ASM-20996 - Quality Assurance - Design

Procedure Year: 2025

Procedure Rating: Highly Satisfactory

Procedure Status: Approved

Procedure Name: ASM-20996

Procedure Department: CO - PAPP/Jerusalem

Procedure Type: Design

Record Owner: Pia Hansen

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Portofolio/Project Type: Project

RELATED PORTFOLIOS/PROJECTS (1)

NAME	PORTOFOLIO/PROJECT NAME	DEPARTMENT	STATUS	ATLAS PROJECT NUMBER	START DATE	END DATE
01003673	Inclusive Transitional Community Neighborhoods in the Gaza Strip	CO - PAPP/Jerusalem	On Going		12/1/2024	12/31/2027

RELATED SESPS (1)

PARENT PROCEDURE	PROCEDURE TYPE	PROCEDURE YEAR
ASM-12933	SESP (Social and Environmental Screening Procedure)	2024

Approval Information

Approval Date: Mon Jun 29 00:00:00 GMT 2026

Approved By: Margunn Indreboe <margunn.indreboe@undp.org>

APPROVAL HISTORY

STEP NAME	DATE	STATUS	ASSIGNED TO
Submitted for Approval	2026-06-29 04:58:20	Approved	Margunn Indreboe
Approval Request Submitted	2026-06-28 03:36:08	Started	Pia Hansen

QA Questionnaire:

1. Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change?

- (●) 3: The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks.
- ( ) 2: The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change.
- ( ) 1: The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change.

*Note: Projects not contributing to a programme must have a project-specific Theory of Change. See alternative question under the information icon for these cases.
*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The programme is clearly linked to the programme's Theory of Change and contributes to higher-level recovery and resilience outcomes through an integrated area-based approach. The change pathway is based on the assumption that restoring dignified transitional shelter, rehabilitating essential basic services, creating livelihood opportunities, and strengthening social cohesion in prioritized neighbourhoods will reduce displacement-related vulnerability, improve access to services, and support community-level recovery. The project builds on evidence from the Gaza context, UNDP/PAPP implementation experience, partner consultations, needs assessments, and lessons learned from previous shelter, WASH, debris management, livelihoods, and community recovery interventions. Key assumptions and risks, including access, security, supply chain, social cohesion, environmental, and protection risks, are reflected in the project risk framework and adaptive management arrangements.

2. Is the project aligned with the UNDP Strategic Plan?

- (●) 3: The project responds to at least one of the development settings as specified in the Strategic Plan and adapts at least one Signature Solution. The project's RRF includes all the relevant SP output indicators. (all must be true)
- ( ) 2: The project responds to at least one of the development settings as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. (both must be true)
- ( ) 1: The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The Programme is aligned with the UNDP Strategic Plan 2022–2025 and with the UNDP/PAPP Palestinian Programmatic Framework (PPF) 2023–2025, which is aligned with Palestinian national development priorities and the UN Sustainable Development Cooperation Framework (UNSDCF) 2023–2025. The project contributes to the PPF vision of enabling Palestinians to live a dignified life and supports UNDP/PAPP's concept of Transformative Resilience, particularly through strengthening self-reliance, ownership and leadership, and community cohesion.
Through its integrated neighbourhood-based recovery approach, the project contributes to UNDP/PAPP's three programmatic areas: democratic governance and quality services, inclusive economic opportunities, and sustainable natural resources management. It does so by supporting dignified transitional shelter, rehabilitation of basic services, WASH, debris and solid waste management, livelihoods support, and social cohesion for vulnerable and crisis-affected communities in Gaza. The project also contributes to relevant UNDP corporate priorities, including resilience, poverty and inequality reduction, gender equality, crisis response, and environmental sustainability.

3. Is the project linked to the programme outputs? (i.e., UNSDCF/CPD, RPD or Strategic Plan IRRF for strategic interventions not part of a programme)

- (●) YES

NO

*Note: Project QA cannot be approved by Project QA Approver when the response is “No”.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The programme is directly linked to relevant programme outputs under the UNDP/PAPP Palestinian Programmatic Framework (PPF) 2023–2025, the UN Sustainable Development Cooperation Framework (UNSDCF) 2023–2025, the CPD, and country-level recovery priorities. It translates the PPF’s Transformative Resilience approach into practical recovery support in Gaza through four mutually reinforcing outputs: dignified transitional shelter solutions, improved access to basic and community services, restored livelihoods and inclusive economic opportunities, and strengthened social cohesion.
These outputs contribute directly to the PPF programmatic areas of democratic governance and quality services, inclusive economic opportunities, and sustainable natural resources management. The project supports dignified shelter and safer living conditions for displaced and crisis-affected households; improves access to essential services including WASH, solid waste management, debris-related interventions and community infrastructure; creates livelihoods and employment opportunities HDPNx; and promotes social cohesion, community engagement and psychosocial well-being within prioritised neighbourhoods and adjacent communities.
The project’s outputs are designed to bridge urgent humanitarian needs and early recovery, while supporting Palestinian-led recovery priorities, institutional coordination, humanitarian diplomacy, and community-based neighbourhood recovery. It also contributes to the humanitarian-development-peace nexus by combining immediate life-sustaining support with interventions that strengthen local systems, reduce vulnerability, promote social cohesion, and create pathways for more sustainable recovery.

Relevant | Status: Complete | Quality Rating: Exemplary

4. Does the project identify target groups , and particularly those marginalized, vulnerable and left further behind (LNOB)

- 3: The LNOB target groups are clearly specified, prioritising discriminated, and marginalized groups left furthest behind, identified through a rigorous process based on evidence.
- 2: The LNOB target groups are clearly specified, prioritizing groups left furthest behind.
- 1: The LNOB target groups are not clearly specified.

*Note: Risk management must be done for criteria with score of 1. Projects that build institutional capacity should still identify targeted groups to justify support.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The Gaza Neighborhood Program clearly identifies affected and vulnerable target groups, with particular attention to those left furthest behind in Gaza. These include displaced and conflict-affected households, families living in unsafe, damaged or inadequate shelter conditions, women-headed households, persons with disabilities, older persons, children, youth, and other groups facing heightened protection, service access, livelihood, and psychosocial risks.
The program applies a neighbourhood-based vulnerability approach, prioritising the most affected households and communities, including original residents returning to their neighbourhoods where feasible and safe. Targeting is informed by needs assessments, field verification, community consultations, partner inputs, coordination with relevant Palestinian institutions and local authorities, and vulnerability-based selection criteria.
The program applies an LNOB lens by ensuring inclusive and non-discriminatory access to dignified transitional shelter, basic and community services, livelihoods support, and social cohesion interventions. Community engagement, grievance and feedback mechanisms, and monitoring arrangements support transparency, accountability, and continued attention to marginalized and vulnerable groups throughout implementation.

5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?

- 3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project.

2: The project design mentions knowledge and lessons learned backed by evidence/sources but have not been used to justify the approach selected.

1: There is little, or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence.

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The Gaza Neighborhood Program is informed by UNDP/PAPP's accumulated knowledge, good practices, and lessons learned from previous recovery, infrastructure, livelihoods, shelter, WASH, debris management, solid waste, and community resilience interventions in Gaza. Lessons from prior implementation have highlighted the importance of integrated neighbourhood-based recovery packages, flexible and adaptive delivery modalities, strong coordination with Palestinian institutions and municipalities, diversified procurement and implementation approaches, robust partner management, and evidence-based targeting.
The program design also reflects lessons on the need to combine physical recovery interventions with community engagement, livelihoods support, protection-sensitive approaches, and social cohesion measures. These lessons have informed the program's integrated approach, which combines dignified transitional shelter, basic and community services, WASH, debris and solid waste management, livelihoods, and social cohesion within prioritised neighbourhoods and adjacent communities.
In addition, the programme builds on UNDP's global experience in area-based recovery and stabilization programming and lessons learnt have been exchanged i.a. through various SURGE Advisor deployments.
The program will continue to use monitoring evidence, partner reporting, community feedback, implementation reviews, and lessons learned to adapt delivery, improve effectiveness, and support evidence-based decision-making during implementation.

6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national / regional / global partners and other actors?

3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. (all must be true)

2: Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans.

1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

UNDP/PAPP has a clear comparative advantage to lead and implement the Gaza Neighborhood Program, based on its long-standing operational presence in Gaza, technical expertise in recovery and infrastructure rehabilitation, and established partnerships with Palestinian Authority, UN agencies, clusters, local implementing partners, and community-based actors.
The program builds on UNDP/PAPP's experience in integrated area-based and neighbourhood-based recovery, including transitional shelter, WASH and essential services, debris and solid waste management, livelihoods, and social cohesion.
UNDP/PAPP is well positioned to coordinate across humanitarian, early recovery, and development actors, support Palestinian-led recovery priorities, and use UN channels to facilitate coordination, access, and operational problem-solving in a highly complex context. The program complements the work of other actors by focusing on integrated neighbourhood recovery packages rather than isolated sectoral interventions, thereby reducing duplication and strengthening coherence.
Further to this, the programme is envisioned to evolve into a partner-based coordination platform, where the neighbourhood approach brings together UN agencies, CSOs and other partners in a targeted area to leverage synergies and jointly delivery integrated support to displaced communities.
UNDP/PAPP's established donor relationships, implementation systems, quality assurance mechanisms, monitoring capacity, and communications and visibility arrangements further

support effective delivery, accountability, resource mobilisation, and documentation of results. This comparative advantage enables UNDP/PAPP to deliver an integrated program that links immediate needs with early recovery, resilience, and community-level stabilisation.

Principled | Status: Complete | Quality Rating: Highly Satisfactory

7. Does the project apply a human rights-based approach?

- (●) 3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (all must be true)
- ( ) 2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. (both must be true)
- ( ) 1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The Program applies a human rights-based approach by prioritising dignity, accountability, meaningful participation, non-discrimination, and inclusive access to assistance for affected and vulnerable communities in Gaza. The program focuses on supporting displaced and crisis-affected households, women, children, persons with disabilities, older persons, youth, and other groups facing heightened risks related to shelter, protection, access to basic services, livelihoods, and psychosocial well-being.

The program promotes the right to adequate shelter, access to essential services, participation in community recovery, and non-discriminatory access to support. Community engagement, transparent vulnerability-based targeting, grievance and feedback mechanisms, partner coordination, and monitoring arrangements are embedded in the program approach to strengthen accountability and meaningful participation.

Potential adverse impacts on affected communities, including protection risks, exclusion risks, social tensions, environmental and public health risks, occupational and community health and safety risks, and access-related risks, are identified through the program's risk management, safeguarding, Social and Environmental Screening Procedure, and implementation arrangements. Mitigation measures are incorporated into planning, partner engagement, technical validation, monitoring, and adaptive management.

8. Does the project use gender analysis in the project design?

- ( ) 3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. (all must be true)
- (●) 2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. (all must be true)
- ( ) 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document.

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The Gaza Neighborhood Program incorporates gender considerations by recognising the differentiated impacts of the Gaza crisis on women, men, girls, and boys, particularly in relation to displacement, shelter conditions, access to WASH and essential services, livelihoods, protection risks, care responsibilities, and psychosocial well-being. The program prioritises the inclusion of women, female-headed households, women and girls with disabilities, and other vulnerable groups across shelter, basic services, livelihoods, and social cohesion interventions.

Gender considerations are reflected in targeting, community engagement, partner coordination, and monitoring arrangements, including the use of sex-disaggregated data where relevant to track participation, access, and benefits. The program also seeks to reduce barriers that may prevent women and girls from accessing assistance, services, livelihoods opportunities, and feedback mechanisms.

While gender considerations are integrated across the program design, the score remains 2 because the available evidence does not yet demonstrate a fully participatory gender analysis consistently embedded across all outputs, indicators, baselines, targets, and monitoring arrangements. Gender analysis and gender-responsive implementation will be further strengthened during implementation through continued consultations, sex-disaggregated monitoring, protection-sensitive approaches, and adaptive management.

9. Did the project support the resilience and sustainability of societies and/or ecosystems?

- (●) 3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (all must be true)
- ( ) 2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. (both must be true)
- ( ) 1: Sustainability and resilience dimensions and impacts were not adequately considered.

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The Gaza Neighborhood Program supports the resilience and sustainability of affected communities in Gaza through an integrated neighbourhood-based recovery approach that combines dignified transitional shelter, rehabilitation of basic and community services, WASH, debris and solid waste management, livelihoods support, and social cohesion. The program addresses interconnected social, economic, and environmental dimensions of recovery by improving safer living conditions, restoring access to essential services, reducing public health and environmental risks, creating short-term income opportunities, and strengthening community participation and cohesion.

The program contributes to social resilience by supporting vulnerable households and communities to recover in a more dignified, inclusive, and cohesive manner. It contributes to economic resilience through livelihoods and employment-related interventions, and to environmental sustainability through WASH, solid waste, debris-related interventions, and environmentally sensitive recovery actions.

Relevant shocks, hazards, and adverse social and environmental impacts, including conflict-related access constraints, displacement pressures, public health risks, waste and debris management risks, occupational and community health and safety risks, protection risks, and social tension risks, are considered through the program's risk management, Social and Environmental Screening Procedure, safeguarding measures, technical validation, and coordination with relevant institutions and partners. As part of the Environmental and Social Screening, a comprehensive Environmental Social Management Framework (ESMF) was developed jointly with an external experts, and tailored Environmental and Social Management Plans (EMPs) are developed for each intervention. Mitigation and management measures are integrated into implementation planning, monitoring, and adaptive management.

10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of the preparation and dissemination of reports and communication materials; organization of events, workshops, or training; strengthening capacities of partners to participate in international negotiations and conferences; partnership coordination (including UN coordination) and management of networks; and global/regional projects with no country-level activities as well as Development Effectiveness projects and Institutional Effectiveness projects. [If yes, upload the completed checklist. If SESP is not required, Select all exemption criteria that apply.]

- (●) Yes
- ( ) No
- ( ) SESP not required because project consists solely of (Select all exemption criteria that apply)

***Applicable only to option "SESP not required"**

- [ ] 1: Preparation and dissemination of reports, documents and communication materials
- [ ] 2: Organization of an event, workshop, training
- [ ] 3: Strengthening capacities of partners to participate in international negotiations and conferences
- [ ] 4: Partnership coordination (including UN coordination) and management of networks
- [ ] 5: Global/regional projects with no country level activities (e.g. knowledge management, inter-governmental processes)
- [ ] 6: UNDP acting as Administrative Agent
- [ ] 7: Development Effectiveness projects and Institutional Effectiveness projects

*Note: Project QA cannot be approved by Project QA Approver when the response is “No”.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Yes. The Social and Environmental Screening Procedure has been conducted to identify potential social and environmental impacts and risks associated with the Gaza Neighborhood Program. The screening covers risks related to transitional shelter, rehabilitation of basic and community services, WASH, debris and solid waste management, livelihoods activities, community infrastructure, and social cohesion interventions.

The SESP identifies relevant risks related to protection, inclusion, access to assistance, occupational and community health and safety, environmental management, waste and debris handling, public health, land and site-related issues, social tensions, and the participation of vulnerable groups. It also informs the program’s risk management, safeguarding, technical validation, partner coordination, monitoring, and adaptive management arrangements.

Appropriate mitigation and management measures are reflected in the program’s implementation approach, including vulnerability-based targeting, community engagement, grievance and feedback mechanisms, partner due diligence, environmental and social safeguards, occupational safety measures, technical supervision, and periodic monitoring. The completed SESP checklist will be maintained and uploaded as supporting evidence in line with UNDP requirements.

As part of the Environmental and Social Screening, a comprehensive Environmental Social Management Framework (ESMF) was developed jointly with an external experts, and tailored Environmental and Social Management Plans (EMPs) are developed for each intervention.

Management & Monitoring | Status: Complete | Quality Rating: Satisfactory

11. Does the project have a strong results framework?

- 3: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. (all must be true)
- 2: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. (all must be true)
- 1: The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. (if any is true)

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The Gaza Neighborhood Program has a structured results framework that reflects its integrated neighborhood-based recovery approach. The framework includes outputs and activities covering dignified transitional shelter, basic and community services, WASH, debris and solid waste management, livelihoods support, social cohesion, and support to vulnerable and crisis-affected groups.
The results framework is designed to track progress against the program's four core outputs: dignified shelter solutions, improved access to basic and community services, restored livelihoods and inclusive economic opportunities, and strengthened social cohesion. Where relevant, indicators will use sex-disaggregated and target-group focused data to monitor participation, access, and benefits for women, men, girls, boys, persons with disabilities, older persons, youth, and other vulnerable groups.
The score remains 2 because, while the results framework is appropriately structured and results-oriented, some baselines, targets, data sources, verification methods, and disaggregation requirements may require further refinement during implementation and partner work planning. These elements will be strengthened through monitoring arrangements, partner reporting, field verification, community feedback, and adaptive management.

12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board?

- 3: The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (all must be true)
- 2: The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (all must be true)
- 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The governance mechanism for the Gaza Neighborhood Program is defined through UNDP/PAPP programme management, quality assurance, partner coordination, monitoring, reporting, and operational support arrangements. These arrangements provide a basis for implementation follow-up, risk oversight, coordination with relevant Palestinian Authority institutions and partners, and alignment with UNDP corporate requirements.
At the design stage, a clear UNDP-specific complaints, feedback, and response mechanism was not fully detailed in the project document. Instead, accountability and feedback arrangements relied mainly on the mechanisms of implementing partners, together with community engagement, field monitoring, partner reporting, and UNDP oversight. UNDP Gaza Office is finalizing the GRM and will publish it during 2026, including for the Gaza Neighbourhood Programme.
The score remains 2 because the overall governance arrangements are defined, but the Project Board composition, detailed terms of reference, specific role assignments, and a dedicated UNDP complaints and response mechanism were not yet fully documented.

13. Have the project risks been identified using the risk assessment tools (Project Quality Assurance, Social and Environmental Screening Procedure, Partner Capacity Assessment Tool, Harmonized Approach to Cash Transfer, Private Sector Due Diligence, etc., if applicable), with clear plans stated to manage and mitigate each risk?

- 3: Project risks related to the achievement of results are fully described in the project risk register, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders, including consultation with the UNDP Security Office as required. Clear and complete plan in place to manage and mitigate each risk, including security risks, reflected in project budgeting and monitoring plans. (both must be true)
- (●) 2: Project risks related to the achievement of results are identified in the initial project risk register based on a minimum level of analysis and consultation, with mitigation measures identified for each risk.
- 1: Some risks may be identified in the initial project risk register, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified, no initial risk log is included with the project document and/or no security risk management process has taken place for the project.

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Risks related to the Gaza Neighborhood Program have been identified through the design process, contextual analysis, SESP, partner inputs, and UNDP/PAPP implementation experience in Gaza. The risk register covers key risks related to access and security, operational disruption, procurement and supply chains, social and environmental impacts, protection and inclusion, partner capacity, funding, and reputational risks.
Mitigation measures include adaptive planning, flexible delivery modalities, technical validation, coordination with relevant Palestinian Authority institutions and implementing partners, community engagement, grievance and feedback arrangements through partners, environmental and social safeguards, monitoring, and periodic risk review.
The score remains 2 because risks and mitigation measures are identified, but further documentation is needed to fully link all risk tools, consultations, security inputs, partner capacity assessments, and budgeted mitigation measures.

Efficient | Status: Complete | Quality Rating: Exemplary

14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design?

- (●) Yes
- No

*Note: Risk management must be done when the response is "No".

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The Gaza Neighborhood Program includes measures to ensure cost-efficient use of resources through an integrated neighborhood-based approach, prioritization of the most affected groups and locations, technical validation, coordination with relevant Palestinian Authority institutions and implementing partners, and use of UNDP/PAPP procurement, financial management, and monitoring systems.
Cost efficiency is supported by combining shelter, basic services, WASH, debris and solid waste management, livelihoods, and social cohesion within targeted recovery packages, reducing duplication and transaction costs. Competitive procurement, partner coordination, adaptive planning, and monitoring evidence will help ensure resources are directed to priority needs.
Further to this, sectoral interventions under the Neighbourhood Programme (such as livelihoods, debris, WASH etc) draw on existing teams and capacities in the Gaza Office.

15. Is the budget justified and supported with valid estimates?

- (●) 3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated.
- ( ) 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates.
- ( ) 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The Gaza Neighborhood Program budget is structured around the main outputs and activities, including shelter, basic services, WASH, debris and solid waste management, livelihoods, social cohesion, project management, monitoring, communications, security, and operational support. Estimates are informed by prevailing market rates, UNDP/PAPP implementation experience, technical inputs, partner coordination, and procurement considerations.

16. Is the Country Office / Regional / Global Project fully recovering the costs involved with project implementation?

- (●) 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)
- ( ) 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant.
- ( ) 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project.

*Note: Risk management must be done for criteria with score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The programme budget fully covers all attributable implementation costs in line with applicable UNDP cost recovery policies and budgeting practices, including project management, technical support, quality assurance, monitoring and reporting, procurement, finance, administration, security-related requirements, communications, and operational support. Relevant management and operational costs required for delivery are included in the budget to ensure that UNDP is not cross-subsidizing project implementation. The budget will be periodically reviewed and adjusted as needed to reflect changes in operational conditions, security requirements, market prices, and delivery modalities.

Effective | Status: Complete | Quality Rating: Satisfactory

17. Have targeted groups, and particularly those marginalized, vulnerable, and left further behind (LNOB), been engaged in the design of the project?

- ( ) 3: Credible evidence that all targeted groups, prioritising discriminated, vulnerable and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.)
- (●) 2: Some evidence that key targeted groups have been consulted in the design of the project.
- ( ) 1: No evidence of engagement with targeted groups during project design.
- ( ) Not Applicable

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Targeted groups have informed the design of the Gaza Neighborhood Program through partner engagement, community-level inputs, needs analysis, and coordination with relevant Palestinian Authority institutions and implementing partners. The design reflects the priorities of displaced and crisis-affected households, women, children, persons with disabilities, older persons, youth, and other vulnerable groups.
The score remains 2 because consultations informed the design, but the available documentation does not fully demonstrate systematic engagement of all target groups in design, monitoring, and decision-making structures.

18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?

- (●) Yes
- ( ) No

*Note: Risk Management must be done when the response is "No".

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The Gaza Neighborhood Program allows for adaptation and course correction through regular monitoring, partner reporting, field verification, community feedback, risk review, and lessons learned. Given the volatile Gaza context, the program can adjust geographic prioritization, delivery modalities, sequencing, procurement approaches, partner arrangements, and technical solutions as conditions change.
Monitoring evidence, risk analysis, and community feedback will be used to keep the program relevant, effective, conflict-sensitive, and responsive to emerging needs.

19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.

- (●) Yes
- ( ) No

*Note: Risk management must be done when the response is "No".

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The Gaza Neighborhood Program mainstreams gender considerations across shelter, basic services, WASH, livelihoods, and social cohesion. Gender is reflected through prioritization of vulnerable groups, including women and female-headed households, attention to protection and access barriers, and use of sex-disaggregated data where relevant.
The program will continue to monitor gender-related results to ensure that women, men, girls, and boys benefit equitably from interventions, with gender-responsive implementation strengthened through partner coordination, community engagement, and adaptive monitoring.

20. Have societal digital risks and opportunities been taken into account when designing the project's approach and have digital or data technology solutions been considered to enhance the efficiency, effectiveness and scalability of project results?

- ( ) 3: To the extent possible, societal digital risks and opportunities have been investigated when designing the strategy and Theory of Change, and the potential use of digital or data technologies in project activities has been considered in line with UNDP's digital standards and data principles. (All must be true)
- (●) 2: Only the potential use of digital or data solutions in project activities has been considered in line with UNDP's digital standards and data principles, but there is no or limited evidence that aspects of inclusive digital societies have been considered in the design of the strategy or Theory of Change.

1: Neither societal digital risks and opportunities, nor digital or data technology solutions were specifically considered in the project design or, UNDP's digital standards and data principles are not taken into account when intending to use digital or data technology solutions in project activities.

Digital considerations are not relevant to this project.

***Applicable only to option "Digital considerations are not relevant"**

- [ ] 1: Societal digital transformation is not a government or contextual priority
- [ ] 2: A non-digital approach yields higher effectiveness and efficiency
- [ ] 3: Other (specify in the "Evidence" section)

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

Digital and data-related tools will support targeting, beneficiary verification, monitoring, reporting, mapping, partner coordination, and adaptive management under the Gaza Neighborhood Program. Data will be handled in line with UNDP data protection principles, confidentiality, informed consent, and do-no-harm considerations, particularly for vulnerable and crisis-affected groups.
The score remains 2 because data solutions are considered for implementation and monitoring, but broader societal digital risks and inclusive digital transformation considerations are not fully assessed in the program strategy.

Sustainability & National Ownership | Status: Complete | Quality Rating: Highly Satisfactory

21. Have national / regional / global partners led, or proactively engaged in, the design of the country / regional / global project, respectively?

3: National / regional / global partners have full ownership of the country / regional / global project and led the process of the development of the project jointly with UNDP.

2: The project has been developed by UNDP in close consultation with national / regional / global partners.

1: The project has been developed by UNDP with limited or no engagement with national partners.

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The pogramme was developed by UNDP/PAPP in close consultation and coordination with relevant national and local partners, including Palestinian institutions, local partners, technical service providers, and sector coordination mechanisms. Partner engagement informed the identification of priority needs, technical feasibility, implementation arrangements, and coordination modalities across transitional shelter, essential services, livelihoods, social cohesion, and community infrastructure interventions. The project design reflects inputs and priorities from relevant partners such as PWA, CMWU, MoLG, MoH, MoE, CSOs,, and other coordination structures, supporting national ownership and alignment with institutional priorities while enabling UNDP to provide integrated implementation support.

22. Are key institutions and systems identified, and is there a strategy for strengthening specific / comprehensive capacities based on capacity assessments conducted?

3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly.

2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment.

1: Capacity assessments have not been carried out

- (•) Not Applicable

*Note: Risk management must be done for criteria with score of 1.

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The project is primarily an integrated area-based recovery intervention focused on transitional shelter, essential services, livelihoods, social cohesion, and community infrastructure, rather than a dedicated institutional capacity-strengthening project. However, key institutions and systems relevant to implementation have been identified, including Palestinian institutions, technical service providers, and local implementing partners. It will coordinate with these actors and support implementation-related capacities through technical validation, planning, monitoring, coordination, and partner engagement to help sustain results.

23. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?

- (•) Yes
- ( ) No
- ( ) Not Applicable

*Note: Risk management must be done when the response is "No".

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The Gaza Neighborhood Program uses national and local systems to the extent possible through coordination with relevant Palestinian Authority institutions, the Environment Quality Authority where applicable, sector actors, and implementing partners. These systems inform needs identification, geographic prioritization, technical validation, targeting, implementation follow-up, and sustainability arrangements.
Where UNDP procedures are required, including procurement, financial management, safeguards, and quality assurance, they will be applied while maintaining coordination with relevant national systems and partners.

24. Is there a clear transition arrangement / phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?

- (•) Yes
- ( ) No

*Note: Risk management must be done when the response is "No".

Evidence (Enter a short explanation or upload a document that provides evidence for your response)

The Gaza Neighborhood Program includes transition and sustainability arrangements through coordination with relevant Palestinian Authority institutions, the Environment Quality Authority where applicable, technical actors, and implementing partners. The program supports continuity by aligning interventions with recovery priorities, technical standards, partner implementation arrangements, and community-based recovery needs.
Scale-up and continuation will be supported through collaborative interventions with UN and CSO partners in a targeted area, resource mobilization, donor engagement, documentation of results, communications, monitoring evidence, and lessons learned to inform future phases and follow-on programming.