development goals and fostering national leadership enhanced the relevance and sustainability of its interventions. The programme also strengthened cultural identity and community cohesion through cultural activities and improved governance by reinforcing the social contract between the government and citizens. This comprehensive approach not only supported economic and social development but also built trust and commitment within the communities.

II. STRATEGY

Building on the lessons learned from previous national resilience programmes, TARABOT II integrates a comprehensive political-economy lens to ensure that interventions are responsive to community opportunities and needs, aligned with national priorities, and capable of unlocking potential and driving transformative change at both policy, institutional and grassroots levels. By addressing root causes, systemic vulnerabilities, and structural challenges, TARABOT II aims to create sustainable impacts that extend beyond immediate relief efforts.

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The Palestinian government views TARABOT II as a **national Resilience and Development Facility (RDF) and a strategic response to Palestine's unprecedented challenges.** TARABOT II therefore is a key vehicle for implementing national resilience and development via the Humanitarian-Development-Peace (HDP) Nexus. Designed with the Palestinian government and for the government and local communities, the programme aims to support reshaping a collective vision for the future of Palestine amidst the immense political, economic and social challenges on account of the war and ongoing Israeli occupation.



In response, **TARABOT II offers a comprehensive and inclusive approach** aimed at assisting national and local partners in overcoming territorial fragmentation and compounding occupation-related geographic vulnerabilities through UNDP and UN partners' experience in implementing humanitarian, early recovery, and development initiatives in Palestine for more than 40 years. As an integral member of both the Humanitarian Country Team and the UN Country Team, UNDP works closely with partner agencies under the guidance of the Resident Coordinator/Humanitarian Coordinator to ensure a profound and sustainable impact on the affected communities. UNDP's comparative advantage in undertaking early recovery interventions, particularly following the repeated wars on Gaza in 2008, 2012, 2014 and 2021, will be key in facilitating this process. Given the deeper territorial and political fragmentation, tackling this fragmentation and **bridging the humanitarian to development support at both the immediate and longer-term levels** remain an urgent priority. The fragmentation of the State of Palestine has produced locational drivers of vulnerability. Within each location, the challenges to access and utilisation of socio-economic services differ considering different market conditions, authorities, and levels of access to natural resources. Through this initiative, TARABOT II seeks to address the immediate needs of those hardest hit, while laying the foundation for socio-economic recovery and community resilience, based on the learning from the first phase.

To this regard the programme aims to contribute to **strengthened socioeconomic resilience of the Palestinian people, including greater self-reliance, enhanced ownership and leadership and cohesive identity (impact),** particularly focusing on the empowerment of women, youth and persons with disabilities as vulnerable groups disproportionately affected by economic crises and war. In doing so the programme will have three levels of target groups. The first is individuals, farmers and MSMEs, particularly focusing on women, youth and persons with disabilities, in areas most vulnerable to the impact of the Israeli occupation and war. The second is communities through focusing on area-based local and regional economic recovery and development initiatives. The third is institutions, including the national government through the Prime Minister's Office as the primary governmental counterpart, national ministries as secondary counterparts, and local government units (LGUs) and civil society organisations as key service providers.

Geographic coverage

As Palestine faces escalating humanitarian, social, and economic crises, TARABOT II emerges with a decisive, inclusive, and forward-looking strategy. The current Gaza war has compounded existing vulnerabilities, leaving Palestinian communities under intense pressure. Israeli policies continue to undermine efforts for stability and dignity across Palestine. At the heart of the programme is a **geographical vulnerability prioritization**, which systematically identifies and focuses on the regions most exposed to risks with emerging opportunities.

In previous programming cycles, vulnerable communities across Palestine, particularly in **Area C, East Jerusalem, and Gaza**, were prioritized, building on the political decision of the government from 2013 that highlighted the need to specifically target Area C in the West Bank and set the precedent for development activities for the years following. However, the war on Gaza has significantly increased vulnerabilities across the entire Palestinian landscape, including major cities, rural communities, and refugee camps in the West Bank (across Areas A, B and C) that have been impacted by damage or destruction, increased movement restrictions or increased settler violence. As a result, the socioeconomic situation in the West Bank is deteriorating with a risk of a crumbling of the economy, particularly productive sectors.

Focusing development and humanitarian efforts on the entire **West Bank, not just Area C**, is crucial for promoting equitable and sustainable progress. Areas A and B also face significant humanitarian and socioeconomic challenges that need to be addressed to foster long-term resilience and stability and neglecting these areas would leave many communities underserved, especially in terms of vital services. A comprehensive approach, aligned with government

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planning ensures that development benefits reach all regions, avoiding the creation of pockets of progress while others remain vulnerable. Moreover, concentrating only on Area C could exacerbate social inequalities and tensions, weakening social cohesion within Palestinian society. Involving all areas in development efforts supports a more balanced and inclusive growth, contributing to a more cohesive and secure environment for Palestinians as a whole. Recognizing this new reality, TARABOT II **expands its outreach** to all areas in Palestine, linking humanitarian aid with recovery and development models that restore local, regional, and national social and economic resilience.

Taking into consideration the prevailing context, TARABOT II will concentrate the support for Gaza on immediate relief and recovery interventions (windows 2 & 3) in alignment with the government's recovery and reconstruction plan. TARABOT II's expanded approach in the West Bank will include three windows of initiatives covering immediate relief, recovery, and resilience-building interventions (windows 2, 3, & 4), ensuring a holistic and layered response to the region's complex needs. This integrated model provides a cohesive framework for Palestinian communities to withstand ongoing challenges and build a more secure future.

TARABOT II Resilience Approach

Building from UNDP/PAPP's transformative resilience framework focusing on strengthening national ownership and leadership, self-reliance, and social cohesion, including gender equality, TARABOT II will be a critical facility to address the following in alignment with government objectives:

- **Strengthening governance and institutional capacity:** The programme focuses on strengthening the capacities of government ministries to ensure effective planning, monitoring, coordination and implementation of national strategies, particularly the Palestinian Government's Development Initiatives (2024-2026) Eight Pathways to Resilience and Sustainable Communities. The programme will support the government in translating policy into action to reinforce national ownership and leadership, while fostering confidence in the government's ability to meet the needs of its citizens. Through coordinated partnerships with international and local institutions, TARABOT II provides a platform for mobilising resources and translating governmental efforts into tangible outcomes. This will include the Ministry of Women Affairs (MoWA) to ensure government ownership and leadership in tackling gender inequality in times of heightened conflict. By enhancing financial capacities at the local level, the programme ensures improved and inclusive service delivery, re-building trust between citizens and the government.

- **Strengthening social protection to mitigate further socio-economic degradation of vulnerable groups (relief):** Palestine is enduring severe economic disruptions, with thousands deprived of employment opportunities and local businesses devastated. The socio-economic collapse demands immediate action to mitigate further livelihood deterioration and increased poverty levels. TARABOT II responds through rapid, national priority-based interventions designed to relieve the burden on citizens, mobilize humanitarian resources, and promote social protection. Building on UNDP's experience in implementing cash-for-work programmes and infrastructure rehabilitation, strengthening social protection will include a holistic strategy to facilitate access to necessary life-saving assistance, such as food, medical supplies, emergency shelter, critical health services and WASH facilities while providing short-term income for necessary unskilled and skilled workers to deliver these services.

- **Stabilising and restoring livelihoods towards community-led socioeconomic recovery (relief to recovery):** TARABOT II places communities at the core of the recovery process. By fostering community engagement and leadership, the programme ensures that local voices shape recovery efforts, making interventions more sustainable and inclusive. Through a commitment towards Local Economic Development (LED), TARABOT II builds on proven methods to integrate community opportunities and needs with governmental priorities, promoting resilience and equitable development. This will be achieved through a focus on job creation, support for SMEs, and local production capacities, the programme is committed to reducing dependence on external markets, especially the Israeli economy. This not only restores economic self-reliance but also empowers communities to drive their own recovery. At the sectoral level, priority sectors to stimulate socioeconomic recovery with an eye towards longer-term growth will be prioritised, including the digital economy, agriculture, and green economy. A key lesson here, will be learning from the cluster development activities implemented under TARABOT I.

- **Facilitating investments for integrated regional and local economic development to reduce dependencies (recovery to resilience):** Central to TARABOT II is a bold commitment to integrated regional development, a strategy that promotes localized, multisectoral recovery and growth. This approach recognizes the unique opportunities and needs of Palestinian communities while advancing the national vision of disengagement from Israeli economic dependency. By promoting area-based development, TARABOT II emphasizes local production,

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strengthening economic clusters, and the optimization of local resources. The programme is designed to enhance access to financing schemes, and strengthen private sector partnerships, incentivizing businesses, CSOs, and local communities to invest in vulnerable areas and communities and unlock their potential. This strategy not only amplifies local production but also aligns with the Palestinian Government's 2030 agenda for socio-political disengagement, national independence, and service localization.

To facilitate this transformation, TARABOT II establishes investment windows as national platforms for socio-economic resilience interventions. These windows will prioritize emergency support for the most affected communities, to unlock their potential and ensure their leadership and participation, while bridging short-term relief with long-term resilience and sustainable development.

At the immediate term

- Alleviate pressure on the most impacted communities by the social, economic and political drivers.
- Address urgent needs and contribute to immediate social protection
- Respond to the emerging social challenges with focus on high unemployment and poverty at the most affected communities.
- Support the Palestinian communities and vulnerable groups to mitigate further deterioration in human development, social and economic situation as a result of the daily incursions by the Israeli occupation.

At the medium term

- Assist communities and vulnerable groups transition from emergency to social and economic stabilization.
- Expand community resilience programming with focus on addressing social and economic disparities.
- Strengthen community socioeconomic recovery and livelihoods and enhance the LGUs capacities to address community socioeconomic needs.
- Support LGUs capacities and promote community leadership to plan recovery, resilience and development in integrated development models.

At the long-term

- Reduce community dependency and enhance self-reliance and community social cohesion.
- Support integrated development and mitigate territorial fragmentations.
- Create new partnerships in socioeconomic development, and cement bonds between public to public and public to private collaboration.
- Stimulate the capacities of LGU's to contribute to national recovery and development efforts. Recover human development losses and re-think socioeconomic investments by concrete models in connecting grants to financing schemes.

Strategic Alignments

Overall, the programme will support strengthening the governance and institutional capacity of the Palestinian government through the Prime Minister's Office, line ministries and LGUs. Strategically aligned with the Government of Palestine's National Policy Agenda (NPA)-Build Palestine, line ministries' sectoral strategies, and the 2024 Emergency Planning, TARABOT supports the Sustainable Development Goals (SDGs). In this, the programme will work across these levels to support the leadership of the government in reinforcing resilience through the **Palestinian Government's Development Initiatives (2024-2026) Eight Pathways to Resilience and Sustainable Communities** as a key guiding document. The programme's alignment with UN-wide discussions on the HDP Nexus and the UNDP Transformative Resilience Framework reinforces its emphasis on Palestinian ownership, leadership, and self-reliance. As the Palestinian economy remains vulnerable to the political situation, a major principle throughout is strengthening economic self-reliance through a focus on interventions and sectors to reduce dependence on external markets, especially the Israeli economy, to reinvigorate the Palestinian local economy through local production and consumption where possible. TARABOT's strategic vision is firmly rooted in a long-standing partnership with the Government of Palestine and UNDP's extensive experience across various sectors. This multifaceted approach positions TARABOT II as a critical driver of Palestine's recovery, enabling the country to confront its challenges with a unified, community-centred, and forward-thinking strategy.

The programme is also aligned to the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2023-2025 and the SDGs, particularly contributing to SDGs 1, 5, 8, 9, 10, 11, 16, and 17.

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Theory of Change

Within this context, the programme's **Theory of Change (TOC), Annex 1,** serves as the foundation for TARABOT II's strategic vision. It articulates the pathway through which the programme will achieve its desired outcomes by addressing the root causes of socio-economic vulnerabilities and leveraging opportunities for transformative change. The ToC reflects an integrated approach that combines emergency response, socioeconomic recovery, resilience building, and sustainable development, ensuring that interventions are aligned with national priorities and informed by emerging needs and data.

III. RESULTS AND PARTNERSHIPS

RESULTS

Results framework (outcome, outputs, and indicative activities)

Outcome:

Improved access to responsive and accountable quality socioeconomic services in the oPt for the most vulnerable communities, with a focus on women, youth, and (PwDs)

Outputs:

Output 1: Strengthened capacities of national and local institutions in planning, policy, and coordination for gender-responsive local economic recovery and development

This output focuses on reinforcing the capacities of the government to establish and implement resilience building interventions, while also supporting the capacities of national and local institutions that are vital for the continued delivery of socio-economic services. Building on TARABOT's phase I initiatives, which supported the Palestinian Prime Minister's Office (PMO) and key ministries, TARABOT II aims to further strengthen government capacity, particularly in inclusive planning, policymaking and coordination to implement response strategies to Palestine's multi-faceted challenges. Inclusive processes will focus on ensuring the leadership role of the Prime Minister's Office especially for policy making, Ministry of Planning and International Cooperation (MoPIC) in planning and coordination, strengthening the capacities of key ministries, including the MoWA as the lead national counterpart to strengthen gender equality, alongside local government units and civil society organisations as primary service providers for the most vulnerable Palestinians, to be included and integrating into consultative and responsive planning and policymaking processes.

The newly formed Palestinian government, inaugurated in March 2024, has outlined a comprehensive plan to address challenges stemming from recent conflicts and ongoing occupation. Aligned with the political framework of the Palestine Liberation Organization (PLO), the government's key priorities include humanitarian aid, Gaza recovery, and socioeconomic rebuilding in Gaza and the West Bank. It emphasizes institutional reforms, anti-corruption efforts, service delivery improvements, and digital transformation, particularly in marginalized areas such as East Jerusalem, Gaza, and the Jordan Valley.

To support the government's agenda, TARABOT plays a vital role in strengthening institutional capacity and reforming governance structures. The programme focuses on enhancing the quality-of-service delivery considering compounding needs and crises, and promoting a culture of accountability and transparency through the following activities:

Activity 1: Provide technical assistance and capacity building to the PMO, MoPIC, key ministries, LGUs and CSOs on inclusive policymaking, planning, and coordination of local economic recovery and development

This activity will include entail identifying and procuring the relevant technical skills necessary to support the PMO, key ministries (such as the MoPIC, MoWA, MoLG, and others), LGUs and CSOs undertake and improve processes and structures for inclusive planning and policymaking to facilitate local economic recovery and development. The idea is to build the capacity of the government and service providers alongside implementation of relief, recovery, and resilience interventions to strengthen the sustainability of the results of TARABOT II while also working towards reducing dependencies on donor funding considering the constrained context.

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Building on the lessons of TARABOT I and the success of the Qalqliya seam zone cluster development model, a central feature of the technical assistance is to facilitate local economic recovery and development. This will include aligning national policies with local priorities and needs with a focus on integrated regional development. Here, the expertise of Co-Plan, a technical partner of the programme, will be essential. Through Co-PLAN's technical assistance and capacity building programme for the PMO and MoPIC, regional development scenarios and strategies will be explored, and area-based interventions will be drawn as a result. As a first step, this activity will also include reviewing existing policies, plans and assessments and undertaking the necessary needs or feasibility mapping to ensure that capacity building activities are evidence-based and that the government policies are grounded in the needs of Palestinian communities.

Additionally, this activity will assist in strengthening government capacities in coordinating response and recovery efforts in line with national plans and community need. Where relevant or needed additional trainings, knowledge exchange or technical workshops will be conducted for national and local government staff and CSOs. It is the responsibility of the programme to ensure that LGUs and CSOs are included in the process to strengthen inclusive governance practices.

Activity 2: Explore and implement financing opportunities and economic models for LGUs and businesses under the recovery to resilience funding window

In this programme, UNDP will convene government agencies, the private sector, financial institutions, and other relevant stakeholders to design and implement innovative financing tools. UNDP will coordinate project activities, build capacities, and manage resources to ensure effective implementation. This preparatory phase aims to lay the groundwork for providing grants to LGUs and businesses, enabling them to access capital through innovative financing, risk mitigation tools, and tailored financial instruments under Output 2, Window 3. In partnership with UNCDF, UNDP seeks to unlock diverse forms of capital that LGUs have previously been unable to access, using mechanisms such as guarantees. These guarantees, backed by UNDP and UNCDF, will avoid imposing fiscal burdens on the Palestinian government. Specifically, UNDP and UNCDF will mitigate private investment risks, improve credit accessibility by activating current credit lines, and maximize resource efficiency through blended financing. This shift underscores TARABOT's move from traditional to innovative financing solutions, encompassing grants, commercial and concessional finance, and blended finance. Additionally, the programme will leverage UNCDF's expertise, drawing on best practices and insights from UNCDF's Local Climate Adaptive Living Facility (LoCAL), which supports local governments in accessing climate finance.

This activity will focus on identifying potential community investment opportunities that can benefit from access to finance, undertaking the necessary risk-mitigation measures and supporting the capacities of LGUs in the implementation of local economic development initiatives and fiscal sustainability. As such the programme will:

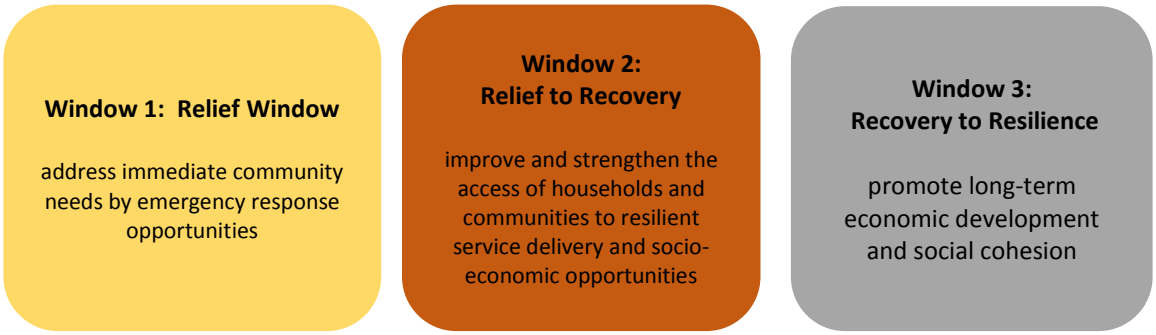
- Support LGUs to play a more active role in economic development by assessing their economic potential, identifying growth opportunities, and developing investment strategies aligned with local priorities.
- Conduct the necessary sectoral assessments and value chain analyses to identify investment opportunities, facilitating partnerships with international markets and ensuring SMEs have access to inclusive financial services to support their recovery and growth.
- Provide technical assistance to LGUs, at large, to review and improve their borrowing and lending practices, proposing improvement practices and schemes, ensuring efficient use of financial resources for community benefit.
- Provide hands-on training programmes for LGU staff, focusing on finance-driven economic planning approaches, allowing them to better attract investments and drive sustainable economic development.

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Output 2: Improved inclusive and responsive social protection, livelihood, and economic opportunities for vulnerable groups, leveraging the following windows (window 1: relief, window 2: relief to Recovery, window 3: recovery to resilience)

This output focuses on enhancing inclusive and responsive social protection, livelihood, and economic opportunities for vulnerable groups through a phased approach that transitions from relief to resilience. By leveraging three windows - immediate relief, relief to recovery, and recovery to resilience - the programme ensures that support mechanisms are adaptive and sustainable, addressing both urgent needs and long-term economic empowerment. This approach strengthens social safety nets and livelihood opportunities but also fosters self-reliance and resilience, reducing aid dependency.

In TARABOT II there are three funding windows which offer a comprehensive solution to gear the Government efforts for planning and implementing its response in short, medium, and long term. In line with the principles of the programme, the interventions under the following windows will be designed and agreed upon in line with the national strategies, including the integrated regional development plans under output 1, and developed through multistakeholder consultations.



Specific activities will be jointly articulated each round for the three windows through a consultative process as highlighted below under each output. The following areas of intervention were selected based on the initial review of the national strategies and plans in line with consultations with key stakeholders. Across the three windows, the programme aims to address key challenges faced by youth, women, rural communities, 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.

The logic of the three windows aims to interlink efforts to provide immediate relief to short term recovery and longer-term development. As such, the windows have been designed to consider the possibility of beneficiaries from each window transitioning into the next phase. For example, beneficiaries that receive cash for work under the relief window might be able to benefit from additional employability skilling under the second window to help access more sustainable employment opportunities, while the business or service provider that is benefiting from additional labour from the cash for work employees might also need additional inputs to be able to effectively deliver services or operate the business. In all cases, the programme will review the potential for beneficiaries to access transitioned support via the three windows, with a particular focus on women, youth and PwDs, and women-led and youth-led businesses.

Based on the consultations with national partners, site visits, and community needs considering the ongoing socioeconomic conditions in Palestine, and the severe political implications, the programme financing windows are preliminary thought of as follows:

Relief Activities (Window 1):

1) Implement livelihood and social services interventions through provision of cash assistance and access to basic social services, including healthcare and education, to alleviate immediate needs and ensure vulnerable households, especially women-led households, can meet their daily requirements.

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2) Implement emergency job creation schemes through launch of cash-for-work and short-term employment programmes targeting unemployed youth, women, and vulnerable households, providing immediate income, and addressing community needs.
3) Implement small-scale rehabilitation of emergency infrastructure for displaced families or those affected by conflict, ensuring access to safe shelter, clean water, and energy.
4) Provide immediate financial and technical support to CSOs to help them continue operating during crises, particularly in Gaza, where local organizations play a critical role in service delivery to affected communities.

This window will implement activities that aim to strengthen the social protection of vulnerable groups, prioritising women, youth, and persons with disabilities, to mitigate further erosion of their livelihoods amidst the increasingly constricting occupation measures and war. As such, this window focuses on facilitating access to basic needs and services to mitigate this erosion.

This involves conducting regular rapid assessments to identify the pressing needs of communities under severe pressure and political vulnerability. These assessments should consider emerging national priorities, ensuring that our efforts align with the broader humanitarian landscape. Site visits and community consultations will be integral in verifying needs and ensuring that interventions are relevant and context specific. **To ensure that the most urgent needs are addressed, this window will be implemented in coordination with the Humanitarian Country Team alongside the government.**

To effectively transition from humanitarian assistance to relief, a structured approach is essential. The scope of each individual project must be strategically aligned with the national response plans, targeting the most affected communities. To maintain focus, responsiveness and ensure effective resource allocation, funding will be capped at **USD $50,000** per community/intervention. This limit is designed to encourage scalable and impactful projects while allowing for flexibility to address diverse community needs. Additionally, all projects should be implemented within a 6-month timeframe to ensure timely responses and facilitate quick recovery.

Implementation will be entrusted to selected IP(s), which may include LGUs and eligible civil society organizations (CSOs) or non-governmental organizations (NGOs). To enhance capacity and ensure quality, a rigorous selection process for IPs will be established, considering their previous experience, community trust, and operational capabilities. Regular monitoring and evaluation will be integral to the implementation process, allowing for adaptive management and adjustments as necessary based on ongoing feedback and changing community dynamics. This comprehensive arrangement will help ensure that humanitarian efforts effectively support community resilience and recovery.

Owing to the urgency of needs, projects under this window will be endorsed at the technical level of the programme, enabling quicker decision-making and responsiveness to the immediate needs of communities. Given the urgency of humanitarian to relief transitions, having a dedicated technical team responsible for oversight can facilitate efficient project execution without the potential delays associated with a steering committee. However, the involvement of a steering committee can provide broader strategic oversight, enhance accountability, and ensure alignment with national policies and objectives. If the project scope is significant or complex, it may be beneficial to maintain a steering committee for overall guidance, while allowing technical teams to handle day-to-day approvals and endorsements. Ultimately, the decision should be based on the programme's scale, the complexity of the interventions, and the need for strategic oversight versus operational efficiency.

Relief to Recovery Activities (Window 2):

1) Expand employment, vocational, skilling training programmes focusing on high-demand sectors (construction, technology, agriculture) to enhance employability, paired with entrepreneurship initiatives that encourage youth and women to start their own businesses or cooperatives, linking training to market opportunities.
2) Support local agricultural supply chains by providing farmers with tools, seeds, and knowledge to improve crop yields, alongside sustainable farming practices such as organic agriculture, climate-smart techniques, and water-efficient irrigation system.
3) Support MSMEs with business development packages, targeting youth and women-led businesses including access to small grants or productive inputs coupled with technical capacity building
4) Strengthen the operational capacity of CSOs to effectively deliver services, particularly in underserved areas, while ensuring their sustainability. Focus on gender-responsive and inclusive programming, targeting marginalized groups and ensuring equitable access to services.
5) Implement community-level infrastructure projects such as repairing roads, upgrading water and sanitation systems, and building community centres. These projects should be designed to withstand future crises and address the specific needs of conflict-affected or resource-scarce areas.

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This window will implement activities aimed at **stabilizing and restoring livelihoods, particularly for vulnerable groups, to advance community-led socioeconomic recovery**. Activities for different target groups will include a blend of employability and skills training, support for farmers and businesses, and small-scale community rehabilitation projects (e.g., roads, water wells). These activities will focus on providing economic inputs, skills, and opportunities to rebuild productive capacities. Emphasis will also be placed on economic sectors that can drive community-led recovery, including productive areas like agriculture, as well as growth sectors such as green energy and the digital economy. Additionally, the programme will seek to scale lessons learned from TARABOT I, especially through implementing the Qalqilya agricultural cluster. Women- and youth-led businesses will be prioritized under this window, as TARABOT I demonstrated the pivotal role of women-led MSMEs in socioeconomic recovery, even amidst ongoing conflict in Gaza. Follow-up with Gazan beneficiaries from TARABOT I has shown that many women led MSMEs have resumed operations, reflecting their resilience and confidence in the skills gained through the programme.

The decision-making process for transitioning from Relief to Recovery within the TARABOT II programme should be strategically structured to ensure both agility and accountability. Projects seeking funding up to a threshold of **US$ 200,000** will undergo a streamlined approval process that starts with an Expression of Interest (EOI) submitted by IPs, including LGUs and eligible CSOs. The EOI should outline the proposed interventions, expected outcomes, and alignment with national response plans. This initial step enables the program implementation team to assess the feasibility and relevance of projects before advancing to the next stage.

Once the EOI is evaluated by the program implementation team, recommended projects will be presented to the Steering Committee for final approval. The Steering Committee will convene regularly to review these recommendations. The committee's deliberation will focus on ensuring that projects not only meet the immediate relief needs but also contribute to long-term resilience goals in the most vulnerable communities. By setting a clear threshold and allowing for a robust yet expedient review process, the programme can ensure timely implementation while maintaining high standards of accountability and strategic alignment with national development initiatives.

To facilitate effective implementation over the proposed 12-month period, project proposals must include detailed implementation plans, risk assessments, and monitoring frameworks. This structured approach will enable the program to track progress against set objectives while allowing for adaptive management based on community feedback and changing circumstances. By emphasizing collaboration with local stakeholders and providing technical assistance where needed, TARABOT II can build a sustainable pathway from immediate relief efforts to long-term resilience, ultimately enhancing community capacities and fostering a more resilient socio-economic environment.

Recovery to Resilience Activities (Window 3):

1) Strengthen market linkages between local producers (SMEs and farmers) and regional/international markets through improving quality standards, logistics, and supply chain integration.
2) Promote access to inclusive financial services such as microloans, saving groups, and Islamic financing mechanisms to empower women- and youth-led businesses to scale their operations.
3) Support the rehabilitation of cultural heritage sites and promote cultural tourism as a sustainable economic development opportunity, creating jobs and enhancing national identity.
4) Support the digitalization of government services, including e-governance and mobile platforms, to improve public service delivery and accessibility for citizens.
5) Promote green innovation by encouraging climate-resilient agricultural practices such as hydroponics, vertical farming, and waste recycling initiatives, focusing on improving food security and sustainability.
6) Facilitate public-private partnerships (PPPs) to leverage private investment in key sectors such as infrastructure, healthcare, and education, ensuring sustainable development and resilience.

This window will implement activities designed to facilitate investment in integrated regional and local economic development initiatives, aimed at reducing the dependency of businesses and communities on external funding. Special emphasis will be placed on supporting farmers, women- and youth-led businesses, and local government units (LGUs) as key drivers of local economic development. The objective is to improve access to markets and financing, enhancing fiscal sustainability and potential for economic growth. This window will significantly benefit from the capacity-building activities outlined in output 1, including strategies and modifications to the regulatory environment that assist businesses and LGUs in accessing financing. Like window 3, there will be a focus on productive and potential growth sectors, while also considering community assets, such as cultural heritage sites.

The decision-making process for transitioning from recovery to resilience within the TARABOT II program should be carefully designed to promote sustainability and maximize the impact of investments in vulnerable communities. For

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projects with a funding threshold of up to **US $500,000** and an implementation period of 20 months, the initial step will involve submitting an Expression of Interest (EOI) by implementing partners (IPs), including LGUs, CSOs, and private sector entities. This EOI should detail how the proposed initiatives align with the regional development analysis and articulate strategies for engaging private sector partners or utilizing blended finance models. By requiring this alignment from the outset, the program can ensure that proposed projects not only address immediate community needs but also contribute to broader development goals.

Following the EOI evaluation by the programme implementation team, recommendations will be submitted to the Steering Committee for approval. This collaborative approach will be critical in ensuring that projects effectively leverage private sector engagement and blended finance opportunities, fostering a more integrated development strategy. The committee will ensure that the decision-making process reflects the streamlined approval mechanisms established in the earlier program windows, thus enhancing accountability and ensuring that resources are allocated to initiatives with significant, sustainable impact.

To support effective implementation over the 20-month period, each approved programme will be required to submit a comprehensive implementation plan that includes a clear timeline, risk management strategies, and performance indicators aligned with both resilience and development outcomes. Additionally, the programme will encourage ongoing monitoring and evaluation to assess progress and facilitate learning, enabling adjustments as necessary to optimize programme outcomes. By fostering collaboration among diverse stakeholders and focusing on sustainable financing strategies, TARABOT II will create a robust framework for moving communities from resilience to long-term development, ultimately enhancing their capacities and driving economic development, while building on the lessons learned from earlier programme phases.

Strengthening the Connection:

The interdependence between outputs 1 & 2 is crucial for the success of the TARABOT II programme. This comprehensive approach ensures a continuum from immediate relief to sustainable resilience, with each output supporting and building upon the next. Capacity building in Output 1 equips national institutions with the skills to manage interventions, strengthening the foundations of recovery and resilience across communities. This groundwork is essential for scaling sustainable interventions that can adapt to evolving needs. Relief activities in Output 2, window 1 focus on addressing urgent needs while establishing pathways for beneficiaries to transition to recovery, aligning seamlessly with Output 2, window 3 focus on skill-based employment and small business opportunities. Through these parallel efforts, communities can move from immediate aid to a stable footing in the local economy. Output 2, window 4 then capitalizes on these achievements, using strengthened capacities and market linkages to stimulate a resilient local economy driven by entrepreneurship and job creation. Together, these activities address both critical short-term needs and long-term socio-economic stability, creating a responsive, integrated system capable of immediate response, robust recovery, and sustainable growth that meets Palestine's unique challenges. This alignment ensures that resources are directed toward the most pressing needs of vulnerable populations, leading to improved access to resilient and quality social and economic services.

CROSS-CUTTING ISSUES

Environmental Sustainability

TARABOT II will focus on integrating **environmental sustainability and nature-based solutions**, aligning with both global mandates and the Palestinian government's priorities. By incorporating climate resilient principles and following a "do no harm" approach, the programme aims to protect the environment while promoting social equity and inclusivity. Key areas of intervention include promoting and enhancing sustainable agriculture and rural development to build resilient and green economies, with particular attention to marginalized groups such as women, youth, and rural populations. The programme emphasizes improving access to resources, skilling, and decision-making opportunities for the marginalized groups at the individual, institutional and community levels, while ensuring that economic growth is both inclusive and environmentally sustained. Additionally, UNDP will support the Palestinian government in fulfilling international environmental commitments, such as the Nationally Determined Contributions (NDC) under the UNFCCC.

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This will involve promoting gender-sensitive and inclusive policies that address climate change, ensuring equitable access to resources, and fostering social justice. By embedding environmental sustainability, social inclusion, and gender equality into its initiatives, UNDP seeks to create a development model that not only addresses ecological challenges but also empowers vulnerable communities, helping them participate in and benefit from the green economy transition. In line with the government's plan for recovery, the programme will also prioritise interventions that promote climate-smart solutions, for example through climate-smart agricultural initiatives and initiatives that aim to grow the green energy sector in Palestine.

Gender, youth and PwDs

One of the backbones of the programme is the concept of inclusion, not only of vulnerable communities, but also of marginalised groups, including women and girls. **Gender inequalities** manifest themselves across all areas of political, social, and economic life, where times of crises exacerbate inequalities, as seen during the ongoing COVID-19 pandemic, as such any resilience programming aiming for transformative impacts must have gender equality within its core. To this regard, this programme will continue to strengthen gender inclusive programming through the following:

- The programme will bring a Gender Advisor that will undertake a gender analysis/audit in line with the programmatic strategy and provide recommendations to enhance gender responsiveness in the programme interventions. As a part of implementing the recommendations, the Gender Advisor will also provide technical support and guidance to government and local partners to enhance capacities in gender transformation.
- In 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 especially in non-traditional sectors as leaders of change.
- Additionally, the programme will include engagement of the MoWA and the gender departments within the targeted ministries to benefit from capacity building activities and support in guiding implementation of activities to enhance the responsiveness of the programme activities towards specific needs of women.
- In the selection of implementing partners, UNDP will encourage, and priorities women led CSOs to implement the activities under this programme, and/or CSOs that have demonstrated a strong commitment to gender equality through demonstrated results.

Youth is a key priority target group, whereby youth are disproportionately affected by unemployment and barriers to access opportunities as part of the programme gender inclusive approach. The programme will ensure the participation of youth in the programme engagement and implementation, directly as beneficiaries of the programme and indirectly through the engagement of youth associations and organisations. Furthermore, selection criteria for the programmes funded will include maximising the inclusion and leadership of youth and facilitating the reduction of barriers to participate in social and economic activities associated with the programme.

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

Conflict Sensitivity, Vulnerability, and Equality Considerations

TARABOT II is designed to be conflict-sensitive, inclusive, and aligned with the "do no harm" principle, ensuring that interventions are equitable and responsive to the needs of vulnerable communities. TARABOT II integrates systematic equality, vulnerability, and conflict analyses throughout the programme cycle to identify marginalized groups, assess potential risks, and mitigate unintended negative impacts. These assessments consider gender dynamics, displacement status, socio-economic disparities, and access to services to prevent interventions from exacerbating existing inequalities or tensions. Through conflict-sensitive approaches, TARABOT II promotes equal access to programme benefits, strengthens community engagement, and enhances social cohesion. The programme also incorporates risk mitigation measures to ensure that all activities align with human rights, protection, and equity principles, reinforcing resilience at both national and community levels. These considerations are continuously monitored and adapted to ensure and uphold social justice, inclusion, and sustainable impact.

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PARTNERSHIPS

TARABOT II will draw on its existing and scale up partnerships and collaboration with Palestinian institutions - including the Government of Palestine, civil society organisations, academia, and the private sector - in the design and implementation of its programmatic offer to support recovery and resilience in the West Bank, including East Jerusalem. TARABOT II will continue to strengthen its engagement with Member States, international organisations, and International Financial Institutions to broaden the collaboration and coordination required to deliver at-scale programmes and solutions. The programme will be implemented with relevant partners, depending on the type of intervention considered and the capacity, outreach and expertise required. UNDP will play the role of the convener and facilitator of partnerships and synergies with relevant national and international stakeholders, including community representatives. In learning from the experience of TARABOT I, TARABOT II will continue with the partnership implementation approach, bringing together the different stakeholders of the programme together to better coordinate, evaluate and improve the implementation of the programme. This will particularly be essential in TARABOT II with the three windows of funding and supporting beneficiaries transition from relief to resilience.

National government (PMO and Ministries): the Prime Minister's Office (PMO) will lead in the setting of programmatic and policy priorities in the programme as the primary decision-making authority. Other ministries will be engaged under output 1 in enhancing inclusive processes or through implementation under output 2. Key ministry partners will include the Ministry of Planning and International Cooperation (MoPIC), the Ministry of Women Affairs (MoWA), the Ministry of Local Government (MoLG), and other sector specific ministries such as the Ministry of Labour (MoL) and the Ministry of Agriculture (MoAg). Key ministry leads in the programme to support the programme expert advisory groups will be decided upon by the PMO.

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 in different areas of the West Bank. 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 MoLG and other ministries. The MoLG and APLA will be a key partner to support in the identification of specific LGUs to be a part of the programme in Ouput 1 and 4. Through their engagement the programme will also ensure that the programme aligns with other projects that target LGUs and implements in coordination with other projects.

Private Sector: The programme 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 programme 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 programme's sustainability and scalability. The role of UNCDF will also be important here to strengthen partnerships with the private sector through opening up financing schemes, including (but not limited to) facilitating public-private partnerships. Private sector stakeholders will mostly be engaged to strengthen output 2, window 3 of the programme in facilitating access to markets and financing for regional and local economic development

Local Civil Society Organizations (CSOs) and Community Based Organizations (CBOs): the Palestinian local organizations play a vital role in supporting critical programmes and aiding farmers and community members, especially in the current political context. These NGOs have the hands-on extensive experience and are the reference in navigating restrictions and land fragmentation, making them invaluable partners in reaching vulnerable populations, especially in service delivery schemes. Leveraging existing partnerships and networks, the programme 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. Local partners will be engaged in regional development efforts to ensure applicability and scalability of the interventions in different geographical areas. This will be proven critical in reaching the most marginalized populations due to the government's inability to reach them. In Gaza and East Jerusalem, CSOs are the primary service providers especially after October 7th.

International Organizations working in this sector: TARABOT II will ensure partnerships and coordination with UN agencies and other international organizations. Through the leadership of the Resident Coordinator in policy level H-D

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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, employment, youth, women is essential for ensuring synergy and avoiding duplication of efforts. The programme will engage bilaterally and with existing coordination mechanisms, such as sector working groups to map ongoing programmes and identify opportunities for collaboration, as well as align strategies, share best practices, and maximize the impact of interventions. Furthermore, OCHA will play a critical role in defining humanitarian needs. In addition, the relationship with United Nations Capital Development Funds (UNCDF) will be critical in supporting the government for advice on financing mechanism.

United Nations Capital Development Fund - UNCDF: UNCDF brings its unique capability to mobilize finance for scaling development impact in areas of greatest need. As a key programme partner, UNCDF will play a critical role in the implementation of Output 1 and 4, particularly in building the capacity of government entities and targeted LGUs in planning and designing financing schemes and economic models for socioeconomic interventions. These efforts will align with the programme's priorities which will be underpinned by the planned integrated regional development and the Government's Eight Pathways to Resilience and Sustainable Communities initiative. By leveraging its expertise in local development finance and partnership building, UNCDF will enhance the ability of government institutions to create sustainable, locally driven financing mechanisms. This will empower the Palestinian authorities to design tailored financial instruments, fostering inclusive economic growth and ensuring the programme's long-term sustainability.

Co-Plan: with its international expertise in regional development, Co-Plan's role will be further solidified during the implementation of TARABOT II. In the first phase of TARABOT, Co-Plan was selected through a competitive bidding process based on their critical role in national and regional planning in conflict-ridden areas. During TARABOT I, Co-plan was instrumental in reviewing national planning efforts in Palestine and identifying opportunities for regional development. This involved knowledge sharing and providing technical assistance to help the government adopt innovative planning frameworks, including regional and area-based development approaches, to better address community needs and align with updated national strategies. In TARABOT II, Co-Plan will collaborate closely with government entities, particularly the PMO and the Ministry of Planning and International Cooperation (MoPIC), to guide national planning processes. Their support will focus on integrating regional development frameworks into national strategies while identifying potential financing avenues in partnership with UNDP and UNCDF. Co-Plan's relevant expertise will ensure that national planning efforts are inclusive, responsive to community needs, and aligned with broader regional development goals, particularly as the situation in Palestine stabilizes.

- **Strategic Alignment**

As outlined in the Partnerships section, TARABOT II is designed to complement existing initiatives and stakeholders working on resilience-building in Palestine, ensuring better coordination and avoiding duplication. To achieve this, UNDP and PMO have mapped key stakeholders, programmes, and initiatives using a tiered classification approach. This mapping identifies directly aligned programmes that share TARABOT II's resilience objectives, TARABOT-sensitive initiatives that could benefit from integrating resilience-focused priorities, complementary efforts in economic recovery and social protection, and information-sharing initiatives that provide research, technical expertise, and best practices to enhance TARABOT II's implementation.

TARABOT II builds on partnerships with Palestinian national institutions, including the PMO, key government ministries listed in the previous section, and economic entities such as the Palestinian Monetary Authority (PMA), Palestinian Capital Market Authority (PCMA), Palestinian Energy and Natural Resources Authority (PENRA), and the Federation of Palestinian Chambers of Commerce, Industry & Agriculture. At the subnational level, the programme works closely with Local Government Units (LGUs), municipalities, and village councils, in coordination with the Ministry of Local Government (MoLG), the Association of Palestinian Local Authorities (APLA), and the Municipal Development and Lending Fund (MDLF) to enhance municipal service delivery, infrastructure development, and local economic resilience. Internationally, TARABOT II is linked to key multi-donor initiatives, such as the Team Europe Initiative, EU's SAWA II programme, the World Bank's Water Security and Resilience Project, the Islamic Development Bank's Economic Empowerment Programme, and USAID's SMART Programme, reinforcing resilience-building, socio-economic recovery, and sustainable governance efforts across different levels.

Coordination is further strengthened through national and subnational platforms, including the Socio-Economic Resilience Sub-Sector Working Group and the West Bank Protection Consortium, which facilitate policy dialogue, implementation coherence, and strategic collaboration among key actors. The Team Europe Initiative (TEI) plays a critical role in aligning TARABOT II with broader EU-supported economic resilience and development efforts in

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Palestine, particularly in strengthening private sector engagement, market access, and financial inclusion. TARABOT II also complements broader economic resilience efforts, such as GIZ's Private Sector Development Programme and UNCDF's financing mechanisms for local development, which support both national-level policies and decentralized local interventions. By leveraging partnerships with national institutions, municipal stakeholders, and international donors, TARABOT II ensures an integrated, well-coordinated resilience response, avoiding fragmentation and maximizing impact. The programme's alignment with existing coordination mechanisms, donor-backed initiatives, and Palestinian-led economic structures ensures that it delivers at scale, with sustainability and inclusivity at its core.

- **Risks and Assumptions**

TARABOT II is faced with a range of risks that require thorough identification and proactive management to ensure successful implementation. Political instability in Palestine, given its volatile environment, poses a significant threat to programme activities and the safety of both personnel and beneficiaries. The mounting pressures on Palestinian communities necessitate vigilant monitoring of the evolving situation, as these dynamics can severely impede progress. The fragile financial landscape and limited avenues for socioeconomic investments hinder the desired resilience within these communities. Additionally, the government's diminishing capacity to provide adequate support to its citizens, coupled with the potential for reduced international assistance amid competing regional and global priorities, further complicates the programme efforts. Moreover, climate change represents a substantial risk, as Palestine is increasingly susceptible to unpredictable weather events that can adversely affect agricultural productivity and inflate production costs.

To address these challenges, TARABOT II will adopt robust risk management strategies. This will include regular monitoring, contingency planning, and active stakeholder engagement, alongside adaptive management approaches. An active risk log will be maintained to ensure continuous risk identification and management throughout the programme's lifecycle. Risks will be systematically identified by programme management, and appropriate actions will be implemented as outlined in the below risk matrix.

- **Stakeholder Engagement**

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 the Israeli market. The identification of targeted regions and programmatic investments will be aligned with recent Palestinian strategic plans and government initiatives.

One of the backbones of this programme is the concept of inclusion, not only of vulnerable communities, but also of marginalised groups, including women and girls, youth and PWDs. Gender inequalities manifest themselves across all areas of political, social, and economic life, where times of crises exacerbate inequalities. To this regard, this programme will continue to strengthen gender-responsiveness throughout the implementation of activities, UNDP will ensure an inclusive approach that ensures the participation and leadership of women are taken into consideration throughout, including consultations during the process of any assessments or community engagement undertaken, while having inclusive selection criteria that promote gender equality and supporting women-led businesses and leaders.

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

TARABOT II is designed as a **pooled fund** to empower national partners for decision making processes, and strategically aligned with the national agenda and led by key national counterparts, particularly the PMO. The programme aims to attract financing for its outputs and strategic initiatives by creating a multi-donor platform that builds partnerships with both traditional donors and South-South financing systems. To support this effort, TARABOT II will develop a comprehensive resource mobilization and advocacy strategy for endorsement by the Steering Committee. This strategy will focus on diversifying the donor landscape, engaging a wide range of potential partners, and leveraging financial support from both conventional and emerging funding sources, ensuring the programme's sustainability and alignment with its long-term objectives.

- **Digital Solutions**

Digital solutions will play a key role in strengthening the capacities of local communities and LGUs within TARABOT II, particularly **in fostering regional development**. These solutions can streamline service delivery, enhance decision-making, and improve resource allocation. For example, the use of digital platforms for community engagement and

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participatory budgeting can empower local communities to influence regional planning. Additionally, leveraging e-services can support LGUs in managing infrastructure programmes, improving local economic development initiatives, and facilitating access to inclusive socio-economic opportunities, all aligned with national development goals.

- **Knowledge-Sharing**

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

- **Sustainability and Scaling Up**

Capacity building and institutional support are key elements that have been designed into the programme interventions. As the programme provides technical assistance and guidance over the implementation approach, with the support of technical experts, and act as the integrator and facilitator to bring the different partners together towards a common goal. To this regard, TARABOT II 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 programme results will be key criteria in the evaluation and selection of beneficiaries to be funded under the programme.

The programme 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.

TARABOT II acts as a national catalyst and resilience and development facility, leveraging the potentials of socioeconomic investments. Additionally, it will advocate for further investments to broaden the reach of beneficiaries and targeted communities.

IV. PROGRAMME MANAGEMENT

- **Cost Efficiency and Effectiveness**

To achieve cost efficiency and effectiveness, TARABOT II will prioritize synergy and partnership with other UNDP programmes and government initiatives. This collaborative approach fosters a comprehensive framework for development, enabling the sharing of resources, knowledge, and expertise. By aligning with existing efforts, TARABOT II will minimize duplication, ensuring that all stakeholders work towards common goals while maximizing the impact of their contributions. This integrated strategy not only enhances the overall effectiveness of the program but also promotes a unified response to the challenges faced by vulnerable communities.

The pool fund mechanism will be instrumental in streamlining donor contributions. This flexible funding structure allows for the aggregation of resources from various sources, reducing administrative burdens and ensuring that funds are allocated where they are most needed. By establishing a robust financial framework, the programme can effectively respond to emerging needs and capitalize on opportunities for development, ultimately leading to enhanced cost efficiency.

The programme approach to financing through multiple windows—addressing short-term humanitarian needs, medium-term resilience building, and long-term development—ensures that interventions are tailored to the evolving context. By integrating adaptive management strategies, TARABOT II can minimize waste, enhance coordination among stakeholders, and maximize the impact of donor contributions, ultimately improving cost-effectiveness and ensuring that resources are used where they are most needed.

In addition, providing technical assistance to government entities will ensure solid implementation of TARABOT II, fostering high levels of efficiency and effectiveness. This support will empower local authorities to make data-driven decisions, improving service delivery and enhancing the overall resilience of communities. By equipping government

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partners with the necessary skills and resources, TARABOT II will not only achieve immediate outcomes but also contribute to the long-term sustainability of development efforts across all regions in Palestine.

- **Programme Management**

TARABOT II will be implemented under the supervision, guidance and follow-up of the steering committee formed from the key partners, including PMO as a chair, UNDP as a co-chair with the participation of the donor representatives.

Where this programme represents one of the government's mechanisms to support the implementation of interventions in line with national priorities in the targeted areas to strengthen Palestinian resilience in line with the two-state solution. A key feature of the programme approach and methodology is to support the leadership and capacity of the government entities in coordination, policy, and planning functions. As such activities under Output 1 will not only contribute to the implementation of the programme, but also to the wider coordination, policy, and planning functions of the Government. As per the recommendation of the evaluation of the first phase of the programme and the developed base line study, the following actions remain highly relevant during the course of implantation of TARABOT II.

- **Enhancing internal oversight within the programme,** particularly in terms of the Steering Committee's role in ensuring alignment of programming with the PA's national priorities, with increased active participation by PA governmental institutions; particularly, the PMO, and the addition of subject matter experts as needed to develop a clear framework of priorities and suggested interventions.
- **Designing a monitoring and evaluation framework** to fully capture and track the impact of this innovative program model. As the programming is flexible and incorporates a learning model, it is important that the approach to MEAL is set up in a way that allows for a great deal of qualitative data collection and analysis.
- **Enhancing the initial assessment and analysis** informed by the PA's national strategy and developed with a clear end goal in mind. This goal then needs to be broken down into program focus areas that are aligned with the opportunity to approach the challenges facing Palestinians in marginalized communities with development support rather than short-term humanitarian assistance.
- **Further strategic investment in local institutions** in order to ensure that the network of actors is well resourced, and their capacity developed. In East Jerusalem it would be important to continue to promote programming that empowers civil society organizations to provide needed services and prevent their being pushed out of the city.

To this regard, the PMO and related line ministers with the support of technical experts and UNDP/PAPP, will be responsible for reviewing policy and plans and proposed reforms, and undertaking the relevant internal consultations and coordination, to consolidate the national yearly priorities for West Bank, Gaza, and East Jerusalem to be targeted under the programme. As a part of this process, the PMO will consider the most appropriate sectors and locations to prioritise within the scope of programme and present geographic specific priorities to the steering committee for endorsement. This includes relevant budget distributions for each round of funding divided across the geographic regions.

This process will be supported by national and international expertise, to review the relevant plans and strategies to pinpoint priorities in oPt in line with the overarching policies of the national plan, to guide the targeting mechanism for priority sectors, scope and locations, while also identifying relevant indicators to feed into the monitoring of regional development and the national plan. The programme will thus ensure that the PMO leads in coordination, joint planning and implementation, where other stakeholders assist in political leverage functions in an integrated manner.

Inception phase

TARABOT II will introduce an inception phase lasting three months. This phase is essential for ensuring a seamless transition from Phase I while implementing targeted adjustments and scaling up successful elements of the programme. The inception phase will focus on assessing lessons learned from TARABOT I and refining operational strategies to align with the evolving objectives of TARABOT II. Key components from Phase I, including the operational manual and governance structures (steering and technical committees) will be reviewed, and enhanced to effectively support the new phase strategy. The institutional support provided in Phase I, particularly for service delivery, will be expanded to enhance effectiveness as per the TARABOT II strategy, incorporating new critical government stakeholders. This stage will facilitate securing additional human resources, including monitoring and evaluation coordinator, as well as additional project coordinators and experts as needed, which will be critical for supporting programme implementation. Stakeholder engagement will be prioritized to validate transition plans and align with national priorities. Furthermore, this inception phase will involve a validation to the assumptions set by TARABOT II, and to identify transferable elements, ensuring continuity in resilience-building, capacity development, development of resource mobilization

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plans, and implementation of livelihood recovery interventions. Overall, this focused inception phase will lay a solid foundation for ensuring the programme is fully operational within a short timeframe.

Programme learning
In accordance with the recommendations from TARABOT I, an annual "Learning Session" will be integrated into the M&E framework (as per the Monitoring Plan below) to systematically gather insights on programme implementation, governance structures, and the effectiveness of the theory of change. This evaluation will provide the TARABOT steering committee with insights into how well the programme's theory of change addresses the identified needs and challenges within the Palestinian context, while also assessing adherence to programme design and the quality of intervention delivery, including stakeholder engagement. Additionally, it will analyze the effectiveness of the governance framework, particularly the role of the steering committee and collaboration among stakeholders, and measure the programme's impact on building resilience, enhancing capacity, and promoting livelihood recovery among targeted populations. Furthermore, the evaluation will examine the programme's adaptability to changing contexts and emerging needs, ensuring that interventions remain relevant and effective. By capturing lessons learned and best practices, TARABOT II will enhance decision-making processes, refine strategic planning, and ultimately maximize its impact and sustainability.

Selection of Implementing Partners (IPs) for the above implementation models:

The selection of IPs will follow UNDP's corporate systems of financial rules and regulations, and is subject to internal selection, vetting and clearance processes. Where IPs will include NGOs and CSOs, Private Sector, Cooperative, LGUs and governmental entities. IPs will be selected principally based on the Expression of Interest (EoI) modality, where the TAGs will support an independent and inclusive evaluation of proposed programmes and IPs, or from thematic rosters of pre-vetted local organisations managed by UNDP/PAPP and as guided by the Steering Committee, if necessary. In case of the latter, NGOs/CSOs will undergo a comprehensive pre-qualification process that assesses organizational capacities, including in relation to financial and programme management, whereas the Expression of Interest and its associated application form will contain the details of the participating entity to demonstrate capacity and meet the eligibility criteria for selection.

The programme implementation team will proceed with the technical evaluation of the project proposals and IPs, including NGOs/CSOs, based on the selection criteria (see Annex: Operational Manual), collaborative advantage analysis together with capacity and risk assessment criteria. These criteria reflect different elements of the proposed programmes including their relevance to resilience-building, key programmatic aspects, operational and financial elements, and the capacity of the applying institution. Technical experts will be deployed based on needs to review the proposals individually in line with the set criteria and then meet to discuss the prioritized projects based on their assessment to provide the recommendation to the Steering Committee on which projects should be funded for the upcoming round. IPs will be selected based on the compatibility of their project strategies with the programme outcomes and outputs.

For the selection of NGOs/CSOs, the conditions as set out in the following contractual clause. In case the development partner funding the project identifies a breach of this clause during the project implementation, it pr9eserves the right, after consultation with UNDP, to halt or withdraw funding. The engagement of the Private Sector will follow UNDP rules and regulations with exploration of building Private-Public Partnership (PPP) models.
Contractual clause: The programme will ensure that the IP agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received under the NGO/CSO agreement are used to provide support to individuals or entities associated with the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). Additional information can be found at: https://www.un.org.securitycouncil/sanctions/1267. This provision will be included in all contracts entered by NGOs/CSOs in the framework of the agreement signed with the NGO/CSO.

The programme will not fund activities incompatible with development partners (ref: donors that are financing the initiative) and their respective foreign policy. Should such incompatibility occur during the project this will form grounds for withdrawal of funds during the project. This incompatibility includes but is not limited to: any glorification of/incitement to violence or hatred, unlawful activities, disrespect of the prohibition of discrimination on the grounds of race, ethnic origin, or religion, and support to groups or individuals who commend/incite to violence, hatred or discrimination, either directly or indirectly. This provision will be included in all contracts entered between UNDP and the NGOs/CSOs in the framework of the agreement signed with the NGO/CSO.

Following the approval of the prioritized projects by the Steering Committee, the selected projects and IPs will be informed to start the contracting process. UNDP and the technical team at the PMO will meet with the individual IPs to

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discuss each project in line with the programmatic scope to ensure alignment to the principles of the programme. As a result of the selection processes, partnerships will be established in line with the programmatic vision, and within the scope of activities of the programme approved by the Steering Committee. For the operation of the partnership, UNDP will adopt the Harmonized Approach to Cash Transfer (HACT) framework[1], which includes undertaking detailed capacity assessments of IPs, and providing assurance and capacity development support throughout the implementation of activities.

[1] UNSDG, https://unsdg.un.org/sites/default/files/HACT-2014-UNDG-Framework-EN.pdf

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V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNSDCF/Country [or Regional] Programme Results and Resource Framework:
UNSDCF Outcome 2: Palestinians have greater access to economic opportunities that are inclusive, resilient, and sustainable, including decent employment and livelihoods opportunities in an empowered private sector.
UNDP PPF Outcome 1: Improved democratic governance based on the principles of human rights and rule of law, with equitable access to justice and quality public and basic services
UNDP PPF Outcome 2: Improved equitable access to economic opportunities, including decent jobs and sustainable livelihoods

Outcome indicators as stated in the Country Programme [or Regional] Results and Resources Framework, including baseline and targets:
UNSDCF 3.1/SDG 16.7.2.3 Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability**,** and population group (Average of individuals who believe decision-making is inclusive and responsive)
SDG 16.6.2.1 Proportion of population satisfied with their last experience of public services (disaggregated by sex, age, disability status, displacement status, region)

Applicable Output(s) from the UNDP Strategic Plan:
SP Output 2.3. Responsive governance systems and local governance strengthened for socio economic opportunity, inclusive basic service delivery, community security, and peacebuilding

Programme title and Quantum Programme Number: TARABOT II- National Resilience and Development Facility **-** "Tarabot Palestine" Project No. 00113429

EXPECTED OUTPUTS	OUTPUT INDICATORS[6]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1 Milestone	Year 2 Milestone	Year 3 Milestone	FINAL Target	
Outcome: Improved access to responsive and accountable quality socioeconomic services in the oPt for the most vulnerable communities, with a focus on women, youth, and (PwDs)	UNSDCF 3.1/SDG 16.7.2.3 Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group (average of individuals who believe decision-making is inclusive and responsive).[3]*	Palestinian Central Bureau of Statistics (PCBS)	21%	2023	25%	28%	32%	32%	Official Statistics issued by PCBS, Survey of Rule of Law and Access to Justice.
	SDG 16.6.2.4 Proportion of population satisfied with their last experience of public services administrative services (disaggregated by sex, age, disability status, displacement status, region).*	PCBS	92.4%	2020	93%	94%	95%	95%	Official Statistics issued by PCBS, Socio-Economic Conditions Survey

[3] At the outcome level, the TARABOT programme will contribute directly to the achievement of SDG/UNSDCF indicators by strengthening national systems and supporting inclusive, accountable service delivery. Measurement of these indicators will be conducted in coordination with the Palestinian Central Bureau of Statistics (PCBS), using official national surveys.
Anchored in UNDP's **Transformative Resilience Framework**, the programme aligns with **SDG 16**, particularly:

- **Target 16.7**: *Ensure responsive, inclusive, participatory and representative decision-making at all levels*, and
- **Target 16.6**: *Develop effective, accountable and transparent institutions at all levels*.

The outcome indicators reflect the programme's aim to improve public perception of decision-making inclusiveness and satisfaction with public services. The targets—modestly set compared to the baseline (e.g. 21% to 32% for inclusiveness; 92.4% to 95% for satisfaction)—recognize the complex and protracted context in the oPt. Nonetheless, TARABOT seeks to contribute to meaningful, incremental improvements and positively influence institutional responsiveness, inclusivity, and service quality.

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Output 1: Strengthened capacities of national and local institutions in planning, policy and coordination for gender-responsive local economic recovery and development.	No. of institutions* that have received capacity-building support on gender-responsive local economic recovery and development. *Institutions refer to national or local organizations engaged in planning, policy and coordination, which includes government bodies, or CSOs.	UNDP	0	2024	10 Institutions: PMO, MoA, MoPIC, MoLG, MoWA and 5 LGUs/IPs.	15 Institutions: PMO, MoA, MoPIC, MoLG, MoWA and 5 LGUs/IPs	20 Institutions: PMO, MoA, MoPIC, MoLG, MoWA and 5 LGUs/IPs	20 Institutions: PMO, MoA, MoPIC, MoLG, MoWA and 5 LGUs/IPs	*Project reports*
	No. of regulations* introduced or improved to facilitate gender responsive local economic recovery and development. * Regulations refers to any legal or administrative instruments, including policies, guidelines, or bylaws, developed, or amended by the government institutions to enhance gender equality in local economic recovery and development efforts.	UNDP	0	2024	0	2	2	4	*Project reports, copy of policy recommendations and modified regulations*
	No. of institutional reform initiatives* supported in alignment with the PA reform agenda. *Institutional reform initiatives may include structured reviews, reform proposals, implementation roadmaps, or restructuring processes led by government institutions with TARABOT support.	UNDP	0	2024	3	2	0	5	*Project reports, documentation of institutional assessments or diagnostic reports and technical reports produced with UNDP support.*
	% of national and local institutions report increased capacities in planning, policy and coordination for gender-responsive local economic recovery and development.	UNDP	50%	2024	60%	70%	80%	80%	*Project reports, stakeholder meeting minutes* *Post surveys, interviews with government staff in the programme*
Output 2: Improved inclusive and responsive social protection, livelihood, and economic opportunities for vulnerable groups, leveraging the following windows (Window 1: Relief, Window 2: Relief to Recovery, Window 3: Recovery to Resilience).	No. of people benefited directly from the pro programme supported interventions under the three windows (disaggregated by sex, disability status, displacement status, region).	UNDP	0	2024	All (Direct & Indirect): 3,000 -Social protection: 1,500 -Livelihood: 1,500 -Economic Opportunities: 0	All (D+I): 10,000 -Social protection: 4,000 -Livelihood: 4,000 -Economic Opportunities: 2,000	All (D+I): 35,000 -Social protection: 0 -Livelihood: 30,000 -Economic Opportunities: 5,000	All (D+I): 48,000 -Social protection: 5,500 -Livelihood: 35,500 -Economic Opportunities: 7,000	*Project reports, IPs' reports, beneficiary lists*
	% of women and youth reporting access to new economic opportunities*. *"new economic opportunities" refers to *opportunities for employment, self-employment, entrepreneurship, or income generation that became accessible to participant women and youth during or after*								*Programme records, grantee or MSME profiles, business registration data (if applicable).*

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	engagement with TARABOT-supported interventions."								
	% of targeted individuals who report that the social protection support effectively addressed their priority social or economic needs, either partially or fully (disaggregated by sex, disability status, displacement status, and region.	UNDP, IPs	0	2024	60%	70%	80%	80%	*Surveys, FGDs, interviews with target groups.*
	% of targeted farmers, SMES and other targeted people who reported restored and improved their livelihoods after 6 months of the intervention (disaggregated by sex, disability status, geographic location).	UNDP, IPs	0	2024	60% -Restored Livelihood: 40% -Improved Livelihood: 20%	70% -Restored Livelihood: 50% -Improved Livelihood: 20%	80% -Restored Livelihood: 55% -Improved Livelihood: 25%	70%	*Surveys, FGDs, interviews with target groups.*
	% of targeted LGUs, business or communities reporting greater access to markets or finance.	UNDP, IPs		2024			30%	30%	*Pre and post surveys, interviews with beneficiaries, analysis of program participation records.*
	Total amount of financing mobilized as a direct result of the programme.	UNDP	0	2024	0	US$2 mil	US$2 mil	US$4 mil	*Project reports*

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VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the programme will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to programme 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 programme in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by programme management.		
Monitor and Manage Risks	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 programme 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 programmes and partners and integrated back into the programme.	At least annually	Relevant lessons are captured by the programme team and used to inform management decisions.		
Annual Programme Quality Assurance	The quality of the programme will be assessed against UNDP's quality standards to identify programme strengths and weaknesses and to inform management decision making to improve the programme.	Annually	Areas of strength and weakness will be reviewed by programme management and used to inform decisions to improve programme 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 programme board and used to make course corrections.		
Programme Report	A progress report will be presented to the Programme Board and key stakeholders, including the Donors and PMO consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual programme quality rating summary, an	Quarterly, and at the end of the programme (final report)			

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Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
	updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.				
Programme Review (Programme Board)	The programme's governance mechanism (i.e., programme board) will hold regular programme reviews to assess the performance of the programme and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the programme. In the programme's final year, the Programme Board shall hold an end-of programme review to capture lessons learned and discuss opportunities for scaling up and to socialize programme 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 programme board and management actions agreed to address the issues identified.		

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Baseline	PMO and UNDP	Inclusive economy	Inception phase of the programme	CSOs, government entities, beneficiaries, private sector	US$30,000
Endline & Final Evaluation	PMO and UNDP	Inclusive Economy	End of the programme	CSOs, government entities, beneficiaries, private sector	US$30,000

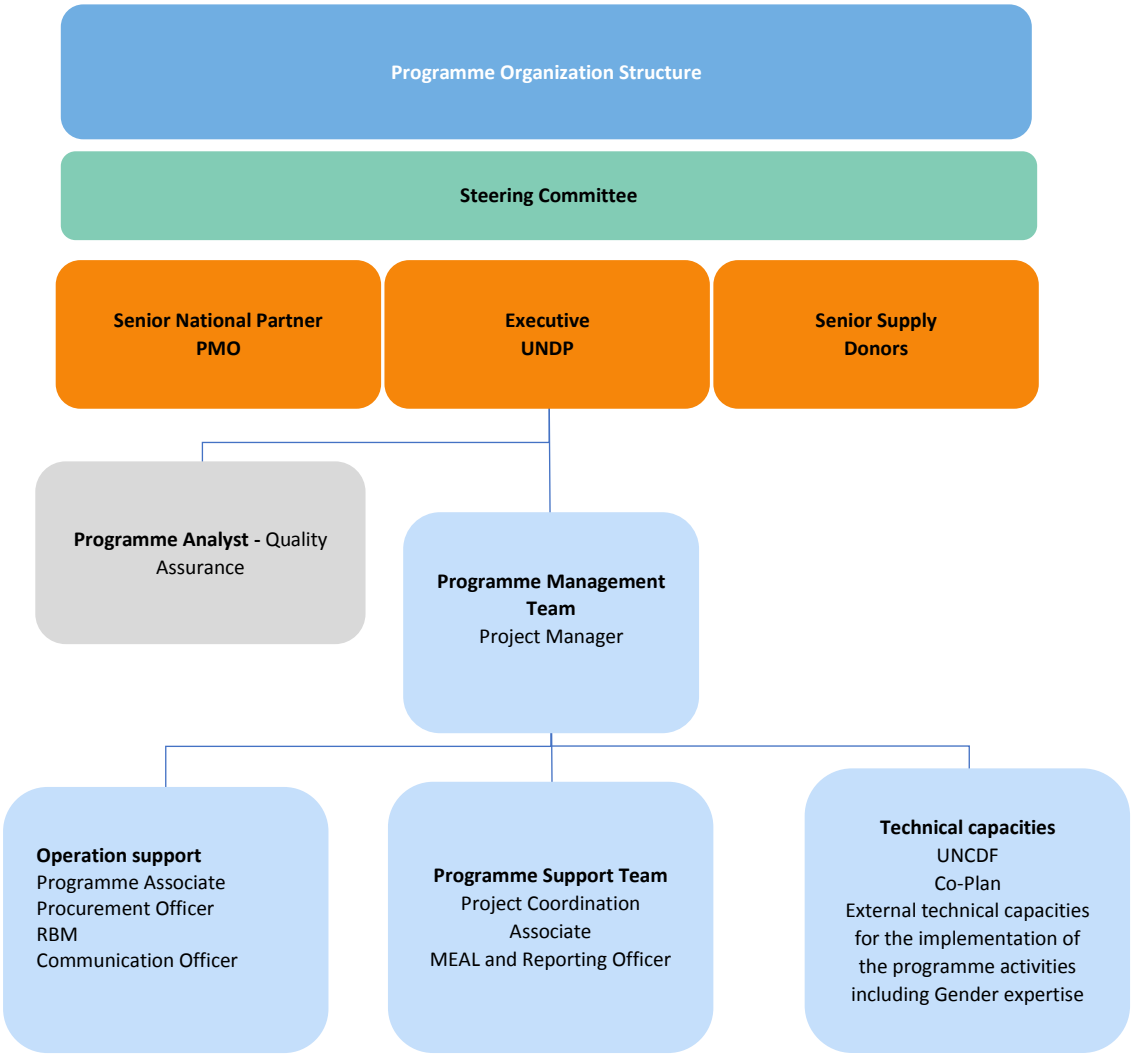
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VII. MULTI-YEAR WORK PLAN

See Annex 2: Multi-Year Workplan & Budget

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VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



The Programme will be implemented through the Direct Implementation Modality (DIM) by UNDP/PAPP, and it will be implemented in partnership in full partnership with the PMO. 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 the PMO to ensure consistence of intended activities in line with the national strategies.

The programme will be implemented through partnerships with IPs as per the programme's eligibility criteria, where UNDP/PAPP assumes full substantive and financial responsibility and accountability for all programme deliverables. All aspects of implementation will comply with UNDP policies and procedures. The implementation modality will be through expression of interests for implementing priorities identified by the steering committee. UNDP's programme team will carry out the day-to-day management and supervision of programme activities with a monitoring and evaluation plan as well as quality assurance.

In order to ensure proper joint implementation and partnership between the PMO and UNDP:

- Both parties will discuss and finalize yearly programme priorities, budget allocations and budget distributions to be approved/endorsed by the Steering Committee
- Both parties will collaborate in the preparation of donor missions and field visits
- Both parties will cooperate and agree on communications material of the programme

The PMO and UNDP will guide the strategy of the programme to ensure the quality of the interventions, its alignment with collective priorities and the principles of transformative resilience, and towards the effective use of donor funds.

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To facilitate management, monitoring and reporting of the programme, the management arrangements for this programme are illustrated below and consist of the following key components:

- The **Steering Committee (SC)** will provide the overall strategic leadership, general policy, strategic guidance and oversight of the programme process and specific priorities and programmes implemented under the programme. The SC comprises of the PMO as the chair, UNDP/PAPP as the co-chair, and individual donors as SC members. Others from the Palestinian Authority, the UN, civil society (including PNGO/AIDA), private sector representatives, academia and donors may be invited to attend the SC on an ad hoc basis as observers. The SC will be convened semi-annually to discuss progress, set and decide on specific priorities and programmes, including funding requirements. The SC will play a key role in terms of advocacy and political follow up with the Israeli authorities, if needed, and will be responsible for overseeing progress towards the desired outcome and approving annual workplans and budgets, alongside priority programmes to be implemented under the scope of the programme.

- The **programme assurance** functions rests with the UNDP Programme Analyst to follow up on management actions, keep track of progress benchmarks, perform regular quality assurance activities, ensure funds are made available to the programme towards the intended outputs and resources entrusted to UNDP are utilised appropriately.

- **Prime Minister's Office technical team:** As a part of the strategic approach of the programme to strengthen national leadership and capacities, particularly through Output 1 of the programme, the technical team of the PMO will also play a pinnacle role in the technical oversight of the programme. Where the SC will provide the overall strategic guidance, the PMO technical team will engage closer on the implementation with UNDP and the programme management team to ensure alignment with national goals and priorities targeted under the programme as endorsed by the Steering Committee. This includes supporting in the identification of technical expertise and implementation of activities, particularly under Output 1. Where strengthening national leadership and capacity has been integrated throughout the programmatic approach and with costed activities, the PMO technical team will be engaged across several aspects of the programme. In the selection of programmes and IPs, UNDP and the PMO, represented by the Programme Management Unit and the PMO technical team, will be responsible for activating and chairing the Technical Advisory Groups responsible for programme evaluation. As such, UNDP and the PMU will be in frequent contact with the PMO both at the strategic and technical levels. The PMO technical team will also be working in close cooperation and collaboration with the Programme Management Unit to enable coaching and capacity building on transformative resilience approaches and to support in responsive budgeting and planning mechanisms. Doing so also aims to strengthen the sustainability of the programme as part of the exit strategy to ensure the PMO technical team has the relevant capacities to continue with the programme activities and approach following the end of the programme.

- **Technical support:** Technical support acquired under this programme will work to support the technical elements of the programme and/or provide capacity building for the PMO technical team and other national counterparts. This includes technical expertise on regional/cluster development (Co-Plan), UNCDF on financing and gender to strengthen key aspects of the programme, capacities of the PMO, ministries and IPs. Additional technical expertise will be procured based on need in line with the ongoing and future work of the programme.

- The **Programme Management Unit (PMU)** will be responsible for coordinating the technical work, including the technical appraisal and review of programmes submitted to the programme, with the PMO technical team. The PMU has the authority to run the programme on a day-to-day basis on behalf of the SC including programme inception, implementation, and monitoring and reporting. The main responsibility is to ensure that the results are produced as agreed in the programme document and SC meetings to the required standard of quality and within the specified constraints of time and cost. The PMU will be in regular contact with the PMO technical team and relevant government stakeholders to ensure capacities can be supported towards the programme objectives In doing so, the PMU will be able to hand over programme responsibilities to the PMO in the future as a part of the exit strategy of the programme.

The PMU will also be responsible for financial management and accounting, reporting, and monitoring and evaluation. They will inform the SC of the needs, priorities and activities. The PMU will also be responsible for coordinating their work and positioning the programme within development and humanitarian structures and working groups, alongside the PMO technical team.

The PMU composition includes a Programme Manager to manage the programme and to support the strategic leadership of the government. The Programme manager will also be responsible for assuming the secretariat role

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of the SC meetings to ensure proper preparation and documentation of the meetings and actions to take. Furthermore, owing to the scope of the programme including the implementation of small-scale programmes in West Bank, Gaza and East Jerusalem, at least two programme coordinators will be vital for the successful implementation of the programme – one covering East Jerusalem and Area C and the other based in Gaza. Furthermore, due to the importance of monitoring and evaluation in the programme, a monitoring, evaluation, accountability, and learning (MEAL) officer will also be hired to track progress as per the programme indicators and document learning.

The PMU in coordination with the PMO technical team will also prepare implementation guidelines and technical information papers on different areas of implementation for dissemination (e.g. resilience-building programmes in West Bank, Gaza and/or East Jerusalem) to improve the transformative resilience approach in country. The PMU will also be responsible for overseeing the setup of programme support committees with IPs, which will be comprised of community representatives and key stakeholders at the local level to strengthen the link of the PMU with the communities to ensure that communities have an avenue to raise their concerns to the PMU.

- **UNDP** takes full responsibility for the implementation of the programme, and achievement of programme objectives and results. UNDP's programme and programme teams will carry out the day-to-day management and supervision of programme 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 programme. The Executing Entity is the entity responsible and accountable for managing and implementing the programme, including the monitoring and evaluation of programme interventions, and achieving programme outputs. UNDP/PAPP will carry out the overall and day-to-day management and decision-making for the programme and will ensure that the programme produces the specified results to the required standard of quality and within the specified constraints of time and cost.
- To establish and manage the programme partnerships, while ensuring UNDP/PAPP's accountability to achieve programme outputs.
- To directly implement and supervise the programme activities in close coordination with partners.
- To follow global UNDP procurement rules and regulations.
- To assign a Programme Analyst and Programme Management Team to monitor and follow-up on all managerial issues, including administrative and financial aspects related to the programme, and ensure the quality of the programme throughout the implementation process.
- To assign coordinator who will be responsible for day-to-day supervision and monitoring of the technical aspects of the programme.
- To prepare the programme 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 Programme Document.
- To provide communication and visibility for the programme.
- In line with UNDP/PAPP's communication strategy and corporate communication guidelines, the proposed programme recognizes the essential need to grant visibility to the partners in communications. The visibility plan aims to showcase partners support and generate local and global awareness of their significant contribution to the programme.

Specific strategies to ensure effective visibility

- **Public Acknowledgment**: Partners support will be prominently acknowledged in all programme communication materials. This includes displaying their logo at programme locations, equipment, training manuals, workshops, in addition, adhering to their branding guidelines consistently across various communication channels. By acknowledging their support, the programme will raise awareness and recognition of partners involvement. The programme will ensure partners participation in key programme implementation milestones.
- **Joint Communication:** The programme will collaborate closely with the partners to develop joint communication materials such as press releases, strategic messaging, feature stories, online materials, etc. These materials will highlight the partnership between the partners, Government and other national counterparts, UNDP, and other stakeholders, emphasizing the positive outcomes and impact of their support.

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This approach will leverage the partners reputation and credibility to increase visibility and attract potential partners and donors.

- **Videos and Visual Features:** The programme will share compelling videos and feature stories that demonstrate the tangible impact of the partner's support. These narratives will showcase how their contribution has improved socio-economic opportunities, and they will be presented using engaging storytelling techniques, testimonials, and visual elements. By highlighting these success stories, the programme aims to generate interest in the partners 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 programme will pitch stories and arrange interviews that highlight the partners role in supporting the programme. In addition, UNDP/PAPP, Regional Office and HQ digital platforms and social media channels will be utilized to amplify the partners visibility. Regular updates on UNDP/PAPP website and social media accounts will provide information about the partners involvement in the different milestones of the programme.

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

- A quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in a Quality Management table.
- An Issue Log shall be activated in UNDP system and updated by the Programme Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis, a risk log shall be activated and regularly updated by reviewing the external environment that may affect the programme implementation.
- Based on the above information recorded, a Programme Progress Reports (PPR) shall be submitted by the Programme Manager to the Programme Board through Programme Assurance, using the standard report format available in the Executive Snapshot.
- A programme 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 programme
- A Technical committee composed of PMO, ministries, and UNDP will convene on a quarterly basis and/or as needed
- Programme Board composed of high-level representation from PMO, Donors, and UNDP will meet at least every six months
- Quarterly, annual, and final progress reports will be prepared reflecting financial, technical and management aspects of the programme.
- To activate an Issue Log and regularly update it to facilitate tracking and resolution of potential problems or required change.
- Final evaluation.

- Senior national partner and national counterpart, **PMO** plays essential role in steering the implementation of programme activities. PMO will be supporting the implementation in providing the required technical feedback over the intended programme activities throughout the implementation lifecycle. PMO will facilitate the engagement of national partners including the targeted line ministers and LGUs.

- **Donor partners** as Steering Committee members, will provide overall strategic leadership, general policy and strategy guidance and oversight on the programme process and priorities. The Steering Committee will meet annually to discuss the progress and endorse the ways forward.

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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
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 PMO 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, PA, 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
3	UNDP's implementing partners under threat / pressure from Israeli authorities	March 2024	Political	Implementing partners cannot carry out and complete programme 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
4	In cases where permits are needed, increasing difficulties in securing permits for EJ, West Bank and Gaza	March 2024	Operational / Political	Designed programme activities cannot be implemented as planned. Positive impact of the programme activities on beneficiaries is hindered. P = 3, I = 4	• Pre-implementation assessment of prospects to secure permits • Relationship management with relevant Israeli authorities • PA, UN, Quartet and Development Partner support and follow-up • Identification of alternative programmatic options • Advocacy	UNDP
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 programme 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 programmes • 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,
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 results in EJ, Area C and Gaza. P = 2, I = 3	• 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 • The programme approach is discussed in SC meetings to ensure continued support and understanding • Prepare activities with various levels of risk	UNDP
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
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 • PMO and ministries leading internal government coordination through targeted focal points	UNDP
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
10	Funds being diverted/misused	March 2024	Financial/Operational	Resources diverted for purposes not aligned with project objectives, resulting in failure to achieve the intended goals and benefits. P=1, I=3	• Programme activities adhere to established UN rules, regulations, and UNDP policies and procedures primarily the HACT framework (Harmonized Approach to Cash Transfers) • Programme to follow corporate procedures, screening all implementing parties against the UN sanctions list and in compliance with UNDP financial rules and regulations • Selected projects coordinated in collaboration with the PA, relevant line ministries as per the operational manual • Ongoing monitoring of project activities • Comprehensive grievance mechanism in place to address any instances of misuse • Informing TC & SC of any issues that may arise	

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ANNEXES:

Annex 1: Theory of Change (ToC)
Annex 2: Results Framework
Annex 3: Multi-Year Workplan & Budget
Annex 4: Project Quality Assurance Report
Annex 5: Social and Environmental Screening