TARABOT

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Transformative Resilience Programme

2020-2024

Operational Manual

Version 1: 2021

Please Recycle

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Acronyms

CSOs	Civil Society Organisations
EoI	Expressions of Interest
FAQ	Frequently Asked Question
LGUs	Local government units
MoI	Ministry of Interior
MSME	Micro, Small & Medium Enterprises
NGOs	Non-governmental Organisations
OM	Operational Manual
PMO	Prime Minister's Office
PMU	Programme Management Unit
IPs	Implementing Partners
RF	Results Framework
SC	Steering Committee
TAGs	Technical Advisory Groups
UNDP/PAPP	United Nations Development Programme/Programme of Assistance to the Palestinian People

Rationale

The purpose of this Operational Manual (OM) is to provide detailed guidance for the Programme Management Unit (PMU) and programme partners of the approved projects (from initiation to project closure), including reporting and other programme-related requirements. The project implementation will be executed according to UNDP rules and regulations.

This OM outlines steps to be taken during the project implementation.

Key dates

Deadline	Action
7 January	Submit yearly priorities to Steering Committee (SC) including target areas, sectors and proposed budget allocation
17 January	SC endorsement of target areas, sectors and proposed budget allocation
18 January- 28 Feb	Formulation of EoI proposals and establishment of respective TAGs
01 March	EoIs advertised
30 April	Annual Progress and Financial Report for previous calendar year and Annual Workplan and Budget for current year shared with SC members
30 April	Final technical evaluation and selected projects submitted to the SC[1]
31 May	SC meeting: • Endorse Annual Progress and Financial Report and Annual Workplan and Budget • Approve selected projects
30 June	Annual certified financial statements for previous calendar year from UNDP Bureau of Management/Office of Finance and Administration shared with donors
30 November	SC meeting: Policy dialogue, progress and updates, lessons learned, resource mobilization and other high-level guidance. If relevant, the SC meeting can serve as a space to approve a second round of selected projects following a second round of EoIs based on programme funding.

*** Technical committee meetings will be called upon need in consultation with members*

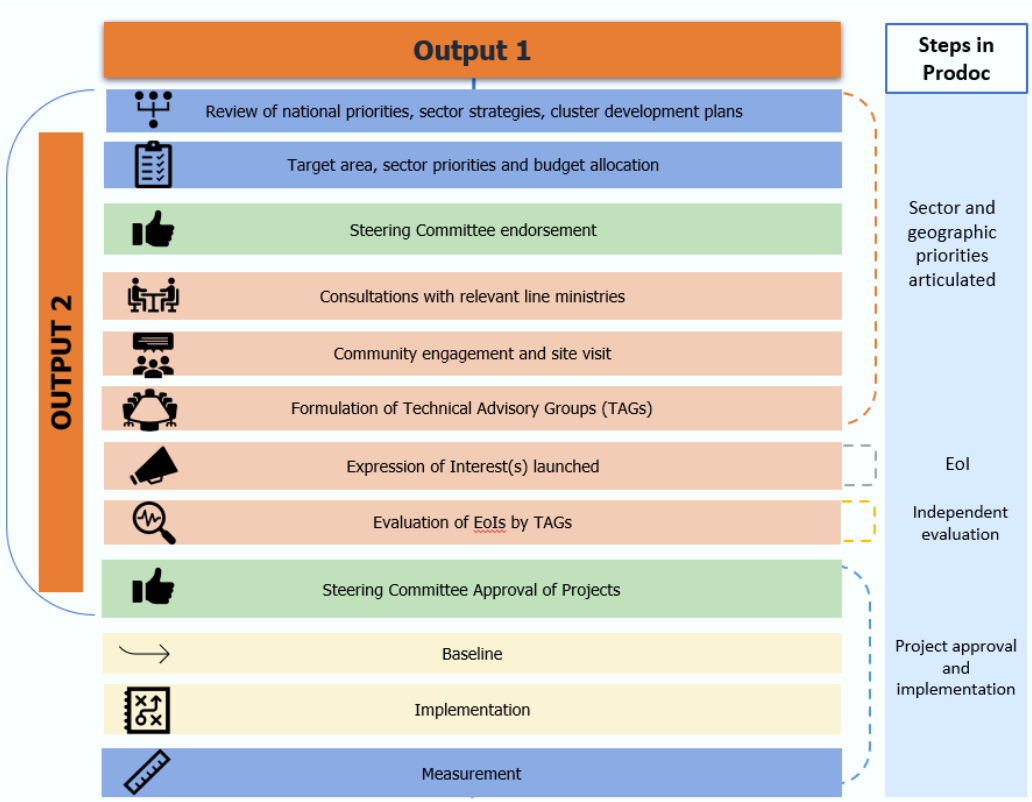
Process for Launching Expressions of Interest (EoIs)

A new round of EoIs begin with the identification of sector priorities and budget allocations by the Prime Minister's Office (PMO) with technical support from UNDP, and the endorsement of these priorities during the Steering Committee (SC) meeting. These priorities will be based on the National Policy Agenda and planning documents as highlighted in the Programme Document. These planning documents were revised and concluded in early 2021 after an extensive consultation process led by the PMO including ministries, non-government organisations, private sector and civil society. EoIs will be launched once or twice a year depending on the funding and in line with the SC meetings for the approval of priority projects.

[1] Contingency plan is taken into consideration in case of delays. PMU will notify the SC ahead for approval.

The process is as follows:

1. The PMO, with the support of Programme technical experts and UNDP, to review national planning documents and analyse ongoing funding and projects through the PMO's aid coordination platform.
2. Through this process the PMO will highlight national priorities in terms of target area (EJ, Area C or Gaza), sector priorities (e.g. health, culture, youth employment, etc) in line with the areas of intervention highlighted in the programme document, and propose estimated budget allocations. The priorities will be based on a clear rationale including interlinkages with the cluster development approach.



3. PMO and UNDP to present the priorities to the SC for the endorsement of the SC.
4. Under the guidance, coordination and facilitation of the PMO, UNDP undertakes initial consultations with the relevant ministries in the priority sectors to identify specific sector needs and potential target locations in line with the allocated budget.
5. UNDP and relevant ministries carry out consultations with the community and ensure their active participation in EoI formulation
6. UNDP, relevant ministries and community representative in location form Technical Advisory Groups (TAGs) to contribute to detailing the EoI with linkages with the cluster-based approach and the sector priorities.
7. Request for EoIs launched for the eligible implementing partners (IPs) to apply in line with the set criteria
8. EoIs evaluated by the TAGs based on the selection criteria highlighted in this document. This process will be managed with oversight by UNDP and the PMO. The results of the technical evaluation and proposed priority projects will be shared with the SC for approval.
9. UNDP and the PMO, will meet with selected IPs to discuss the scope, timeframe, implementation strategies, budget, potential synergies/interlinkages, gender transformation, risks and mitigation measures, and formulate baselines, targets, and means of verifications. Contracts will be awarded to start implementation. The programme experts, namely, Gender Advisor, Resilience Technical Advisor, Data Specialist and Cluster-based Advisor will assist this process.

Prioritisation of target areas, sectors and budget allocation led by the PMO (steps 1-3)

Timeframe: 1 month

As part of this process, the PMO and UNDP will consider the most appropriate target areas (East Jerusalem, Gaza Strip or Area C) and priority sectors within the scope of programme to present the budget allocations for the upcoming year to the steering committee for endorsement. This process will be supported by national and international expertise to review the relevant plans and strategies to pinpoint priorities in Area C, East Jerusalem and Gaza in line with the overarching policies of the national plan to guide the targeting mechanism for sector priorities and locations. The priorities presented will fall within the government priorities and be guided by the ongoing work of the PMO in its functions in policy, planning and aid coordination. This will also include prioritisation based on funding gaps as identified through the PMO's digital aid coordination platform currently under development.

The activities under Output 2 that focus on enhancing the capacity and leadership of national and local government will also feed into this process through building capacities and systems, including (but not limited to):

- Improving the monitoring of the implementation of national, sectoral and cluster development plans
- Operationalisation of the cluster development plans
- Improving knowledge sharing and dissemination of best practices
- Strengthening synergies and partnerships between government entities and local communities
- Enhancing responsiveness and quality of services

Following the prioritisation of target areas, sectors and budget allocation, the PMO and UNDP will share the priorities with the SC members including a brief overview of the rationale via e-mail with the following information[2]:

	East Jerusalem	**Gaza Strip**	**Area C**
Sector A	USD	USD	USD
Sector B	USD	USD	USD
Sector C	USD	USD	USD

SC members will be required to endorse via email within 10 working days. If there is a consensus to hold a virtual SC meeting to discuss the priorities, a virtual SC meeting will be organised. Technical consultations with the donor representatives will be facilitated during this process to ensure a common understanding among partners.

Following the endorsement of the priorities and budget allocations, the Programme Management Unit (PMU), in agreement with the PMO, will reach out to the relevant ministries in line with the sector priorities.

Expected Institutional Gains

- Reinforcing national ownership and decision-making processes
- Linking project results to national policy strategies and cluster-based plans
- Harmonization and synergies with other national initiatives

Formulation of Expressions of Interest (steps 4-6)

Timeframe: 1.5 months

The PMO, UNDP and the PMU will consult with the relevant line ministries (related to the sector and/or cluster) to initiate the identification of sector/cluster needs at the technical level. Through this technical consultation the following elements will be discussed:

[2] The priority sectors will be selected for each target area, where there may not necessarily be the same sectors targeted across the target areas.

- Sector-specific needs/priorities
- Potential scope and target locations in line with the allocated budget and the programmatic vision
- Composition of TAGs

Following the technical consultation, the PMU will prepare a draft version of the scope of work section of the Request for EoIs (See annex 1) for major comments from the ministry, if any. Following the identification of more specific activities, the PMU and the technical lead in the respective line ministry will undertake site visits in the suggested areas to engage the community. A community session will be organised by the PMU and the ministry to validate the findings and provide input into the design of the EoI. Participation in the session should also include women and youth members of the community to be inclusive and diverse. The PMU will revise the scope of work section based on the consultation with the community, where the participants in the session will identify one representative from the community to engage in the TAG. Identification of capacity building needs and technical assistance for the service providers and local partners in line with output 1.

The TAGs (see Annex 3 for ToR) will be formed around each sector priority for the specified target area every cycle of the request for EoIs. For example, if the yearly priorities include youth employment and health in Gaza and agriculture and collective resource management in Area C, then 4 TAGs will be formed around each priority in each location. UNDP and the PMO will evaluate each cycle to assess the potential to merge TAGs – for example in the case of similar priorities (youth employment and digital economy in Gaza). Doing so is to ensure that the specific needs of each target area is taken into account, while allowing different expertise from different sectors to come together. As highlighted in the Programme Document, the TAGs will comprise of relevant expertise related to the identified priorities. The TAGs will comprise of a maximum of 2 additional experts, exclusive of the Programme Manager, Head of Aid Coordination of the PMO, and relevant line ministry representative. These experts will be selected in consultation with the local community. Upon confirmation from all TAG members the first meeting will be held to cover:

- Orientation session: Programmatic vision, process of the expression of interest, role of the TAGs and ToR.
- Technical discussion around the expression of interest, particularly validating/finetuning priority sectors, specific activities and locations in line with sector needs/priorities and the programmatic vision.
- Compliance of the intended scope of the EoIs with the UNDP overarching social and environmental standards and national regulations.[3]
- Consensus on Grievance Mechanism (annex 6) .

The TAGs will review the scope of work and the expression of interest as the last step prior to advertisement.

Expected Institutional Gains

- Inter-governmental coordination in line with national leadership and ownership
- Reinforcing the relationship between line ministries and communities
- Transparency and accountability
- Community participation and empowerment

[3] UNDP Social and Environmental Standards: https://www.undp.org/accountability/social-and-environmental-responsibility/social-and-environmental-standards

Requesting, Evaluation and Awarding of EoIs (step 7-8)

Timeframe: 2 months

The number of projects to implement in each round will depend on the quality of proposals and budget size of the required projects, where the budget for each project will be divided between small-scale projects with an average of USD 250,000 and medium-scale projects with an average of USD 750,000 for implementation via a consortium of implementing partners. The PMU will prepare the relevant documentation for the requesting of EoIs as per the attached template (See annex 1).

The request for EoIs will be launched on UNDP/PAPP's website alongside social media platforms, in Arabic and in English. UNDP will make use of its network of partners at the community level to raise awareness among the communities and provide support and guidance to local actors in the application. Applicants will be invited to apply over the period of 1 month, where enquiries can be made to the programme email address (tarabot.ps@undp.org). Enquiries will be accepted during the first week of advertisement, where the PMU will answer all questions together in the form of a FAQ sheet to respond back to potential implementing partners. If it becomes clear many enquiries are being made an orientation session will be held online to answer relevant questions. This is to ensure that smaller organisations with less capacity also have access to information to be able to submit EoIs. The PMU will pay particular attention to assisting small organisations in the development of EoIs.

Receiving Applications

Through previous UNDP programming an application portal is being established to support UNDP's capacity to track and analyse a large number of project proposals. Following the establishment of this portal, TARABOT will be able to utilise this portal to monitor, analyse and track project proposals related to the programme.

While this portal is being established, interested applicants will be requested to fill an EoI form (See Annex 2 for the template) which will be attached to the call. The template will include the selection criteria that will be utilised to evaluate the EoIs. Interested applicants will be requested to send the form alongside relevant supporting documents to the programme email address. Instructions will be included in the call for EoIs. The PMU will be responsible for the preliminary screening based on the following eligibility criteria:

Eligibility of applicants

Eligibility for applicants to implement the projects will not be restricted. Recognized and registered entities that can manage funds in a transparent manner and are fully aware of the risks and challenges pertaining to the target location are eligible to apply including:



The entities should:

- Be a registered organization with the Palestinian Authority, and the Ministry of Interior (MoI) if the applicant is a non-governmental organisation
- Have a good reputation and accountability record with the government, donors, UNDP/PAPP and/or beneficiaries
- Have a proved record of successfully evaluated projects in the target area and sector
- Have accountability systems in place including a feedback/complaints mechanism for beneficiaries
- Have knowledge of the current political situation and the policies of local authorities and restrictions on development
- Have a solid understanding of national and sectoral priorities and/or community needs and priorities

- The organisation has a presence in the target locality (either sub-office or a record of presence through previous interventions)

Only proposals submitted by applicants that meet the above defined eligibility will be evaluated by the Technical Advisory Groups (TAGs).

Following the establishment of the portal applicants will be invited to submit their applications via an established portal that we envision will be part of a comprehensive Management Information System for the programme. A user-friendly window (web-based application) for the EoIs will be created for this purpose to enable the participating institutions to submit their EoIs and provide the space for the Technical Advisory Groups (TAGs) to evaluate and recommend for project interventions for final SC approval. The portal will serve in the future as a platform to allow the IPs to provide real-time progress update, while, the system will be equipped with high quality features including system live feeding, dynamic analytical system, notifications to the PMU and PMO and others, in addition to the donors and identified stakeholders.

Moreover, the platform will provide an opportunity to map the proposals coming from ground and mark their status in terms of funding and progress in case of resource allocation, it will strategically capacitate the PMO to expand the system use for monitoring project interventions within the aid coordination structure and help to advocate for resource mobilization and communication activities. The design of baselines and measurement tools will play significant role in engineering the platform and designing its architecture.

This system will also enhance the efficiency of the application process by transitioning to a paper-less application and evaluation process.

PMU will deploy solutions in linking the system with the PMO aid coordination platform which is currently under establishment.



Evaluation of EoIs

Following the initial screening based on the eligibility criteria, the PMU will share the proposals with the TAGs to conduct the technical appraisal and undertake a capacity assessment to determine whether the applicant has the demonstrated capacity to deliver in line with UNDP's guidelines. The purpose of the groups will be to evaluate the project applications and recommend which projects to prioritise based on the evaluation criteria. The TAGs will also review applications based on evidence provided by potential IPs to ensure the projects have considered community consultation, stakeholder engagement and partnership building towards the programme goals.

After the initial screening of the EoIs by the PMU the EoIs will be shared with each member of the TAG to conduct an individual analysis including a template matrix with the selection criteria (see Annex 4 for selection criteria). TAG members will be provided with 10 working days to complete the individual evaluations. Following the individual evaluations, the PMU will consolidate the evaluations and present them in a matrix to prioritise based on the individual evaluations following 5 working days. The PMU will call for a meeting with the TAGs to finalise the prioritized projects based on their evaluations to submit to the Steering Committee for approval. If necessary, further clarifications will be requested from the applicant prior to the completion of the technical review.

The prioritized projects evaluated by the TAGs will be shared with the SC by the PMU for their approval, including a brief overview of the evaluation process. Following the approval of the prioritized projects by the Steering Committee, the PMU will commence the contracting process.

Project implementation (Step 9)

The contracting process will differ depending on the type of implementing partner (e.g. civil society vs private sector entity), as per UNDP guidelines and regulations. UNDP and the technical team at the PMO will meet with the individual implementing partners to discuss each project in line with the programmatic scope to ensure alignment to the principles of the programme. Where relevant, implementing partners will be brought together under a consortium around key priorities to ensure synergies and collaboration towards the achievement of programme results.

During the implementation of the individual projects by implementing partners, the PMU is responsible for the daily oversight and monitoring of the progress of implementation. This includes providing the necessary guidance for implementing partners to strengthen alignment with the programmatic vision. Technical experts, including the Gender Advisor and Resilience Technical Advisor, will also support the capacity of the IPs to enhance key elements of project results including measures to enhance projects alignment to gender transformative results and the MEAL plan for IPs. UNDP will also provide support and guidance on project communications and visibility in line with the programme communications.

Reporting

Reporting is the main tool used by the programme to monitor the physical and financial progress and performance of projects, their deliverables, outputs, achievements and contributions to the programme objectives and output indicators. Within each project IPs will be requested to submit quarterly progress reports in line with UNDP's reporting templates with emphasis on gender analysis and mainstreaming. The partner reports will also feed into the annual programme reports for donors. Annual and financial progress reports will be prepared and shared by the PMU in line with the contractual agreements with respective donors by the 30st of April. Additional brief updates will be shared with donors in the beginning and middle of each calendar year.

Annex 1: Request for Expressions of Interest (EoI)

Title of EoI:	*[in line with sector and geographic priority]*		
Title of Programme:	TARABOT programme: Supporting transformative resilience in Area C, East Jerusalem and Gaza		
Date:	*[date of posting]*	**Deadline:**	*[3 weeks from date of posting]*
Contact:	To submit your EoI and make enquiries email tarabot.ps@undp.org		

The PMO[4] and UNDP/PAPP are seeking Expressions of Interest (EoI) from interested organisations and/or companies with the required expertise and experience in the upcoming cycle of funding of the TARABOT programme. The solicitation of EoIs consist of the following information which are enclosed:

Part A	•Overall Programme Description
Part B	•EoI Scope of Work
Part C	•Instructions to Applicants
Part D	•EoI Form

PART A: PROGRAMME DESCRIPTION

Through funding by the Governments of Austria, XX and XX, the programme aims to address the developmental and resilience needs for the most marginalized communities in the oPt assistance. Recognising that development gaps are growing across Palestine, where communities in East Jerusalem, Area C and Gaza are falling behind owing to structural constraints to development, this programme represents one of the Palestinian government's mechanisms to address the following priorities in the targeted areas to strengthen Palestinian resilience in line with the two-state solution:

- Strengthening national ownership and leadership in the sustainable development for East Jerusalem, Area C and Gaza
- Moving beyond relief to building the blocks to self-reliance
- Strengthening social cohesion and Palestinian identity

The programme aims to contribute to the resilience of Palestinian society. This will be achieved by combining multi-sectoral interventions focused on improving socioeconomic conditions targeting individuals, households, and/or communities with governance functions and processes from the local-national level. The programme will employ a strategic approach in addressing key drivers of vulnerability, including locational and socio-cultural – such as patriarchal norms. Access to quality services continues to be a challenge amidst uneven service delivery by different service providers, and economic opportunities are limited as labour demand is weak and supply does not meet market needs. The fragmentation of the State of Palestine has produced locational drivers of vulnerability. Within each location, the challenges to access and utilisation of socio-economic services differ considering different market conditions, authorities, and levels of access to natural resources. Recognising the immense structural barriers to socioeconomic development in these areas therefore means the strategy for investment should aim to not only

[4] Risks might consider- Depends on the intended geographic location taking into account political sensitivities

increase access to opportunities but also increase the capabilities of people to access opportunities when and if they are available.

The programme aims to achieve the following outcome and outputs:

Outcome: Improved responsiveness of national and local decision-makers and service providers and enhanced access of the most vulnerable to quality socio-economic services in East Jerusalem, Area C, and Gaza

Output 1: Enhanced capacities of service providers to deliver relevant and high quality social/basic and economic services

Under this output, the programme aims to support the capacity of local actors to strengthen the responsiveness and effectiveness of local service delivery and socio-economic activities for households and communities in and around Area C, East Jerusalem and Gaza. With the increasing risk associated with the growing fiscal pressure at the national government level, improving the capacities of local actors to support the responsiveness and the effectiveness of local service delivery systems is a requirement, particularly in the target areas. This requires supporting local problem-solving mechanisms to facilitate cost-effective quality services, and where relevant, capacity building for institutions or groups responsible for rehabilitation, operations and maintenance of local service delivery systems. Community mobilisation and engagement is a key element of this output, under the responsibility of implementing partners, to support communities in identifying, planning, leading and coordinating efforts to improve the effectiveness of services and lobbying for greater responsiveness from duty bearers where relevant. Additionally, in recognition of the needs of communities that extend beyond service delivery and economic opportunities, this output also includes social and cultural activities that aim to promote social cohesion and inclusion. With the ongoing effects of the COVID-19 pandemic, a key cross-cutting feature will be the adoption/improvement of e-services. The following areas of intervention were selected based on the initial review of the national strategies and plans in line with consultations with key stakeholders.

As for economic activities, the programme aims to address key challenges faced by youth, women, small farmers, economic establishments and other vulnerable groups across the three geographic areas, including the structural barriers faced, capacity issues to effectively participate in the economy, lack of access to finance, exclusion from productive value chains, and inequalities with respect to employment. When relevant, the programme will promote livelihood creation through local economic development and solutions to attract private sector investment in line with the government cluster development approach.

Where the Palestinian economy is largely a consumption-fuelled economy, job creation remains limited, particularly in the targeted areas. This is particularly the case as the consumption economy coupled with low investment in productive sectors means there are limited avenues for capital to re-circulate in the Palestinian economy owing to the economic leakage from local economies outside the Palestinian economy (e.g. through the consumption of foreign products/services vs local products/services). As such, activities under this output will also aim to foster strategic investment in diverse economic opportunities anchored in the cluster development plans to support the competitiveness of local products and services and facilitate a diversified local economic base to be able to withstand economic shocks in the future. The following areas of intervention were selected based on the initial review of the national strategies and plans in line with consultations with key stakeholders.

Output 2: Strengthened national and local government role in coordination, policy, and planning

Strengthening the government's leadership is a fundamental essence of the programme to establish national models of transformative resilience which recognize the importance of the national ownership, self-reliance and preserving identity, within the complicated geo-political settings and the fragile socioeconomic conditions. Thus, part of the programme results is to translate these aspirations into concrete actions and implementation mechanisms to further

improve the leadership and the capacity of the government and its institutions, alongside revamping the role of local actors.

Through this output, the programme will also support the PMO in strengthening aid coordination for programming in East Jerusalem, Area C and Gaza in line with national policy and ongoing planning efforts.

In acknowledgement of the PMO achievements in the multi-stakeholder engagement and development of the cluster development plans, institutional support and technical assistance are both very much essential to ensure quality oversight by the government, including guidance, policy improvement, strengthened coordination and monitoring the planning and implementation of national agenda. To this regard, the programme seeks to assist the government, and mainly the PMO and line ministries, in providing the necessary capacities in the thematic areas deemed significant, notably, coordination, policy guidance and planning. Supporting the government's leadership will not only be a significant trajectory but will play a key role in tackling institutional fragmentation resulted from the prolonged territorial fragmentation and the inability of the government to reach the underserved geographic locations (East Jerusalem, Gaza, and Area C).

PART B: SCOPE OF WORK

As a part of the implementation approach, the yearly priorities of the programme are led by the Prime Minister's Office in line with the national strategies and endorsed by the Steering Committee, comprised of the PMO, UNDP and donors. For this round of funding the following sectoral and geographic priorities have been set:

[description of sectoral and geographic priorities, including rationale for these priorities]

PART C: INSTRUCTIONS FOR APPLICANTS

Eligibility criteria:

Recognized and registered entities that are capable of managing funds in a transparent manner and are fully aware of the risks and challenges pertaining to the target location are eligible to apply including:



The entities should:

- Be a registered organization with the Palestinian Authority, and the Ministry of Interior if the applicant is a non-governmental organisation
- Have a good reputation and accountability record with the government, donors, UNDP/PAPP and/or beneficiaries
- Have a proved record of successfully evaluated projects in the target area and sector
- Have accountability systems in place including a feedback/complaints mechanism for beneficiaries
- Have knowledge of the current political situation and the policies of local authorities and restrictions on development
- Have a solid understanding of national and sectoral priorities and/or community needs and priorities
- The organisation has a presence in the target locality (either sub-office or a record of presence through previous interventions)

Project budget:
Projects are divided into small scale and medium scale projects. Small scale projects will be eligible for up to $250,000 funding and medium scale projects will be eligible for up to $750,000 funding through a consortium of partners. The cost estimate of the proposed project should be plausible and present a reasonable relation between cost and organization's capacities.

Project duration:
The planned duration of a project is between 6 and 12 months depending on the project. Projects for a longer period may be eligible if justification is provided to enhance the projects impact.

Priority geographical areas:
[dependent on priorities set]

Submission Details:

Interested applicants are requested to submit their Expressions of Interest with the provision of information indicating that they are qualified to perform the services (brochure, description of similar assignments, experience in similar conditions, availability of appropriate skills among staff, staff CVs, etc).

Applicants should submit an electronic version of their application to tarabot.ps@undp.org no later than XX.XX.XXXX.

An applicant may not submit more than one application under this call. Applications must be submitted according to the instructions and templates annexed to this call.

Late submission will not be considered.

Please note, applicants that pass the initial screening based on eligibility criteria may be contacted for further details during the evaluation of EoIs.

Additional information:

- Applicants may contact UNDP before the submission deadline to request further clarifications on the conditions and templates of the call. Only written requests to tarabot.ps@undp.org will be responded to. Requests for further clarification will be open during the first week of the call where a FAQ sheet will be prepared based on the questions received and shared with applicants. Written requests following the first week will still be answered, however depending on the number of requests the response time may be slower. It is advised to send questions early to ensure a timely response.
- Any information sessions will be announced (including date and place) as part of the link of this call
- UNDP reserves the right to request additional information and validate the applicant's budget and technical approach.
- Projects will be verified for duplication with relevant ministries and other actors. Modifications of budget, scope and technical approach may be requested accordingly.

Preparation of applications:

- Applicants are highly encouraged to propose innovative ideas and modalities of implementation.
- Applicants should make sure that no other funding mechanism is available for the same project activities.
- Applications that mitigate or avert an immediate and direct risk faced by a community will be highly considered, especially if they were designed from a developmental point of view.
- Humanitarian type of interventions will not be considered.
- Joint initiatives are encouraged

Selection Criteria

See attached.

Notification of projects approved

UNDP will notify in writing by email to the applicant organizations the approval or rejection of their project proposals within 1 month after the deadline. During this period, UNDP may contact organizations and request additional information if deemed necessary.

Eligible costs

Eligible costs are costs actually incurred by the applying organizations, which meet all the following criteria:

I. They are incurred during the implementation timeframe of the project, with the exception of costs relating to project design prior to the approval of the grant, final reports, expenditure verification and evaluation of the projects;

II. Project design costs prior to the implementation of the project are not eligible costs.

- Must be included in the project budget, detailed and explained in narrative format;
- They are identifiable and verifiable, in particular being recorded in the accounting records of the beneficiary organization;
- Must be reasonable, justified and comply with the requirements of sound financial management, in particular regarding cost-efficiency;
- Equipment and furniture cost can be covered up to a maximum of 10% of the direct implementation costs.
- Indirect costs/overhead costs can be covered up to a maximum of 8% of direct implementation costs.

PART D: EXPRESSION OF INTEREST FORM

See attached.

Annex 2: Expression of Interest Form

TARABOT PROGRAMME:
SUPPORTING TRANSFORMATIVE RESILIENCE IN AREA C, EAST JERUSALEM AND GAZA

1.GENERAL INFORMATION

Applicant Name(s): *(If applicable highlight which organisation is the lead organisation)*		**Application Number:**	
Registration number: (if NGO)		**License Date and Licensing Authority:**	
Name and Title of Person in Charge:		**Organisational Address:**	
Telephone:		**Mobile:**	
Email:		**Type of organisation**	☐ Non-governmental organisation ☐ Company/private business ☐ Government entity (including local government) ☐ Community based organisation ☐ Cooperative ☐ Others (Please specify:……..)
Number of core staff		**Type of work/sector of organisation**	☐ Health ☐ Education ☐ Youth ☐ Women ☐ Children ☐ People with Disabilities ☐ Economy/employment ☐ Others (Please specify:……..)
Summary of mission Statement			
What was your annual operating budget (with breakdown if possible) for the past four years (2017 – 2020)? Planned budget for 2021?	2017: US$ 2018: US$ 2019: US$ 2020: US$ 2021(Planned): US$		
Source(s) of the Institution's Annual Budget:	(for example, donation, government, private individuals, please be specific)		
Attach a list of Projects funded since 2017:	(Provide the following details: Project, Donor, Budget in US$, Sector, Status)		
Signature of Responsible Person of the Organization:			

2.PROJECT SUMMARY

Project Title:	
Location(s):	
Expected Outcome(s):	
Expected Output(s):	
Start Date:	
End Date:	
Sector of intervention:	
Brief description of the project (maximum 300 words)	
Target Population (direct and indirect beneficiaries, disaggregated by gender, age, disability):	
Total Project Budget:	
Total Funds Requested:	
Other funding sources if any (co-financing):	
Cost Sharing by the Institution:	

3. CONTEXT, ANALYSIS OF RISKS AND PROBLEMS (maximum 800 words)

Please consider the following in this section:

- *State the development problem to be addressed and its impact on men, women, children and youth separately.*
- *Identify also how this is affecting vulnerable groups, such as people with disabilities and others.*
- *Describe the community needs to be tackled by the project.*
- *Mention clearly references to other assessments or studies.*
- *Detail the uniqueness of the targeted localities and provide evidence on how the proposed interventions will strengthen the resilience of people.*
- *Criteria 1.1 and 1.4 listed in the evaluation criteria.*

4. RELEVANCE OF THE PROJECT (maximum 300 words)

Please consider the following in this section:

- *Indicate how the project will solve the problem stated above and the impact on the target population, including how it will improve their living conditions.*
- *Please specify the impact on: men, women, children, youth and other vulnerable groups*
- *Criteria 1.3 and 1.4 listed in the evaluation criteria*

5. STRATEGY AND OBJECTIVES

Please consider the following in this section:

- *Please state in one sentence the general development change you want to see - the ultimate objective.*
- *In order to achieve the ultimate objective, please state what are your outputs.*
- *Finally, please elaborate which activities you suggest to implement in order to achieve the outputs and contribute ultimately to the overall goal.*
- *Output and objective indicators*
- *Criteria 1.3, 2.1, 2.2 and 2.3.*

Results Framework

Project Objective					
Objective Indicator(s)					
Project Outputs	Output indicators	Source	Baseline *(incl year)*	Final target	Data collection method
1	1.1				
	1.2				
2	2.1				
	2.2				

6. SUSTAINABILITY (max 200 words)
Please consider the following in this section:

- *Outline how sustainability will be ensured of project results*
- *Criteria 2.7*

7. TARGET POPULATION (max 200 words)

Please consider the following in this section:

- *Please specify how many people you will reach directly and indirectly through the project.*
- *What is the share of marginalized groups among the project beneficiaries?*
- *How much will these groups be involved in the project?*
- *Did you reach a broad consensus around the project idea in the community?*
- *Criteria 2.2, 2.3, 2.4, 2.5 and 2.6*

8. CROSS-CUTTING ISSUES (max 300 words)

Please consider the following in this section:

- *Mitigation measures to ensure a do no harm approach on the environment and the community*
- *How the project has a positive impact on cross-cutting issues, e.g. environment, gender equality, youth empowerment or transparency, etc.*
- *Criteria 2.1 and 2.3*

9. PROJECT RISKS (max 300 words)

Please consider the following in this section:

- *Potential risks of the project including likelihood of the risk occurring, its potential impact on the project, and mitigation measures to limit the impact of risks.*
- *Criteria 1.2*

10. COORDINATION AND SYNERGIES (max 200 words)

Please consider the following in this section:

- *Please describe how the project has been coordinated with the actors working in the area and field of this proposal: local authorities, ministries, national or international NGOs.*
- *Describe how this initiative can benefit from or benefit other ongoing initiatives.*
- *Please list main actors in the area and specify clearly how the project will coordinate with and build on current projects.*

11. WORKPLAN

Please consider the following in this section:

- *Include responsible party for each activity if there is more than one implementing partner*
- *Criteria 3.2*

12. Project Management and institutional experience (max 300 words)
Please consider the following in this section:

- *Brief description of the role of staff who will support the implementation of the project, including existing capacities*
- *Please outline at least 3 previous projects the applying organisation has implemented as examples of your institutions relevant experience in the targeted sector*
- *If this is a new sector for your institution, please outline why and how your institution is best fitted to implement the intended project*
- *Criteria 4.2 and 4.3*

13. BUDGET

Please consider the following in this section:

- *Budget per activity item*
- *Eligible costs highlighted in the Request for Expressions of Interest*
- *Criteria 3.1*

(see attached excel template)

Annex 3: Technical Advisory Groups (TAGs)

Terms of Reference

- **Background**

TARABOT Programme: Supporting resilience in Area C, East Jerusalem and Gaza is a 4-year multisectoral programme and represents one of the government's mechanisms to 1) operationalise the governmental priorities and strategies in Area C, Gaza and East Jerusalem, including COVID-19 national socioeconomic recovery efforts and the Prime Minister's cluster development approach; 2) build the blocks of self-reliance through addressing multidimensional needs; and 3) operationalise the H-D nexus in the target areas to link short term interventions with longer term results.

The desired outcome of this programme is Palestinians in East Jerusalem, Gaza and Area C have improved resilience through reduced development gaps and enhanced access to sustainable and quality services and economic opportunities in the targeted areas. This programme will contribute to building the resilience of the Palestinian people, particularly affected by geographical drivers of vulnerability, and hence aims to reduce developmental gaps and improve the socio-economic conditions of Area C, East Jerusalem and Gaza towards national sustainable development.

This programme succeeds the Community Resilience and Development Programme for Area C and East Jerusalem, building on lessons learned to expand the scope towards a national programme.

This ToR establishes the agreed roles and functions for the Technical Advisory Groups (TAGs).

- **Function of the Technical Advisory Groups**

The Technical Advisory Groups act as the body to provide technical guidance to the PMU and the SC on project prioritisation for the programme in line with community and sectoral needs. The role of the TAGs is to support the PMU in conducting an independent evaluation of the submitted proposals based on technical expertise, sectoral and geographic, and community participation.

The TAGs will assist the programme in staying up to date with new developments and priorities on the ground. These groups will provide the space for consultation and technical input from a wider range of actors who are active on the ground in specific sectors or in the target area. Experts are not only defined by their technical experience and background but also their involvement and experience in the specific areas. For example, a community representative can act as an expert in the needs and developments of their community.

The attendance of these groups will not be fixed and will be dependent on the specific priorities set by the Steering Committee. As such, the purpose of the groups will be to provide guidance to the SC on sector-specific needs and strengthen the review process of submitted proposals based on technical elements and community inclusion towards meeting the programme priorities. Prioritized project proposals decided upon by the TAGs will be relayed by the PMU for the steering committee's attention.

- **Responsibilities of the Technical Advisory Groups**

The TAG groups will:

1. Monitor and evaluate trends in community/sectoral needs and priorities, and be informed of ongoing projects in the targeted sector/location;
2. Provide technical guidance on community/sector needs to finetune programme activities and detail the request for expressions of interest
3. Review, evaluate and advise on the technical selection criteria of the programme, where relevant;
4. Review and evaluate project proposals submitted for funding based on the evaluation criteria;
5. Recommend projects to prioritise to be recommended to the Steering Committee for approval.

- **Responsibilities of the Technical Advisory Group members**

Individual members will have the following responsibilities:

1. Understand the goals, outcome and outputs of the programme;

2. Provide accurate information regarding sectoral/community needs and priorities;
3. Present constructive and viable comments and feedback to the technical evaluation criteria and process within the programmatic scope and priorities, if necessary;
4. Conduct individual technical evaluations of the received proposals based on the evaluation criteria;
5. Actively participate in meetings through attendance, discussion and review of prioritized projects to submit to the Steering Committee for approval to be agreed upon jointly.

➢ Chair responsibilities

The TAGs are chaired by the Programme Manager and co-chaired by the PMO's Head of Aid Coordination, who will:

- Give access to TAG members to eligible proposals to conduct the independent evaluation and the evaluation form to input their assessment
- Compile and review the TAG member assessments to prepare for the joint review meeting and circulate the agenda and other supporting documents at least 5 working days prior to the scheduled meeting
- Make the purpose of each meeting clear to members and explain the agenda at the beginning of each meeting
- Clarify and summarize what is happening throughout each meeting
- Control timing of the meeting in order to reach all agenda items within reasonable time limit
- End each meeting with a summary of decisions
- Write the minutes of the meetings and submit for circulation
- Report to the Steering Committee on the TAG's final assessment and recommended priority projects for approval

➢ Membership

The Technical Advisory Groups will be comprised of the following members:

Core members:

- 1 UNDP representative (Programme Manager or delegate for Gaza interventions)
- 1 PMO representative (Head of Aid Coordination)
- 1 government body representative

Where additional 2 members from the following composition will be selected based on prioritised sectors/locations:

- 1 CSO from youth and/or women organizations, or PNGO
- 1 community representatives from CBOs, LGU or informal body
- 1 academic or other relevant technical experts

Appointments shall be for a period of 1 year and are dependent on sector and geographic priorities set by the Steering Committee. Membership will be capped at 5 to allow for wider participation while keeping in mind the potential challenges for coordination and collective consensus if membership is expanded, including the potential of delays to the evaluation process.

➢ Frequency of Meetings

The TAGs will meet once a year following the Steering Committee endorsement of yearly sector and geographic specific priorities and launch of expression of interest to conduct the technical review of applications for funding under the programme. Additional meetings can be called in the case of additional funding becoming available and therefore additional projects to recommend for funding.

Annex 4: Evaluation Criteria

The initial screening of EoIs will include the following:

Parameter	Yes	No
Is the applicant a registered entity?		
Does the proposal fall in line with national, sectoral and local plans?		
If relevant, does the initial EoI Social and Environmental screening show low risk?		
The project did not receive funding from other sources for similar scope of work.		
The applicant is, or has a strong partnership with, relevant and active actors on the ground?		
The applicant is, or has a strong partnership with, a well-established entity and has the proven capacity to implement the activities in a quality manner?		
The applicant has previous successful experience working in the targeted area?		
ALL YES= PASS		

Only EoIs that pass the initial screening will be evaluated for funding based on the following selection criteria.

	Criteria parameter	Relevant section of the EoI	Score
1	**Resilience-based design**		20
1.1	**The project responds to a clear problem/need/gap within the community** Strong analysis - 5 Semi-strong analysis - 3 Weak analysis – 1		5
1.2	**The project adequately considers risks and mitigation measures that may affect implementation and project results** Strong evidence that the project is risk informed - 5 Semi-strong evidence that the project is risk informed - 3 Weak evidence that the project is risk informed - 1		5
1.3	**The project strengthens local capacities, including end-beneficiaries, community organisations and/or local institutions** Strong evidence that the project strengthens local capacities - 5 Semi-strong evidence that the project strengthens local capacities - 3 Weak evidence that the project strengthens local capacities to - 1		5
1.4	**The project links to longer-term local-national strategies** Strong evidence that the project links to longer-term local-national strategies- 5 Semi-strong evidence that the project links to longer-term local-national strategies - 3 Weak evidence that the project links to longer-term local-national strategies - 1		5
2	**Programmatic aspects**		40
2.1	**Scope of the proposed intervention** Intervention approach builds on tested models through innovative approaches - 8 Intervention approach builds on tested models through scaling up - 6 Intervention approach is a pilot approach - 4		8
2.2	**Community engagement and participation** Full community engagement in the preparation and implementation of the project - 8		8

	Partial community engagement in the preparation and implementation of the project – 4		
2.3	**Inclusion of vulnerable groups, including youth and women** The project scope and implementation approach include concrete actions to facilitate the inclusion of vulnerable groups – 8 The project scope and/or implementation approach include some actions to facilitate inclusion of vulnerable groups - 6 The project scope and/or implementation approach consider inclusion of vulnerable groups - 4		8
2.4	**Number of target beneficiaries** More than 1000 or the whole community – 4 Less than 1000 or only specific segments of the community – 2		4
2.5	**Percentage of target female beneficiaries** 50% or more – 2 20-50% - 1		2
2.6	**Percentage of target youth (15-29) beneficiaries** 50% or more – 2 20-50% - 1		2
2.7	**Sustainability of project results** Strong evidence for sustainability of project results- 8 Semi- strong evidence for sustainability of project results- 6 Weak evidence for sustainability of project results- 4		8
3	**Operational aspects**		20
3.1	**Financial proposal** Less than and within the allocated resources- 10 Above the allocated resources of 15%-6 Above the allocated resources of 25%-4		10
3.2	**Workplan** Well-defined and realistic workplan- 10 Partially defined workplan- 6		10
4	**Implementing institution**		20
4.1	**Implementing institution** Local institution or consortium of local institutions – 5 Joint Local and International institutions- 3 International institution- 1		5
4.2	**Relevant experience in the target sector and location** Strong experience in the targeted sector and location - 10 Moderate experience in the targeted sector and location - 8 Moderate experience in target sector or location - 6		10
4.3	**Human resources and capacity** Well-established team and multidisciplinary capacities- 5 Semi-established team and multidisciplinary capacities- 3 Weak multidisciplinary capacities- 1		5

Guidance for technical reviewers

The below guidance is to support technical reviewers in the evaluation of Expression of Interest (EoI) proposals

pertaining to each criterion. Proposals requiring evaluation at this stage are expected to have met the eligibility criteria as highlighted above. The goal is to evaluate the EoIs based on:

- Alignment and complementarity with the programmatic vision, objectives and priorities
- Quality of the technical, financial and operational aspects of the proposals
- Institution relevance

Resilience-based design

1. **The project responds to a clear problem/need/gap within the community**

In evaluating the aforementioned criterion, the technical review should consider the following questions:

- Does the project indicate how the community was consulted or engaged in the design of the program and/or in the identification of community needs?
- Does the analysis incorporate/address the needs of different population groups of the community?
- Does the analysis incorporate leveraging on or enhancing livelihood strategies, local economic development and/or enhanced service provision at the community level?

2. **The project considers risks and mitigation measures that may affect implementation and project results**

In evaluating the aforementioned criteria, the technical review should consider the following questions:

- Do the implementation approach or activities take into consideration the risks highlighted in the context in an adequate way?
- Does the proposal include adequate measures for protecting project results from risks?

3. **The project strengthens local capacities, including end-beneficiaries, community organisations and/or local institutions**

In evaluating the aforementioned criteria, the technical review should consider the following questions:

- Does the proposal outline the roles, capacities and interests of local actors and stakeholders identified?
- Does the proposal include measures to enhance local capacities, including community organisations or networks?
- The project builds on potential opportunities to strengthen livelihoods across different sectors or actors

4. **The project links to longer-term local-national strategies**

In evaluating the aforementioned criteria, the technical review should consider the following questions:

- The initial analysis is developed in consultation with other actors and stakeholders operating in the target sector/location
- Demonstrates a good understanding of ongoing projects in the community and complements/supports other assistance where beneficial (i.e. synergies)
- The project contributes to local development strategies

Annex 4: Sample of reporting template:

TARABOT PROGRAMME:
SUPPORTING TRANSFORMATIVE RESILIENCE IN AREA C, EAST JERUSALEM AND GAZA

Implementing Partners Progress Report

1. GENERAL INFORMATION

Project Name:			
Project Location	**GIS/GPS/ to be projected at interactive map**		
Project number:		**Implementing organisation(s):**	
Reporting period:		**Report submitted on:**	
Summary of reporting period	*(please include in bullet points the summary of progress during the reporting period including key achievements)*		

2. OUPUTS AND ACTIVITIES

Please report on project output indicators where relevant

Project Outputs	**Output indicators**	**Baseline** *(incl year)*	**Current status**	**Final target**	**Comment**
1	1.1				
	1.2				
2	2.1				
	2.2				

Please provide a brief description of the progress of each activity

Output 1:

Activity:	*(name of activity)*
Purpose of activity:	
Status:	*(not started/in progress/completed)*
Description:	

3. PROJECT RISKS

Please update the status of project risks and mitigation strategies if changes are required

4. CHALLENGES AND LESSONS LEARNED

Please include any challenges faced or lessons learned during the reporting period.

5. FINANCIAL UPDATE

Resource allocation or investment	*Disbursement up-to-date*	*Remaining*
Output 1		
Output 2		
Total		

Attachment: detailed financial report

6. PHOTOS

7. VIDEOS

8. VISIBILITY LINKS

Link	*Type*
	Facebook, youtube, Instagram, newspaper, magazine, etc, ….

Annex 5: Tarabot Grievance Mechanism

TARABOT Grievance Mechanism

Introduction

As part of its community liaison process, **United Nation Development Programme / Programme of Assistance Palestinian People (UNDP/PAPP)** will implement a Grievance Mechanism to ensure that all stakeholder comments, suggestions and objections are captured and considered. It will allow the affected community and the workers to express their concerns and any complaints directly to the **United Nation Development Programme / Programme of Assistance Palestinian People (UNDP/PAPP).**

This Grievance Mechanism has been designed to be

- Scaled to address the risks and impacts on affected communities,
- Culturally appropriate,
- Clear and accessible for any individual or group at no cost (vulnerable groups),
- Transparent and includes regular reporting, and
- Prevent retribution and to not impede access to other remedies.
  Purpose

The purpose of this Grievance Mechanism is to outline the Project's approach to accepting, assessing, resolving, and monitoring grievances, comments and suggestions from those affected by the Project's activities:

- Community members
- Suppliers
- CBOs/CSOs
- Government staff
- Contractors and Subcontractors

Timely redress and resolution of grievances is vital to ensure successful implementation of the Project. All complaints will be handled without prejudice.
The process covers all components and activities of the Project, including those activities undertaken by subcontractors on behalf of the Project.

Definition Grievance

A grievance is considered to be any complaint about the way a project is being implemented. It may take the form of specific complaint about impacts, damages or harm caused by the Project, concerns about access to the project stakeholder engagement process or about how comments have been addressed, and concerns about Project activities during construction or operation, or perceived incidents or impacts.

A grievance is defined as an issue, concern, problem or claim (perceived or actual) that an individual or community group wants a company or contractor to address and resolve, e.g.

- specific complaint about impacts, damages or harm caused by the Project,
- concerns about access to the project stakeholder engagement process and how grievances have been addressed,
- concerns about Project activities during construction or operation, or perceived incidents or impacts.

Also, positive feedback and suggestions may be filed via the Grievance Mechanism.

Roles and Responsibilities

Roles and responsibilities under this Procedure are as follows:

Role	Responsibility
Project Manager acts as the Complaints Manager	Responsible of the receiving, recording, classification the grievance in a Complaints Register, conduct investigation with the involved teams when applicable, provide proper solution and prepare acknowledgement letter
Programme Portfolio Manager acts as the Environmental and Social (E&S) Grievance Manager	Owner of the Grievance Mechanism and responsible for implementation, continuous improvement and monitoring thereof
Assistant Special Representative acts as the Quality Assurance Manager	Responsible for management of E&S topics and supports the Grievance Manager in resolving grievances

1. **Receive a grievance**: Stakeholders shall be able to use the following method to submit a grievance:

   Grievance Procedure

   - UNDP/PAPP e-mail: tarabot.ps@undp.org

   In order to provide the stakeholders, the absolute freedom to communicate with UNDP/PAPP, the above mean of communication will be shared online and through flyers with project stakeholders in Arabic and English from the beginning of the project's implementation unogltil the completion.

   The grievance is recorded and classified in the 'Complaints Register' by the Complaints Manager. The Complaints Register will be held at the office of the Project Implementation Unit.

   If the Complaint is readily resolvable and can be dealt with immediately, the Complaints Manager takes action to address the issue directly and records the details in the Complaints Register.

2. **Grievance is formally acknowledged** through a personal meeting, phone call, or letter as appropriate, within 5 working days of submission. If the grievance is not well understood or if additional information is required, clarification should be sought from the complainant during this step.
3. **The Complaints Manager delegates the grievance** in writing to the relevant department(s)/personnel /contractor for development of an appropriate response. The Complaints Manager will estimate the subject matter of this grievance and identify the risk category. If required, the grievance may be sent for consideration of the senior management.
4. **A response is developed** by the delegated team and Complaints Manager with input from the Senior Management and others, as necessary.
5. **Required actions are implemented** to deal with the issue, and completion of these is recorded on the Complaints Register.
6. **The response is signed-off** by the Complaints Manager. The sign-off may be a signature on the Complaints Register or in correspondence which should be filed with the grievance to indicate agreement.
7. **The response is communicated to the affected party;** the response should be carefully coordinated. The Complaints Manager ensures that a suitable approach to communicating the response to the affected party is agreed and implemented. The response to a grievance will be provided 20 working days after receipt of the grievance.
8. **The response of the complainant is recorded** to help assess whether the grievance is closed or whether further action is needed. The Complaints Manager will use appropriate communication channels, most likely telephone or face to face meeting, to confirm whether the complainant has understood and is satisfied with the response. The complainants' response should be recorded in the Complaints Register.
9. **The grievance is closed** with sign-off from the Complaints Manager, who determines whether the grievance can be closed or whether further attention and action is required. If further attention is required, the Complaints Manager should return to Step 2 to re-assess the grievance and then take appropriate

action. Once the Complaints Manager has assessed whether the grievance can be closed, he/she will sign off to approve closure of the grievance on the Complaints Register or by written communication.

If actions taken on a grievance are not successful, a stakeholder may turn to court in accordance with the existing legislation of Palestine. The Grievance Form is presented in the Appendix 2 to this document.

Complaints Register

It is important that issues raised by the stakeholders are recorded in a logical and systematic way so that they can be tracked through to appropriate resolution and closure. The register will record:

- Reference number for the stakeholder;
- Name and contact details (unless requesting anonymity);
- Date of contact(s);
- Issue(s) raised (comment, suggestion, question, complaint, etc.);
- Proposed response and actions to be taken; and
- Status (recorded, active, closed).

Where many stakeholders raise similar issues, these will be grouped as "issues" and responses to them will be tracked together in a separate section of the register. An appropriate cross-reference will be made in the response column in the main register.

The Complaints Register will be in the format of an Excel Sheet.

Communication

This Grievance Mechanism will be disclosed to:

- Community members
- Suppliers
- CBOs/CSOs
- Government staff
- Contractors and Subcontractors

By consulting with the local communities regarding this Grievance Mechanism, the Project will ensure that the process is considered by community members to be culturally appropriate, trustworthy and effective.

If a Complainant wishes to remain anonymous this will be accepted. No personal data will be made public.

Confidentiality/ Data Management

Details of the grievance will only be provided to those directly involved in the examination process (i.e. those involved with remedying the grievance). If confidentiality cannot be guaranteed, for example because of government regulations, the UNDP/PAPP can suggest to lodge grievances under an alias.

Personal data contained in the Complaints Register will be kept only as long as necessary to investigate the Complaint and implement a resolution. Personal data will then be either deleted or modified and transferred to an archive for a reasonable period as required by relevant laws and regulations on Data Privacy.

Protection from Retaliation

Retaliation is any adverse action taken against a complainant, employee or contractor whose purpose is to frustrate the operation of this Procedure. UNDP/PAPP and its subcontractors will not tolerate such conduct. When concerns about retaliation or victimisation are raised, they will be investigated under the Code of Conduct.

Appendix 1: Chart of Grievances Mechanism for TARABOT

Receiving the grievance via the means determined in the mechanism -Tarabot PS *tarabot.ps@undp.org*

Registering and classifying the grievance in the Complaints Register via Complaint Manager, and documenting the UNDP/PAPP response and the solution of the grievances

Grievance is formally acknowledged through a personal meeting, phone call, or letter as appropriate, within 5 working days of submission and the grievance form will be filled (if doable). If the grievance is not well understood or if additional information is required, clarification should be sought from the complainant during this step. The staff responsible for acknowledgment is the Complaints Manager

The Complaints Manager delegates the grievance in writing to the relevant department(s)/personnel /contractor for development of an appropriate response. The Complaints Manager will estimate the subject matter of this grievance and identify the risk category. If required, the grievance may be sent for consideration of the senior management.

A response is developed by the delegated team and Complaints Manager with input from the Grievance Manager and others, as necessary.

Required actions are implemented to deal with the issue, and completion of these is recorded on the grievance Register.

The grievance is closed with sign-off from the Complaints Manager, who determines whether the grievance can be closed or whether further attention and action is required. Once the Complaints Manager has assessed whether the grievance can be closed, he/she will sign off to approve closure of the grievance on the Complaints Register or by written communication.

The response of the complainant is recorded to help assess whether the grievance is closed or whether further action is needed. The Complaints Manager will use appropriate communication channels, most likely telephone or face to face meeting, to confirm whether the complainant has understood and is satisfied with the response. The complainants' response should be recorded in the Complaints Register.

The grievance is closed with sign-off from the Complaints Manager, who determines whether the grievance can be closed or whether further attention and action is required. Once the Complaints Manager has assessed whether the grievance can be closed, he/she will sign off to approve closure of the grievance on the grievance log or by written communication.

If further attention is required, the Complaints Manager should return to Step 2 to re-assess the grievance and then take appropriate action.