

CPD

United Nations Development Programme
Country: occupied Palestinian territory
Programme Document

Programme Title:

Community Resilience & Development Programme for Area C & East Jerusalem (CRDP)

UNDAF Outcome(s):

Expected CP Outcome(s):

(Those linked to the programme and extracted from the CP)

Area C communities and East Jerusalemites have strengthened their resilience to sustain on their land through development and recovery support

Output 1: Public and social infrastructure in Area C and EJRM improved

Output 2: Improved access to and protection of natural resources

Output 3: Economic opportunities enhanced through support to livelihoods in Area C and EJRM

Expected Output(s):

(Those that will result from the programme)

Output 4: Rights of Palestinian citizens in Area C and EJRM are upheld through legal protection, advocacy and community participation and mobilization

Brief Description

Addressing the needs of Palestinians living in Area C and East Jerusalem is essential for their wellbeing and social development, and also to enable them to achieve their primary goal: to safeguard their property and source of livelihoods and stay on their land. The development potential of Area C is critical to the viability of the Palestinian State – an imperative acknowledged by a growing number of actors, including the PNA, the UN, the EU/MS, the AHLG and the Quartet. This programme is designed to address the challenges in both areas. Its objective is to empower local stakeholders, through the most appropriate partners to act with resilience to respond to threats that affect their sustenance on the land. The programme will thus contribute to i) prevent the erosion of Palestinian development capital in Area C and East Jerusalem; ii) protect Palestinian land and property in Area C and East Jerusalem; and iii) mitigate and ideally reverse migration flow from Area C and East Jerusalem by enhancing human security. The intention is to assist the Palestinian Authority to plan, channel resources and implement actions for Area C and East Jerusalem to strengthen resilience and local development. The programme will be implemented by a wide array of partners, including communities, grassroots organizations, local and international NGOs, based on their respective merits, and according to locally designed plans. The programme facilitates a complementary approach and a transition process from humanitarian interventions towards development and builds initiatives that are of a development nature, but that are not taking place in Area C and East Jerusalem.

Programme Period: 2012 - 2015

Key Result Area (Strategic Plan) _____

Atlas Award ID: _____

Start date: _____

End Date _____

PAC Meeting Date _____

Management Arrangements _____

Total resources required USD **32,257,189**

Total allocated resources: USD 300,000

• Regular _____

• Other: _____

○ Donor _____

○ Donor _____

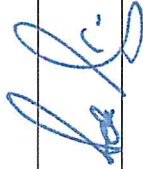
○ Donor _____

○ Government _____

Unfunded budget: USD **31,957,189**

In-kind Contributions _____

Agreed by (MoPAD)

Agreed by (UNDP): 

I. SITUATION ANALYSIS

A. Background and challenges in Area C and East Jerusalem

The Oslo Accords, PNA and Israeli jurisdiction and policies towards Area C

Following the Oslo Agreements of 1995, the West Bank was administratively divided into three areas: Area A and B administered by the PA with shared Palestinian – Israeli responsibilities on security issues for Area B; and, Area C that is fully administered by Israel with limited civil responsibilities under the PA. Area C constitutes 62% of the West Bank; Area A, 17,2%, and Area B, 20,8%. Since Israel retains control over all building and planning in Area C, it enjoys alongside its military presence, the de-facto civil authority over it, leaving the PA with marginal responsibility over health and education services. According to the Agreements, Area C was scheduled to be transferred to full Palestinian jurisdiction within 18 months of the inauguration of the Palestinian (Legislative) Council. However, the hand-over stipulated in the Oslo Accords has not materialized.

For the past sixteen years, very little has been done by Israel to improve or facilitate the improvement of the living conditions of Palestinians living in Area C, let alone their human development opportunities. Rather, Israeli authorities have consistently obstructed any Palestinian development in the area and have increased pressure on Palestinian communities through various means, ranging from restrictions in freedom of movement, construction and expansion of illegal settlements, restrictive zoning and planning regimes, confiscations of land, failure to issue building permits, demolitions of properties and assets, forced displacement and lack of law enforcement in response to settler violence.

The Israeli Military Administration, or the so-called “Civil” Administration (CA) has fundamentally altered the applicable Jordanian Planning Law, cancelling local and district planning committees, effectively eliminating all meaningful participation of the occupied population. The welfare standards and worsening living conditions of Palestinians living in Area C suggest that such changes were not to the benefit of the existing population, nor driven by military necessity, but constitute a policy of de-facto annexation of Area C - actions that contravene international law and threaten to terminally undermine a viable Palestinian State.

In the eighteen years since Oslo, the number of Israeli settlers has doubled to more than half a million, all while impunity related to settler violence has risen to over 90%. The settlement enterprise – including built-up areas, cultivated lands, closed military zones, nature reserves, restricted roads, and land annexed by the Wall – now encompasses 38,3% of the West Bank. This equates to 68% of Area C, including some of the areas with the greatest economic value. The Wall alone effectively annexes 10,4% of the West Bank, including valuable agricultural land and access to some of the richest water resources. Out of the remaining 32%, the Israeli authorities generally allow Palestinian construction within the strict boundaries of Israeli-approved plans. These plans cover only 1% of Area C – and most of it is already built-up – and thus leave no room for development growth,

Palestinian living conditions in Area C

As a consequence, living conditions for Palestinians in Area C are dire. A recent survey conducted by OCHA indicates that a total of 271 communities live either entirely or partially – and 150 exclusively – in Area C, with a population estimated at around 150,000. Most of them are small herding communities scattered in remote areas. While the Palestinian Authority was able to improve service provision to populations in Area A and B over the years, communities in Area C are struggling to access the most basic services.

Domestic water availability averages 50 litres per capita per day – half of the WHO recommended standard, a sixth of the amount used by Israeli, and a tenth of the water consumed by Jordan Valley settlers. Some communities, especially the Bedouin, have access to less than 25 l/p/d, which is on par with disaster and humanitarian crisis criteria. Strikingly, a settler child living a few hundred meters from a Palestinian child in the Jordan Valley has access to over 36 times as much water per day.

The 98% school admission rate in 1st Grade hides a reality of children exposed daily to violence and humiliation, whose learning time is severely curtailed by checkpoints and barriers, and who study in dilapidated school buildings.

A survey conducted by WFP, UNRWA and UNICEF showed that, as certain communities and population normally live in areas very isolated from the main cities or village center, the costs for receiving health or education services are unbearably high. In fact, according to the survey, 84% of families cannot afford

transportation costs. In many cases therefore the solution is to end studies for girls in order to save money. This creates long term implications for them, as many of the girls will not have a proper education and will not be able to compete in the labor market. Some will probably end up with an early marriage which will reproduce the same patterns of poverty if conditions are not altered.

Access to health services is often obstructed by the Wall, settlements and settlers, checkpoints, gates and barriers, particularly for those living in the Seam Zone. According to WHO, sixty communities out of 271 are not being provided with adequate health services due to access restrictions. Moreover, according to WFP, 79% of the herding population in Area C is food insecure. The prevalence of wasted, underweight and stunted children between six and 59 months is 5.9%, 15.3% and 28.5% as against to 1.7%, 3.2% and 7.9% in the West Bank.

Furthermore, destruction of civilian property in Area C, for reasons of enforcement of planning and construction laws – only benefitting Israeli settlements – has significantly increased in recent years. From 2000 onwards, more than 4,800 Palestinian houses and structures have been demolished due to lack of building permit. Between 2009 and January 2011, 726 structures were demolished, including 265 houses, schools, animal shelters, water infrastructure, playgrounds, commercial structures and a mosque (which has been destroyed three times). These destructions led to the displacement of nearly 1,300 persons (including 619 men and women and 655 children) and affected some 15,000 people. In addition, Palestinians living close to Israeli settlements in Area C are routinely subjected to settler violence with no effective legal recourse.

As a consequence, not only are Palestinian communities in Area C deprived of adequate access to basic services such as education, health or water, but their capacity to sustain their livelihoods and stay on land that they can use productively is severely weakened. It is estimated that over 12,000 Palestinian structures have been issued with a demolition order. The dysfunctionality of the Israeli planning and building regime in Area C makes it very hard to upgrade and expand the existing housing units, let alone to build anew to accommodate natural growth. Many have chosen to relocate to safer areas, while others have been left with no option other than to leave, causing a de-facto 'silent' displacement, or have been forcibly relocated. Negative migration in the West Bank now reaches up to 50% of the natural growth rate. Its impact on family unity and social cohesion are immeasurable.

Area C development and the viability of a Palestinian State

The near-annexation of Area C severely undermines the viability of a future Palestinian State. The land administered by the PNA in Areas A and B is not sufficient to cater for the needs of a growing population, and Area C is the only space available for the expansion of Palestinian population centres. The stranglehold on Palestinian cities and towns is also inflating land and housing prices, making them increasingly unaffordable. Moreover, Area C is the underlying frame of territorial contiguity in the West Bank on which most large-scale and nation-wide infrastructure depends, and without which a Palestinian State cannot materialize as a tangible entity. In addition, Area C contains the bulk of Palestinian agricultural and grazing land, as well as most of water sources and underground reserves, as well as other valuable natural resources that are key to Palestinian development and to the establishment of a viable Palestinian State.

According to recent estimates, the economic potential of Area C – if reclaimed by the PNA – could exceed USD 5 billion, i.e. more than 60% of the current Palestinian GDP. The extraction of Dead Sea salts and minerals, including potash, bromine and magnesium as well as salts used in cosmetics and skin care has a potential economic value of USD 1.79 billion, and could generate an estimated gross value added of USD 1.1 billion, i.e. 15% of the GDP. Mining and quarrying of marble, construction stones and gravel, currently under near Israeli monopoly, have a yearly yield of USD 756 million, and could generate some USD 574 million of gross added value. The agriculture sector, if Palestinian water rights and access to Area C land were to be restored, could boom to more than USD 2 billion, with a gross added value of USD 1.9 million, i.e. 23,4% of the GDP. This includes 1.2 million donums of additional cropping area that could be reclaimed and irrigated, and 50,000 donums of extensive agriculture in the Jordan Valley that alone could yield USD 1 billion of revenues. Conservative estimates in the tourism sector show that the development of Dead Sea tourism alone could generate more than USD 215 million (USD 144 gross added value). This, however, does not include the management and development of other tourism opportunities that can be conservatively estimated at USD 900 million.

A further analysis of this economic potential conducted by the PA Ministry of National Economy shows that, with PNA control over Area C and an end to the occupation regime, not only would a Palestinian State be self-sufficient, but it would be thriving: it would be able to run a healthy fiscal balance of a surplus amounting to USD 437 million a year. In other words, it would not have to rely on donor aid and would be able to substantially expand its fiscal expenditure to spur needed social and economic development.

A viable two-State solution to the Israeli-Palestinian conflict will thus require preserving the integrity of Area C and its development assets for the envisaged Palestinian State.

Palestinian living conditions in East Jerusalem

Palestinians in East Jerusalem are also subjected to policies similar to those imposed upon Palestinians in Area C. Over one third of East Jerusalem has been expropriated for the construction of Israeli settlements: only 13% of the annexed area is currently zoned for Palestinian construction - against 35% for settlements. The building permit application and land registration process are complicated, lengthy and expensive for Palestinians, and its outcome is by no means predictable. As a consequence, Palestinians are faced with a grave shortage of housing that has forced them to build without permits and to risk demolition of their properties or move elsewhere.

Natural growth needs cannot be met and more and more young couples are forced to build apartments outside the separation wall. A key example is Kufur Aqab, situated at the entrance of Ramallah but still within the Israeli-imposed municipal boundaries. Unregulated construction has skyrocketed resulting in over-densified and underserved neighbourhoods. More than 60,000 Palestinians are threatened by demolition orders, while more than 2,000 houses have been demolished since 1967, including demolition of more than 700 houses between 2000 and today. In addition, Palestinians in East Jerusalem are at risk of losing their “residency” status if they move out of the municipal boundaries, all part of the property can be appropriated by the occupying power under an existing Absentee Property Law. Still, Jerusalem Palestinian families are generally denied their right to have family reunification when there is a spouse from the West Bank. This forces families to live separated or illegally. In the end, when families are living separated, it is women who take care of the education of the children with the economic and social burdens it carries on them.

Moreover, East Jerusalemites are faced with a deteriorating socio-economic situation. Business and employment opportunities are shrinking, especially since the erection of the separation wall that has isolated East Jerusalem from its traditional trading source. Approximately 33,000 Palestinian households live under the Israeli poverty line, i.e. around 67% of the Palestinian population, against 23% for Israelis. This pushes Palestinians to find a job in the informal market with the negative impact that it implies, especially on women, where lower salaries cannot be denounced due to the legal and institutional gap existing. Finally, East Jerusalemites also suffer from discriminatory distribution of basic social services and infrastructure. While they make up 34% of the Jerusalem population they receive only 7% of the municipal budget in services. As a consequence, schools are overcrowded, health services are poor, public utilities are poorly maintained, and environmental services are neglected. All of these realities mar the daily life of East Jerusalemites.

B. Problem to be addressed

Addressing the needs and rights of Palestinians both male and females in Area C and East Jerusalem is thus essential to enable them to protect their property and livelihoods, and enjoy access to adequate education, health, housing, as well as to preserve their basic civil rights such as freedom of movement and family unity. Broadly, the development potential of Area C is critical to the viability of the Palestinian State – an imperative acknowledged by a growing number of actors, including the PNA, the UN, the EU/MS, the AHLC and the Quartet.

C. Current interventions in Area C and in East Jerusalem

Humanitarian interventions

The above notwithstanding, it is only recently that Area C has received renewed attention from the PA and international organizations, much of which must be put to the credit of humanitarian actors, in particular OCHA. Area C has become, over the past three years, one of the key priorities areas of the Common Humanitarian Action Plan (CHAP) for the oPt and of the Consolidated Appeal mechanism, together with East Jerusalem and Gaza. A number of key reports have been produced by OCHA and its UN and NGO partners on the planning regime and the living conditions in Area C, as well as a Response Plan to expedite emergency rehabilitation interventions in Area C, in the education, health and water and sanitation sectors.

The humanitarian Cluster system has also structured itself better to respond to the emergency needs of vulnerable populations in Area C and East Jerusalem. Needs assessments and community profiles have been conducted by OCHA, UNRWA, UNICEF, FAO, and specific task forces formed to support this purpose, within the Displacement Working Group headed by OCHA, including: i) the Emergency Livelihoods Response, coordinated by ACTED, that is intended to provide immediate response to communities at risk of displacement further to demolition of properties; ii) the Legal Aid Task Force headed by the Norwegian Refugee Council (NRC) that

brings together a number of Palestinian, Israeli and international legal aid actors; iii) the Ad-Hoc Planning Task Force, headed by UN Habitat; and iv) the Advocacy Task Force, among others.

In addition, two main mechanisms are in place for humanitarian actors to access funding for emergency interventions in Area C and East Jerusalem: the CAP and the Humanitarian Response Fund (HRF). The HRF is managed by OCHA and is designed to provide members of the Humanitarian Country team in the oPt, including UN agencies, national and international NGOs, with a rapid response mechanism to meet short-term emergency needs of vulnerable communities. The scope of the HRF is two-pronged: to support rapid response needed at the onset of emergencies; and to strategically fill gaps in humanitarian funding or within a cluster response plan.

The focus of these interventions, coordination and funding mechanisms is, however, essentially of a humanitarian nature (though many implementing partners are willing to invest in recovery and development). While they provide a much-needed response to emergencies and emergency needs, without which the humanitarian and protection situation of many vulnerable communities would undoubtedly worsen, they need to be complemented by interventions geared at empowering local stakeholders to help them sustain on their land and manage their local development.

Development interventions:

On the development side, little has been done to address the development needs of Palestinian communities in Area C and East Jerusalem. Clearly, the dysfunctional and restrictive planning regime to which Israeli authorities have subjected Area C and East Jerusalem, and the lack of issuance of permits for construction or even rehabilitation of infrastructure are the main obstacles for any Palestinian development in these two areas. Permits are nearly impossible to obtain and any construction carried out without permits is at threat of demolition. Any PNA attempts to design and implement development projects in Area C have been systematically thwarted by Israel, leaving numerous donor-funded projects indefinitely suspended. However, some key requirements for investing in Area C and East Jerusalem development are also lacking, in particular with regard to planning, coordination or financing, or have only been recently pursued.

With regard to national planning, the PNA's Programme of the Thirteenth Government clearly states that responding to specific needs in Area C, while also planning and developing the area forms the essential foundations of the future state. One of the objectives is to develop large infrastructure projects, such as wastewater treatment plants, landfills, water pipelines, and main roads. However, the Palestinian National Plan (PNDP) 2011 – 2013 is still in further need for developing concrete strategies for how to deal with Area C, the Seam Zone and East Jerusalem. There is thus a clear planning gap that is yet to be addressed – and that the PNA has recently begun to close. In its document of March 2012 presented to the AHLIC, *Equitable Development: Moving Forward Despite the Occupation*, the PA openly recognizes as one of its three priorities to work proactively in Area C, East Jerusalem and Gaza to reduce inequitable socio-economic conditions.

At regional level, the remit of current planning exercises promoted under the Municipal Development and Lending Fund (MDLF) in cooperation with the Ministry of Local Government (MOLG) does not extend beyond Areas A and B. Moreover, interventions under the MDLF generally favour larger municipalities with a proven financial management capacity and essentially cover the areas under PNA control, where permits and coordination are not an issue. As such, the fact that the MDLF does not reach out to Area C is one of the main limitations of the programme. Methodologies have been developed for Strategic Development and Investment Planning (SDIP) and physical planning. UN Habitat and UNDP have developed a project proposal to support further integration of both approaches while allowing to take fully into account the land dimension.

On the UN side, the Mid Term Response Plan (MTRP) endeavours to focus its programmatic interventions in Area C and East Jerusalem. However, the MTRP is essentially a UN instrument. In addition, it lacks critical information to make it an adequate planning tool for interventions. Similarly, the funding mechanism attached to it, the MDTF, is not suited to this purpose, as only UN agencies are eligible for MDTF funding, thus making it more difficult for other partners such as local NGOs, PA agencies and communities to access direct funding. Nevertheless, the MTRP and related Sector Advisory Groups (SAGs) remain important UN actors with whom coordination is essential.

Given the renewed focus on East Jerusalem and Area C development, the PNA plans to embark on a national spatial planning exercise that will outline Palestinian development needs and plans for the whole Palestinian territory, including Area C. Together with UNDP, the PNA has initiated the drafting of a development strategy for Area C that details, *inter alia*, the economic potential of Area C and the steps taken by the PNA to access and utilize this potential. In this context, the MoNE has recently issued a report that assesses the economic cost of the Israeli occupation and the development opportunities lost, in particular in Area C.

An East Jerusalem strategy was prepared by the PNA Office of the President, while a Strategic Multi Sector Development Plan has been developed with support from the EC to constitute the Jerusalem component of the Palestinian National Plan (PNP). It highlights priority interventions in each sector, and will be used as a benchmark document in any future plans for East Jerusalem. The European Commission has consequently funded a 3-year "Urban Planning Support Programme for Palestinian Communities in East Jerusalem", executed by UN-HABITAT, working closely with local civil society organisations. The Programme intends to facilitate, through urban planning support, the immediate improvement of living conditions and to ease displacement pressures, while securing growth opportunities for Palestinian communities in East Jerusalem. The Programme will support the Palestinian communities in developing strategic and spatial plans, within the Israeli planning system. The Programme will also explore solutions to address critical dysfunctions in the planning and development of Palestinian neighbourhoods. This includes for instance the challenge of around 20,000 houses without a building permit which de-facto have resulted in largely informal, badly planned neighbourhoods. The Programme will further enhance urban awareness and integration amongst Palestinian communities and enhance the capacity of Palestinian professionals to plan for their communities.

Despite limited municipal and planning authority in Area C, the MoLG, in cooperation with IPCC and UN HABITAT, is encouraging planning in Area C localities. In addition, under the umbrella of the DWG, the Ad-Hoc Planning Task Force, chaired by UN Habitat, has also developed an action plan on how to make planning more effective in Area C to prevent displacement and enable development. Since 2009, IPCC has completed 21 plans, including 19 Outline plans and two regional plans (Northwest Jerusalem and Southwest Bethlehem) covering a total of 42 localities in Area C, providing for a projected 2030 population of 147,000. These plans have been endorsed by the Ministry of Local Government. Village Councils sign off on the plan and most of them have been submitted to the CA for formal approval. These plans need to translate into action and sectoral responses are required to address the immediate and medium-term needs identified.

Area C grassroots organizations are structuring themselves into networks, such as the Jordan Valley Solidarity Campaign, an initiative created by the Popular Committees in the Jordan Valley. The purpose of the movement is to combine solidarity fieldwork, such as connection to water systems, traditional construction and rebuilding of schools, with advocacy, protection and solidarity campaigns, including with international and Israeli organizations. Popular Committees in other areas focus their work, with success, on international advocacy, legal protection, awareness-raising, women empowerment programs and community mobilization campaigns. Their common objective is to strengthen the resilience of communities to sustain on their lands. They represent a good example of cohesive social tissue, because many of them draw from the capacities of all their members, be them women or men. Overall, there is a growing call by all these partners for the PA and the international community to engage with them beyond humanitarian and relief assistance.

II. STRATEGY

A. Overall objective and expected outputs

Outcome objective:

The desired outcome of this programme is to empower local stakeholders in Area C and East Jerusalem, through the most appropriate partners (LNGOs, INGOs), to act with resilience to respond to threats that affect their sustenance on the land. The programme will contribute to the -development of Area C and East Jerusalem to ensure that these areas provide improved conditions for their Palestinian population to be sustained on their land, and will inject development capital needed for Palestinian sustainable development. The programme will thus, inter alia, contribute to:

- Prevent the erosion of Palestinian development capital in Area C and East Jerusalem
- Protect Palestinian land, livelihoods and property in Area C and East Jerusalem
- Mitigate and reverse migration flow and forced relocations from Area C and East Jerusalem

This overall objective is in line with the PNP and the PNA Thirteenth Government Plan, and with several donors' own strategies for Area C and East Jerusalem. This programme is also in line with the UNDP/PAPP "*Development for Freedom: Empowered Lives. Resilient Nation*" Consolidated Plan of Assistance 2012 – 2014. The Plan adopts a human rights-based approach to development and places the Palestinian People at the centre of development programming. The Plan also calls for UNDP/PAPP to focus its assistance in specific geographic areas that includes Area C and East Jerusalem, which this programme does.

Specific outputs and indicative Activities

Through this initiative the following major output to be achieved:

Output 1: Public and social infrastructure in Area C and EJRM improved

Output 2: Improved access to and protection of natural resources

Output 3: Economic opportunities enhanced through support to livelihoods in Area C and EJRM

Output 4: Rights of Palestinian citizens in Area C and EJRM are upheld through legal protection, advocacy and community participation and mobilization

Activities under the programme will be decided upon by the CRDP Steering Board, guided by the community assessments and action plans developed in advance of programme implementation by UNDP/PAPP and on the calls for proposals that the Review Board will launch accordingly. While reviewing project proposals, the CRDP Review Board will assess the relevance of the proposals in reference to the priority needs identified in the action plans. The activities provided below are thus only indicative activities that may be implemented through the CRDP. Proposal review and selection will also be advised and supported by UNDP's own gender and environment focal points to ensure adherence to corporate commitments similar to all UNDP/PAPP implemented activities.

Some of the indicative activities will have a remarkable positive impact on women. It is the case of the provision of renewable energy. According to an internal UNDP/PAPP assessment of visited herding communities in the outskirts of Jerusalem, women living in locations without electricity spend around 25% of their weekly time in tasks which have to do with basic manual tasks for dairy production and household activities like laundry. The availability of basic electricity produced by solar panels will reduce dramatically the time devoted for it. In addition to this, all the basic infrastructure which will be built or renovated by the CRDP will take into consideration the needs and views of women, such as the location of toilets, issues of visibility from outside, provision of safe spaces for women associations, etc.

The CRDP will strive to coordinate all its functions and will validate its partnerships based upon the ability by partners to dialogue with relevant partners and the CRDP. The programme management unit will strive to map out interventions implemented outside of the CRDP and will facilitate coordination with these, as well as with the ones implemented within the CRDP.

The purpose is to support, in a coordinated manner, the implementation of recovery and development interventions in Area C and East Jerusalem. Three types of interventions are considered: i) interventions identified and prioritized by local communities as part of their engagement in local planning processes, with particular attention to women participation in the planning process; ii) sectoral nation-wide or regional interventions developed and agreed upon with the respective Palestinian line ministries (e.g. land reclamation); iii) recovery interventions needed by local communities to lessen the risks of forced displacement. These interventions will comprise, but are not limited to:

Output 1: Public and social infrastructure in Area C and EJRM improved

- Housing:
 - Facilitate access to credit for housing and home mortgage schemes
 - Support rehabilitation of houses in Area C and reconstruction of demolished homes in Area C and East Jerusalem
 - Support the construction of new houses in Area C communities within approved plans
 - Provide innovative solutions to housing difficulties in Area C and East Jerusalem
- Education:
 - Expand and rehabilitate existing schools and construct new ones
 - Establish recreational places for children
 - Protect and facilitate access of students and teachers to schools
- Health:
 - Construct and rehabilitate Primary Health Care centres in Area C
 - Expand existing clinics and hospitals in East Jerusalem, develop required medical specializations, and facilitate interconnectivity between them to improve coordination and referral
 - Provide mobile clinics solutions where construction of new health centres is not feasible or sound, in particular in remote areas
 - Improve, through capacity building, health provision services in Area C
- Transport and energy resources
 - Rehabilitate service and agricultural roads
 - Provide alternative energy solutions to remote communities
 - Provide connection / stand-alone access to electricity

Output 2: Improved access to and protection of natural resources

- Water and sanitation:
 - Implement community-based water and sanitation projects, such as small treatment plants, cesspits, network connections, rehabilitation and/or construction of water storage infrastructure, wells, cisterns, etc. The objective is to enhance potable water availability for communities in Area C and ensure the safe disposal of effluents.
 - In coordination with other legal assistance actors, activate consolidated legal action against Israeli discharge of untreated sewage and other wastewater into the environment
- Other natural resources:
 - Support the protection and restoration of the Palestinian traditional landscape
 - Preserve and rehabilitate archeological and historical sites
 - Mitigate mining and quarrying pollution
 - Support reforestation efforts to enhance water catchment and decrease soil erosion

Output 3: Economic opportunities enhanced through support to livelihoods in Area C and EJRM

- Agriculture:
 - Support land reclamation and development efforts
 - Enhance accessibility to remote agricultural areas through construction of agricultural roads
 - Support the rehabilitation and construction of water cisterns, water harvesting infrastructure and catchment areas in the Eastern slopes
 - Support the spreading of efficient water use technologies
 - Support the provision of veterinary services
- Non-agricultural livelihoods
 - Support the development of alternative livelihoods for communities whose traditional livelihoods is threatened

- Provide micro-credit / poverty graduation opportunities to communities in Area C and East Jerusalem with focus on support to women and youth
- Provide business support opportunities for small and medium business holders and new entrepreneurs
- Explore the development of economically feasible medium-scale production projects for private sector investment

Output 4: Rights of Palestinian citizens in Area C and EJRM are upheld through legal protection, advocacy and community participation and mobilization

- Local Governance and grassroots organizations
 - Support extension of municipal services in Area C communities
 - Support capacity building and networking efforts of local grassroots organization (Popular Committees, Jordan Valley Solidarity Movement, etc.)
 - Support to the creation of community centers and safe spaces for women
- Rule of Law and Access to Justice
 - Fill in monitoring and legal assistance gaps, in coordination with other legal assistance mechanisms
 - Legal counseling and legal aid in response to demolitions and confiscation of property and assets related to the above sectoral assistance

B. Programme implementation strategy

Community Resilience and Development Programme (CRDP) for Area C and East Jerusalem

The proposed implementation strategy for this pilot programme is to, mainly, provide local stakeholders with the needed resources, through a grant mechanism, for them to strengthen their resilience and invest in their local development. The programme is designed to enable communities and grassroots organizations to directly implement the interventions they need to pursue the above-mentioned objectives or to attain these objectives through partnerships with municipalities, PA agencies, and local and international NGOs, and according to locally designed plans.

This programme will also bring together Palestinian authorities, development agencies and donors to plan (both at local and at national level), implement and follow-up on recovery and development interventions in Area C and East Jerusalem. The programme will thus ensure MOPAD leads coordination, joint planning, implementation, and that other stakeholders assist in legal follow-up, advocacy and political leverage functions in an integrated manner.

The programme complements initiatives that are taking place in Area C and East Jerusalem, but that are of a humanitarian nature, and extends others that are of a development nature, but that are not taking place in Area C and East Jerusalem. Coordination, programmatic cooperation and linkages are factored in the design of the programme. This programme represents one of the PNA's solutions to further focus on the Area C and other programme are being formatted to fully enable the PNA to deal with challenges faced in Area C.

Community assessments

Within the framework of the priority areas of focus for the PA and other development actors, UNDP/PAPP has allocated resources to implement a thorough community assessment exercise for the 271 communities of Area C and those in East Jerusalem. Although several community assessments have already been done by humanitarian actors or by the MoLG and governorates, however there is still a need to have a comprehensive picture of the development situation of these communities with a unified methodology and assuring the participation of men, women, young (female and male), as well as the institutions present in those localities.

This exercise will conform the basis for the implementation approach that the CRDP will take and will guide it in all its period.

UNDP has already identified a qualified partner for the elaboration of this comprehensive exercise, the Center for Continuing Education (CCE) of Birzeit University. They have already conducted community assessments in 90

localities following a participative and inclusive methodology and rely on a team of highly capable staff and volunteers. This methodology will be refined and adjusted to the needs of the CRDP and will be applied to the totality of Area C and East Jerusalem communities.

In addition to the Center for Continuing Education, UNDP will partner with the United Nations Volunteer programme in order to benefit from the opportunities they offer in terms of promotion of the spirit of volunteerism and the capacity they have to reach marginalized population.

Some of the criteria for the community assessments are listed below:

- It will be based on a unified methodology which will take into consideration real recovery and developmental needs and priorities of the communities as of 2012
- It will be inclusive and participatory. It will then provide the CRDP with reliable data. Also, the interaction and open communication with communities will help reduce possible future conflicts for an eventual lack of funding for all locations, and also initiate a dialogue of possible risks involved.
- It will make sure that women views and opinions are given a priority. The working teams will be established also accordingly, with highly qualified women and young women staff so that cultural sensitivity is not threatened in those areas where it is required.
- Youth will also be a priority focus. The working methodology will secure safe spaces for youth to express their opinion, also with the facilitation of young trained field workers.
- It will build on the existing work done by humanitarian actors (OCHA, UNRWA, other UN agencies, national and international NGOs) and by line ministries and governorates, to avoid any duplication and to reduce resources. As such, OCHA has already shared with UNDP the database which was utilized for their community profile in Area C.

The outputs of this exercise can be summarized as follows:

- It will provide a concrete baseline for the CRDP that will fine tune the information contained in the Results and Resources Framework (RRF), which will allow for a more realistic establishment of targets, outputs and budget allocations
- It will provide a thorough mapping of actors, working institutions, development needs, priorities and action plans linked to the CRDP outputs, criteria and approach. This in turn will minimize the risk of possible favouritism by any party at the CRDP governance structure when deciding what kind of projects or implementing partners should be supported.
- It will provide a roster of possible CBOs and grassroots organizations trusted by targeted communities which can assure impact in a cost-effective fashion

Comparative advantages and expected gains from the proposed strategy

This programme will, inter alia:

- Enable the Palestinian Authority to lead on Area C and East Jerusalem development and protection and overcome the restrictions imposed by the Israeli occupation and the Oslo Accords.
- Empower local stakeholders in Area C and East Jerusalem to decide on their development priorities, protection and advocacy needs, and enjoy ownership of the implementation process.
- Enable interested donors to pool their funding for greater impact and coverage, enhanced coordination, and greater political advocacy.
- Strengthen linkages and synergies with i) interventions implemented by humanitarian actors; and ii) development interventions implemented in Areas A and B of the West Bank.

C. Scope of the Community Resilience and Development Programme for Area C and East Jerusalem

Geographical scope

The CRDP will serve communities in Area C of the West Bank, the Seam Zone and East Jerusalem. It will take into consideration the difference in context between Area C and East Jerusalem, while also recognizing their commonalities: i) legal status and the division of responsibilities between Israel and the PNA under the Oslo Accords; ii) lack of access and outreach of the Palestinian Authority iii) planning and land use; iv) gaps in programming and assistance; v) need for advocacy, protection and legal assistance. The indicative activities and implementation mechanisms proposed under this programme are relevant for both areas, though the type of projects that will be prioritized might at times differ.

For the purpose of the programme, Area C of the West Bank will be divided into four geographical focus areas: i) Jordan Valley; ii) Eastern Slopes; iii) Seam Zone; and iv) Inner Hills. These areas correspond, to a great extent, to specific political, economic and social challenges. As already stated, area assessment will be developed by UNDP/PAPP for each of these geographical focus areas and for East Jerusalem prior to the implementation of the CRDP Programme. The Steering Board will, on the basis of these assessments, decide the focus of the CRDP for each cycle, and will launch calls for proposals accordingly. The focus may be geographical, thematic, or both.

This does not preclude, however, that projects cannot be funded outside of the calls for proposal. This will be left at the discretion of the Steering Board and the advice of the Review Board, provided that the criteria for project selection have been met and that there is strong justification for these projects to be implemented. Projects that respond to imminent risks of displacement are, in particular, fully legitimate in this regard.

On initiation of the CRDP, the Steering Board may decide to implement the programme concomitantly in Area C and East Jerusalem or to start with one area first, before expanding it to the second one.

Lessons learned in Area C and East Jerusalem

Area C, as has been highlighted, has seen a variety of actors supporting the communities mainly from a humanitarian perspective. It has helped to understand the risks involved in engaging in Area C, such as the risk of demolitions, the risks of not getting a permit or having the materials confiscated. However, a lesson learnt from these years is that there is space to work in certain areas minimizing and avoiding these risks as much as possible. For example, several actors have worked with communities to rehabilitate their existing houses using traditional means such as mud and clay bricks. Also, in the case of solar panels, experience says that risks can be avoided if the design adapts to restrictions and there are technological solutions for it.

In other cases, experience is showing that through the backing of donors some of the measures imposed by Israel can be counterbalanced. This is the case of Immneizel (small village South of Hebron) supported by the Spanish Consulate. Also, with a solid and robust legal support balanced by advocacy work bringing together as many actors as possible, some decisions taken by the Civil Administration can be challenged. In the case of the CRDP, the fact that the PA is on board will facilitate the mobilization of different Palestinian institutions and individuals in case this is needed.

For example, in East Jerusalem, in order to avoid risks related to the restrictions imposed by Israel, one solution has been to rely on the self-help modality for rehabilitation of houses, where the implementing institution signs a contract directly with the beneficiary and transfer the funds according to the restoration works he/she is completing with the technical supervision and advice by the institution.

However, UNDP is aware that the CRDP and implementing partners will have to exert efforts with some communities to change certain attitudes, coming out from the relief pattern to a more proactive and responsible framework where responsibility is shared among all stakeholders.

CRDP partners

The CRDP is designed to empower local stakeholders to strengthen their resilience and invest in local development. As such, the programme will enable the PA through a MOPAD led facility to channel resources directly to those communities through mainly local organization as well as active international organizations

The PA will lead the process through the coordination of MOPAD at the policy level, and the inclusion of other line Ministries and Authorities when necessary at the implementation level. MOPAD has endorsed this implementation modality through a support letter and an Exchange of Letters is being prepared between UNDP/PAPP and MOPAD where roles and responsibilities will be specified.

The programme will be implemented through partners, depending on the type of intervention considered and the capacity, outreach and expertise required. These partners will include: international and national NGOs, grassroots organizations. The objective is to ensure the selection of the most appropriate partner for the type of intervention considered.

As in other contexts, through the CRDP, UNDP/PAPP will play the role of convener and facilitator of linkages between civil society organizations and the PA. This relationship requires mutual trust and collaboration spirit. CRDP implementation mainly by NGOs through the management and guidance of UNDP/PAPP will provide spaces of dialogue between the different ministries and NGOs, where priorities and strategies will necessarily be agreed upon and met.

As highlighted above, the development of community assessments and action plans for each of the five geographical areas (4+1) will enable the PMU to identify and assess the capacity of possible relevant local partners and active actors on the ground. This will be key to assist the PMU and the Review Board in the screening and approval of projects. Project proposals partnership strategies will be assessed against the information collected during the development of these community assessments.

Thematic scope

The CRDP is intended to facilitate the implementation of recovery and development interventions in Area C and East Jerusalem. It will thus only focus on interventions geared at empowering local communities, strengthening resilience and laying the ground for sustainability. A special focus on gender and the role of women will guide program interventions. Constant linkage will be ensured with humanitarian partners to ensure complementarity. With regard to the timeline, the CRDP will provide for immediate, medium-term and longer-term interventions, provided that the conditions described above are fulfilled.

The CRDP was designed with full consideration of the limitations faced in Area C and East Jerusalem by the Israeli planning and permit regime. There are, however, a number of interventions that do not require permits (land reclamation, livelihoods development projects, e.g.). These will be prioritized under the CRDP, at least in the first pilot phase of the implementation, to outline the non-confrontational nature of interventions, which will further assist not only in the provision of needed assistance to the population in Area C but will forward the efforts to fundraise and increase donors commitment to support the CRDP. There are also a number of interventions that can be implemented with certain mitigation measures and protection elements in place, and that can be supported by concerted advocacy efforts (basic social infrastructure, e.g.). These will also be considered under the CRDP. Lastly, there are interventions, in particular large-scale interventions that cannot be implemented without the required permits. For these interventions, the CRDP provides the necessary linkage with political advocacy and pressure that can be exerted by the PA and donors.

Inclusive approach: voice of youth, women and vulnerable communities

The idea of the CRDP is to give voice and the tools for action for those communities who have been left behind during the last two decades due to the stagnation of the peace process and the impossibility for the PA to expand its mandate to Area C and East Jerusalem. The concept of inclusion lies at the backbone of the CRDP then. Specifically, the programme will make sure that participation of women and youth are taken into consideration throughout the life of the CRDP.

As stated throughout the programme document, there will be three levels of consultations with the communities prior to the implementation of the approved projects: i) during the completion of the community assessments and profiles, communities themselves will be the protagonists of their own analysis, through focus groups and interviews, and they will be sensitized to the basics of the CRDP, some of the possible risks that communities might face and the limitations and possibilities of the CRDP; ii) at the moment where the implementing partner designs the project proposal, as the CRDP will stress the need for community participation, which will be

reflected in the call for proposal, template for submission and evaluation criteria; iii) in the process of project approval, when the field officers will make sure that communities have participated, understood the risks and decided on what implementation format they prefer.

Participation of women will be assured through the following:

- They will be specifically consulted during the process of community assessments, their views taken into consideration and priorities defined. CCE of Birzeit has a broad experience in gender mainstreaming with national and international partners. For example, one of its last assignments for the World Bank assessed around 90 communities with specific gender-sensitive tools. Also, under the UNDP/PAPP led joint programme within the MDG Fund for gender, the CCE has developed a training curriculum for judges and other judiciary actors on gender violence and gender specific issues.
- One of the criteria for the selection of the projects will be the promotion of equality (for example, income equality through business empowerment), the impact on the situation of women (for example, providing solar energy and helping herder women save hours of manual work), and the participation of women in the design, implementation and sustainability of the project (for example in projects mobilizing community and raising awareness on their rights).
- Women entrepreneurs will be specifically targeted to promote their economic opportunities under output 2, through support for feasible business ideas.
- Women and women organizations will design and submit human rights and community mobilization projects for approval to the CRDP. As the RRF shows, at least 30% of those participating in these projects will be women.

Youth is another priority target group: another factor to be considered when approving projects will be their impact on and the participation of youth. This will be formalized in the criteria for approval of projects and in its template.

Also, youth will be dealt with in as a separate group when the community assessments are conducted, assuring special spaces for their expression and specifying their priorities, ideas and needs.

Last, youth participation will be assured also in the community mobilization and human rights advocacy projects, as specified in the RRF (50% of those participating as a benchmark).

Conflict sensitivity

The design of the CRDP has taken into consideration conflict at the different levels, especially when designing the risk matrix and rationale: at the outcome level, the fact that Area C and East Jerusalem communities are better positioned to stay in their lands might see an increase in possible conflict with Israeli actors; at the output level, as the four of them might prompt reactions from the Israeli administration or settlers that could impact communities; at the target area, as Area C and East Jerusalem are the two main disputed areas at the time being; at the beneficiary level, where some communities might feel discriminated against regarding the projects supported by the CRDP or the competition among NGOs (national and international); at the timing level, in a period when the focus of some donors and the PA lies in Area C and East Jerusalem; at the procurement level, where UNDP will make sure that rules and regulations are transparent and follow UNDP standards.

For all these levels, mitigation measures have been envisaged (see risk section). However, in those cases where concrete conflicts can be foreseen, as explained in the risk section, UNDP will liaise with the Civil Administration.

Also, as an integrated procedure in the approval and implementation of the projects, the discussions and consultations with the communities will have priority, both during the community assessments, during the project designs and right before the implementation, where expectations will be managed and possible conflicts will be explained both by Birzeit's CCE, the implementing partners and CRDP field workers.

Risk Management

There are clear risks inherent to any development or humanitarian intervention in the oPt. However, in the case of the CRDP, it is likely that risks will increase, learning from the experience of our humanitarian partners mainly

who have been working in Area C. In East Jerusalem, the situation is not easier due to the total control of Israel of the area and the lack of a clear Palestinian reference which can organize and coordinate on the ground.

The *Annex 1: Risk Analysis* specifies in details which are the foreseen risky scenarios and possible mitigation and management measures to be taken to avoid or minimize to a maximum extent these risks. However, some general guidelines can be highlighted below:

- 1- **Initiatives not needing permits:** The CRDP recognizes the difficulties of obtaining permits from the Israeli Civil Administration and it will prioritize those initiatives which do not require any kind of permit, especially during the first year. It is the case of land reclamation or business support, rehabilitation of already existing structures which are not illegal to Israeli Authorities, community mobilization and participation initiatives, and the like. This will help start the CRDP with a good pace, show results and encourage other donors to be part of it. The higher the number of donors participating in the CRDP, the deeper the impact of protection measures put in place will be.
- 2- **Community involvement:** Every single project supported by the CRDP will assure that targeted communities are fully aware of the risks involved, completely understand them, freely decide to face them and commit to accept them. This can be assured through a proper and close follow-up on the approved projects, and also by introducing in the criteria for call for proposals and project approval guidelines a proper consultation with communities and a matrix for risk management. The CRDP will make sure that women are properly consulted and their opinion also considered.
- 3- **Protection and Advocacy:** CRDP will lean on the existing structures for protection of communities in partnership with humanitarian partners, be them on legal aid, advocacy or planning, but also empowering communities themselves to organize and mobilize for their rights. Output 4 has been designed for this purpose and will provide legal support, advocacy efforts and community participation to protect as much as possible the objectives of the CRDP within the acceptable risks that communities decide. CRDP will build on the experience of other partners working in Area C and East Jerusalem, from successes and failures. For example, experience shows that, in some cases, where there is a joint effort of advocacy (including proper information, dissemination, lobbying, field visits by key people, dialogue with Israeli actors, mobilization, networking and alliances with other actors and media relations) and political support from PA, UN, NGOS and affected communities, risks can be minimized or delayed. It is the case of demolition threats of solar panels in the South Hebron Hills funded by the Spanish Aid Agency, or the possible displacement of some Bedouin communities in the outskirts of Jerusalem. Also, UNDP is aware that even gathering all these mentioned factors, protection cannot be assured in its totality. For example, this is the case of the eviction of Palestinian families in Sheikh Jarrah in 2008. If this occurs, programmatic alternatives will be sought. To ensure systematic mainstreaming of protection and advocacy approaches in the design of interventions, and conduct a systematic follow-up on the projects implemented, an Advocacy Officer will advise the Programme Management Unit during project development, design the CRDP advocacy and communication plans and alert the PMU, the Review Board and the Steering Board on any threat to projects implemented under the CRDP, for political follow-up and advocacy, as needed.
- 4- **Alliances:** Since Area C is one of the top priorities for the PA and some development and political actors such as the EU, a fluid and two-ways flow of information and alliances will be established to complement initiatives and benefit from other efforts. Also, the CRDP will use, first, the current liaison mechanisms between the PA and Israel for dialogue and collaboration, but also will benefit from the international venues and institutions such as the Office of the Quartet, the good offices of the Humanitarian Coordinator, UNSCO, OCHA and all other international tools for protection existing in oPt.
- 5- **Mitigation measures;** Protection and advocacy approaches have been mainstreamed . Each intervention under the programme will be designed with due consideration to protection issues, mitigation measures will be factored in, and interventions will be monitored closely to ensure that their fate is protected and advocated for. The availability of official PNA spatial plans and other ongoing planning and zoning activities carried out by the Ministry of Local government will be instrumental in this process.
- 6- **Ownership and leadership of the PA:** due to the volatile and peculiar political situation in the oPt, a possible scenario of lack of capacity of the PA to lead and own the CRDP could be foreseen. This could be prompted by internal or external factors, such as changes in the internal structure of the PA, a lack of

resources to cover the proper functioning of the PA institutions, etc. In this case, in consultation with all actors involved in the CRDP, a proper strategy should be agreed upon, such as relying more directly on targeted communities or implementing organizations.

- 7- **Lack of funding to complete the submitted budget:** Before starting implementation and after the establishment of the PMU and the elaboration of the community assessments, a realistic grounded budget and RRF will be presented to the Review Board and the Steering Board, adjusted to the existing funding in case the whole submitted budget is not fully covered, where clear mile-stones and benchmarks will be set.

UNDP/PAPP has been working in the oPt for decades and is partnering with communities, CBOs, NGOs, international organizations, PA institutions and UN sister agencies, all over the West Bank and Gaza. As part of the structure of UNDP, it has a security and safety team whose role is to foresee, assess and warn of possible security risks. It has a trusted international and Palestinian team of senior officers with the capacity to manage risks from different nature, as it is the case with the majority of projects implemented.

As for the CRDP in particular, the Programme Manager will be responsible to monitor, assess and analyze the different risks constantly, as clarified in the risks matrix, in collaboration with the rest of the team.

III. MANAGEMENT ARRANGEMENTS

A. Governance Structure and Functions

The CRDP is led and coordinated by MOPAD, and facilitated by UNDP and the donors. Overall, the role of MOPAD is to coordinate among the different ministries, authorities and agencies at a policy and strategic level, to ensure that the CRDP is in line with the main Palestinian national development strategies and policies. On the other hand, line ministries and authorities, as detailed below, will be responsible for the coordination at the implementation and operational level.

UNDP/PAPP will provide guidance and ensure a proper and quality-functioning of the facility in coordination with different levels of PA ministries, NGOs and UN agencies, complying with its developmental mandate through its wide network of partners.

Donors will guide the strategy of the CRDP together with other actors to assure the quality of the interventions, its alignment with their principles and priorities and a proper and effective use of their funds.

The governance and management structure of the CRDP includes:

Steering Board

A Steering Board provides overall strategic leadership, general policy and strategy guidance and oversight on the CRDP process and priorities. The Steering Board comprises the Minister of Planning and Administrative Development and the UNDP Special Representative. Both of them will be co-chairing the Board. In addition, the representatives of donors that are contributing to the CRDP will be present in it. Others from the PA, UN and/or donor sides could be invited to attend the steering board on an ad hoc basis. The Steering Board is convened quarterly to discuss progress, set priorities and funding requirements. The CRDP is accountable to the Steering Board and shall provide financial and progress reports as outlined in the present programme document. The Steering Board liaises with the donor community to mobilize funding. The Steering Board plays a key role in terms of advocacy and political follow-up with Israeli authorities. The Steering board approves senior appointments in the Program management Unit, and appoints independent program evaluators.

Review Board

The CRDP Review Board oversees the day-to-day management of the CRDP. It ensures that work is progressing according to plan. It is responsible for setting criteria for project approval, for reviewing and approving action plans, for launching calls for proposals, for reviewing and approving the proposed projects for CRDP funding. The Review Board also recommends priorities, and reports on progress, financial status and funding requirements to the Steering Board.

The Review Board is co-led by the Ministry of Planning and Administrative Development and UNDP. As Administrative Agent, UNDP /PMU manages projects and disbursements as agreed by the Review Board. UNDP is financially and programmatically accountable for the programme resources and results. In addition to MoPAD and UNDP, Line Ministries (such as the Ministry of Local Government and others relevant to the theme of the call for proposals), contributing donors and humanitarian actors (such as the humanitarian clusters' leads and others) will be invited. The Review Board acts as the Programme Oversight function of the CRDP.

Projects are reviewed and approved by the Review Board as they are submitted to the CRDP, following a pre-screening performed by the Programme Management Unit supported by UNDP gender and environment focal points. In addition, The Review Board convenes six times a year to review proposals, progress, report on financial disbursements and approve projects. The CRDP Programme Management Unit reports and is accountable to the Review Board.

The Review Board is the liaison between the Programme Management Unit and the Steering Board, in particular for advocacy and political follow-up with Israeli authorities on projects implemented under the CRDP that may be opposed by the Israeli Civil Administration.

Programme Management Unit

The CRDP Programme Management Unit is transitionally led by UNDP for the first phase. The Programme Management Unit is responsible for coordinating the technical work including the technical appraisal and review of the projects submitted to the CRDP.

The PMU has the authority to run the project on a day-to-day basis on behalf of the Review and Steering Boards within the constraints laid down by them. The PMU is responsible for day-to-day management and decision-making for the CRDP. The PMU's prime responsibility is to ensure that the CRDP produces the results specified in the programme document, to the required standard of quality and within the specified constraints of time and cost.

In addition, the Programme Management Unit is responsible for financial management and accounting, reporting and monitoring and evaluation, and serves as the Secretariat of the Review Board. The Programme Management Unit submits pre-screened project proposals to the Review Board for review and approval.

The Programme Management Unit is comprised of a Programme Manager, a Financial Officer, a Reporting Officer, the Grants Manager and the Advocacy and Liaison Officer, and is supported by thematic focal points in UNDP (gender, youth, environment, governance)

The PMU will coordinate with the development and humanitarian structures at two levels:

1. At the policy and strategic level, through its participation in relevant working groups; through its coordination and interaction with donors, NGOs, UN and UNDP colleagues and programmes who attend also the different working groups; through MOPAD and its coordination role
2. At the practical level, as the field officers, grants manager, M&E officer and programme manager will be aware of the implementation or design of any other initiative.

More specifically, the PMU will:

- Plan the activities of the project and monitor progress against the initial quality criteria.
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- Monitor events as determined in the Monitoring Plan, and update the plan as required;

- Manage requests for the provision of financial resources;
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Manage and monitor the project risks, submit new risks to the Review and Steering Boards for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log.
- Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Review Board;
- Prepare the Annual review Report, and submit the report to the Review Board;
- Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required.

Manager

The Manager is responsible for coordinating the technical work related to the prioritization of development projects and their pre-screening. In addition, the Manager will also work with local communities to assist them in prioritizing projects and will provide advice on project design and development. In this respect, the Manager will build upon the community assessments developed by UNDP/PAPP in Area C and East Jerusalem, the Manager will manage the grants established to provide funding for communities. He/She will also oversee the monitoring, advocacy and legal assistance efforts. The Manager is assisted by two field officers. The Manager will, in close coordination with and lead of MoPAD:

Specific responsibilities would include:

Overall project management:

- Manage the realization of project outputs through activities;
- Provide direction and guidance to project team;
- Liaise with the Review Board to assure the overall direction and integrity of the programme;
- Identify and obtain any support and advice required for the management, planning and control of the project from the Review and the Steering Boards;
- Responsible for project administration;

Specific tasks:

- Coordinate with line ministries on projects prioritization and technical appraisal
- Coordinate with local communities on identification of priorities and project design
- Liaise with the development coordination structure. This will be done in three ways: i) attending relevant working groups; ii) coordinating with UNDP representatives of the different sector working groups who are currently participating; and iii) through its daily contact with MOPAD and PA institutions
- Engage development partners based on their specific area of expertise (thematic and geographical)
- Provide technical expertise in the pre-screening of projects
- Oversee M&E of project implementation
- Establish partnerships with actors engaged in monitoring, advocacy and legal assistance
- Identify gaps and opportunities for synergies with the HCT
- Coordinate with existing Rule of Law programmes and liaise with advocacy and legal assistance partners on specific advocacy and legal assistance needs
- Assist in the integration of protection elements and mitigation measures in project proposals
- Follow up on the fate of projects implemented under the CRDP, activate needed advocacy and legal assistance
- Oversee implementation and financial reporting and submission of due reports to Review Board.

Grants Manager

He/she will be in charge of the daily work needed for the review, selection, approval, implementation and follow-up of the approved projects. Among other tasks, he/she will:

- Design the call for proposals under the supervision of the Programme Manager
- Design specific guidelines together with the Programme Manager and the Financial Officer
- Make sure that there is a proper dissemination of the calls for proposals to reach all areas of intervention

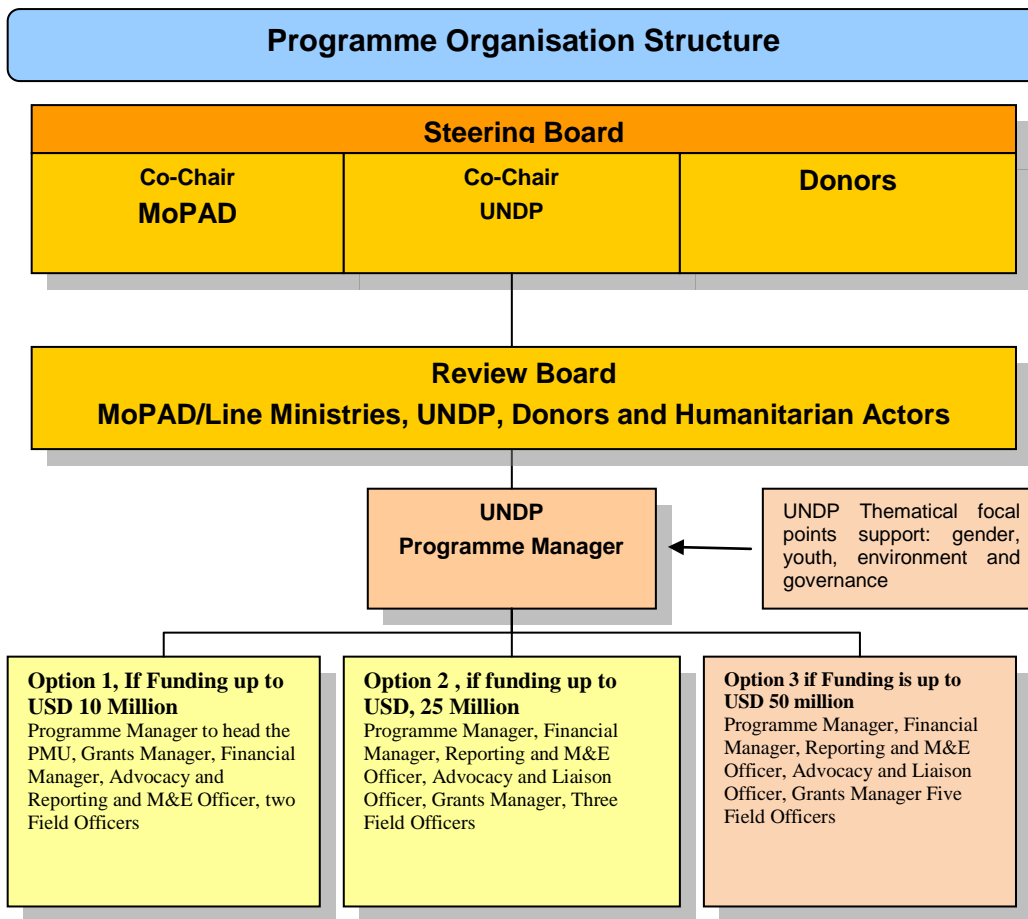
- Be in daily contact with the field officers for feedback on proposals
- Make sure that all procedures are properly followed according to UNDP rules and regulations and the project guidelines
- Prepare agreements with implementing partners
- Follow-up implementation together with field officers and in coordination with Reporting and M&E officer
- Coordinate on a daily basis with implementing partners
- Oversee financial reports submitted by partners

Advocacy, Reporting and Monitoring and Evaluation Officer¹

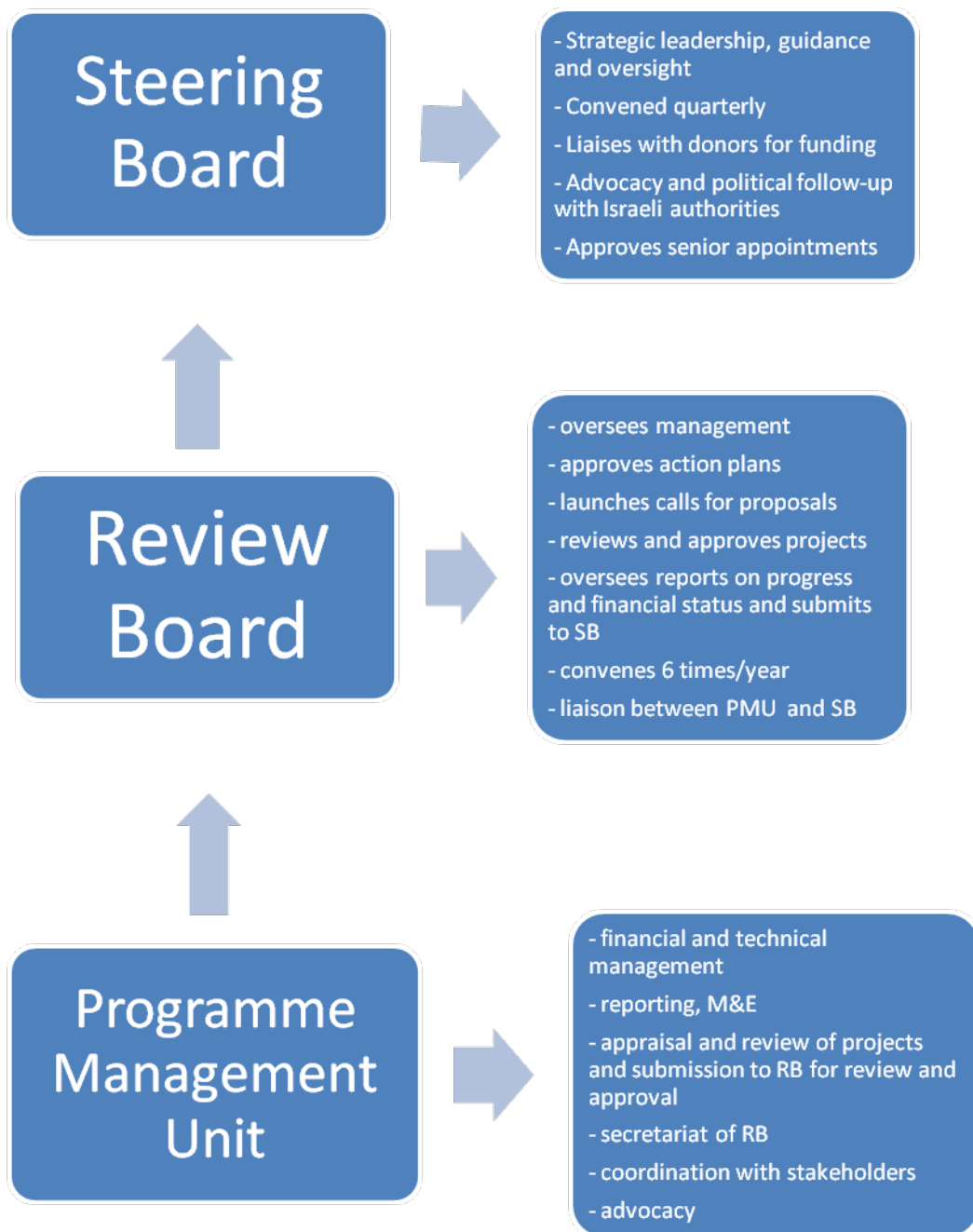
The Advocacy and Reporting Officer is responsible for advising on and coordinating the advocacy and protection needs and responses for the CRDP and for the projects implemented through it. He/She is under the direct supervision of the Programme Manager, and works to ensure that, through protection, advocacy and communication, the risks associated with the programme are mitigated and responded to in a swift and systematic manner. The Advocacy and Reporting Officer is in constant contact and interaction with the field officers. He/She will be in charge to monitor project implementation and risks, as well as with other partners engaged in protection and advocacy, including the HCT Advocacy Task Force, OCHA, the Protection Cluster and related working groups, the Government Media Centre, etc. He/She will also liaise closely with legal assistance partners, including the UNDP Rule of Law and Access to Justice Programme, to seek synergies and complementarity in the provision of legal aid. The Advocacy and reporting Officer will, in particular:

- Assist in the integration of protection and risk mitigation measures in the design of projects;
- Monitor risks
- Advise the PMU on protection issues;
- Coordinate with advocacy, protection and legal aid partners;
- Coordinate advocacy, communication and legal aid for threatened CRDP projects
- Prepare a monitoring plan at the beginning of the implementation
- Be on a daily basis in contact with the field officers to detect possible risks and advance solutions
- Monitor CRDP implementation progress (M&E);
- Liaise with the Review Board and Steering Board to recommend advocacy, legal assistance and political follow-up actions;

¹ If funding is over USD 10 Million, the functions of the Advocacy and Reporting and M&E Officer will be split: the Advocacy Officer will be in charge of advocacy, protection, legal aid, etc; and the Reporting Officer will focus on M&E, reporting and support to implementing partners.



Functions of Governance Structure:



Programme staffing structure and requirements:

Programme staffing requirements depend on the funding available under the CRDP. For the purpose of clarity, three scenarios are proposed:

Scenario 1: funding up to USD 10 million

In such a scenario, the CRDP will be implemented by a core structure composed of the following:

- Programme Manager to head the PMU
- Grants Manager
- Financial Manager
- Advocacy, Reporting and M&E Officer
- Two Field Officers

Scenario 2: funding up to USD 25 million

In such a scenario, the CRDP will be implemented by an expanded structure composed of the following:

- Programme Manager to head the PMU
- Financial Manager
- Reporting and M&E Officer
- Advocacy and Liaison Officer
- Grants Manager
- Three Field Officers

Scenario 3: funding up to USD 50 million

In such a scenario, the CRDP will require the following staffing:

- Programme Manager to head the PMU
- Financial Manager
- Reporting and M&E Officer
- Advocacy and Liaison Officer
- Grants Manager
- Five Field Officers

Staffing requirements will be reassessed during programme implementation. Depending on workload and funding, this structure may have to be expanded. In which case, the Programme Management Unit will submit a project proposal to the Review Board to consider expansion.

The first year will serve as a pilot also to test the feasibility, risks, capacities and coordination of the CRDP. This will be done, upon endorsement of the Steering Board, in adopting a geographical and thematic approach, which means that projects will be gradually supported in the 4 geographical areas of Area C plus East Jerusalem, and also in the four main areas of work: public and social infrastructure, natural resources, economic opportunities and protection, prioritizing, as said, those initiatives which do not require a permit.

The PMU will be established in coordination with and hosted in MOPAD and will be ready to start implementation and release of CRDP funds in approximately 3 months after funds have been received. During this time, UNDP will have undertaken the community assessments of the 271 communities living in Area C which will guide future interventions.

B. Application Process for Funding under CRDP

General guidelines

Further to the launch of a call for proposals and within the set deadlines, applicants submit project proposals to the Programme Management Unit for preliminary screening in relation to established guidelines and formats. In addition the Programme Management Unit performs a technical review in coordination with relevant public authorities for technical appraisal and coordination, and a capacity assessment to determine whether the applicant has the demonstrated capacity to deliver. Feedback and recommendations are forwarded back to the applicant, for amendment, if necessary.

Project proposals that pass the preliminary screening and technical review are forwarded to the CRDP Review Board. Members of the Review Board undertake a further review of the proposal and assess the relevance of the project, with regard to CRDP priorities, intended impact, feasibility, partnerships and other technical considerations. Eventually, the Review Board members approve the proposed projects or not.

The Review Board will provide feedback and recommendations within one week. The absence of feedback from a Board member within the review period is considered as a non-objection by the member. In cases where there is disagreement within the Review Board, an ad-hoc meeting may be called at the earliest convenient time to further discuss the matter. If no agreement is reached, the decision by MoPAD will prevail as long as it does not conflict with UNDP rules and regulations. Full guidelines will be developed by MOPAD and UNDP in the setting-up of the CRDP to ensure clarity and agreement and adherence. The guidelines will describe procedures, priorities and include templates and

formats for project application, capacity assessment, financial and progress reporting requirements, etc. In addition the risk matrix has been modified to include this issue.

Approved projects are then processed by UNDP, and agreement is signed with the applicant. Funds are transferred to the applicant's bank account according to established payments schedule set in UNDP's agreements with NGOS

As per UNDP's Programme and Operational Policies and Procedures, UNDP will be implementing the activities through a competitive selection, whereby NGO capacity will be assessed on financial, programmatic and administrative basis. Based on the successful assessment and selection of a given NGO, UNDP will be transferring funds based on the submitted annual workplans and the liquidation of at least 80% of the advanced funds. The PMU Team verifies liquidation reports and forwards their approval to UNDP Programme Support Unit and Financial Department to approve and effect the transfers. UNDP Finance Department represents another layer of control against any deviation from UNDP rules and regulations, as they will make sure that liquidation reports are sound in shape and in content, before approving and actually sending the payments.

In addition to the PMU grants manager verification, the PMU monitoring officer and the UNDP Programme Support Unit will also be conducting verification of activities carried out by a given NGO

Full guidelines will be developed by MOPAD and UNDP in the setting-up of the CRDP. The guidelines will describe procedures, priorities and include templates and formats for project application, capacity assessment, financial and progress reporting requirements, etc. The community assessments to be undertaken by UNDP will guide what kind of priorities will be included in these guidelines for the 271 communities of Area C.

Local communities will be able to apply for CRDP funding under three different modalities:

- Under a registered community / municipal organization
- Under the name of a partner NGO

Funding for community projects cannot exceed USD 250,000 unless otherwise decided by the steering board. These ceilings are set to take into consideration the implementation capacity of community organizations and make it easier for them to access funding.

Implementing partners selection

UNDP will establish a roster of pre-qualified civil society organizations that meet the criteria set below.

When selecting implementing partners, the CRDP will rely on the following principles which are included in UNDP's regulations on capacity assessment for CSOs further elaborated below and in annex 3

- Legal status
- Compatibility between the goals of the CSO and UNDP and sound governance structure
- Ability to build collaborative relationships and reputable standing with other sectors
- Ability to implement a project (highlighting gender focus)
- Ability to plan, monitor and coordinate activities
- Ability to provide adequate logistical support and infrastructure
- Ability to ensure appropriate management of funds

However, in addition to these criteria, UNDP/PAPP will adopt an inclusive approach that will allow small and community-based organizations and associations to be able to apply and benefit from CRDP funds. This is based on the acknowledgement that small CBOs are in many cases more fitted to reach marginalized and vulnerable communities than well-established national or international NGOs. This will be assured through a double approach: i) during the community assessments that will be undertaken prior to the CRDP's implementation, communities will be asked to suggest also what kind of civil society partners they feel are closer to them, would

be better matching their needs and would be able to better respond to their priorities. That will already create a database of community-based organizations close to these communities; ii) if their institutional capacities are not adequate to absorb and manage funds with the requirements demanded from rules and regulations of UNDP, they will be encouraged to apply in consortium with better established NGOs.

UNDP/PAPP will be financially and programmatically accountable for the implementation of the CRDP, and accordingly worldwide UNDP's rules and regulations will be applied to the management of the facility and the implementation on the ground. This means that, for example, in terms of procurement, implementing partners will have to follow UNDP's principles when procuring equipments or materials when applicable.

Criteria for approval of projects

The following criteria will need to be taken into consideration when reviewing a project:

- The project has been prioritized through a gendered local planning exercise / action plan; and/or
- The project has been cleared as a priority by a line ministry; and/or
- The project responds to a forthcoming risk of displacement
- The project contains strong local empowerment and national ownership elements
- The appealing partner has a demonstrated capacity to implement according to plan
- The appealing partner is a, or has established strong partnerships with, relevant and active actor(s) on the ground
- The project does not duplicate other interventions
- The project does not have any adverse risk on the environment.
- Especially during the first year, the project will not require a permit, such as business development, land reclamation, community mobilization and advocacy, portable solar-powered units, etc.

C. Partnership Strategy, linkages and synergies

As highlighted above, the present programme aims at building a partnership between the PNA, donors, the UN and a wide array of implementing partners to pursue development goals in Area C and East Jerusalem. This partnership strategy is described in the CRDP mechanism itself. This partnership will enable to:

- Link national development priorities with action on the ground in Area C and East Jerusalem
- Link planning, implementation and advocacy for sound and sustainable interventions
- Better coordinate and facilitate implementation on the ground, build synergies and avoid duplication

In addition, the CDRP is designed to allow for synergies with the development and humanitarian spheres, to complement their geographical outreach and their substantial coverage. The bulk of the work in Area C has been conducted from a humanitarian perspective, mainly dealing with issues of food security, water access, fodder distribution and protection (forced displacement, legal aid). The work the CRDP will support will focus more on the developmental character of the community needs and rights, taking into consideration two elements that restrict the design of a full-fledged development plan for this area: i) mainly, the impediments imposed by the Israeli occupation; and also ii) the inertia created by almost 20 years of humanitarian assistance or even the scarcity of any work on the area.

Being aware of the real and practical possibilities in Area C and East Jerusalem, however, the programme will broaden the choices and opportunities of the targeted communities to improve their socio-economic situation and will help them to stay in their lands, mainly through interventions lying in the grey area between humanitarian and development. It is the case of energy, housing, access to health and school, and specially the business opportunities which will improve the current and future opportunities of the targeted Palestinian population. This will be achieved through agricultural based projects, support to already existing business initiatives, expansion of their economic assets, employment generation (so that some of them do not end up working in settlements, for example).

The transition from relief / humanitarian to development will be closely coordinated with the humanitarian actors: OCHA, UN agencies, international and national NGOs. In order to assure a proper communication, coordination and eventually synergies, the CRDP's governance structure foresees the participation of OCHA in the Review Board. In addition to this, at the operational level, the Programme Manager and the Advocacy and Reporting Officer will attend some of the clusters relevant for the work of the CRDP on an ad-hoc basis. For example, the

CRDP will place special focus in coordinating with and complementing the already existing legal actors and structures. This is the case of the Legal Task Force and the Protection Cluster, to which UNDP/PAPP has already attended through its Rule of Law programme. The CRDP will take a proactive approach and its legal aid component will be discussed, coordinated and complemented with these stakeholders. On this particular point, there will be regular meetings between the staff managing the legal and advocacy components of UNDP's Rule of Law programme and the CRDP, to update information, share lessons learnt and coordinate actions. Also, at a more general level, UNDP will assure a proper flow of information with the development coordination structure through the working groups it attends.

Last, the CRDP field officers will work on a daily basis with the communities and the implementing partners, to have an open communication channel with them and to complement on practical terms the work of the humanitarian partners.

D. UNDP and partners' comparative advantages

UNDP's comparative advantages

UNDP/PAPP's comparative advantage rests on its development approach of empowering the Palestinian people and their institutions to achieve a resilient Palestinian nation – based on national ownership and capacity development towards sustainability. With a long-standing presence in the occupied Palestinian territory, UNDP/PAPP has acquired a deep understanding of the local context. A trusted partner and convener, UNDP/PAPP 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 was requested “to improve the economic and social conditions of the Palestinian people by identifying their social and economic needs and by establishing concrete projects to that end.

UNDP/PAPP has a strong implementation capacity in the oPt, including across sectors that do not fall traditionally under UNDP's remit, such as infrastructure, agriculture or basic service delivery (water, education, health, etc.). UNDP/PAPP has also an outstanding financial management capacity that enables it to account for the delivery of multi-million projects.

In addition, UNDP/PAPP has a long history of engagement in Area C and East Jerusalem, in particular in the fields of land reclamation - UNDP/PAPP managed in access of one Billion USD project initiated in 1993, poverty alleviation, notably through the DEEP modality, and infrastructure and housing, which UNDP is currently pursuing in East Jerusalem with a 17 million USD in ongoing activities. In addition, UNDP/PAPP, through its Rule of Law and Access to Justice Programme, is well positioned on legal aid issues for Area C and East Jerusalem communities, and works closely with the Ministry of Local Governance on decentralization and property tax issues.

UNDP/PAPP, with its multi-sectoral remit, its long-standing partnership with Palestinian authorities and non-governmental organizations, and with the UN Country Team, is particularly well-positioned to facilitate the implementation of this programme. UNDP/PAPP, in particular, will build strong partnerships, through the Programme Management Unit, with local communities, grassroots organizations (such as the Popular Committees and the Jordan Valley Solidarity Movement), local NGOs and research outfits, and will particularly focus on organizations with a strong local rooting and susceptible of providing innovative and creative ideas and solutions to local development needs of Area C and East Jerusalem communities

Sustainability of these interventions.

- **Technical level:** The action will improve the technical skills and competencies for technical staff and the groups of beneficiaries (farmers for example) targeted by it activities, staff from the MOPAD, the local NGOs (included women organizations) involved will further develop capacities in support to communities in area c
- **Economic level:** The design from the beginning of the intervention according to a business oriented approach (for example, s election of proper varieties, proper design of land reclamation scheme, water availability and enhancement of technical / professional skills among selected beneficiaries) will

facilitate the long term sustainability of the selected intervention. The action will have an impact on the economic sustainability and financial resilience of communities in area C. Local NGOs will be deeply involved in the action and will have good job opportunities and great opportunity to enhance their capacity.

- Policy level: Through the MOPAD and the PMU all actors involved in the project, farmers, village councils line ministries and Local NGOs will be empowered to participate in the discussions and elaborations which define policies and strategies related to the Area C. In addition, such structures and the PMU can play a significant role to direct and coordinate other programs and donors as well as influencing decisions at National level.
- Social level: At the social level, the action will lead to an improvement of the community and stakeholder participatory mechanisms. The representative structures will be accountable for the development of the single and collective actions. Stimulating the participation and the relationships within and among the rural communities involved, the action will also reduce the risk of internal conflicts.

IV. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome:			
Area C communities and East Jerusalemites have strengthened their resilience to sustain on their land through development and recovery support			
Outcome Indicators:			
Indicators²:			
<p>1- # of Palestinians targeted by CRDP who stay in Area C / EJRM lands (disaggregated by sex and age)</p> <p>a. Baseline: to be determined upon completion of community assessments</p> <p>b. Target: to be determined upon completion of community assessments</p> <p>2- Land reclaimed, rehabilitated and restored for Palestinian use under the CRDP</p> <p>a. Baseline: area suitable for reclamation in Area C is 23% of total Area C: 810,000 dunums (30% suitable for fruit trees, 22% suitable for forest, 48% suitable for rangeland). (UNDP/PAPP, Economic Analysis and Potential of Area C, 2011, internal document)</p> <p>b. Target: to be determined upon completion of community assessments</p> <p>3- # of population benefiting and expressing satisfaction from social and public infrastructure built with the support of the CRDP (users disaggregated by sex and age)</p> <p>a. Baseline: 70% of Area C is off-limits to Palestinian construction; 29% is heavily restricted. Less than 1% of Area C has been planned for Palestinian development by the Israeli Civil Administration (OCHA Humanitarian Factsheet on Area C of the West Bank, December 2011).. Only 13% of East Jerusalem is zoned for Palestinian construction. (OCHA, East Jerusalem, Key Humanitarian Concerns, December 2011).</p> <p>b. Target: to be determined upon completion of community assessments</p>			
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	INPUTS ³ / RESPONSIBLE PARTIES
Output 1: Public and social infrastructure in Area C and	Targets	<ul style="list-style-type: none"> Completion of community assessments and confirmation of baseline data and targets Expand and rehabilitate existing schools and 	Community Assessments: 300,000 USD

² Baseline values and indicators' targets to be confirmed upon completion of community assessments

³ These amounts are estimations based on the baselines and targets set on the RRF. Once the community assessments are finished and baseline values and target indicators are defined, these figures could differ, what will be immediately reported

<p>EJRM improved</p> <p>Baseline:</p> <ul style="list-style-type: none"> - Lack of educational spaces: 182 schools in Area C, many in need of renovation (MoEHE). 1,000 additional classrooms are required to accommodate Palestinian children in schools in East Jerusalem and many existing facilities are substandard or unsuitable OCHA, East Jerusalem, Key Humanitarian Concerns, December 2011) - 60 communities out of 271 (22%) in Area C are not being provided with adequate health services due to access restrictions (WHO, WHO Area C – Assessment of Health Needs, 2011) - Extremely restricted opportunities to build in Area C and EJRM due to restrictions by Israel - 41% of Bedouin and herder communities of Area C do not have a source of electricity (UNRWA, UNICEF, WFP Household Survey for Communities in Area C, 2010). - Impact of lack of electricity on herder communities especially on women: at least 25% of their weekly time spent on milk-shaking and laundry. (UNDP assessment after field visits to herder communities). <p>Indicators:</p> <ol style="list-style-type: none"> 1. # of new students that have access to education in schools targeted by the CRDP in Area C and EJRM (disaggregated by sex and age) 2. # of communities in Area C which have improved access to health 	<p>Targets (after 12 months)</p> <ul style="list-style-type: none"> - 300 new school enrollees in Area C and EJRM provided by the CRDP - 5 new communities have improved access to health services in Area C - 1,500 people in Area C have access to renewable energy - 60% decrease in time spent by women on milk-shaking and laundry thanks to targeted herder communities' access to renewable and clean energy - # Palestinians targeted by the CRDP who have improved their right to proper and decent housing in Area C and EJRM <p>Targets (after 24 months)</p> <ul style="list-style-type: none"> - 700 new school enrollees in Area C and EJRM provided by the CRDP - 6 new communities have improved access to health services in Area C - 2,000 people in Area C have access to renewable energy - 60% decrease in time spent by women on milk-shaking and laundry thanks to targeted herder communities' access to renewable and clean energy - # Palestinians targeted by the CRDP who have improved their right to proper and decent housing in Area C and EJRM 	<p>construct new ones</p> <ul style="list-style-type: none"> • Establish recreational places for children • Protect and facilitate access of students and teachers to schools • Construct and rehabilitate PHCs in Area C • Expand and improve existing clinics and hospitals in EJRM • Provide mobile clinics solutions • Facilitate construction of housing complexes in EJRM and in areas adjacent to urban centres in the WB • Facilitate credit for housing and home mortgage schemes • Rehabilitate houses in Area C and EJRM and reconstruct demolished homes • Support the construction of new houses in Area C and provide innovative solutions to housing difficulties in Area C and EJRM • Provide alternative renewable and clean energy solutions to remote and herder communities • Provide connection / stand-alone access to electricity • 	<p>Education: 1,320,000 USD</p> <p>Health: 550,000 USD</p> <p>Housing: 1,380,000 USD</p> <p>Energy: 2,750,000 USD</p> <p><i>Subtotal: 6,300,000 USD</i></p> <p><i>MoPAD, , line ministries, UNDP, Popular Committees, , INGOs, LNGOs</i></p>
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<p>services</p> <p>3. % decrease in time spent by women on milk-shaking and laundry thanks to targeted herder communities' access to renewable and clean energy</p> <p>4. # Palestinians targeted by the CRDP who have improved their right to proper and decent housing in Area C and EJRM (disaggregated by sex and age)</p>	<p>Targets (after 36 months)</p> <ul style="list-style-type: none"> - 900 new school enrollees in Area C and EJRM provided by the CRDP - 7 new communities have improved access to health services in Area C - 2,500 people in Area C have access to renewable energy - 60% decrease in time spent by women on milk-shaking and laundry thanks to targeted herder communities' access to renewable and clean energy - # Palestinians targeted by the CRDP who have improved their right to proper and decent housing in Area C and EJRM 		
<p>Output 2: Improved access to and protection of natural resources</p> <p>Baseline:</p> <ul style="list-style-type: none"> - 52 water springs located in Area C became target of Israeli settlements (OCHA, How Dispossession Happens, March 2012). - Women of 60% of herding communities' households in Area C use wood as the main cooking source of energy (UNRWA, UNICEF, WFP Household Survey for Communities in Area C, 2010) - In Northern and Middle Jordan Valley, water consumption is 61 l/c/d 	<p>Targets</p> <p>Targets (after 12 months)</p> <ul style="list-style-type: none"> - 3 water springs are rehabilitated - 5 community-based initiatives are supported to use renewable technologies for household needs or livelihoods production - 2 historical and environmental areas of high value restored and activated <p>Targets (after 24 months)</p> <ul style="list-style-type: none"> - 4 water springs are rehabilitated. 	<ul style="list-style-type: none"> • <i>Completion of community assessments and confirmation of baseline data and targets</i> • Implement community-based water and sanitation projects • Support the protection and restoration of the Palestinian landscape • Preserve and rehabilitate archaeological and historical sites • Mitigate mining and quarrying pollution • Support reforestation efforts • Support the construction of water infrastructure and the spreading of efficient water use technologies • Preserve and/or rehabilitate water springs to 	<p>Water Springs: 2,535,000 USD</p> <p>Community-based initiatives: 2,420,000 USD</p> <p>Historical and environmental areas: 1,303,000 USD</p> <p><i>Subtotal: 6,258,000 USD</i></p>

<p>(B'tselem, Dispossession and Exploitation, 2011)</p> <p>- The Jordan Valley and Dead Sea region have 81 sites of significant archaeological and natural value (Paltrade, The Jordan Valley: Challenges and Lost Potential, 2010)</p> <p>Indicators</p> <p>- # of water springs that are targeted by the CRDP to ensure rehabilitation, protection and better access for Palestinians</p> <p>- # of community-based initiatives that are supported to use renewable technologies for household needs or livelihoods production (such as biogas, solar energy-run cooking ovens, treated grey water for agricultural irrigation, etc., with a special focus on those with positive impact in life conditions for women)</p> <p>- # of historical and environmental areas of high value restored and activated by the CRDP</p>	<p>- 15 community-based initiatives are supported to use renewable technologies for household needs or livelihoods production</p> <p>- 3 historical and environmental areas of high value restored and activated</p> <p>Targets (after 36 months)</p> <p>- 8 water springs are rehabilitated.</p> <p>- 20 community-based initiatives are supported to use renewable technologies for household needs or livelihoods production</p> <p>- 5 historical and environmental areas of high value restored and activated</p>	<p>facilitate Palestinian access to them</p>	
<p>Output 3: Economic opportunities enhanced through support to livelihoods in Area C and EJRM</p> <p>Baseline:</p> <p>- Average monthly income of Bedouin and herder communities in Area C: 1,024 NIS (277 USD) (UNRWA, UNICEF, WFP Household Survey for Communities in Area C, 2010)</p> <p>- 55% of Bedouin and herder communities in Area C are food</p>	<p>Targets</p> <p>Targets (after 12 months)</p> <p>- 75% of targeted households increases their family income due to CRDP activities (data disaggregated by sex and age)</p> <p>- 30% of business initiatives supported by CRDP target specifically women</p> <p>- # of dunums reclaimed</p> <p>- # of agricultural holdings and business development ideas that</p>	<ul style="list-style-type: none"> • <i>Completion of community assessments and confirmation of baseline data and targets</i> • Support land reclamation and development efforts • Enhance accessibility to remote agricultural areas • Support the provision of veterinary services • Support the development of alternative livelihoods opportunities • Provide business development support and explore the development of medium-scale businesses for private sector investment 	<p>Land reclamation: 5,500,000 USD</p> <p>Agricultural holdings and business development: 5,500,000 USD</p> <p><i>Subtotal: 11,000,000 USD</i></p>

<p>insecure (Food Security and Nutrition Survey of Herding Communities in Area C, UNRWA, UNICEF, WFP, data from 2010)</p> <ul style="list-style-type: none"> - Area suitable for land reclamation in Area C is 23% of total Area C: 810,000 dunums (UNDP/PAPP, Economic Analysis and Potential of Area C, 2011, internal document) - Jordan Valley (Jericho and Al Aghwar Governorate) constitutes 10% of total Palestinian territory and has proportionately the lowest number of agricultural holdings (1.4%), with 733 plant and mixed (plant and animal) holdings (PNA, PCBS, MoA, Agricultural Census 2010) <p>Indicators:</p> <ol style="list-style-type: none"> 1. % of targeted households that increases their family income due to CRDP activities (data disaggregated by sex and age) 2. % of business initiatives supported by CRDP which targets specifically women 3. # of agricultural holdings and business initiatives targeted by the CRDP that have improved production 4. # of dunums of land reclaimed 	<p>are supported to initiate or improve their production</p> <p>Targets (after 24 months)</p> <ul style="list-style-type: none"> - 75% of targeted households increases their family income due to CRDP activities (data disaggregated by sex and age) - 30% of business initiatives supported by CRDP target specifically women <p># of dunums reclaimed</p> <ul style="list-style-type: none"> - # of agricultural holdings and business development ideas that are supported to initiate or improve their production <p>Targets (after 36 months)</p> <ul style="list-style-type: none"> - 75% of targeted households increases their family income due to CRDP activities (data disaggregated by sex and age) - 30% of business initiatives supported by CRDP target specifically women <p>- # of dunums reclaimed</p> <ul style="list-style-type: none"> - # of agricultural holdings and business development ideas that are supported to initiate or improve their production 		
<p>Output 4: Rights of Palestinian citizens in Area C and EJRM are upheld through legal protection, advocacy and community participation and mobilization.</p>	<p>Targets</p> <p>Targets (after 12 months)</p> <ul style="list-style-type: none"> - # of cases filed in Israeli courts - 15 initiatives promoting human 	<ul style="list-style-type: none"> • <i>Completion of community assessments and confirmation of baseline data and targets</i> • Support networks of grassroots organizations and community organizing • Design interventions to enhance women, 	<p>Legal aid: 1,750,000 USD</p> <p>Human rights, advocacy, community participation</p>

<p>Baseline:</p> <ul style="list-style-type: none"> - Population forced to move to areas B and A (OCHA, Displacement and Insecurity in Area C of the West Bank, 2011). - 27,000 herding communities threatened with forced displacement (B'tselem, Expulsion of Bedouin Communities, 2011) - Already existing protection mechanisms in oPt but insufficient - Due to geographical fragmentation, restrictions imposed by Israel and community specificities, many communities suffer from a weak social tissue impeding proper participation <p>Indicators:</p> <ul style="list-style-type: none"> - # of cases filed in Israeli courts - - % of participation of women and youth (under 30) in CRDP-supported initiatives that promote human rights, human rights-based advocacy, community participation and mobilization. - # of initiatives promoting human rights, human-rights based advocacy, community participation and mobilization 	<p>rights, advocacy, community participation and mobilization</p> <ul style="list-style-type: none"> - at least 30% women and 50% youth (under 30) among those who participate in CRDP-supported initiatives that promote human rights, human rights-based advocacy, community participation and mobilization <p>Targets (after 24 months)</p> <ul style="list-style-type: none"> - # of cases filed in Israeli courts - 15 initiatives promoting human rights, advocacy, community participation and mobilization - at least 30% women and 50% youth (under 30) among those who participate in CRDP-supported initiatives that promote human rights, human rights-based advocacy, community participation and mobilization <p>Targets (after 36 months)</p> <ul style="list-style-type: none"> - # of cases filed in Israeli courts - 40 initiatives promoting human rights, advocacy and social cohesion - at least 30% women and 50% youth (under 30) among those who participate in CRDP-supported initiatives that promote human rights, human rights-based advocacy, community participation and mobilization 	<p>youth, disabled and Bedouin participation</p> <ul style="list-style-type: none"> • Fill in monitoring and legal assistance gaps, in coordination with other legal assistance mechanisms • Provide legal counselling and legal aid in response to demolitions and confiscation of property and assets related to the above sectoral assistance 	<p>and mobilization: 3,250,000 USD</p> <p><i>Subtotal: 5,000,000</i></p>
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PMU: USD 1,325,952

CONTINGENCY: USD 282,580

GMS 7%: 2,090,657 USD

GRAND TOTAL: 32,257,189 USD

REQUESTED; 31,957,189 USD

V. MONITORING FRAMEWORK AND EVALUATION

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

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
 - An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
 - Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
 - Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Program Manager to the Review Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- 1 a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
 - 2 a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Program Manager and shared with the Review Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Steering Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

In addition, two external evaluations will be conducted throughout the lifetime of the CRDP, at mid-term and a final one.

The ToR and content of evaluation, which will be agreed upon with MOPAD and contributing donors, will look into traditional criteria of relevance, efficiency, effectiveness, impact and sustainability, but will include also specific factors of the political oPt context, such as do no harm or conflict sensitivity.

Annual audits will be undertaken specifically for the CRDP management. In addition, implementing partners will have to conduct an audit of the interventions supported by the CRDP.

Quality Management for Project Activity Results

Intended Outcome:		
Area C communities and East Jerusalemites have strengthened their resilience to sustain on their land through development and recovery support		
Activity Result 1 (Atlas Activity ID)	<i>Improved public and social infrastructure</i>	Start Date: Q2 – Y1 End Date: Q4 – Y3
Purpose	<i>To contribute to the improvement of basic public and social infrastructure (education, health, housing in AreaC)</i>	
Description	<i>Grants to communities, non-registered entities, grassroots organizations, I&LNGOs, and PA agencies to:</i> <ul style="list-style-type: none"> • Expand and rehabilitate schools, health centers and recreation places • Protect and facilitate access of students and teachers to schools • Provide mobile clinic solutions • Rehabilitate and reconstruct houses. • Initiate construction of houses • Facilitate access to credit for housing and home mortgage schemes 	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Improved access to education in Area C and EJRM (physical infrastructure and accessibility)	Desk review, stakeholder consultation, site visits, UNDP gender advisor report	Yearly
Improved access to health in Area C and EJRM (physical infrastructure and accessibility)	Desk review, stakeholder consultation, site visits, UNDP gender advisor report	Yearly
Improved housing conditions in Area C and EJRM (physical conditions and financial access)	Desk review, stakeholder consultation, site visits ,UNDP gender advisor report	Yearly
Number and outcome of legal cases against above infrastructure	Desk review, UNDP gender Advisor Report	Yearly
Activity Result 2 (Atlas Activity ID)	<i>Improved access to and protection of natural resources</i>	Start Date: Q2 – Y1 End Date: Q4 – Y3
Purpose	<i>To improve access of communities in Area C to water and sanitation and other natural resources, and contribute to the preservation of these resources, the Palestinian historical and cultural heritage, and the environment.</i>	
Description	<i>Grants to communities, non-registered entities, grassroots organizations, I&LNGOs, and PA agencies to, inter alia:</i> <ul style="list-style-type: none"> • Implement community-based water and sanitation projects • Support the protection of natural, archeological and historical sites • Support reforestation • Mitigate mining and quarrying pollution 	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Improved access to water and sanitation (physical and financial)	Desk review, stakeholder consultation, site visits, UNDP environment advisor report	Yearly
Number of historical and archeological sites preserved	Desk review, stakeholder consultation, site visits, UNDP environment advisor report	Yearly
Number of donums of forest preserved and land reclaimed	Desk review, stakeholder consultation, site visits, UNDP environment advisor report	Yearly
Number and outcome of legal cases against above infrastructure	Desk review,	Yearly
Activity Result 3 (Atlas Activity ID)	<i>Economic opportunities enhanced through support to livelihoods in Area C and EJRM</i>	Start Date: Q2 – Y1 End Date: Q4 – Y3
Purpose	<i>To strengthen Area C and EJRM communities' resilience by ensuring that they are able to secure, expand or recover sustainable livelihoods sources</i>	

Description	<i>Grants to communities, non-registered entities, grassroots organizations, I&LNGOs, and PA agencies to, inter alia:</i>	
	<ul style="list-style-type: none"> • Support land reclamation and development efforts • Enhance accessibility to remote rural areas • Support the construction and rehabilitation of water infrastructure and the spreading of water efficient infrastructure • Support the provision of veterinary services • Support the development of alternative livelihoods opportunities • Provide micro-credit / poverty graduation schemes • Provide business development support and explore development of medium-scale businesses for private sector investment 	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Improved access to land for agriculture and grazing (infrastructure and surface)	Desk review, stakeholder consultation, site visits, environment advisor report	Yearly
Improved access to water for irrigation and animals (infrastructure and quantity)	Desk review, stakeholder consultation, site visits	Yearly
Number of livelihoods secured, expanded, recovered	Desk review, stakeholder consultation, site visits, gender and environment advisors reports	Yearly
Number and outcome of legal cases against above infrastructure	Desk review	Yearly
Activity Result 4 (Atlas Activity ID)	<i>Rights of Palestinian citizens in Area C and EJRM are upheld through legal protection, advocacy and community participation and mobilization</i>	Start Date: Q2 – Y1 End Date: Q4 – Y3
Purpose	<i>To improve municipal governance service delivery and outreach, facilitate access of communities to legal assistance, and strengthen civil society networking and organization efforts</i>	
Description	<i>Grants to communities, non-registered entities, grassroots organizations, I&LNGOs, and PA agencies to, inter alia:</i>	
	<ul style="list-style-type: none"> • Support extension of municipal services in Area C • Support networks of grassroots organizations in Area C and EJRM • Support innovative ways to overcome access restrictions • Fill in monitoring and legal assistance gaps, provide legal counseling and legal aid in response to demolitions and confiscation of property and assets related to the above sectoral assistance 	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Improved municipal services (infrastructure and outreach)	Desk review, stakeholder consultation, site visits, UNDP gender advisor report	Yearly
Enhanced technical and networking capacity of grassroots organizations	Desk review, stakeholder consultation, site visits, UNDP gender advisor report	Yearly
Number and outcome of legal cases supported under the Activity	Desk review, stakeholder consultation UNDP gender advisor report	Yearly

VI. LEGAL CONTEXT

If the country has signed the Standard Basic Assistance Agreement (SBAA), the following standard text must be quoted:

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of (country) and UNDP, signed on (date).

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

If the country has not signed the SBAA, the following standard text is quoted:

The project document shall be the instrument envisaged in the Supplemental Provisions to the Project Document, attached hereto.

Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

Annex 1: Risk Analysis



Project Title:	Award ID:	Date:
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
				<i>Describe the potential effect on the project if this risk were to occur</i>	<i>What actions have been taken/will be taken to counter this risk</i>	<i>Who has been appointed to keep an eye on this risk</i>	<i>Who submitted the risk</i>	<i>When was the status of the risk last checked</i>	<i>e.g. dead, reducing, increasing, no change</i>
1	Deterioration of security situation in the entire WB and EJRM	May 2012	External-Political	UNDP and implementing partners' mobility and ability to implement the programme is threatened Probability (1-5) = 3 Impact (1-5) = 4	<ul style="list-style-type: none"> - Security and contingency planning for UNDP and partners - Two-ways sharing of information on security situation - Development of partnerships with local partners - Opening of communication channels with communities for security updates - Suspension of UNDP and partners' travel - Implementation through local partners - Programme suspension if situation is critical 	PMU and UNDP	UNDP	May 2012	
2	General access restrictions increase: closures, lack of movement, restriction on staff	May 2012	External-Political	Some communities are growingly isolated; this threatens to undermine operations in the affected areas and participation of women is weakened	<ul style="list-style-type: none"> - Liaising with OCHA and PA to monitor access restrictions - Development of partnerships with local partners - Opening of communication channels with communities for access updates - Wide geographic distribution 	PMU and UNDP	UNDP	May 2012	

				<p>Probability (1-5) = 3</p> <p>Impact (1-5) = 3</p>	<ul style="list-style-type: none"> - of operations - Relationship management with CA officials - UN, PA, Donor pressure on Israeli authorities to remove access restrictions for programme operations - Advocacy on access restrictions - Implementation through local partners / use of locally available material - Suspension of UNDP and partners' travel in affected areas 				
3	UNDP's implementing partners under threat / pressure from Israeli authorities	May 2012	Internal-Political	<p>Implementing partners cannot complete projects</p> <p>Probability (1-5) = 3</p> <p>Impact (1-5) = 4</p>	<ul style="list-style-type: none"> - UN, PA, Donor pressure on Israeli authorities - Advocacy initiatives by local partners and UN in coordination with Protection Cluster Working Group 	PMU and UNDP	UNDP	May 2012	
4	UNDP CRDP programme and/or UNDP as an institution is being questioned / criticized by Israeli authorities at local / HQ level	May 2012	Internal-Political	<p>UNDP/UN is pressured to change approach and the desired impact changes</p> <p>Probability (1-5) = 3</p> <p>Impact (1-5) = 4</p>	<ul style="list-style-type: none"> - UNDP communication plan in place - UNDP visibility policy adjusted to the risk - Integrate protection elements in the design of the projects - Advocacy and communication strategy in place - Relationship management with Israeli authorities - UNDP, UN, PA, Donor negotiation / pressure with Israeli authorities 	PMU and UNDP	UNDP	May 2012	
5	In those cases where a permit will be needed, increasing difficulties in securing permits for	May 2012	Internal-Operational	<p>designated projects cannot be implemented as designed</p>	<ul style="list-style-type: none"> - Pre-implementation assessment of prospects to secure permits - Relationship management with relevant Israeli 	PMU and UNDP	UNDP	May 2012	

	EJRM and Area C			Probability (1-5) = 3 Impact (1-5) = 4	<ul style="list-style-type: none"> authorities - PA, UN, Quartet and Donor support and follow-up - Identification of alternative programmatic options in the design of projects - Advocacy and communication strategy implemented 				
6	The infrastructure built under the programme attracts the attention of Israeli CA, and the infrastructure is demolished or materials brought under the programme are confiscated	May 2012	Internal-Political	<p>Target population is threatened with displacement.</p> <p>Some of the interventions will not be able to be implemented</p> <p>Probability (1-5) = 2</p> <p>Impact (1-5) = 5</p>	<ul style="list-style-type: none"> - Measures to minimize visibility are in place - Integrate protection elements in the design of the projects - Advocacy and communication strategy in place - Relationship management with Israeli authorities - PA, UN, Quarter and Donor support and follow-up - Legal cases initiated - Communities are properly consulted in advance of the risk involved and accept it - Communities' interest is preserved. Response is designed to address their concerns 	PMU and UNDP	UNDP	May 2012	
7	The demolition of infrastructure prompts protests from communities that are responded to by Israeli forces with violent means.	May 2012	Internal-Political	<p>Protests degenerate in violent confrontation, with casualties and wounded.</p> <p>Communities complain about the inability of UN to protect them</p> <p>Probability (1-5) = 2</p> <p>Impact (1-5) = 4</p>	<ul style="list-style-type: none"> - Communities are properly consulted in advance of the risk involved and accept it - Integrate protection elements in the design of the projects - Advocacy and communication strategy in place - PA, UN, Quartet and Donor support and follow-up - Relationship management with relevant Israeli authorities 	PMU and UNDP	UNDP	May 2012	

					- Legal cases initiated				
8	All legal cases initiated by the CRDP to protect the projects it funded are lost.	May 2012	Internal-Political	Vulnerability of target population increases Some of the projects are suspended Probability (1-5) = 2 Impact (1-5) = 4	- Advocacy and communication strategy in place - PA, UN, Quartet and Donor support and follow-up - Relationship management with relevant Israeli authorities	PMU and UNDP	UNDP	May 2012	
9	Donors are wary about the risks associated with the CRDP programme.	May 2012	Internal-Strategic	Donors pressure to amend the approach to a less risky one and the desired impact in Area C and EJRM is weaker Probability (1-5) = 3 Impact (1-5) = 4	- CRDP prioritizes projects which poses low level of risks - The risks associated with the CRDP are clearly explained to the donors - The CRDP approach and, in particular, issues of mutual accountability, advocacy, communication, protection are endorsed by donors - The CRDP approach is discussed in Advisory Board meeting to ensure continued and mutual support - Funding is sought from other donors, with focus on Arab countries	PMU and UNDP	UNDP	May 2012	
10	Not enough funding available for CRDP	May 2012	Internal-Financial	Some of the targets set are not met Probability (1-5) = 2 Impact (1-5) = 4	- Inform Review and Steering Boards as soon as the problem arises - Reprogram the CRDP according to the available funds - Agree with MOPAD and donors on the new approach - Prioritize actions which can have a quicker and deeper impact in target population	PMU and UNDP	UNDP	May 2012	

					from the development point of view, according to the criteria set in the programme				
11	The ownership and involvement of the Palestinian Authority in the project is weak	May 2012	Internal-Strategic	MOPAD cannot take the lead of CRDP Coordination among ministries is poor Difficulties in the implementation of the projects Probability (1-5) = 2 Impact (1-5) = 3	<ul style="list-style-type: none"> - Development of partnerships with local partners - Wide geographic distribution of operations - The CRDP resorts to a full local partners' implementation modality 	PMU and UNDP	UNDP	May 2012	
12	Corruption in the management of funds by implementing partners	May 2012	Internal-Political	Activities are not implemented or implemented partially only. CRDP impact reduced Trust of communities in CRDP dramatically challenged Donors withdraw funds or freeze them. UNDP put under social and institutional pressure Probability (1-5) = 1 Impact (1-5) = 4	<ul style="list-style-type: none"> - Audits will be done for all project initiatives (UNDP selecting auditing firms) - Funding of local partners according to UNDP financial rules and regulations - Continuous contact with target population and follow up of projects - Legal steps against misuses of funding - Liaison with governmental and non-governmental anti corruption institutions - Proper selection of implementing partners based on capacities and experience 	PMU and UNDP	UNDP	May 2012	
13	Decisions on project approvals are not taken on technical grounds and influenced by third parties	May 2012	Internal-Political	Credibility of CRDP is undermined Projects not matching community priorities Impact reduced	<ul style="list-style-type: none"> - Assessments done in 271 communities in Area C, which defines priorities for target population - Final accountability lies on UNDP. Contracts signed by UNDP always complying 	PMU and UNDP	UNDP	May 2012	

				Probability (1-5) = 2 Impact (1-5) = 4	with internal rules and regulations and clear guidelines to be developed for CRDP - Steering Board co-chaired by MOPAD and UNDP				
14	Conflicts with communities for the decisions of supporting certain projects against others	May 2012	Internal-Strategic	Credibility of CRDP and its partners is undermined Conflicts with other communities benefiting from project proposals Probability (1-5) = 2 Impact (1-5) = 3	- Full, open and sincere communication among UNDP, implementing partners and communities - When community assessments done, make always clear that budget is limited, priorities are many and there are other actors involved	PMU and UNDP	UNDP	May 2012	

Annex 2: Detailed Budget

	Year 1			Year 2			Year 3			TOTAL		
	UNDP/PAPP contribution USD	Donors USD	Total budget USD	UNDP/PAPP contribution USD	Donors USD	Total budget USD	UNDP/PAPP contribution USD	Donors USD	Total budget USD	UNDP/PAPP contribution USD	Donors USD	Total budget USD
The number of the Staff is determined taking into consideration funding available as outlined in page 20												
PMU												
Programme Manager		66,000	66,000		67,980	67,980		70,019	70,019	0	203,999	203,999
Financial Associate		36,000	36,000		37,080	37,080		38,192	38,192	0	111,272	111,272
Grants Manager		42,000	42,000		43,260	43,260		44,558	44,558	0	129,818	129,818
Advocacy, Reporting and Monitoring and Evaluation Officer		42,000	42,000		43,260	43,260		44,558	44,558	0	129,818	129,818
Field Officer 1		36,000	36,000		37,080	37,080		38,192	38,192	0	111,272	111,272
Field Officer 2		36,000	36,000		37,080	37,080		38,192	38,192	0	111,272	111,272
Security		9,600	9,600		9,600	9,600		9,600	9,600	0	28,800	28,800
Office rent		14,400	14,400		14,400	14,400		14,400	14,400		43,200	43,200
Furniture / Equipment		15,000	15,000		15,000	15,000		10,000	10,000	0	40,000	40,000
Telecommunications		15,000	15,000		15,000	15,000		15,000	15,000	0	45,000	45,000
Transportation costs		40,000	40,000		40,000	40,000		40,000	40,000		120,000	120,000
Training, Workshops		15,000	15,000		10,000	10,000		10,000	10,000	0	35,000	35,000
Audio, Visual & Prod costs		30,000	30,000		30,000	30,000		30,000	30,000	0	90,000	90,000
Audits		27,000	27,000		24,500	24,500		25,000	25,000	0	76,500	76,500
Programme Evaluations			0		25,000	25,000		25,000	25,000	0	50,000	50,000
<i>Sub-total</i>	<i>0</i>	<i>424,000</i>	<i>424,000</i>	<i>0</i>	<i>449,240</i>	<i>449,240</i>	<i>0</i>	<i>452,712</i>	<i>452,712</i>	<i>0</i>	<i>1,325,952</i>	<i>1,325,952</i>
Output 1: Public and Social Infrastructure*												
Education		200,000	200,000		520,000	520,000		600,000	600,000	0	1,320,000	1,320,000
Health		100,000	100,000		180,000	180,000		270,000	270,000	0	550,000	550,000

Housing		200,000	200,000		400,000	400,000		780,000	780,000	0	1,380,000	1,380,000
Energy		500,000	500,000		900,000	900,000		1,350,000	1,350,000	0	2,750,000	2,750,000
Community assessments	300,000		300,000			0			0	300,000	0	300,000
<i>Sub-total 1</i>	<i>300,000</i>	<i>1,000,000</i>	<i>1,300,000</i>	<i>0</i>	<i>2,000,000</i>	<i>2,000,000</i>	<i>0</i>	<i>3,000,000</i>	<i>3,000,000</i>	<i>300,000</i>	<i>6,000,000</i>	<i>6,300,000</i>
Output 2: Natural Resources*												
water springs		500,000	500,000		700,000	700,000		1,335,000	1,335,000	0	2,535,000	2,535,000
community-based initiatives		250,000	250,000		1,000,000	1,000,000		1,170,000	1,170,000	0	2,420,000	2,420,000
historical and environmental areas		250,000	250,000		428,000	428,000		625,000	625,000	0	1,303,000	1,303,000
<i>Sub-total 2</i>	<i>0</i>	<i>1,000,000</i>	<i>1,000,000</i>	<i>0</i>	<i>2,128,000</i>	<i>2,128,000</i>	<i>0</i>	<i>3,130,000</i>	<i>3,130,000</i>	<i>0</i>	<i>6,258,000</i>	<i>6,258,000</i>
Output 3: Livelihoods*												
land reclamation		1,000,000	1,000,000		2,000,000	2,000,000		2,500,000	2,500,000	0	5,500,000	5,500,000
agricultural holdings and business development		1,000,000	1,000,000		2,000,000	2,000,000		2,500,000	2,500,000	0	5,500,000	5,500,000
<i>Sub-total 3</i>	<i>0</i>	<i>2,000,000</i>	<i>2,000,000</i>	<i>0</i>	<i>4,000,000</i>	<i>4,000,000</i>	<i>0</i>	<i>5,000,000</i>	<i>5,000,000</i>	<i>0</i>	<i>11,000,000</i>	<i>11,000,000</i>
Output 4: Rights upheld through legal support, advocacy and community participation and mobilization*												
legal cases		350,000	350,000		350,000	350,000		1,050,000	1,050,000	0	1,750,000	1,750,000
human rights, advocacy, community participation and mobilization		650,000	650,000		650,000	650,000		1,950,000	1,950,000	0	3,250,000	3,250,000
<i>Sub-total 4</i>	<i>0</i>	<i>1,000,000</i>	<i>1,000,000</i>	<i>0</i>	<i>1,000,000</i>	<i>1,000,000</i>	<i>0</i>	<i>3,000,000</i>	<i>3,000,000</i>	<i>0</i>	<i>5,000,000</i>	<i>5,000,000</i>
Contingency 1% of outputs estimation												
Contingency 1% of outputs estimation		50,000	50,000		91,280	91,280		141,300	141,300		282,580	282,580
Total Programmable	300,000	5,474,000	5,774,000	0	9,668,520	9,668,520	0	14,724,012	14,724,012	300,000	29,866,532	30,166,532
GMS 7%		383,180	383,180		676,796	676,796		1,030,681	1,030,681		2,090,657	2,090,657
GRAND TOTAL	300,000	5,857,180	6,157,180	0	10,345,316	10,345,316	0	15,754,693	15,754,693	300,000	31,957,189	32,257,189

* These amounts are estimations based on baselines and targets set on the RRF. Once the community assessments are finished and baseline values and target indicators are defined, these figures could differ, what will be immediately reported

Budget notes:

EDUCATION: average of USD 20,000 for a school classroom for 35 students

HEALTH: improved access through restoration of existing clinics, transportation, mobile clinics

HOUSING: average of USD 20,000 for rehabilitation of houses

ENERGY: average of USD 3,000 for solar panels for a household. Also, public infrastructure will be targeted

WATER SPRINGS: average of USD 170,000 for restoration and rehabilitation of existing water springs

COMMUNITY-BASED INITIATIVES: average of USD 60,000 for each project

HISTORICAL AND ENVIRONMENTAL AREAS: average of USD 130,000 for the rehabilitation of each area

LAND RECLAMATION, AGRICULTURAL AND BUSINESS DEVELOPMENT AND LEGAL CASES: lump sum

HUMAN RIGHTS MOBILIZATION: average of USD 45,000 for initiative

Annex 3: CRDP Guidelines

Occupied Palestinian territory.

Purpose and Priorities

The desired outcome of this programme is to empower local stakeholders in Area C and East Jerusalem, through the most appropriate partners (LNGOs, INGOs), to act with resilience to respond to threats that affect their sustenance on the land. The programme will contribute to the -development of Area C and East Jerusalem to ensure that these areas provide improved conditions for their Palestinian population to be sustained on their land, and will inject development capital needed for Palestinian sustainable development. The programme will thus, inter alia, contribute to:

- Prevent the erosion of Palestinian development capital in Area C and East Jerusalem
- Protect Palestinian land, livelihoods and property in Area C and East Jerusalem
- Mitigate and reverse migration flow and forced relocations from Area C and East Jerusalem

This overall objective is in line with the PNP and the PNA Thirteenth Government Plan, and with several donors' own strategies for Area C and East Jerusalem. This programme is also in line with the UNDP/PAPP "*Development for Freedom: Empowered Lives. Resilient Nation*" Consolidated Plan of Assistance 2012 – 2014. The Plan adopts a human rights-based approach to development and places the Palestinian People at the centre of development programming. The Plan also calls for UNDP/PAPP to focus its assistance in specific geographic areas that includes Area C and East Jerusalem, which this programme does.

Specific outputs

Through this initiative the following major output to be achieved:

Output 1: Public and social infrastructure in Area C and EJRM improved

Output 2: Improved access to and protection of natural resources

Output 3: Economic opportunities enhanced through support to livelihoods in Area C and EJRM

Output 4: Rights of Palestinian citizens in Area C and EJRM are upheld through legal protection, advocacy and community participation and mobilization

Activities under the programme will be decided upon by the CRDP Steering Board, guided by the community assessments and action plans developed in advance of programme implementation by UNDP/PAPP and on the calls for proposals that the Review Board will launch accordingly. While reviewing project proposals, the CRDP Review Board will assess the relevance of the proposals in reference to the priority needs identified in the action plans. The activities provided below are thus only indicative activities that may be implemented through the CRDP. Proposal review and selection will also be advised and supported by UNDP's own gender and environment focal points to ensure adherence to corporate commitments similar to all UNDP/PAPP implemented activities.

Governance Structure

The CRDP is led and coordinated by MOPAD, and facilitated by UNDP and the donors. Overall, the role of MOPAD is to coordinate among the different ministries, authorities and agencies at a policy and strategic level, to ensure that the CRDP is in line with the main Palestinian national development strategies and policies. On the other hand, line ministries and authorities, as detailed below, will be responsible for the coordination at the implementation and operational level.

UNDP/PAPP will provide guidance and ensure a proper and quality-functioning of the facility in coordination with different levels of PA ministries, NGOs and UN agencies, complying with its developmental mandate through its wide network of partners.

Donors will guide the strategy of the CRDP together with other actors to assure the quality of the interventions, its alignment with their principles and priorities and a proper and effective use of their funds

Steering Board

A Steering Board provides overall strategic leadership, general policy and strategy guidance and oversight on the CRDP process and priorities. The Steering Board comprises the Minister of Planning and Administrative Development and the UNDP Special Representative. Both of them will be co-chairing the Board. In addition, the representatives of donors that are contributing to the CRDP will be present in it. Others from the PA, UN and/or donor sides could be invited to attend the steering board on an ad hoc basis. The Steering Board is convened quarterly to discuss progress, set priorities and funding requirements. The CRDP is accountable to the Steering Board and shall provide financial and progress reports as outlined in the present programme document. The Steering Board liaises with the donor community to mobilize funding. The Steering Board plays a key role in terms of advocacy and political follow-up with Israeli authorities. The Steering board approves senior appointments in the Program management Unit, and appoints independent program evaluators.

Review Board

The CRDP Review Board oversees the day-to-day management of the CRDP. It ensures that work is progressing according to plan. It is responsible for setting criteria for project approval, for reviewing and approving action plans, for launching calls for proposals, for reviewing and approving the proposed projects for CRDP funding. The Review Board also recommends priorities, and reports on progress, financial status and funding requirements to the Steering Board.

The Review Board is co-led by the Ministry of Planning and Administrative Development and UNDP. As Administrative Agent, UNDP /PMU manages projects and disbursements as agreed by the Review Board. UNDP is financially and programmatically accountable for the programme resources and results. In addition to MoPAD and UNDP, Line Ministries (such as the Ministry of Local Government and others relevant to the theme of the call for proposals), contributing donors and humanitarian actors (such as humanitarian clusters' leads and others) will be invited. The Review Board acts as the Programme Oversight function of the CRDP.

Programme Management Unit

The CDRP Programme Management Unit is transitionally led by UNDP for the first phase. The Programme Management Unit is responsible for coordinating the technical work including the technical appraisal and review of the projects submitted to the CRDP. In addition, the Programme Management Unit is responsible for financial management and accounting, reporting and monitoring and evaluation, and serves as the Secretariat of the Review Board. The Programme Management Unit submits pre-screened project proposals to the Review Board for review and approval.

The Programme Management Unit is comprised of a Programme Manager, a Financial Officer, a Reporting Officer, the Grants Manager and the Advocacy and Liaison Officer, and is supported by thematic focal points in UNDP (gender, youth, environment, governance)

Application Process for CRDP Funding

Projects are reviewed and approved by the Review Board as they are submitted to the CRDP, following a pre-screening performed by the Programme Management Unit supported by UNDP gender and environment focal points. In addition, The Review Board convenes six times a year to review proposals, progress, report on financial disbursements and approve projects. The CRDP Programme Management Unit reports and is accountable to the Review Board.

The Review Board is the liaison between the Programme Management Unit and the Steering Board, in particular for advocacy and political follow-up with Israeli authorities on projects implemented under the CRDP that may be opposed by the Israeli Civil Administration.

The Review Board will provide feedback and recommendations within one week. The absence of any feedback from a Board member within the review period is considered as a non-objection by the member. In cases where there is a disagreement amongst the Review Board, an *ad hoc* meeting may be arranged, at the earliest convenient time, to further discuss the matter. If no agreement is reached, the decision by MoPAD will prevail as long as it does not conflict with UNDP rules and regulations. Full guidelines will be developed by MOPAD and UNDP in the setting-up of the CRDP to ensure clarity and agreement and adherence. The guidelines will describe procedures, priorities and include templates and formats for project application, capacity assessment, financial and progress reporting requirements, etc. In addition the risk matrix has been modified to include this issue.

As per UNDP's Programme and Operational Policies and Procedures, UNDP will be implementing the activities through a competitive selection, whereby NGO capacity will be assessed on financial, programmatic and administrative basis. Based on the successful assessment and selection of a given NGO, UNDP will be transferring funds based on the submitted annual workplans and the liquidation of at least 80% of the advanced funds. The PMU Team verifies liquidation reports and forwards their approval to UNDP Programme Support Unit and Financial Department to approve and effect the transfers. UNDP Finance Department represents another layer of control against any deviation from UNDP rules and regulations, as they will make sure that liquidation reports are sound in shape and in content, before approving and actually sending the payments

Criteria to be taken into consideration when reviewing a proposal should include:

UNDP will establish a roster of pre-qualified civil society organizations that meet the criteria set below.

When selecting implementing partners, the CRDP will rely on the following principles which are included in UNDP's regulations on capacity assessment for CSOs covering below issues:

- Legal status
- Compatibility between the goals of the CSO and UNDP and sound governance structure
- Ability to build collaborative relationships and reputable standing with other sectors
- Ability to implement a project (highlighting gender focus)
- Ability to plan, monitor and coordinate activities
- Ability to provide adequate logistical support and infrastructure
- Ability to ensure appropriate management of funds

However, in addition to these criteria, UNDP/PAPP will adopt an inclusive approach that will allow small and community-based organizations and associations to be able to apply and benefit from CRDP funds. This is based on the acknowledgement that small CBOs are in many cases more fitted to reach marginalized and vulnerable

communities than well-established national or international NGOs. This will be assured through a double approach: i) during the community assessments that will be undertaken prior to the CRDP's implementation, communities will be asked to suggest also what kind of civil society partners they feel are closer to them, would be better matching their needs and would be able to better respond to their priorities. That will already create a database of community-based organizations close to these communities; ii) if their institutional capacities are not adequate to absorb and manage funds with the requirements demanded from rules and regulations of UNDP, they will be encouraged to apply in consortium with better established NGOs.

UNDP/PAPP will be financially and programmatically accountable for the implementation of the CRDP, and accordingly worldwide UNDP's rules and regulations will be applied to the management of the facility and the implementation on the ground. This means that, for example, in terms of procurement, implementing partners will have to follow UNDP's principles when procuring equipments or materials when applicable.

Criteria for approval of projects

The following criteria will need to be taken into consideration when reviewing a project:

- The project has been prioritized through a gendered local planning exercise / action plan; and/or
- The project has been cleared as a priority by a line ministry; and/or
- The project responds to a forthcoming risk of displacement
- The project contains strong local empowerment and national ownership elements
- The appealing partner has a demonstrated capacity to implement according to plan
- The appealing partner is a, or has established strong partnerships with, relevant and active actor(s) on the ground
- The project does not duplicate other interventions
- The project does not have any adverse risk on the environment.

Duties of implementing partners

-Submit proposals for project funding to UNDP.

-Modify proposals if necessary.

-On approval of the project by the steering board, sign an agreement with the UNDP specifying the terms and conditions applicable to the approved project.

-Facilitate the monitoring of the projects in collaboration with UNDP.

-Submit narrative and financial reports to UNDP.

-Undertake a financial audit of the project by an internationally recognised auditing firm approved by UNDP, which shall produce an audit report. The timeframe for producing the audit should not go beyond the current fiscal year if possible.

Duties of UNDP

-Screen and review initial project proposals in coordination with the PMU staff, who will undertake a technical review.

- Present the finalised proposals along with the technical review to the CRDP Review Board.
- Serve as the Secretariat for the Review Board and the Steering Board and communicating its decisions to the applicants with a written letter of commitment to fund the project.
- Upon approval of a project by the Steering Board a agreement will be drafted by UNDP.
- Ensures that projects are monitored through two reports (interim and final) produced by the implementing partner and evaluation missions by the UNDP project officer and field visits by members of the PMU.
- Prepares a final narrative/financial report on the use of the funds at the end of the implementation period, to be sent to UNDP Geneva for submission to the donors.
- UNDP will have overall responsibility to ensure that the fund is used in a complementary and coordinated manner with other initiatives in the cluster or geographic area.

IV. Monitoring and Evaluation

CRDP implementing partners have a responsibility to undertake monitoring and evaluation of the project and the standard final report format includes a section on monitoring and evaluation which must be completed.

UNDP shall monitor and evaluate the CRDP as a whole and the development of a logical framework shall assist in this purpose. In addition UNDP CRDP team, shall undertake independent monitoring and evaluation of HRF projects being implemented in the field. UNDP shall feedback the results from this work, together with the partner's reports and the lessons learned exercises to the Steering Board. This information shall also be consolidated in the Quarterly report and the annual report to the donors.

V. Administrative and Financial issues

A framework for the presentation of project proposals and budgets will be finalized utilizing UNDP's established practices

-The maximum amount of funding which can be allocated to a project is \$250,000. Ideally, at least 80% of the funding should be dedicated to direct project inputs. The steering Board may make an exception to this funding amount, with the approval of the Donors.

-The disbursement of funds for NGO partners will be in three installments. The first installment of 40% of the funding is disbursed at the beginning of the project period. The second 40% installment will be paid upon utilization of the first payment and submission of liquidation and narrative report, the final instalment of 20% is disbursed following the completion of all of the partner agency's reporting obligations, including the audited accounts report.

-Funding will cover project activities for no longer than a 12 month period. In case of necessity, the implementing partner may request a no-cost extension by submitting a written request detailing the reasons for the request. This must be submitted to UNDP at least two weeks prior to the planned end date of the project and will then be forwarded to the CRDP Review Board for approval. A written response will be provided by UNDP to the implementing partner. The time limitations of donors will be a consideration for extension of projects.

-All Memorandums of Understanding, have to end on 31 December of the UN biennium year for budgetary and reporting reasons. Extensions, however, may be provided through an amendment of the original document or, alternatively, a new Memorandum of Understanding may be put in place, beginning on 1 January of next year.

-Funding should ideally not cover the entire project costs; the implementing partner is encouraged to contribute to the project with its own resources or other donor funding.

VI. Eligible Expenditure

-Funding is not to be used for the purchase of capital assets (vehicles, communications equipment, office equipment and office furniture) Unless clearly approved by the Steering Board.

-International travel expenses will be considered on a case by case basis.

-Funding of staff/personnel and rental of equipment costs should be limited to the additional resources required by the NGO to implement the project.

-Administration/operation support costs (office rent, stationery, communication costs) may not exceed 7% of the budget.

-Evaluation/monitoring costs including auditors' fees should be charged to the CRDP; UN auditors may conduct operational and financial audits of the project. For auditing purposes, project accounting records shall be retained for five years following the project termination.

The cost of import or customs duties (or any similar fee) imposed by overseas governments on goods imported or services provided cannot be covered by the CRDP.

Personnel costs cannot exceed the amount approved in the budget.

A budget line for contingency expenses cannot exceed five percent (5%) of the total project costs. The agency implementing partner must address a letter with full and detailed justification to UNDP requesting authorisation for using the contingency fund.

VII Reporting

The primary language of business for all grants will be English, and in case of any translation related disputes, the English version of any document will take precedence

A brief progress report on project activities and financial status (2-3 pages) should be submitted in the middle of the project. Any constraints (financial, logistical, security) affecting the project should be included in the report or reported directly to UNDP. This interim report will be shared with the Review Board.

Prior to the disbursement of the final instalment of funds, a certified audit report must be submitted to the UNDP CRDP team.

Within two months of the completion of the project, a final report must be submitted. Should the project require an extension, an interim report must be submitted two weeks prior to the planned end date to facilitate an extension.

Upon expiration or termination of the Agreement, the Agency shall maintain the records including original receipts for all financial transactions for a period of minimum 5 years, unless otherwise agreed upon between the agency and UNDP.

The report must be presented in the format to be shared at a later stage.

To attain measurable results from funded projects that will meet the reporting requirements of donors the final report must describe the project activities, background, planned objectives and activities set against actual accomplishments. The report should include “lessons learnt” and an explanation of any variance between planned and actual outcomes.

The final report must include a final account of project spending for the entire project period, accompanied by supporting documentation. The financial report must be presented according to the standard UNDP budget proposal format to be shared, and variation between planned and actual expenditure explained.

In the case that the project extends beyond five months, the NGP shall submit to UNDP [quarterly] interim substantive reports detailing achievements, constraints and impact with regard to the utilization of the fund for the project. When the CRDP funding is mixed with funds from other sources, the interim substantive reports shall describe how and to what extent the CRDP funding was used in the context of the overall contributions to the project.

UNDP will consolidate an interim projects summary report and brief the advisory board at the end of the implementation period. UNDP will consolidate a final projects summary report and brief the advisory board on outcomes and lessons learned.

UNDP will provide quarterly progress reports to the donors contributing to the fund as well as a yearly narrative and financial report.