

**PROJECT PROPOSAL**  
occupied Palestinian territory



**Project Number (Grant Number and BMZ Number):**

**Start Date: September 2021**

**End Date: February 2024**

Project summary	
<b>Country</b>	occupied Palestinian territory
<b>Project Title</b>	<b>Investment Programme for Resilience – Second Phase (IPR II)</b>
<b>Project Objective</b>	The resilience of marginalized Palestinian communities is reinforced
<b>Project Duration</b>	30 months (24 months implementation, 6 months follow up)
<b>Total Proposed Budget</b>	EUR 10.0 million
<b>Key expected results</b>	<p><b>Outcome:</b> The resilience of marginalized Palestinian communities is reinforced</p> <p><b>Output 1.1:</b> Social and community infrastructure rehabilitated and/or expanded</p> <p><b>Output 1.2:</b> Capacity of entities improved to manage the infrastructure and to provide sustainable services and employment to the community</p> <p><b>Output 1.3:</b> Social cohesion activities planned and implemented by the community</p>
<b>Geographical Coverage</b>	West Bank (including East Jerusalem and Area C) and Gaza Strip
<b>Beneficiaries</b>	Individuals with multiple vulnerabilities, who live in marginalized and underserved communities (e.g. women, youth, people with disabilities) and civil society organizations
<b>Project partners (e.g. other UN agencies, NGOs, private contractors, consultants)</b>	Prime Minister's Office (PMO), Ministry of Local Government (MoLG) through the Local Government Units (LGUs), NGO's, CSO's and CBO's
<b>Date submitted</b>	05 August 2021
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<p><b>Contributing Outcome (UNSDCF/CPD, RPD or GPD):</b></p> <p><i>UNDAF Outcome 1.2: A strong Palestinian national identity prevails</i></p> <p><i>UNDAF Outcome 3.2: Palestinians have greater access to decent productive jobs</i></p> <p><i>UNDAF Outcome 4.1: More Palestinians, especially the most vulnerable, benefit from safe, inclusive, equitable and quality services</i></p> <p><i>National Policy Agenda (NPA), National Priority 10: Resilient Communities</i></p> <p><b>Indicative Output(s) with gender marker<sup>2</sup>:</b></p> <p>The list of outputs is included above.</p> <p>Overall Programme Gender Marker = GEN 2</p>	<p><b>Total resources required:</b></p>	EUR 10.0 million	
	<p><b>Total resources allocated:</b></p>		
		<p><b>UNDP TRAC:</b></p>	
		<p><b>All Donors (incl. BMZ funding):</b></p>	
		<p><b>Government:</b></p>	
		<p><b>In-Kind:</b></p>	
	<p><b>Unfunded:</b></p>		

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## Acronyms

AC	Advisory Committee
APR	Annual Project Report
BMZ	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (The Federal Ministry for Economic Cooperation and Development)
CBO	Community-Based Organization
CSO	Civil Society Organization
DIM	Direct implementation Modality
DPA	Delegated Procurement Authority
EGP	Employment Generation Programme
EJ	East Jerusalem
ESMP	Environmental and Social Management Plan
FACE	Funding Authorization and Certification of Expenditures
GoP	Government of Palestine
HACT	Harmonized Approach to Cash Transfer
HQ	Head Quarter
HR	Human Resource
IP	Implementing Partner
IPR	Investment Programme for Resilience
KfW	Kreditanstalt für Wiederaufbau
LGU	Local Government Unit
LTA	Long-Term Agreements
LS	Lump Sum
M&E	Monitoring and Evaluation
MIS	Management Information System
NGO	Non-Governmental Organization
NPA	National Policy Agenda
OCHA	Office for the Coordination of Humanitarian Affairs
oPt	Occupied Palestinian Territory
PA	Palestinian Authority
POPP	Programme Operations Policies and Procedures
PIU	Project Implementation Unit
PM	Project Manager
PMO	Prime Minister's Office
PSS	Project Support Services
RBAS	The Regional Bureau for Arab States
RP	Responsible Party
RPD	Regional Project Document

SDG	Sustainable Development Goals
TDA	Transitional Development Assistance
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNDSS	United Nations Department for Safety and Security
UNSDCF	United Nations Sustainable Development Cooperation Framework
WB	West Bank

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## **I. Executive Summary**

The Investment Programme for Resilience (IPR) is a comprehensive, inclusive, and integrated response to the needs of the most vulnerable/marginalized communities in Palestine. It is designed based on a sound analysis of the risks and problems posed by the COVID-19 crisis and its implications. It is also based on the analysis of previously existing multisectoral development challenges.

In its first phase, IPR addressed two main priority areas: health and community infrastructure. The first component focused on addressing short-term needs brought about by COVID-19, by enhancing the preparedness and response capacity of the health sector through (1) provision of medical equipment, (2) deployment of health workers in the West Bank, East Jerusalem, and the Gaza Strip, and (3) provision of medical waste treatment systems. The second component focused on medium to longer term needs through enhancing community infrastructure and services and strengthening social cohesion in marginalized communities across Palestine.

In this second phase, IPR aims at further expanding the second component, community infrastructure, to strengthen the access to socio-economic services and to enhance social engagement in marginalized and disadvantaged communities, by rehabilitating/constructing/expanding small-scale needs-based infrastructure, building the capacities of the entities to manage and operate the targeted facilities, organizing social cohesion activities and throughout the project life cycle ensure the inclusion of all groups in the design and implementation of locally designed and driven initiatives.

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## **II. Development Challenge**

The Palestinian economy already suffers from restricted access to national resources, geographic fragmentation, and severe constraints to movement of people and goods due to the occupation and the blockade of Gaza. With the ongoing COVID-19 crisis, vulnerabilities are deepening, and the potential long-term impact is dire for Palestinians, particularly for those below the poverty line, living in rural areas, working as laborer in Israel and employed in the services and wholesale/retail sectors.

The World Bank Economic Monitoring Report published in February 2021, affirms that the Palestinian economy is in a precarious situation. The COVID-19 crisis has severely affected an economy already weakened by three years of low economic growth, high unemployment, persistent fiscal deficits, declining international support, resulting in one of the sharpest declines in economic activity in the Palestinian territories in 2020 on record. Estimates predict a contraction of the Gross Domestic Product by 11.5 percent in 2020, one of the most severe declines on record. The report highlights how the crisis impacted employment levels, particularly in sectors that have been affected by social distancing measures, such as tourism, restaurants, construction, and for workers who cross to Israel. The unemployment rate peaked during the third quarter of 2020, and then eased to 23.4 percent in the fourth quarter: 15 percent in the West Bank and 43 percent in Gaza. Projections suggest that the poverty rate increased to around 30 percent with approximately 1.4 million people living in poverty. In addition, the

decision to stop accepting clearance revenues from the Government of Israel (from May to November 2020) reduced resources available to respond to the health crisis. The combined effect of the pandemic, the cessation of clearance revenues and a 20 percent drop in aid to the budget, resulted in a fiscal gap after aid exceeding US\$1 billion—the highest in years.

A study conducted by the Palestine Economic Policy Research Institute (MAS) titled „The Comprehensive Response to the Economic and Social Impacts of COVID-19 in Palestine under Occupation: Saving Producers, Protecting the Vulnerable, Resilient Citizens and Communities, and Modern Governance“, was published in February 2021<sup>1</sup>. It is informed by a comprehensive survey of all literature produced since the beginning of the pandemic, a series of field investigations, and focused sectoral and regional dialogue sessions. The study outlines 5 main pillars with recommendations and interventions in support of the Palestinian socio-economic recovery. Pillar 3, focuses specifically on “Promoting Community Resilience and Access to Basic Services”. It highlights the need to strengthen the capacity of these communities, particularly those which are small and remote from urban, governmental and economic centers, to resist, assimilate, contain, and recover from the effects of hazards in a timely and effective manner that utilizes and invests in local capacities and expertise. The needs of local government units and local communities should be better understood so as to strengthen community resilience and response through community action.

#### **East Jerusalem:**

Palestinians in East Jerusalem face differentiated challenges of life under occupation, facing ongoing land appropriation and settlement building, a discriminatory permit and zoning system, lack of infrastructure and public services, the separation wall, unequal citizenship laws, limited municipal autonomy, and exclusionary urban planning. Nearly three quarters of all Palestinian families residing in East Jerusalem live below the Israeli national poverty line, compared to 23% of Israelis in West Jerusalem, where the income gap between Palestinians and Israelis is 1:9. The restrictive zoning, planning and permitting regime for Palestinian urban development in East Jerusalem has resulted in high costs of housing and land purchases, placing a large financial burden on young families and those with limited income who must live in the city to maintain their residency rights. With the limited capacity of the Palestinian economy to stimulate job creation and the limited opportunities available in the Israeli market, labor force participation is lower in the Jerusalem governorate than the rest of the Palestinian Territory, at 56.4% for men and 6.7% for women. On another note, the first months of 2021, have seen a severe outbreak of violence in East Jerusalem, particularly in the Al Aqsa Mosque complex, in the proximity of Damascus gate and in the neighborhood of Sheikh Jarrah. Clashes and confrontations

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<sup>1</sup> Intro: <https://www.mas.ps/files/server/20212702131358-1.pdf>;

Pillar 1 - MSMEs and jobs: <https://www.mas.ps/files/server/20212702132039-1.pdf>;

Pillar 2 - Social Protection and safety nets: <https://www.mas.ps/files/server/20212702132615-1.pdf>;

Pillar 3 - Community resilience and basic services: <https://www.mas.ps/files/server/2021/2021SERR3En.pdf>;

Pillar 4 - Responsive and inclusive governance: <https://www.mas.ps/files/server/2021/2021SERR4En.pdf>;

Pillar 5 - Addressing COVID19 socioeconomic impact in the Gaza Strip: <https://www.mas.ps/files/server/2021/2021SERR5En.pdf>



between Palestinians, Israeli settlers and Israeli Security Forces have led to an extended period of unrest which continues up to today. Tensions are at the highest level registered in the past decade and the situation remains unstable with the unresolved legal situation of several Palestinian families in East Jerusalem, which remain under threat of forced eviction.

### **Gaza Strip:**

In Gaza, the ongoing blockade and movement restrictions continue to severely impact socioeconomic conditions for all. According to the 2020 Humanitarian Needs Overview<sup>2</sup>, 1.5 million people were identified as in need of humanitarian assistance – around 80 % of the total population. The severe restrictions have put the economy on the brink of collapse. The unemployment rate in Gaza is amongst one of the highest in the world. Over 1 million people living under the poverty line, many of them earning barely enough to retain shelter, clothing and food. Approximately 86% of household income is below US\$700 per month, where average household debt is around US\$6,000, a large portion of which are on account of unpaid electricity and water bills. Less than 14% of households reported having an income that adequately meets their household needs. Average household expenditure is 2,885 NIS (US\$838) per month compared to 5938 NIS (US\$1700) in West Bank, where 53.7% of household expenditure is spent on food, housing medical care and education compared to 45% in WB. While changes in labor market earnings have resulted in fragile improvements in the West Bank, the decrease in transfers to Gaza (pensions, retirement payments, and domestic remittances) are a key driver of poverty and inequality. The shrinking economy has resulted in the loss of purchasing power for the Gazan private sector, resulting in wage and job cuts and reduced economic productivity, and a decrease in new company registration. The crisis has also resulted in an increase in violence, particularly among men, and gender-based violence in the household. Data forecasts this situation to deteriorate even further.

Moreover, hostilities erupted in the Gaza Strip on 10 May 2021 after weeks of rising tension between Israeli security forces and Palestinians in East Jerusalem, where several Palestinian families are under threat of forced eviction. This culminated in clashes around holy sites and across the occupied Palestinian territory. Air and artillery bombardment by Israel on Gaza produced tragic results; worsening an already poor humanitarian situation, where a struggling health sector was already burdened by the COVID-19 pandemic. The hostilities claimed the lives of 242 Palestinians, including 66 children, 38 women (including four pregnant) and 138 men, and injured over 1,910 people. According to Israeli sources, 12 people were killed in Israel by Palestinian rocket or other fire, and hundreds have been injured. The hostilities caused serious damage to vital civilian infrastructure in Gaza, including roads and electricity lines. Crossings into Gaza were closed, and power shortages resulted in electricity being available only for three to five hours per day, on average; undermining the provision of vital services. In addition to housing and commercial units, also educational and health facilities have incurred substantial damage and have hindered the ability of local communities to access basic services.

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<sup>2</sup> Humanitarian Needs Overview 2020 | United Nations Office for the Coordination of Humanitarian Affairs - occupied Palestinian territory (ochaopt.org)

**West Bank (including Area C):**

In the West Bank, living standards vary based on household location. While the average household in the West Bank has seen slightly higher living standards over the last decade, this fragile improvement is largely driven by urban areas in the West Bank. Communities located in peri-urban and rural areas face greater livelihood challenges particularly on account of restrictions placed by the Israeli authorities in Area C that spans over 60% of the West Bank and falls under Israeli civil and military administration. Encompassing prime agricultural lands, pasturelands, water resources, natural minerals and natural beauty key, Area C is crucial for the geographic, socio-economic and spatial integrity as well as the potential development of the Palestinian Territory. Moreover, Area C is the underlying frame of territorial contiguity in the West Bank which most large-scale and nation-wide infrastructure depends on. Without this territory, a Palestinian State cannot materialize as a tangible entity.

Israeli restrictions impede business both directly and indirectly, increasing transaction costs and limiting access to resources. Israeli policies increase the cost of doing business, which stifles competition with Israeli and international companies, making it difficult for business to thrive. These restrictions have particularly affected the development of the manufacturing and agricultural sectors. Livelihoods and economic opportunities are deeply affected by the lack of or poor infrastructure for the delivery of basic and public services. In peri-urban and rural areas transportation connectivity is limited, with long wait times and convoluted routes on account of movement restrictions, limiting access to services from urban centers. For example, more than half of the Palestinian communities in Area C have significant difficulties accessing primary and emergency health services; women, children, the elderly and persons with disabilities are disproportionately affected. Local government units (LGUs) are the primary service providers, including basic services such as water and electricity (if any), lighting and road construction, remote and marginalized LGUs in the West Bank. These provisions are significantly worse in peri-urban and rural areas where LGU income generation is unsustainable, and households are overall poorer compared to urban centers.

Moreover, communities in peri-urban and rural areas are disproportionately affected by settler and military violence, in most cases, being in closer proximity to settlements. In the first half of 2021 OCHA has reported 270 attacks on Palestinians by settlers, whereas in 2020 there 353 reported attacks. Furthermore, in the first half of 2021 there have already been 2,111 search and arrest operations conducted by the Israeli military compared to 3,643 in 2020. With ongoing tensions between Palestinians and the Israeli military, these numbers have increased rapidly since the onset of hostilities in May 2021.

**The COVID-19 impact on communities across Palestine:**

The COVID-19 crisis has contributed to exacerbating pre-existing political, social and economic vulnerabilities, with increased tensions and a further fragmentation of the social fabric. During the lockdown imposed by the PA, an increase in violence has been registered, in addition to the increase in electronic crimes and domestic violence, which is disproportionately affecting women. According to

the NGO SAWA, calls regarding abuse and violence, and specifically domestic violence from husbands, increased by 38% for females during the first 3 months of lockdown in 2020<sup>3</sup>. In addition, according to a UN Women rapid assessment survey, 53% of service providers for domestic and GBV violence reported that they are observing an increase in domestic violence<sup>4</sup>. These figures are linked to high unemployment rates, poverty, and the emerging changes of the socioeconomic structures. The deteriorating situation requires a targeted and comprehensive response, through investments in socioeconomic assets to lessen the economic burden on the people, reinforce the social fabric and strengthen community capacity to absorb, adapt and transform following a crisis.

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### **III. Strategy**

The **Investment Programme for Resilience second phase (IPR II)** is a comprehensive, inclusive and integrated response to the needs of the most vulnerable/marginalized communities in the Palestinian Territory. The Programme aims to reduce development gaps by addressing medium to longer term priorities with the aim of enhancing access to sustainable and quality services and strengthening the resilience of marginalized communities, with a strong focus on the most vulnerable groups and communities, including women, youth, and people with disabilities.

#### **3.1 Building on a network of partners, synergies across programmes and lessons learnt**

IPR is aligned with the Government of Palestine (GoP) response to COVID-19, as well as with the broader National Policy Agenda (NPA), the United Nations Development Assistance Framework (UNDAF) and the SDGs. It is also consistent with the global UN COVID-19 Socio-Economic Response Framework which designates UNDP as the technical lead for socio-economic recovery. The approach adopted by the IPR is in line with UN-wide discussions in the Palestinian Territory, around the humanitarian-development-peace nexus and the 'Transformative Resilience' framework, which has national ownership and leadership, self-reliance, and Palestinian identity at its core.

IPR . complements other initiatives implemented by UNDP in Palestine: from the humanitarian/early recovery response, among other initiatives, UNDP is supporting families in Gaza through transitional cash programmes; in addition, and in response to COVID-19 UNDP supported affected businesses through grants and technical support, across the State of Palestine. In the economic development sector, as part of the development response, UNDP established a National Helpdesk Scheme for MSMEs; as part of the socio-economic development response, a resilience programme (Tarabot) was launched in 2020, led by the PMO and implemented by UNDP, aimed at supporting the government in meeting national priorities while mitigating further erosion of community livelihoods by implementing targeted interventions across Palestine. IPR complements all the above-mentioned initiatives by addressing both the early recovery needs with short term employment opportunities through the construction works and the longer-term developmental needs, through investing in the capacities of

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<sup>3</sup>UNFPA – Juzor (June 2020) Impact of the COVID-19 Outbreak and Lockdown on Family Dynamics and Domestic Violence in Palestine

<sup>4</sup>UN Women (2020) Rapid assessment on Covid-19 and domestic and family violence services across Palestine

local partners to operate, manage and sustain their services in the most marginalized communities. Finally, through the second phase of IPR the social cohesion component is fully integrated in the design of the infrastructure initiatives thus providing a clear focus on the peacebuilding elements of the HDP nexus.

The development and implementation of resilience-based recovery measures especially for vulnerable and marginalized groups is one of the three pillars of the UNDP strategy in support to the Palestinian Government. IPR II has also benefitted from the inception phase under IPR I to further refine the definition, the methodological approach and the measurement of community resilience outlined in this document.

The IPR is in line with the **Boosting Resilience in Fragile Contexts** strategy initiated by the German Federal Ministry for Economic Cooperation and Development (BMZ), seeking to promote resilience as a multi-sector guiding principle of its Strategy on Transitional Development Assistance (TDA).

The strategic vision of IPR is built on the long-lasting partnership with the Government of Palestine and on UNDP's solid experience working across different sectors with communities, civil society, local authorities and national counterparts in the Palestinian Territory. Moreover, the design and approach of the suggested activities is founded on **lessons learnt from previously implemented programmes**. In contrast to EGP, IPR has a clearer focus on strengthening resilience by complementing infrastructure investments with social cohesion initiatives, building the capacities of local communities and service providers. A broader resilience focus is expected to have a positive impact on social cohesion in the communities by lowering tensions and fostering peace.

The IPR also benefits from the implementation of social and environmental safeguarding, solid knowledge of call for proposals, strong partnerships on ground with the national counterparts and community-based institutions, and the current Monitoring and Evaluation (M&E) efforts through real time monitoring, reporting and communication, benefitting from different software's and platforms. All these elements were adjusted, strengthened and consolidated through the different programmatic interventions carried out in the past years.

By building on these lessons learnt, further investments to enhance resilience at the national and community levels have the intent to:

- Strengthen the capacity of individuals, communities, systems and state to cope with and recover from possible future shocks;
- Support a process of transformation leading to self-sustainability, improvement and growth;
- Optimize existing resources by investing in more durable solutions and avoiding parallel mechanisms;
- Strengthen infrastructure and national capacities to be more sustainable over the longer-term;
- Support employment generation and livelihoods;
- Encourage a greater contribution of women to growth and sustainable solutions; and

- Improve environmental performance and provide a cleaner, healthier and more productive environment to the population.

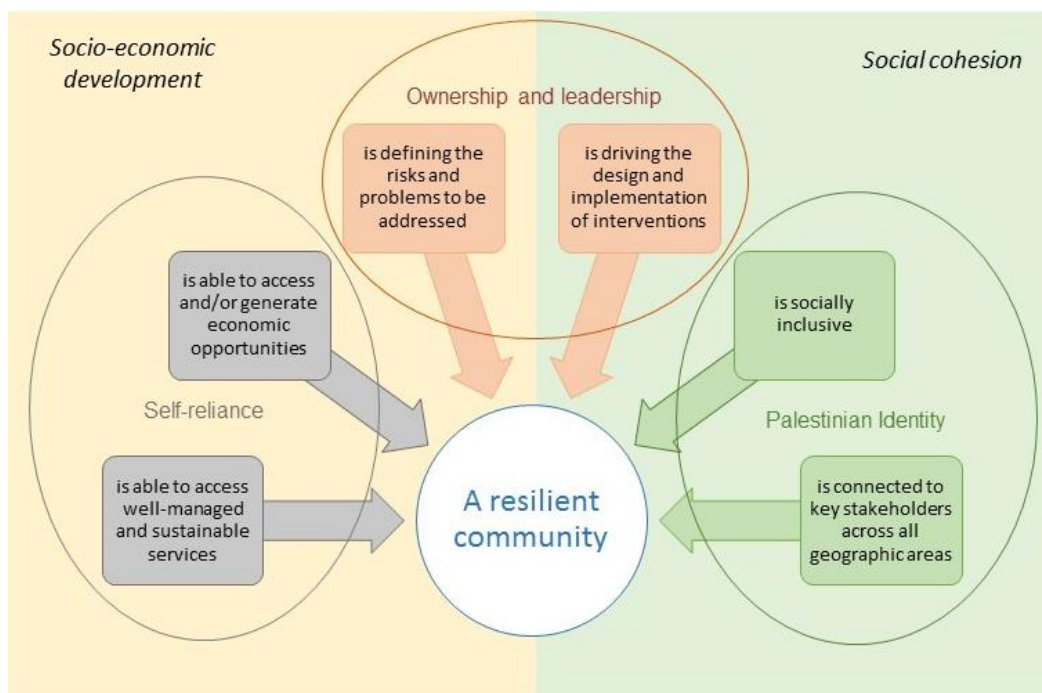
### **3.2 Covering marginalized geographic locations, reducing fragmentation:**

The programme will be targeting the following geographical areas: the Gaza strip, East Jerusalem and West Bank (Area C and adjacent communities). As highlighted in the development challenge section, the Gaza strip remains one of the key focus areas for the programme. The ongoing blockade and movement restrictions continue to severely impact socio-economic conditions for all. In addition, the recurrent escalations, the latest one in May 2021, further exacerbated the already precarious situation, with significant damages to infrastructure and disruption of basic services. East Jerusalem has also been prioritized among other geographical areas due to its strategic nature and significant challenges related to the occupation. The latest escalations in May 2021, have once again highlighted the importance of investing in East Jerusalem, to strengthen the provision of services among the Palestinian population and enhance social cohesion. Finally, another key geographic focus area are the marginalized communities living in Area C or adjacent areas. In order to intervene in these locations, UNDP carried out an analysis of communities to be prioritized in Area C based on three data sets: the MPI, the PCBS poverty and unemployment data and finally the OCHA vulnerability map. Poverty and unemployment as humanitarian concerns were selected as one of the filters, while localities that reported demolition and forced displacement as being a key humanitarian concerns were excluded, to reduce the operational risks on the ground and maximize the potential to strengthen socio-economic recovery and development capacities at community-level. During the first three months of the IPR II implementation, UNDP will run an updated analysis of localities to be prioritized and will include communities in Area A and B, which are adjacent to Area C. This will minimize the risk on the investments and at the same time ensure a multiplier effect by reaching more beneficiaries. The extensive experience and knowledge of the UNDP staff working in Area C, will be key in ensuring that the final list of localities and suggested initiatives are attainable and would not face major challenges. The geographic prioritization will also include Hebron (H2) given the extent of marginalization that the city is experiencing due to the occupation. Potential initiatives to be implemented in H2 evolve around, shops rehabilitation (there is a need for 150 shops to be rehabilitated), housing rehabilitation (to allow families to return to their own houses), rehabilitation of multiple houses to be used at TVET schools.

### **3.3 Programme Framework for Community Resilience:**

The programme framework that underpins the IPR articulates an approach for strengthening community resilience. The most common definition of resilience is the absorptive, adaptive and transformative capacities at different levels, when faced with shocks. Strengthening resilience implies implementing the HDP nexus at its core, linking short-, medium- and longer-term measures, and supporting the community, national and local counterparts, to act based on informed decisions. Informed decisions are the result of strong coordination and cooperation mechanisms in place, which is a key element for the success of this programme.

Reinforcing resilience has become a top priority for a number of humanitarian and development actors in recent years. However, the interpretation of resilience differs from organization to organization and from one context to another. Over the course of the past six years UNDP has been leading efforts to define transformative resilience in the State of Palestine. These efforts engaged a significant number of stakeholders and led to the design of a framework that focuses on three key elements in the definition of transformative resilience: national ownership and leadership, self-reliance and Palestinian identity. These elements are used as a reference in the definition of the IPR Community Resilience specific characteristics and measurement approach. In the framework of IPR, the focus is on community resilience, and two main elements of it, the socio-economic development and social cohesion in a community. Below is a graph that illustrates the six characteristics of Community Resilience under IPR, linking it to the three elements of the national Transformative Resilience framework:



**The IF-THEN logic of the IPR Programme reads as follows:**

**If** we prioritize the most vulnerable communities and support them in developing proposals based on their needs and **If** we strengthen community engagement, include all groups and foster connectivity among stakeholders for the participatory development and implementation of resilience plans **then** we will strengthen social cohesion in the community.

**If** we rehabilitate a given infrastructure identified by the community, with a focus on using local and sustainable resources and we strengthen the capacity of the entity to provide quality services, facilitate access to and/or generation of economic opportunities, maintaining and sustaining the infrastructure **then** we are contributing to enhancing socio-economic development in a given community.

If the infrastructure is fully operational and is sustained and the community is actively engaged in activities to strengthen social cohesion, **then** the resilience of marginalized communities will be strengthened.

### 3.4 Guiding principles for Community Resilience:

In order to reinforce resilience, it is critical to encourage sustainable, locally-owned solutions that support self-reliance and the revitalisation of Palestinian identity. While the vulnerabilities of communities will be reduced through the rehabilitation of critical infrastructure and the enhanced service provision therein, local ownership needs to be ensured from the outset. The following will be the guiding principles used in developing the programmatic framework:

- ✓ **Data-driven:** In order to prioritize the most vulnerable localities across Palestine and therefore narrow down the geographic focus of the programme, a thorough review of available data and studies around socio-economic status and vulnerabilities was conducted. This review allows the programme to prioritize communities to be targeted based on multi-dimensional assessment of needs. Data informed decisions will also guide the proposal development and surveys pre and post implementation will be used to assess the impact of the intervention, test the theory of change and logical framework and eventually adjust the approach according to the findings.
- ✓ **Risk-informed:** Resilience requires a broad understanding of risks, problems and its consequences. As such, communities will be asked to reflect on the risks they are facing and elaborate on these risks in the concept note; in the second stage of proposal development, the selected entities will be accompanied in the further elaboration of these risks and problems and in the identification of priorities and interventions in order to address them. This process will continue during project implementation through the engagement of the community in the development and implementation of resilience plans.
- ✓ **People-centered:** community members are best suited to define risks and problems that they are facing and propose interventions to address them; their active engagement in the project development, supported by UNDP and its partners, will be a key factor contributing to future sustainability of needs-based and community-owned interventions. Ideas coming from the community will be assessed through a set of criteria that look at resilience, socio-economic development and social cohesion. Pre-selected entities will then be accompanied in the development of a full project document which will include a resilience plan for the management, operation and long term sustainability of the selected intervention.
- ✓ **Inclusive:** resilience can only be achieved if the community is leading the process and if all groups present in the given community are actively engaged in the process and are able to shape the interventions. Therefore, the inclusion of vulnerable groups, particularly women, youth, and people with disabilities, will be ensured through their engagement in community committees that will drive

the initiatives from the design, all the way through the implementation and in the follow up and management of the investment in the long run.

Table 1: Secondary effects related to the implementation modality of the programme

SECONDARY EFFECTS	DESCRIPTION
What are main expected effects related to the procurement strategy (e.g. local procurement supports local economy)	The procurement strategy will prioritize the provision of locally produced/sold products (where applicable) contributing to the local economy in the form of revenues and local employment. The procurement of services, such as trainings, will be secured from the local market.
What are main effects related to other implementation modalities (e.g. employment creation in small-scale construction/ rehabilitation or training measures)	The programme will generate short-term job opportunities as a result of the infrastructure construction/ rehabilitation activities and through training and capacity building initiatives. Longer term job opportunities will be generated through the management and operation of the targeted community infrastructure.
How are government, civil society, community-based capacities strengthened through implementation modalities (e.g. HACT improves capacities in certain areas etc.)	Implementing Partner (IP) capacities will be enhanced through the deployment of UNDP mechanisms such as the Harmonized Approach to Cash Transfer (HACT) in addressing gaps and opportunities, and in transferring institutional knowledge of quality procedures, financial management, procurement services and project management capacities.

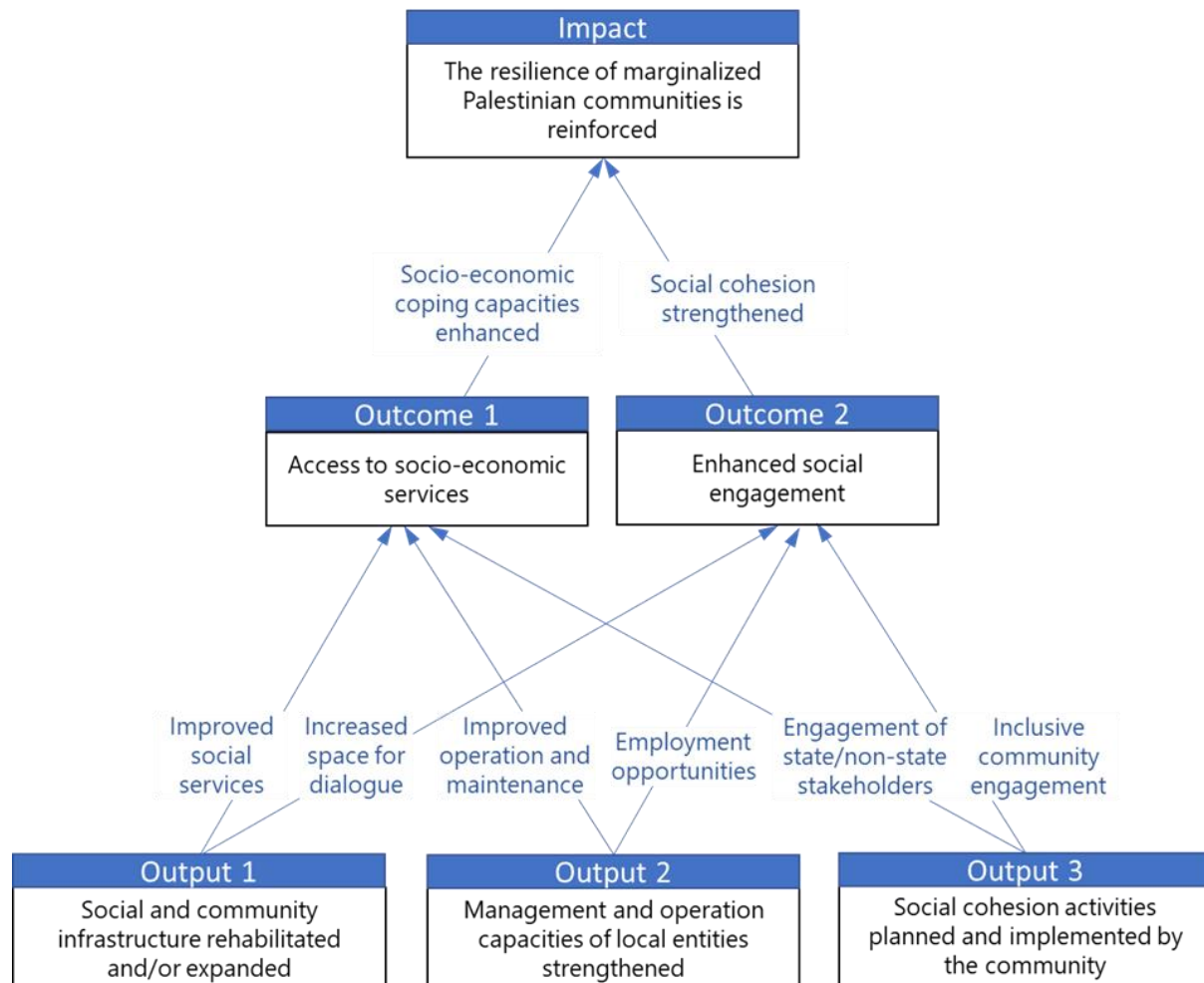
Table 2: Contribution to the SDGs

MEASURES AND CONTRIBUTION TO SDGs
<p>The Programme will contribute to advancing the following SDGS:</p> <ul style="list-style-type: none"> <li>- SDG 3: Ensure healthy lives and promote well-being;</li> <li>- SDG 5: Achieve gender equality;</li> <li>- SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all;</li> <li>- SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation;</li> <li>- SDG 10: Reduce inequality within and among countries;</li> <li>- SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable;</li> <li>- SDG 16: Promote peaceful and inclusive societies for sustainable development;</li> <li>- SDG 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development.</li> </ul>



## IV. Results and Partnerships

The overarching objective of IPR II is to reinforce the resilience of marginalized Palestinian communities (impact). In order to do so (“how”), the programme has embedded community engagement throughout the life cycle of the project, thus building leadership and ownership of the community. With regards to the “what”, IPR II suggests the following outcomes, related outputs and activities:



### Outcome 1: Improved access to socio-economic services

Investments in community infrastructure and basic services will follow a strategic approach in addressing key drivers of vulnerabilities. These include poverty, unemployment, weakness of social services, geo-political constraints, absence of policy planning, disparities and new emerging socio-economic implications as a result of the COVID-19 crisis. Investments in small-scale infrastructure will play a pivotal role in improving social services and enhancing community engagement and decision-making (particularly women, youth, and people with disabilities), thus increasing the space for dialogue. Interventions will also contribute to creating short-term employment opportunities through

construction/rehabilitation works and long-term sustainable jobs for the operation and maintenance of new or expanded services provided. Moreover, the suggested approach will strengthen local implementing partner capacities and provide a space for non-traditional activities to be proposed. There will be a strong focus on ensuring women, youth and PWDs are benefiting not only as recipients of the services provided by the community infrastructure, but also as key actors in the identification of priorities, design of the interventions, delivery of services, and management and operations of the facilities.

## **Outcome 2: Enhanced social engagement**

Building on the experience and lessons learnt from past and ongoing UNDP Programmes, the adoption of a transparent, participatory and inclusive approach with focus on resilience in the selection, design and implementation of the infrastructure initiatives is key. To complement the hard component of infrastructure construction/ rehabilitation/ expansion, a significant attention will be given to strengthening the capacities of the selected entities to operate and manage the targeted facilities. In parallel, social cohesion activities will be planned, designed and implemented by the community as part of the resilience plan in each target location. This will be done through the engagement of community representatives and will be accompanied by assessments, evaluations and impact studies to draw evidence and lessons for readjusting the programme approach to resilience.

### **Mental Health and Psychosocial Support Services (MHPSS):**

In light of the most recent escalations/ incidents both in the Gaza Strip and the West Bank, the Programme is considering including a specific focus on Mental Health and Psychosocial Support Services to the population that was affected, directly or indirectly, by the conflict/ incidents. This component will be designed during the initial project development phase, jointly with the partner organization and based on the specific needs highlighted by the latter and by community representatives.

The following three outputs were designed in order to contribute to the above-mentioned outcomes.

### **Output 1: Social and community infrastructure rehabilitated and/or expanded**

The analysis of needs across the different geographic locations in the State of Palestine has further highlighted the need for investment in social and basic infrastructure in marginalized communities. Under this output, call for concept notes will be launched, and applicants will be accompanied in the development of full-fledged proposal for the implementation of small scale infrastructure initiatives. A series of criteria which include sustainability, potential for socio-economic development, inclusion of all groups and contribution to social cohesion were designed for the final selection of the infrastructure initiatives to be implemented. The final selection of at least 28 community infrastructure interventions will be validated and endorsed by the Evaluation Committee, following coordination with development partners to avoid duplication, ensure complementarities and create linkages.

The output will be achieved through the following suggested activities:

- **Activity 1.1:** Assessment and prioritization of most vulnerable communities to be targeted
- **Activity 1.2:** Launch of expression of interest and development of full project proposals
- **Activity 1.3:** Implementation of infrastructure rehabilitation and/or expansion works with emphasis on health, basic services and community infrastructure

In IPR – phase two, the expression of interest/ call for concept notes will focus primarily on the West Bank (Area C and adjacent areas). The call will target specific locations identified by UNDP, following a detailed analysis of vulnerabilities and risks, as outlined under the section 2.3 of this document). For Gaza and East Jerusalem, UNDP will rely on the call for concept notes launched as part of the IPR phase 1. In the unlikely scenario of an insufficient number of solid proposals resulting from phase 1, UNDP will consider the possibility of opening an additional call for East Jerusalem and Gaza.

### **Output 2: Capacity of entities improved to manage the infrastructure and to provide sustainable services and employment to the community**

In order to ensure a sustainable usage of the targeted community infrastructure a specific focus is given under this output, to targeted capacity development support based on a gaps and opportunities analysis. Technical assistance will be provided to the selected entities to support the development and implementation of operations and management plans, revenue management, cost efficiencies, competitiveness, and economic return on investments. This will strengthen local capacities in the management and operation of community infrastructure, ensuring continuation and enhancement of quality services for the targeted beneficiaries.

The output will be achieved through the following suggested activities:

- **Activity 2.1:** Analysis of initial operations and management plan and identification of gaps and opportunities
- **Activity 2.2:** Technical support to strengthen capacities of targeted entities and ensure the implementation of the plans

### **Output 3: Social cohesion activities planned and implemented by the community**

In parallel to the implementation of the infrastructure works, and the capacity development support to the entities to operate and manage the selected infrastructure, social cohesion initiatives will be designed and implemented by the community. This could include social inclusion, peacebuilding and non-violent behavior initiatives. This component will give the community the opportunity to strengthen social relations and trust among citizens, but also, through UNDP and its partners support, to connect with key stakeholders and create a support network for future initiatives and engagement. The specific activities to be implemented will be defined in each given community based on the local context and specificities. Relevant stakeholders will be engaged ranging from local government units, community leaders, local organizations, women and youth associations, private sector.

For example: as part of the operation and maintenance plan of a targeted kindergarten, social cohesion related activities should be included, to ensure the investment responds to both, the physical

infrastructure needs as well as, social inclusion. Kindergartens could also serve as a space for parents to gather, share knowledge and communicate, building a social network within the community.

The same applies to investments in public spaces. Inclusion of specific activities in the operations and management plans of the targeted facility will not only provide meeting points for youth to practice their hobbies – including sports and arts, but also contribute to building social bridges among them, strengthening social interaction and contributing to peaceful societies.

Finally, investments in culture heritage sites, beyond the enhanced economic development and environmental preservation benefits, if coupled with specific targeted activities, will generate positive social drivers, valorizing the historic and cultural importance of the sites, strengthening Palestinian identity, and contributing to enhanced resilience.

The output will be achieved through the following suggested activities:

- **Activity 3.1:** Active engagement of community members in the further elaboration of social cohesion plans
- **Activity 3.2:** Implementation of social cohesion initiatives (social inclusion, peace building, non-violent behavior)
- **Activity 3.3:** Launch of a Resilience Award through creating a competition among the communities benefitting from the project

#### Beneficiaries:

The IPR aims to strengthen national capacities to respond to the critical needs of the marginalized communities in Palestinian Territory and contribute to the medium to long term recovery and resilience efforts, with specific focus on communities in the West Bank, East Jerusalem and the Gaza Strip. In line with the principle of leaving no one behind (LNOB), the primary beneficiaries are vulnerable groups and communities that are affected by multiple levels of vulnerability, which are often driven by geographic determinants, community-based organizations (CBOs), NGOs/CSOs. Within these communities, women, youth, as well as disabled persons will be prioritised, alongside the relevant vulnerable groups in specific communities, in line with the UN Common Country Analysis for the occupied Palestinian territory conducted in 2017. Moreover, recent assessments and analyses conducted by UNDP (e.g. local government units in West Bank and Gaza) and other UN agencies (e.g. UN Women on gender-differentiated impact of COVID-19), PCBS, Ministry of Labour, and the World Bank will be utilised to inform prioritisation.

Table 3: Direct and Indirect Beneficiaries

Activity	Direct Beneficiaries				Indirect Beneficiaries (as applicable)			
	Total Direct	Female	Male	Other categories as relevant to project design (e.g., age, refugees etc.)	Total Indirect	Relevant category (e.g. teachers)	Relevant other category (e.g. community leaders)	Other category as relevant (e.g. age, refugees)

Output 1	25,000	12,500	12,500		50,000			
Output 2	28	NA	NA		NA			
Output 3	25,000	12,500	12,500		50,000			
<b>TOTAL</b> (without double counting)	<b>25,000</b>	12,500	12,500		<b>50,000</b>			

### Resources Required to Achieve the Expected Results / Time-schedule

Building on the IPR phase 1, UNDP will tap as much as possible into existing human resources, while strategically investing in additional capacities such as Community Mobilizers, to contribute to scale up the programme and build resilience. Under phase 2 UNDP will continue to deploy engineering capacities for supervision and technical quality assurance. A procurement analyst will be assigned at partial cost to effectively speed up the procurement process. Moreover, at partial cost, a communication specialist and a reporting, monitoring and evaluation coordinator will be deployed to strengthen the outreach and ensure solid results-based management of the Programme.

Partnerships will be established with CBOs, CSOs/NGOs. UNDP will adopt the Harmonized Approach to Cash Transfer (HACT), in order to assess the capacity of IP's, provide assurance and capacity development support throughout the implementation of activities. UNDP will commission micro assessments for each IP and based on the findings agree on the implementation arrangement as well as resources transfer and disbursement modality to be applied. During implementation UNDP will establish assurance plans and implement assurance activities through spot checks, programme monitoring and audits. UNDP will collaborate closely with IPs to ensure systems are in place to monitor and respond to internal and external risks.

Table 4: Resources Required to Achieve the Expected Results

Position/ function (full- or part-time)	Main responsibilities	Filled by existing staff or new hire?
<b>Project Implementation Unit (Staff Project Cost)</b>		
Project Manager (SB4/3)	Daily management of IPR	Existing staff
Technical Specialist (SB4/3) (West Bank)	Quality engineering supervision for the civil works activities	New hire
Programme Associate (SB4/1)	Support the implementation of IPR (Programmatic assistance, financial and administrative)	Existing staff
Community Mobilizers (NPSA 8) (2 staff: 1 West Bank, 1 Gaza)	Drive the social engagement component, work closely with the selected entities to ensure sustainability	New hire
Driver (SB2/3) Jerusalem	Supports the technical team in field visits to the different sub-projects sites	New hire

<b>Direct Project Costs</b>		
Procurement Analyst (SB4/3) (30%)	Support the implementation of procurement activities	Existing staff
Communication Specialist (NOC) (15%)	Support the implementation of IPR visibility and communication actions	Existing staff
Reporting and Monitoring (NPSA 8 - 75%)	Support the reporting and carrying out the some of the quality assurance/monitoring responsibilities	Existing staff
Assistant Special Representative (West Bank - 12%)	Provides strategic programmatic direction and overall quality assurance	Existing staff
Assistant Special Representative (Gaza - 12%)	Provides strategic programmatic direction and overall quality assurance	Existing staff

Table 5: Coverage rate country programme

<b>Outcome</b>	<b>Total Cost (Country Budget)</b>	<b>Covered by Project</b>	<b>Covered by other sources</b>	<b>Funding Gap</b>
The resilience of marginalized Palestinian communities is reinforced	EUR 10,000,000	EUR 10,000,000	EUR 0.00	EUR 0.00

UNDP comparative advantage in the Palestinian Territory rests in its development approach to empower the Palestinian people and their institutions to achieve a resilient Palestinian nation based on ownership and capacity development towards sustainability. With a long-standing presence in the occupied Palestinian territory (oPt), UNDP has acquired a deep understanding of the local context. As a trusted partner, UNDP enjoys a close partnership with Palestinian institutions, civil society, communities, the UN Country Team, and international development partners. Moreover, UNDP/PAPP derives its mandate from the United Nations General Assembly Resolution 33/147 of 20 December 1978.

UNDP has a strong implementation capacity in the Palestinian Territory and has established and effective mechanisms as well as local networks and capacities. Moreover, UNDP has a long-lasting record in implementing national needs during crisis and recovery settings, and solid capacity on the ground to carry out community resilience and infrastructure initiatives, represented currently by flagship programmes, such as the Employment Generation Programme funded by the Government of Germany through KfW and the Transformative Resilience Programme, led by the PMO and funded by the Austrian and Finnish Governments.

**Partnerships:**

UNDP will build on existing partnerships, as well as forge new relationships to advance community resilience, in line with the broader transformative resilience agenda in the country. In 2020, UNDP supported the Prime Minister's Office (PMO) in establishing a Socio-Economic Response and Recovery Unit which worked on setting programmatic and policy priorities. Different ministries are involved directly through engagement in implementation or indirectly through coordination mechanisms to ensure that investments have the intended long-term impact. Civil society, NGO's and community-based organisations in the West Bank, East Jerusalem and Gaza will be engaged in supporting the implementation through the Expression of Interest mechanisms. Within the national coordination platforms and participatory identification of needs approach, partnerships with private sector, academic and research institutions will be explored. UN agencies, MDLF, investment banks (e.g. Islamic and Arab Funds), donors (e.g. Japan, Norway, SDC, EU, WB) and other international non-governmental organisations will also be engaged at the level of information sharing and exchanges on the ground, to maximize synergies and harmonize the response. UNDP will ensure synergies with other BMZ financed projects in oPt including GIZ and PTB.

Once a partner/ beneficiary is identified they are screened against the UN General Assembly sanction list. In its partnership with the local banks (Al Quds Bank, Bank of Palestine, Leumi) UNDP has an additional review layer, as beneficiaries of cash transfers are reviewed against other sanction lists including the EU sanction list. Any beneficiary that is found to be on the list, will be reported to UNDP and the transfer will be rejected by the banks. This provides UNDP an additional oversight over those individuals or institutions that may not be listed on the UN sanctions list.

**Consideration of conflict sensitivity and social/environmental safeguards:**

Building on the do no harm approach and conflict sensitivity adopted by UNDP throughout the programme/project cycle, and in the likely scenario of a protracted, complex and volatile crisis, IPR must be flexible, responsive and risk-based in addressing community resilience needs under the complex geo-political landscape. An agile management response will ensure a coherent and speedy delivery, strong quality assurance and oversight arrangements.

Expressions of Interest will ensure conflict sensitivity considerations are streamlined, in addition to, safeguarding social and environmental dimensions in line with UNDP rules and regulations. Technical assistance will be provided to stakeholders in the mobilization phase of IPR and during the implementation of its interventions. The Peace and Conflict Assessment is included as an Annex to the Project Document).

In relation to the development and implementation of an Environmental and Social Commitment Plan (ESCP), UNDP shall continue to implement a grievance mechanism, which is accessible to the general public and in particular to people affected by the individual projects, and to the workforce engaged in Programme implementation (a draft ESMP is included in the Annexes). Moreover, UNDP shall assist

the Implementing Institutions in preparing a resilience plan which includes an infrastructure plan (including details about the infrastructure to be expanded/rehabilitated and a budget forecast), an operation and maintenance plan (including the ESMP that encompasses health and safety and labor conditions) and a social cohesion plan. The preliminary resilience plan will be reviewed by UNDP before signing of the implementation agreement with the respective implementing Institution. In the implementation of initiatives, UNDP will ensure the compliance with ILO labor standards.

**Risks and Assumptions:**

The programme represents the continuation of a long and successful ongoing support from the Government of Germany through KfW. This intervention demonstrates two important considerations. First, that the basic approach of the Programme is indeed highly viable in this very challenging context, and the implementing partners, as well as the beneficiaries, are highly resilient and committed. Second that it is critical that all partners understand the volatility of the context and are prepared to consider modifications and adjust expectations if the operating environment changes during implementation. The two basic assumptions necessary for Programme implementation are as follows:

- Security environment is sufficiently stable for the different Non-Governmental Organizations (NGOs) to operate and;
- Border crossings are open and available for materials access as well as for personnel traveling.

The volatile political situation in the West Bank, East Jerusalem and the Gaza Strip is the major potential risk for the implementation of the programme. There are other factors with less significance to be considered in this regard. The entry of materials is currently from Israeli crossing only and needs access coordination through the current established UNDP mechanism and the capacity of borders for entry of materials for reconstruction activities. On the other hand, the capacity of the local contractors to carry out different contracts needs to be assessed. Below is the risk log:

Table 6: Risks and mitigation strategy

RISKS	LIKELIHOOD (low/med/high)	MITIGATION STRATEGY	RISK INFLUENCE
<b>Contextual Risks</b>			
Deterioration of the security situation in the WB, EJ and Gaza	<b>medium</b>	Security and contingency planning for UNDP and partners Two-ways sharing of information and updates on the security situation Development of partnerships with local constituents Opening of communication channels with communities for security updates	<b>high</b>



		Implementation through local partners, including local government units	
Increase in general access and movement restrictions	<b>medium</b>	<p>Liaising with OCHA and the Government of Palestine to monitor access restrictions</p> <p>Opening of communication channels with communities for access updates</p> <p>Wide geographic distribution of operations</p> <p>UN, Government of Palestine, and donor pressure on Israeli authorities to remove access restrictions for programme operations</p> <p>Implementation through local partners / use of locally available resources</p>	<b>high</b>
Closures on account of COVID-19 continue and disrupt implementation of activities or changing priorities	<b>high</b>	<p>Programme activities remain flexible to emerging needs in light of COVID-19</p> <p>Revise annual workplan with the donor approval</p>	<b>high</b>
<b>Programmatic risks (as per the Results matrix):</b> Main risks of failure to achieve programme objectives. Also, risk of causing harm through intervention.			
Programme outputs are achieved but impact at the outcome level is minimal	<b>low</b>	<p>Conduct periodical programme review to ensure continuous relevance and contribution to the outcome.</p> <p>Carry out evaluation reviews to guide the implementation and address related challenges/ constraints</p>	<b>medium</b>
Increasing difficulties in securing permits for EJ, West Bank and Gaza (where permits are needed)	<b>medium</b>	<p>Pre-implementation assessment of prospects to secure permits</p> <p>Relationship management with relevant Israeli authorities</p> <p>Government of Palestine, UN, Quartet and Donor support and follow-up</p> <p>Identification of alternative programmatic options</p>	<b>medium</b>

		<p>Measures to minimize visibility are in place</p> <p>Integrate protection elements in the design of projects</p> <p>Advocacy and communication strategy in place</p> <p>Prepare activities with various levels of risk to remain flexible to changing levels of risk</p> <p>Communities are properly consulted in advance of the risk involved and accept it</p>	
Negative impact on human rights	<b>low</b>	<p>Apply human rights principles throughout the lifecycle of the project in accordance to UNDP social and environmental overarching strategy</p> <p>Advocacy and awareness plan are in place</p>	<b>high</b>
Negative impact on women's rights and gender equality	<b>low</b>	<p>Adopt UNDP strategy for women's rights/ empowerment and gender equality.</p> <p>Advocacy and awareness plan are in place</p>	<b>high</b>
Negative impact on climate/social/ environment	<b>low</b>	<p>Apply Social/ Environment Safeguards (ESMP), environment coping mechanisms throughout the lifecycle of the project in accordance to UNDP social and environmental overarching strategy.</p> <p>Follow and implement the local environment rules and regulations.</p> <p>Promote the deployment of green and sustainable infrastructure. UNDP will inform stakeholders of the grievance mechanism available at the local and corporate level</p>	<b>high</b>
<b>Institutional risks:</b> Risks to the Fund/ Implementing Partner, e.g. security, fiduciary failure, reputational loss, domestic political damage.			
UNDP's implementing	<b>medium</b>	UN, Government of Palestine, Donor pressure on Israeli authorities	<b>medium</b>

partners under threat / pressure from Israeli authorities		Advocacy by local partners and UN in coordination with Protection Cluster Working Group	
Poor implementation and process problems by IPs such as procurement	<b>low</b>	UNDP team will be involved closely in the procurement process and provide training to increase the capacity of the counterpart UNDP will carry out regular visits to supervise the works and will keep tracking the time schedule in cooperation with the counterpart HACT modalities are applied	<b>medium</b>
Exchange rate variability	<b>medium</b>	A dedicate contingency budget has been included and could be tapped into if needed	<b>medium</b>
Cost risk, typically escalation of project costs due to poor cost estimating accuracy and scope creep	<b>low</b>	The quantities and cost estimate will be verified by the technical experts in the team. The scope of work will be detailed and clear from the beginning of the work	<b>medium</b>
Lack of IP experience to operate and maintain the project	<b>low</b>	Accurate selection of partners based on their strength, provision of capacity development support through a specialized entity. UNDP to follow up with the partners to ensure continuous and close monitoring of the projects	<b>high</b>
Negative impact on anti-corruption	<b>low</b>	Fully follow and implement UNDP rules and regulation. Implementation of Audit in line with UNDP procedures. Funding of national partners according to UNDP financial rules and regulations. Legal steps against misuses of funding. Liaison with governmental and non-governmental anti-corruption institutions.	<b>high</b>

		Proper selection of implementing partners based on capacities and experience. HACT assessment and related monitoring tools.	
<b>Risk to staff security</b> Risk of Project staff being killed, abducted, injured or otherwise harmed by working in a hazardous environment.			
Security threats of staff movement in critical areas, notably, Area C, East Jerusalem, H2 Hebron and seam zones	<b>Low</b>	The project is linked with overall UNDP risk management plan for staff and implementation. Staff wellbeing and safety are both key priority for UNDP, staff security is monitored by the existing systems of UNDP and UNDSS. Potential threats will be managed in line with the institutional mitigation measures.	<b>high</b>

#### **Stakeholders Engagement:**

Stakeholders include beneficiaries (as described under the beneficiaries' section above), partners (as described in the partnerships section above) as well those who will be engaged in the implementation of various components of the project (including those described under sustainability, operations and maintenance section below).

UNDP will develop and implement a grievance mechanism in line with the global policy, which is accessible to the general public and in particular to people affected by and/or engaged in the project activities.

#### **Knowledge:**

The IPR second phase will continue to elaborate methodologies for strengthening and measuring community resilience, in line with the broader transformative resilience agenda, and in close coordination with other resilience programmes. Resilience expertise mobilized in the IPR first phase will support the further refinement of the resilience measurement. As such, knowledge generation and sharing are critical throughout the project cycle. Lessons learnt (including successes and failures), and human-interest stories will be produced and shared through different channels and online platforms (including social media, fact sheets, etc.). Moreover, in addition to the evaluation report, an evaluation brief (2 pager) will be produced outlining achievements, approach, challenges and lessons learnt coming out from the evaluation. The knowledge products will also support the government providing

evidence-based research to support the policy direction of investment in resilience in the Palestinian Territory.

**Sustainability including for Operation and Maintenance, Scaling Up and Exit strategy:**

At the programme level, the approach is to ensure that interventions are well aligned with and embedded into the overall national / local strategy, and the IPR supports the strengthening of key institutional partners who are present in the targeted communities. In parallel, the proposal development, implementation and follow up needs to be accompanied by the community engagement to ensure ownership and leadership and contribute to longer-term sustainability of the investment. An additional key factor will be the selection of NGOs/CBOs that have the capacity not only to design and implement the sub-projects, but to operate and maintain the facilities and ensure optimal usage of the facility and provision of services. They will need to demonstrate their ability to do so, for example through the submission of an initial resilience plan in order to be selected. Moreover, they will be receiving a specific targeted support through a specialized entity during the design and initiation phase, in the elaboration of full-fledged project proposals, to strengthen the NGO/CBO capacities. The engagement of the community, the leadership of the NGO/CBO, the focus on strengthening capacities and the decision of deploying community mobilizers to accompany these processes contribute significantly to the long-term sustainability of the intervention.

All of the above considerations with regards to the programme sustainability, constitute a key aspect of the IPR exit strategy. Below are some additional considerations in this regard:

- Keeping the Prime Minister's Office informed about the initiative is key for future sustainability, once the programme will be over;
- The capacity building component embedded in the IPR will be key for the sustainability of operations and provision of services by the partner organizations;
- The resilience plan will cover a period of time that goes beyond the lifetime of the programme thus ensuring that there is a continuation of initiatives beyond the programme funding cycle;
- The re-activation of local committees through their engagement along with the partner organizations in the design of activities for the community will also be key; such a mechanism, should continue to operate beyond the programme cycle.

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**V. Project Management**

IPR will be implemented through the Direct Implementation Modality (DIM) by UNDP, and it will be implemented in coordination with the GoP, including the Prime Minister's Office. Moreover, coordination will be ensured with other UN agencies, major governmental stakeholders and the donor community.

- An Agreement will be signed between UNDP and the selected implementing institutions. The Agreement will outline the responsibility of each of the parties, ensure the projects are implemented in the most effective, transparent as well as accountable way and will comprise a

preliminary Resilience Plan (including the Operation and Maintenance Plan, compliance with safety requirements, as well as existing environmental and municipal codes). The Agreement shall also include a statement of the contribution of the implementing agency.

- The Agreement will clearly stipulate that the project funds should not be utilised to cover any customs duties. If such duties must be paid, they will be covered by the implementing institutions, the project beneficiaries or from other sources. Evidence thereof will have to be furnished prior to the conclusion of contracts for supplies and services.
- The implementing institutions and UNDP will agree on the optimal project implementation approach to be adopted, based on the HACT assessment results and the corresponding level of risk. In general, the implementing institutions will be responsible for preparing and implementing the respective project. This includes preparing the necessary technical documents for the project and developing an implementation plan for project activities related to the physical works, tendering, contract negotiations and conclusion, supervision of the works as well as acceptance of the supplies and services provided. The tender documents and proposals for award of contracts will be co-ordinated with UNDP. UNDP will assist the implementing institutions in preparing and implementing individual projects ("joint implementation"). If required, UNDP can implement the respective project on behalf of the responsible institution in case this institution requests UNDP to do so. Additionally, local service providers could be hired to assist the implementing institutions in preparing and implementing individual projects. In any case, UNDP will explain the specific implementation regulations to the implementing institutions.
- UNDP will ensure that, in project designs, energy efficiency measures are taken into consideration to the extent possible (e.g. energy-saving lighting, insulation, energy efficient construction materials, water warming tanks on the roof, etc.). The intended measures shall be described in the inception report to KfW; the final report to KfW shall contain a narrative on the measures taken.
- UNDP will observe the project progress continuously through the MIS system and will be reporting to KfW on the Programme progress within the framework of the regular reporting.
- UNDP will submit to KfW the list of selected sub-projects, based on the evaluation conducted according to the agreed criteria, in order to obtain their no-objection.
- If there are changes to the allocation of funds among the projects that exceed 25% of the original allocation or 30,000 EUR, these changes will require a new non-objection from KfW.
- UNDP will submit regular semi-annual progress reports to KfW.
- UNDP will make all payments exclusively to the IPs in line with UNDP rules and regulations and the implementation of the HACT modalities utilizing low-value grant agreements or Responsible Party Agreements.

- Before any disbursement, UNDP will screen the contractors/recipients against the consolidated list of persons, groups and entities subject to European Union, UN and German financial sanctions.
- This screening must be documented and confirmed within each Withdrawal Application. All persons or entities to be found on that list are excluded from funding.

**Structure:**

UNDP will assign a Project Implementation Unit (PIU) to follow up on:

- a) Managerial, administrative and financial matters related to the project, as well as project management on UNDP's Atlas system.
- b) Provide Technical Assurance, to manage and assess the daily technical monitoring of the project.
- c) Supervise daily activities in project implementation.

UNDP will assign a PIU for managing the implementation of the programme. The team will consist of a Project Manager, a Project Associate, two Engineers and two Community Mobilizers, and functional services will be provided by UNDP at partial cost as outlined under the HR matrix.

UNDP will apply its Programme Operations Policies and Procedures ([POPP](#)) in the implementation of the project. In line with the POPP, HACT will be adopted which provides policies and procedures for capacity assessment, cash transfer modality, audit, assurance and monitoring. It applies to government and civil society organizations/non-governmental organizations (CSOs/NGOs) participation in UNDP projects. Before an entity can be engaged as an Implementing Partner (IP) or Responsible Party (RP) on a UNDP project, a capacity assessment of that entity is performed. The following are key considerations for capacity assessment:

- Technical capacity- ability to monitor the technical aspects of the project;
- Managerial capacity– ability to plan, monitor and coordinate activities;
- Administrative capacity– ability to:
  - Procure goods, services and works on a transparent and competitive basis
  - Recruit and manage the best qualified personnel on a transparent and competitive basis
  - Prepare and sign contracts
  - Manage and maintain equipment; and
- Financial capacity– ability to:
  - Produce project budgets
  - Ensure physical security of advances, cash and records,
  - Disburse funds in a timely, proper and effective manner
  - Ensure financial recording and reporting
  - Prepare, authorize and adjust commitments and expenses

The partner's technical, managerial, administrative and financial capacities should be reassessed later in the life of the project (preferably on an annual basis). The HACT macro- and micro-assessments are the basis for selection of the cash transfer modality used for each IP or RP and the level of assurance activities used. The level of risk can differ from institution to institution, and UNDP should effectively and efficiently manage this risk for each national institution by:

- Assessing the institution's financial management capacity throughout the life of the project;
- Applying appropriate procedures for the provision of cash transfers to the institution; and
- Maintaining adequate awareness of the institution's internal controls for cash transfers through assurance activities.

For each institution the level of risk may change over time, and this may require appropriate changes in options for cash transfer modality, audit and monitoring procedures.

HACT offers three cash transfer modalities:

1. Direct cash transfer - UNDP advances cash funds on a quarterly basis (based on agreed work plan) to the IP or RP, who in turn reports back expense through Funding Authorization and Certification of Expenditures (FACE) forms. Note that the recording of expenses, from requisition through to disbursement, occurs in the books of the IP or RP. UNDP is pre-funding the activities with advances of cash. Please refer to UNDP Programme and Operations Policies and Procedures (POPP) on Direct Cash Transfers and Reimbursements).
2. Direct payment - The IP or RP carries out the procurement activity but requests UNDP to make the disbursement directly to vendors through FACE. In this arrangement, UNDP is undertaking only the fiduciary function (accounting and banking services, and the disbursement function) on behalf of the IP or RP. Please Refer to POPP on Direct Payments.
3. Reimbursement - Unlike direct cash transfer, a reimbursement arrangement is where UNDP pays the IP or RP after it has made a disbursement based on the annual work plan. The IP or RP needs prior consultation with UNDP before embarking on the pre-financing arrangement. Please refer to POPP on Direct Cash Transfers and Reimbursements.

It is possible to use all modalities in the same project, for different activities and/or inputs.

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## **VI. Visibility**

Donor visibility will be ensured throughout the whole programme, including through press releases and any communications material and activity aimed at documenting results achieved and impact on beneficiaries. Through the donor visibility plan, progress and impact of the project will be tracked and showcased through illustrating changes from the baseline, highlighting results and documenting achievements. Clear branding and logo placement will be ensured throughout the whole process. Key messages will highlight enhanced resilience of Palestinians living in marginalized community, improved socio-economic development and strengthened social cohesion. An MIS is suggested to be used for



monitoring progress and quickly and easily visualizing achievements of results. This is a key tool for communication and visibility purposes (additional information are included in the M&E section).

Table 7: Visibility Plan

Activity	Visibility items	Communication output
Project launch ceremony	Government of Germany, KfW and UN flags Roll ups and banner displaying logos of Government of Germany, KfW, UNDP and recipients.	Press release Photography Social media
Starting implementation and handing over of activities	Banners Roll ups Flags	Press release Social media Photography and videography
Documenting impact	Infographic Success Stories	Photo-based stories 1.5-minute video capturing impact through the lifecycle of IPR Social media (minimum five twitter and Facebook posts) on monthly basis

A draft communication and visibility plan is included as an Annex (Annex 1.4). This plan will be revised in the first three months of implementation. It will also be used as a live document and adjusted according to the needs emerging during the implementation of the programme.

## VII. Monitoring And Evaluation

In line with UNDP Results Based Management approach, during the first quarter of the Programme implementation the Results and Resources Framework (RRF) will be revised and updated to reflect the latest data/figures. Moreover, in the same first quarter a monitoring plan will be developed and shared with KfW for review, outlining the following elements: expected results, indicators with baselines and adjusted targets, schedule and frequency of data collection, responsibilities, data source and type, resources and risks. The monitoring plan will guide all data collection and reporting efforts throughout the implementation. UNDP and its implementing partners will be in charge of data collection, monitoring and reporting against the agreed upon indicators included in the RRF. In order to ensure consistency and capturing progress against targets, including documenting challenges, remedial measures and lessons learnt, the same templates developed under IPR I will be used. These templates will capture relevant information for field visits, quarterly progress updates and end of activities as well as follow up 3-6 months after completion. Results data will be disaggregated based on gender (and age where

relevant and possible). Moreover, engagement and participation of women in the process of design and implementation will be ensured.

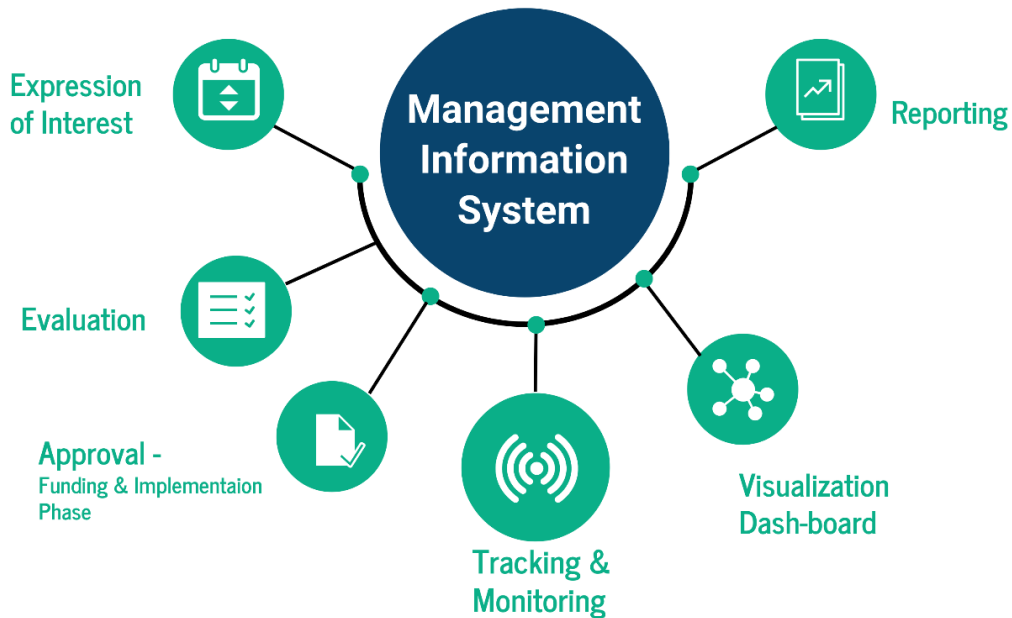
In parallel, UNDP is working on an MIS system to be used for tracking/ monitoring, visualizing and reporting. The system will also be used to translate the expression of interest into a digital application.

Below is an infographic that summarizes the MIS system that UNDP is currently designing:

# Management Information System



The system will allow selected institutions to provide progress update on implementation in line with the project indicators, monitoring and evaluation, and reporting procedures



## System Features

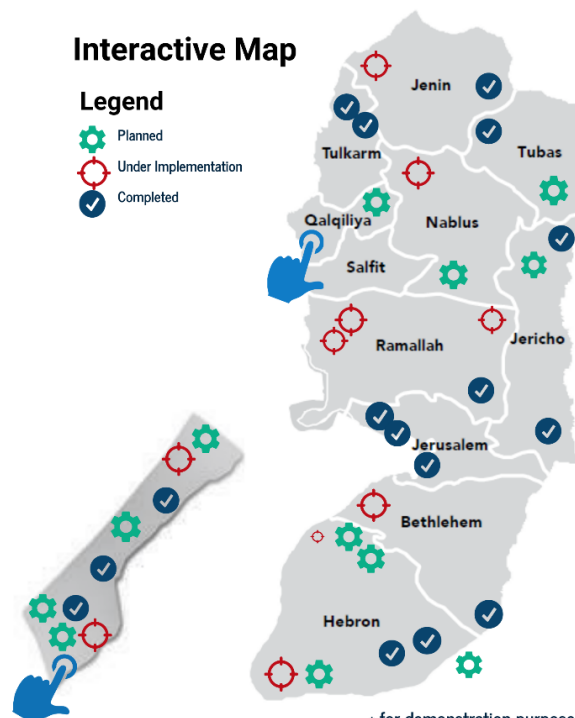
- 1 System Live feeding through direct online regular update by authorized users
- 2 Chronological demonstration for Projects Progress
- 3 Photograph based tracking section
- 4 Reporting and Desicion support system DSS supported by Dynamic analytical system through visuals
- 5 Intelegant data analysis and Project Tracking
- 6 Notifications system



## Interactive Map

### Legend

- Planned
- Under Implementation
- Completed



\* for demonstration purposes

In line with the implementation of the IPR phase I, a baseline survey and an end-of-project evaluation are proposed in order to assess progress and achievements of results against the OECD/ DAC criteria of Relevance, Effectiveness, Efficiency, Impact and Sustainability, including assessing cross-cutting issues such as gender and environment. In accordance with the programming policies and procedures outlined in the UNDP User Guide, the programme will also benefit from the following UNDP corporate tools:

- **Quality assessment:** through the MIS system regular quality assessment will be carried out to monitor progress towards the completion of key results based on quality criteria and methods; Semi-annual reports will be prepared.
- **Risk Log:** Based on the initial risk analysis a risk log shall be activated in UNDPs project management system (Atlas) and will be regularly updated by reviewing the external environment that may affect the project implementation
- **Lessons Learnt 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 learnt section of the final report at the end of the project
- **Monitoring visits:** regular field visits/ back to office reports will be drafted by the project team. This should include an update on progress in relation to the work plan and in relation to the results framework and progress against the achievements of the set targets.
- **Annual Project Report:** The Project Manager will ensure the preparation of the Annual Project Report (APR) in consultation with the various stakeholders. These reports, while serving the purposes of monitoring performance, will also cover lessons to help assessing the various implementation modalities
- **Audit:** Allocation for auditing coverage may also be included, to be agreed upon in consultation with the Donor

Table 8: Evaluation Plan

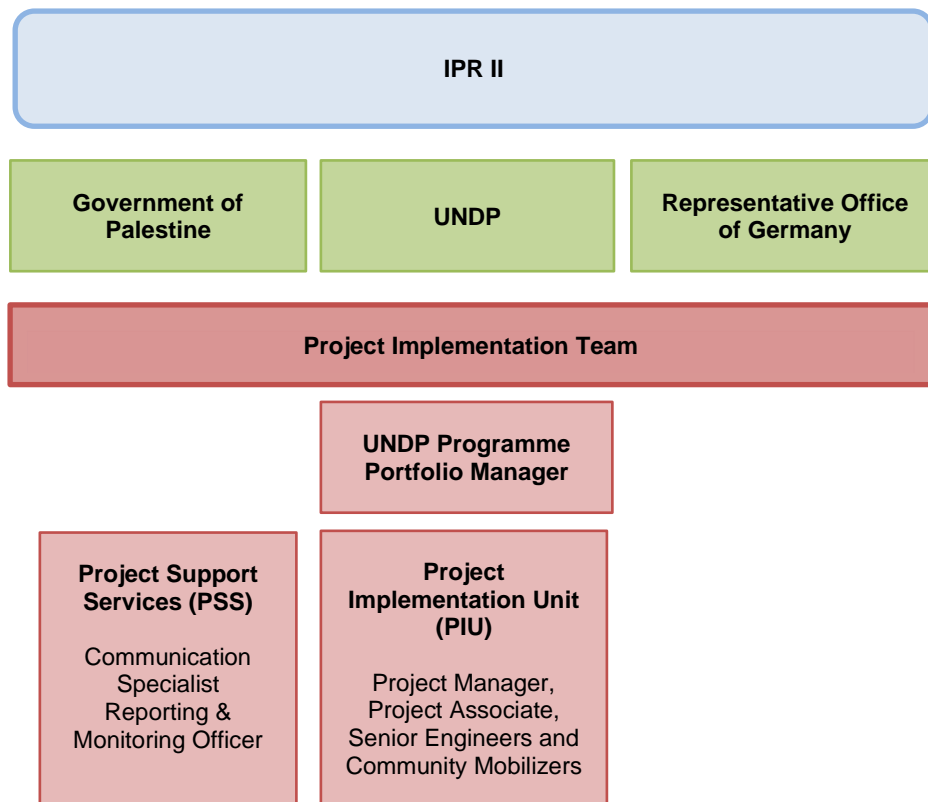
Evaluation Title	Partners (if joint)	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Baseline survey	NA	2021	TBD	To be covered through external resources
Final evaluation	NA	2023	TBD	EUR 30,000

## VIII. Governance and Management Arrangements

### Roles and implementation responsibility by entities of your organization

<b>Entities</b>	<b>Role and responsibility for implementing Project (e.g. technical expertise for infrastructure design study)</b>
Field Office	PAPP
Country Office	PAPP
Regional Office (if applicable)	UNDP RBAS
Global HQ (if applicable)	UNDP HQ

Figure 2: Governance Structure



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**IX. Annexes**

Annex 1.1: Results Matrix

Annex 1.2: Selection criteria

Annex 1.3: Budget and Gantt Chart (shared as a separate document)

Annex 1.4: Draft Communication and Visibility Plan (shared as a separate document)

Annex 1.5: Peace and Conflict Assessment (PCA) (shared as a separate document)

Annex 1.6: Draft Environmental and Social Commitment Plan (ESCP) (shared as a separate document)

## Annex 1.1 Results matrix (A)

### UNDP Investment Programme for Resilience (IPR II) Palestinian Territory

BMZ-Nr.:

#### IPR: Results Framework<sup>5</sup>

<p><b>Intended Outcome as stated in the UNDAF/UNSDCF/Country [or Global/Regional] Programme Results and Resource Framework:</b>  <b>UNDAF Strategic Priority 3: Leaving no one behind: Supporting sustainable and inclusive economic development</b>          UNDAF Outcome 3.2: Palestinians have greater access to decent productive jobs  <b>UNDAF Strategic Priority 4: Leaving no one behind: Social development and protection</b>          UNDAF Outcome 4.1: More Palestinians, especially the most vulnerable, benefit from safe, inclusive, equitable and quality services</p>											
<p><b>Relevant SDG indicators that the Programme contributes to:</b>          - <u>SDG 16</u>: 16.6.2.1 Proportion of population satisfied with their last experience of public services</p>											
<p><b>Applicable Output(s) from the UNDP Strategic Plan:</b>  <b>SP OUTPUT 1.1.2</b> Marginalized groups, particularly the poor, women, and people with disabilities and displaced are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs</p>											
<p><b>Project title and Atlas Project Number and BMZ Number:</b>          Investment Programme for Resilience (IPR II) (Atlas: to be generated)</p>											
EXPECTED OUTCOMES & OUTPUTS	OUTCOMES & OUTPUT INDICATORS <sup>6</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS	
			Value	Year	Year1 (2021)	Year2 (2022)	Year3 (2023)		FINAL		
Outcome 1: Improved access to socio-economic services	- Number of beneficiaries receiving/accessing services in the targeted facilities during the past 6 months after completion of the implementation (disaggregated by gender, age and disability)	UNDP	TBD	2021	TBD	TBD	TBD			TBD	UNDP monitoring tools

<sup>5</sup> UNDP publishes its project information (indicators, baselines, targets, and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

	- Number of entities that are on track to implement the operation and maintenance plan 6 months after completion	UNDP	TBD	2021	TBD	TBD	TBD		TBD	UNDP monitoring tools "On track" definition: have a detailed operation and maintenance plan in place that is fully operationalized
	- Number of jobs created (disaggregated by medium/long-term, gender, sector)	UNDP	TBD	2021	TBD	TBD	TBD		TBD	UNDP monitoring tools
	- Share of respondents who believe that the intervention planned/being implemented responds to the needs in the community	Household survey	TBD	2021	TBD	TBD	TBD		TBD	
<b>Outcome 2: Enhanced social engagement</b>	- Share of respondents who felt their voices were heard in the design and implementation of the intervention	Household survey	TBD	2021	TBD	TBD	TBD		TBD	
	- Number of marginalized community members engaged in in the design and implementation of local participatory community engagement initiatives	UNDP	TBD	2021	TBD	TBD	TBD		TBD	UNDP monitoring tools
	- Number of entities that are on track to implement the social cohesion plan 6 months after completion	UNDP	TBD	2021	TBD	TBD	TBD		TBD	UNDP monitoring tools "On track" definition: have a detailed social cohesion plan in place that is fully operationalized



<b>Output 1.1: Social and community infrastructure rehabilitated and/or expanded with focus on Gaza, East Jerusalem, and Area C</b>	- Number and type of small-to medium scale community infrastructure rehabilitation / construction initiatives identified and implemented (disaggregated by sector)_	Expression of Interest (UNDP)	0	2021	0	10	18		28	UNDP monitoring tools
	- No. of workdays/ short-term jobs generated through the implementation of community infrastructure initiatives (disaggregated by gender)	UNDP	TBD	2021	TBD	TBD	TBD		TBD	UNDP monitoring tools
<b>Activities output 1.1</b>	Activity 1.1.1: Assessment and prioritization of most vulnerable communities to be targeted									
	Activity 1.1.2: Launch of expression of interest and development of full project proposals									
	Activity 1.1.3: Implementation of infrastructure with emphasis on health, basic services and community infrastructure									
<b>Output 1.2: Capacity of entities improved to manage the infrastructure and to provide sustainable services and employment to the community</b>	- Number of operation and maintenance plan developed	Implementing Partners, UNDP	0	2021	0	10	18		28	IP and UNDP monitoring tools
	- No. of longer-term jobs created at the targeted/supported institutions due to the interventions (disaggregated by gender)	Implementing Partners, UNDP	0	2021	0	0	0		TBD	IP and UNDP monitoring tools.
	- Number of entities that have completed the capacity development support package for operation and maintenance	Implementing Partners, UNDP	0	2021	0	0	0		80% of the entities supported	
<b>Activities output 1.2</b>	Activity 1.2.1: Analysis of initial operations and management plan and identification of gaps and opportunities									
	Activity 1.2.2: Technical support to strengthen capacities of targeted entities and ensure the implementation of the plans									

<b>Output 1.3: Social cohesion activities planned and implemented by the community</b>	- Number of people that participate in social cohesion activities (disaggregated by gender, age, disability)	Implementing partner	0	2021	0	0	TBD		TBD	
	- Percentage of social cohesion activities having a gender equality and/or women empowerment focus	Implementing partner	0	2021	0	0	TBD		TBD	
<b>Activities output 1.3</b>	Activity 1.3.1: Active engagement of community members in the further elaboration of social cohesion plans									
	Activity 1.3.2: Implementation of social cohesion initiatives (social inclusion, peace building, non-violent behavior)									
	Activity 1.3.3: Launch of a Resilience Award through creating a competition among the communities benefitting from the project									

## Annex 1.1 (B) Suggestion for impact level indicators

### Impact: The resilience of marginalized communities is reinforced

- Share of respondents that can rely on local/national authorities or any relevant governmental counterpart when they need help
- Share of respondents that can rely on NGOs, CBOs, when they need help
- Share of respondents that trust their community members/ can rely on their support when they need help
- Share of respondents that report increased access to economic opportunities

## Annex 1.2 Selection criteria

Criteria	Max. Score
<b>Programmatic criteria</b>	<b>85 points</b>
<b>Socio-economic development</b>	<b>30 points</b>
<b>Potential for improving and/or expanding services</b>	<b>12</b>
<ul style="list-style-type: none"> <li>- Relevance and quality of services currently provided to the community</li> <li>- Plan for improving the quality and expanding the services</li> </ul>	
<b>Potential to create short- and long-term job opportunities</b>	<b>10</b>
<ul style="list-style-type: none"> <li>- Potential to generate short-term and long-term job opportunities</li> </ul>	
<b>Potential to reducing vulnerability of service provision in future crises (sustainability of services)</b>	<b>8</b>
<ul style="list-style-type: none"> <li>- Strategy to reducing vulnerability of service provision in situation of shock as part of the resilience plan</li> </ul>	
<b>Social cohesion</b>	<b>30 points</b>
<b>Inclusive integration of stakeholders in the project</b>	<b>12</b>
<ul style="list-style-type: none"> <li>- Design of projects based on community needs identified through participatory consultations, including different community groups (e.g. elderly, women, youth, PwDs) and reference to other existing local plans where applicable</li> </ul>	
<b>Resilience plans presenting activities to foster social cohesion initiatives</b>	<b>10</b>
<ul style="list-style-type: none"> <li>- Resilience plans including strategy and activities to fostering social cohesion (like social interaction, social networking, trust building, solidarity and helpfulness)</li> </ul>	
<b>Social accountability</b>	<b>8</b>
<ul style="list-style-type: none"> <li>- Partnering / lead role of community-based organization</li> <li>- Accountability systems in place for beneficiaries including complaints mechanism</li> </ul>	
<b>Focus on marginalized groups</b>	<b>25 points</b>
<b>Geographic selection (vulnerability of communities)</b>	<b>10</b>
<ul style="list-style-type: none"> <li>- Vulnerability of community / project location</li> </ul>	
<b>Share of marginalized groups among beneficiaries</b>	<b>8</b>
<ul style="list-style-type: none"> <li>- Marginalised groups as defined in the project concept</li> </ul>	
<b>Overall number of community beneficiaries</b>	<b>7</b>
<ul style="list-style-type: none"> <li>- Absolute numbers / share of community members</li> </ul>	
<b>Management concept and readiness criteria</b>	<b>15 points</b>

<b>Plausible cost estimate</b> <ul style="list-style-type: none"> <li>- Plausible cost estimate of the project</li> <li>- Reasonable relation between cost and organization's annual budget</li> </ul>	<b>7</b>
<b>Management capacities</b> <ul style="list-style-type: none"> <li>- Clear organizational structure and staff capacity</li> <li>- Sound financial management</li> <li>- Operation and management plan for the infrastructure/facility</li> </ul>	<b>5</b>
<b>Design and permit availability</b> <ul style="list-style-type: none"> <li>- Design and permit ready or expected soon</li> </ul>	<b>3</b>