TARABOT

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Transformative Resilience Programme

2020-2024

Project Document

Please Recycle

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ACRONYMS

CBO	Community Based Organisation
CPD	Country Programme Document
CRDP	Community Resilience and Development Programme
CRDP	Community Resilience Development Programme
CSO	Civil Society Organisation
EJ	East Jerusalem
GNI	Gross National Income
MSME	Micro, Small & Medium Enterprises
NGO	Non-govermnetal Organisation
ODA	Official Development Assistance
PAPP	Programme of Assistance to the Palestinian People
PCBS	Palestinian Central Bureau of Statistics
PMO	Prime Minister's Office
PMU	Programme Management Unit
PwDs	People with Disabilities
SC	Steering Committee
TAG	Technical Advisory Group
ToC	Theory of Change
ToR	Terms of Reference
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDAF	United Nations Development Action Framework
UNDP/PAPP	United Nations Development Programme/Programme of Assistance to the Palestinian People
UNSDCF	United Nations Sustainable Development Cooperation Framework
WB	West Bank

Project Title: TARABOT: Supporting Transformative Resilience in Area C, East Jerusalem, and Gaza

Project Number: 00116175

Implementing Partner:

Start Date: 01 Aug 2020 **End Date:** 31 July 2024 **PAC Meeting date:**

Brief Description

This project, 'Tarabot: Supporting Transformative Resilience in Area C, East Jerusalem and Gaza' represents one of the government's approaches to strengthen (1) national ownership and leadership in the sustainable development for East Jerusalem, Area C and Gaza; (2) building blocks for self-reliance; and (3) social cohesion and Palestinian identity.

The desired outcome of this programme is: 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.

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. In line with the principles of transformative resilience this programme aims: To improve delivery and access to services and economic opportunities for vulnerable groups in Area C, East Jerusalem and Gaza, particularly women and youth; To enhance political, cultural, economic and social cohesion and improve inclusion of most vulnerable groups, particularly women and youth.

Contributing Outcome (UNDAF/CPD, RPD or GPD): UNDAF Outcome 4.1: More Palestinians, especially the most vulnerable, benefit from safe, inclusive, equitable and quality services. Programme 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** Indicative Output(s) with gender marker[2]: **Output 1**: Enhanced capacities of service providers to deliver relevant and high quality social/basic and economic services **Output 2**: Strengthened local and national government role in coordination, policy, and planning Gender marker: GEN2 (Gender equality as a significant objective	**Total resources required:**		US$ 40,000,000
	Total resources allocated:	**UNDP TRAC:**	0
		Donors:	US$7,500,000
		Government:	US$0
		In-Kind:	US$0
	Unfunded:		US$32,500,000

Agreed by (signatures)[1]:

Government	UNDP	Donor(s)
Print Name: Date	Print Name: Date	Print Name: Date

1 Note: Adjust signatures as needed

2 The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

I. DEVELOPMENT CHALLENGE

Over 50 years of the Israeli occupation has had a lasting severe and differentiated effect on Palestinian communities, societies, and institutions putting into question the viability of the two-state solution. Spatial fragmentation and isolation have also manifested as national, community and psychological fragmentation and separation between and across Palestinians in the East Jerusalem, West Bank and Gaza. This has been worsened through ongoing illegal settlement building, the construction of the Separation Wall and the ongoing blockade on Gaza. Recent events, including the COVID-19 pandemic alongside the fourth war on Gaza, have further exacerbated an already fragile socioeconomic environment characterised by political instability, feeble economic growth and growing multi-dimensional poverty.

Despite over 20 years of developmental and humanitarian assistance, the overall impact on the ground has not been sustainable, as the policies and practices of the occupation have intensified over the same duration. Part of the challenge has been to coordinate programming within such a complex environment, where programmes and projects have been implemented in an ad-hoc manner, many of which have not been effective in providing a bridge between stakeholders and have been remedial interventions responding to the effects of occupation. Owing to the ongoing structural barriers to Palestinian development, alongside the changes in the international political arena, official development assistance (ODA) for the State of Palestine is shrinking considerably. When reflected as a percentage of gross national income (GNI), ODA is at its lowest since the establishment of the Palestinian Authority. In 1994, ODA was nearly 15% of GNI compared to 11% in 2019.[2] With no viable Palestinian State on the horizon, Israel undermining its economic and political obligations in the occupied Palestinian territory, and shrinking humanitarian assistance, economic, political, and social challenges will likely worsen.

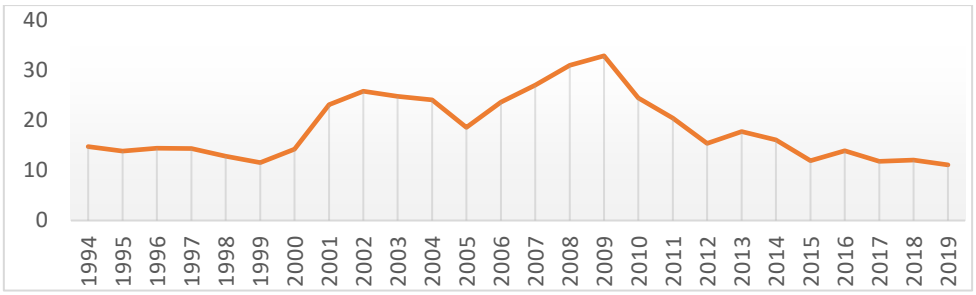


Figure 1 ODA as a Percentage of GNI (Source: World Bank)

Simultaneously, the COVID-19 pandemic in conjunction with declining ODA and the political stand-offs between the Israeli government and the Palestinian government over the clearance revenues[3] have seriously impacted the fiscal sustainability of the Palestinian public budget.[4] While the Palestinian government has responded quickly to ensure the needs of the poor and vulnerable are met amidst converging crises, reflected in the 5.5% increase in expenditures during 2020, the fiscal sustainability of the government is at its all-time low.[5] In 2020 the financing gap was at $1.1 billion, despite $488 million in aid to the public budget, the eventual transfer of the clearance funds, and domestic revenues. Aid to the budget, however, was 20% less than in 2019, and domestic revenues fell by 5% because of the economic downturn and a decline in VAT and income tax collections.[6] As a result, domestic debt reached $2.3 billion by the end of 2020 compared to $1.6 billion at the end of 2019,[7] with the government relying more

[2] Development Assistance Committee of the Organisation for Economic Co-operation and Development, Geographical Distribution of Financial Flows to Developing Countries, Development Co-operation Report, and International Development Statistics database. Data are available online at: oecd.org/dac/stats/idsonline. World Bank GNI estimates are used for the denominator.

[3] Clearance revenues are a key source of public revenues and play a key role in the sustainability of public spending, and hence, in the stability of economic conditions in the Palestinian territories. Under the Paris Protocol, Israel collects import taxes, VAT on bilateral trade and revenues collected from Palestinian workers on behalf of the Palestinian Authority, and transfers the revenues subtracting administrative and other fees. While the revenues are supposed to be transferred on a monthly basis, these revenues have repeatedly been used as a political tool to pressure the Palestinian Authority.

[4] COVID-19 Economic Recovery Plan 2021-2023

[5] World Bank, Economic Monitoring Report to the Ad Hoc Liaison Committee, February 23rd 2021.

[6] Ibid.

[7] Ibid.

and more on domestic banks, potentially limiting private sector access to liquidity and therefore stifling the resilience of private sector.

The impact of COVID-19 has exacerbated multi-dimensional poverty and unemployment with limited avenues for individuals and households to find opportunities amidst recession. In 2020 GDP contracted by 11.5%,[8] while unemployment increased from 25% to 26%.[9] While the impact of fragile economic growth has not greatly affected unemployment rates, this is explained by the reduction in labour force participation from 44% in 2019 to 41% in 2020.[10] Gaza was disproportionately affected, where the labour force participation dropped from 41% to 35% compared to 46% to 44% in the West Bank.[11] This demonstrates that the impact of the pandemic has been discouraging workers from seeking employment opportunities as economic opportunities are shrinking. While economic opportunities dwindle, poverty is estimated to have increased from 24% in 2017 to 28.9% in 2020, equal to 1.4 million people.[12]

Sectors most affected have been those related to tourism and related services, while micro, small and medium sized enterprises (MSMEs) and small farmers have been heavily affected at large. In response to the socioeconomic impact of COVID-19 the Palestinian government has responded with a series of interventions aiming to kickstart the recovery process, such as the Waqfet Izz Fund, access to finance schemes and the national MSME helpdesk.[13] Yet the recovery process will be slower for the tourism sector compared to other sectors due to great losses incurred with the almost complete cessation of religious and international tourism. The challenge will be to reinvigorate the tourism sector in preparation for the return of international tourism to mirror the exponential growth the sector was witnessing prior to the pandemic. The year 2019 set a record in terms of number of incoming tourisms and accommodation stays in Palestinian hotels, with the number of foreign visitors reaching approximately 3.5 million including 2.5 million overnight stays.[14] MSMEs and farmers were most affected owing to their limited capital to reorient business practices to adapt to the market changes. This was particularly the case during 2020, where costs of production inputs increased, and the informal credit system deteriorated amidst the limited liquidity of small businesses and farmers. Women-owned businesses, which constitute 25% of MSMEs, were particularly affected, already facing additional barriers to access business development and growth opportunities.[15] The pandemic affected 95% of women businesses in Palestine according to the Ministry of National Economy.[16]

Challenges for MSMEs include[17]:

- Lack of clear recovery strategies of individual MSMEs
- Limited health awareness and occupational health and safety standards
- Damage to raw materials and need for equipment maintenance after long shutdown periods
- Leakage of skilled workers to unemployment or unskilled labour in the Israeli market
- Disruptions and gaps in production and value chains
- Limited access to markets and finance
- Adaptability and flexibility to respond to market demands and challenges imposed by COVID-19

Shrinking opportunities and the compounding impact of the occupation and of COVID-19 have disproportionately affected women and youth. Inequitable gender attitudes continue to be pervasive,

[8] Ibid.

[9] PCBS Labour Force Survey 2019 and Labour Force Survey 2020

[10] PCBS labour force survey 2020

[11] Ibid.

[12] World Bank, Economic Monitoring Report to the Ad Hoc Liaison Committee, February 23rd 2021.

[13] COVID-19 Economic Recovery Plan 2021-2023

[14] Ministry of Tourism, Tourist Cluster 2021-2023

[15] MAS, 2021, Pillar One: The Economic Impact of the Coronavirus Pandemic on the Most-Vulnerable Micro, Small and Medium-Sized Enterprises and Protecting Jobs, Especially for Youth and Women.

[16] Al Hadath, "95% of working women have had their work negatively affected due to corona," 23 August 2021

[17] MAS, 2021.

which places a disproportionate responsibility on girls and women for unpaid care and domestic work. With shrinking economic opportunities on account of COVID-19 and the use of online education for children, girls and women took on a greater share of the burden throughout the crisis. During the pandemic 68% of women experienced a significant increase in household duties compared to 44% of men.[18] Furthermore, with diminished opportunities and greater challenges for main income earners, for the most part men, to find work, gender based and domestic violence has increased amidst household frustration and financial pressures. During the height of the lockdown measures, 50% of service providers for victims of gender-based violence experienced a surge in calls placed to the domestic violence helplines.[19] Youth have also witnessed a decline in access to opportunities where the percentage of youth not in employment or education/training is increasing – from 50% in 2019 to 53% in 2020.[20] Unemployment is also on the rise with 64% of female youth and 33% of male youth being unemployed in 2020, up from 63% and 31% respectively.[21] One of the major challenges for youth, particularly young women, is that higher education does not necessarily translate to higher chances of transitioning to employment, demonstrating not only a mismatch of skills to the market need, but also barriers for youth in seeking employment. Despite more young women obtaining higher education degrees than men, 23% vs 18% respectively, young female graduates face greater difficulties transitioning to employment as 68% are unemployed compared to 39% of young male graduates.[22]

Furthermore, May 2021 witnessed an upsurge in confrontations in the West Bank, East Jerusalem and in Palestinian communities in Israel, and the fourth war on Gaza. Triggered by the threats of forced displacement of Palestinians in the Sheikh Jarrah neighbourhood and restricted access to the Al Aqsa compound during the holy month of Ramadan, Palestinians across the West Bank, East Jerusalem, Gaza and Israel engaged in protests against the repressive policies of the Israeli government and Israeli occupation. The upsurge in confrontations resulted in the Hamas' involvement through the launching of rockets towards Israel and the fourth war on Gaza. Eleven days of the bombardment of the Gaza Strip resulted in the deaths of 260 Palestinians, more than 60 of which were children, and destroyed or damaged 459 buildings, including hospitals, clinics, schools and media offices.[23] According to UNDP's damage assessment, around 12,461 housing units were damaged. These events further contributed to the heightened state of internal political division amidst the annulment of legislative and presidential elections in early May 2021.

The continued delay of the legislative and presidential elections has also reduced public trust in the Palestinian government. A poll conducted in June 2021 highlighted that 70% of Palestinians want to hold legislative and presidential elections soon. Additionally, two-thirds of those polled were opposed to the postponement of the elections and believed that the decision to postpone was a result of the government's fear of the outcome rather than concerns over the ability to vote in East Jerusalem as expressed.[24] Alongside the delay of elections, public discontent towards the Palestinian government has increased regarding the eroding accountability of the government – addressing corruption, and reducing unemployment and poverty continue to be competing public priorities highlighted by opinion polls.[25]

Within this context, the government underwent a review of national plans and strategies in early 2021 in light of the changing context. This process resulted in up to 40 new planning documents, including sector strategies and cluster development plans. One of the key changes to the national strategies is the cluster development plans that aims to leverage locational and sectoral comparative advantages towards sustainable economic development. In building the foundations for a self-reliant economy, the plans focus on the development of key economic sectors including agriculture, tourism, industry, services and trade. Considering the comprehensive planning review process alongside the prevailing challenges highlighted above, the Palestinian government requires support not only in operationalising the plans, but also ensuring regular monitoring and follow-up towards strategic objectives.

[18] UN Women, 2021, Rapid Assessment on COVID-19 and Domestic and Family Services Across Palestine

[19] Ibid.

[20] PCBS, International Youth Day Press Release 2021

[21] Ibid.

[22] Ibid.

[23] OCHA, https://www.ochaopt.org/content/response-escalation-opt-situation-report-no-9-august-2021

[24] Palestinian Center for Policy and Survey Research, "Public Opinion Poll No (80)," 4 July 2021.

[25] Ibid.

Yet, fragmentation remains a key challenge to overcome, which has produced and continues to produce varying community needs and fragmented capacities to meet those needs across the West Bank, East Jerusalem, and Gaza. The lack of Palestinian sovereignty in Area C, H2- Hebron, Seam Zones, Gaza and East Jerusalem has resulted in the particularly precarious and ongoing vulnerability that characterize the daily lives of these communities. This has resulted in a deterioration of social cohesion as Area C and East Jerusalem communities lay in the grey zone of legal-judicial jurisdiction and Gaza remains isolated, where the Palestinian government are unable to provide services. Simultaneously Israel's occupation policy and practices have not only disabled development but have continued policies facilitating the 'de-development' of vulnerable Palestinian communities through ongoing human rights violations and discriminatory treatment including, but not limited to: discriminatory planning, zoning and permit regimes; evictions, confiscations, damage and destruction of private property and infrastructure; denial of sovereignty and access to natural resources; restrictions on movement and access to essential services; and forcible transfer.

There are growing gaps in development across Palestine and eroding capacity of the Palestinian government to facilitate support and services to Palestine's vulnerable communities. Both have contributed to the eroding trust between the Palestinian people and the government in the absence of a clear political and economic vision and the deteriorating political and socioeconomic climate. Addressing continued Palestinian fragmentation across multiple socioeconomic levels is a key area for development actors to address. Particularly concerning communities located outside the purview of the Palestinian government, including East Jerusalem, Area C and Gaza, which are disproportionately affected by the occupation, repeated crises and erosion of the capacity of the Palestinian government.

II. STRATEGY

The rationale of the programme is that in the deployment of developmental assistance and humanitarian relief there needs to be better coordination in line with the Palestinian governmental strategies and in consultation with key vulnerable communities. 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: On the ground interventions should complement collective strategic policy dialogue, including highlighting the potentials for economic development in line with the national cluster development plans. Through consultations with the government and stakeholders, the programme recognizes these target areas for their contextual needs, while also working at a national level to facilitate inclusion of these vulnerable areas and communities into the national Palestinian governmental vison. This will be achieved through supporting the operationalization of governmental strategies and priorities in these areas to facilitate inclusion and reduce growing inequality and developmental gaps in Palestine, while reinforcing resilience and safeguarding social cohesion and national identity. Through this joint PMO-UNDP programme, the goal is to undertake a multi-sectoral and multi-stakeholder approach, through the programme interventions and the PMO's leadership in aid coordination respectively, to tackling pressing developmental challenges in East Jerusalem, Gaza and Area C under a comprehensive national programme. Activating the cluster development approaches will be key in supporting the Palestinian aspirations for economic self-reliance.

Moving beyond relief to building the blocks to self-reliance: Despite the numerous structural constraints to Palestinian development, this programme aims to build Palestinian local-national capacities to support self-reliance in line with the two-state solution and the national economic priorities. This entails reducing socio-economic gaps, enhancing inclusion of vulnerable areas and facilitating an enabling environment for improved service delivery and new markets to emerge in line with the cluster development plans. Recognising that:

- Resilience-building requires a systems approach based on the understanding that many adverse events are occurring across national, subnational and local scales, with knock-on effects among interconnected social, governance, ecological and physical systems;
- There are different humanitarian and developmental needs that are shaped by locational drivers of vulnerability (Area C, Seam Zones, H2, East Jerusalem and Gaza);
- Part of this vulnerability is on account of the protracted and intensified occupation, lack of government reach and the limited institutional support mechanisms for Palestinian development in these areas;

Interventions in these areas must be multisectoral to address complex challenges and overlapping needs associated with fragmentation on account of the occupation, and work both horizontally and vertically to strengthen the transformative capacities of interconnected systems from households to institutional levels. Where women tend to experience higher socio-economic vulnerability - due to their limited integration in the labour market and limited access to productive assets and resources – interventions towards resilience-building must adopt a gender-responsive approach and recognize the importance of supporting women to overcome livelihood barriers and produce a more equitable flow of financial and non-financial opportunities and benefits, based on their own needs.

Strengthening social cohesion and Palestinian identity: Amidst ongoing fragmentation, limited sovereignty of the Palestinian government, protracted conflict and repeated crises, social cohesion is eroding, particularly across different regions and communities in Palestine, and between different marginalised groups. Any interventions aiming to build Palestinian resilience should be placed within the context of strengthening social cohesion and Palestinian identity, particularly with regards to Palestine's vulnerable communities. Social cohesion not only refers to cohesion across regions and communities that are geographically divided, but also cohesion between citizens and the government, and across social identities impacted by inequalities, based on gender, class, age, status, ability, and religion. Social cohesion and Palestinian identity are key features of Palestinian development on account of the context of protracted crises and occupation. As such interventions should not only be multisectoral but coupled with soft activities that bring people together, including social and cultural activities, towards a common vision of socioeconomic development.

i. Theory of change

Resilience-building in the context of this programme addresses a particular dimension of resilience, which could be called "societal resilience". The analysis of the development challenge in section one highlights why societal resilience is so critical for the State of Palestine, amidst the context of repeated political and socioeconomic crises, protracted occupation and more recently a global pandemic. The main threat to the future resilience of Palestinians is not natural or man-made disasters, leading to acute hunger or other humanitarian need. Rather, the roots of vulnerability for Palestinians lie in the occupation policies, their impact on the economy and livelihoods, and in governance challenges created by occupation, most notably characterised by fragmentation. The future agency/resilience of Palestinians as such depends on the continued functioning of Palestinian society to counteract fragmentation, despite external barriers to Palestinian sustainable development and in recognition of the limits of humanitarian and development actors. This approach was largely adopted under the previous Community Resilience and Development Programme (CRDP), however the novel aspect under this programme is going beyond household and community level interventions that aim to improve coping mechanisms, where in principle humanitarian interventions lie, towards contributing to transformative outcomes to improve the developmental conditions in ongoing vulnerability.

Within the context of Palestine there is a strong interplay between economic challenges facing households, social problems of inequality and governance problems of marginalisation,[26] particularly as geographic drivers of vulnerability drive other factors of vulnerability, alongside socio-cultural drivers of vulnerability such as patriarchal societal norms. The theory of change in Fig. 1 illustrates the interactions between the kinds of vulnerability and how societal resilience can be improved by working on these apparently different problems at the same time.

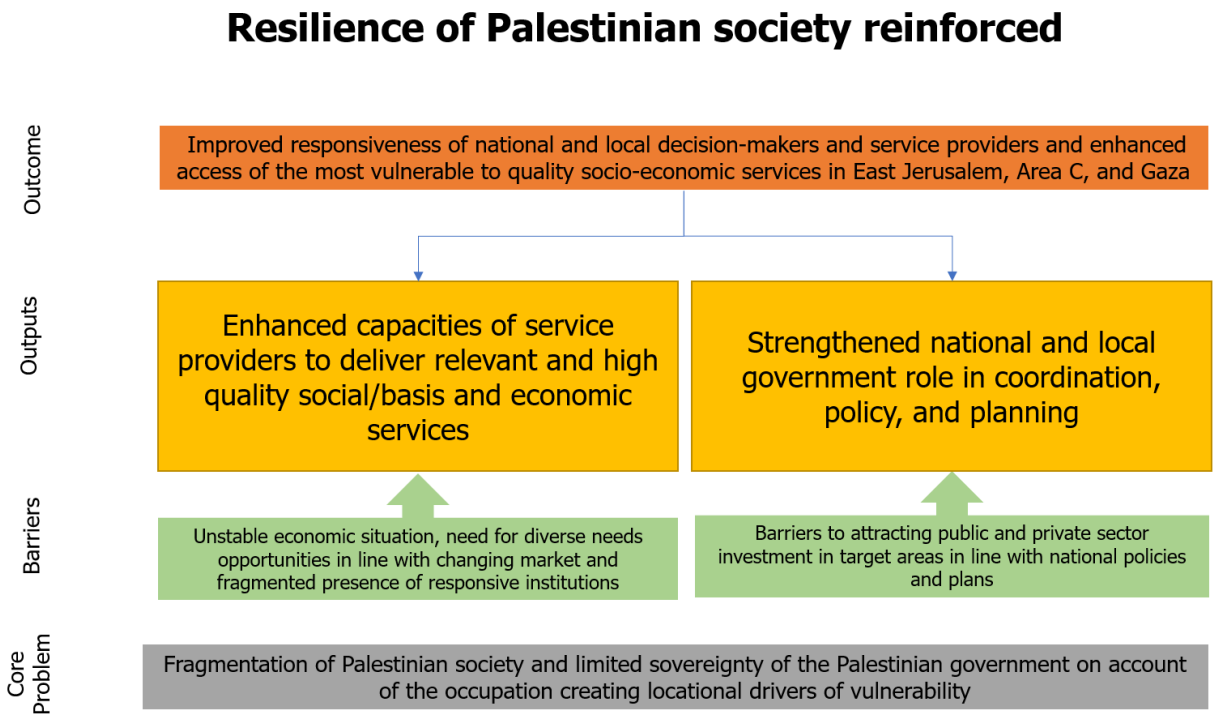


Figure 2. Theory of change for supporting societal resilience through its different elements

Greater societal resilience requires much wider socio-economic resilience and stronger social cohesion and social identity. The programme has identified a specific challenge to societal resilience where Palestinian governance faces the greatest challenges, i.e., in East Jerusalem, Area C and Gaza.

Although recognising the contextual humanitarian and development needs in the three target areas that produce a similar but differentiated set of resilience challenges, these challenges fall under three broad headings which are common to all three areas:

1. Unstable economic situation and need for diverse opportunities in line with changing market needs
2. Uneven delivery of services and fragmented presence of responsive institutions
3. Barriers to attracting public and private sector investment in target areas in line with national policies and plans

Together these result in economic and social inequality, which threaten households and communities directly and foster marginalisation in social and governance terms, which erode confidence in government and other social institutions, also undermining social cohesion and a sense of common identity. Among its immediate objectives, this programme aims to improve the access of more vulnerable people and communities to economic opportunity. However, the programme's ToC shows why it is important *how* opportunities are created, and constraints to accessing those opportunities are mitigated. If this can be done by improving the responsiveness of government and service providers at different levels to the needs of people and communities, and improving their capacity to deliver, then reduced economic inequality may be accompanied by increased trust in government and other social institutions. Together, reduction in socioeconomic marginalisation and improved trust can lead to social cohesion in a way which cannot be achieved through interventions that purely aim to meet socio-economic needs of vulnerable households and communities

[26] Governance is also exercised by institutions other than governments. This programme will work closely with local and central government in Palestine but will also look to support improved governance by other institutions who effect power of people.

without linking to the national level. Linking with the national level through key interventions improving government capacity and effectiveness will ultimately contribute to reinforcing the resilience of Palestinian society at large.

This distinct nature of the programme is built on the leadership of the Palestinian government alongside the unique role and mandate of UNDP/PAPP. Several other actors are engaged in supporting household and community resilience in economic and/or social terms, for example by supporting production, improving market functioning, and providing services. This support is critical for Palestinian resilience. However, the critical gap in household and community resilience-building programmes is the wider picture of societal resilience that links responsive governance, socioeconomic resilience and social cohesion. To this regard, this programme looks at the wider lens of societal resilience through facilitating the government's leadership in demonstrating solutions that can overcome and/or circumvent barriers to Palestinian resilience. UNDP's mandate, its close partnership with the Palestinian government, and its wide network with local stakeholders make it uniquely placed to act on a ToC that incorporates governance dimensions, supporting the capacity of government to be responsive and to deliver effectively, whilst at the same time working with the private sector and civil society to support their capacity to engage effectively and constructively with government.

ii. Guiding principles

- **National alignment**: The design of the programme is structured with full alignment the national policy agenda. The Prime Minister's Office (PMO) will lead in the setting of programmatic and policy priorities in the programme. The different ministries will be engaged directly through engagement in implementation or indirectly through coordination mechanisms (see Operational Manual). Key ministry leads in the programme to support the technical advisory groups will be decided upon by the PMO. Local government actors, including municipalities and village councils will be engaged to support local economic development activities and facilitating service provision. The programme approach and methodology are fully implementing this strategic trajectory.
- **Evidence-based and data-driven:** Building on the programmatic strategy, most notably through strengthening national ownership and leadership, the programme design entails mechanisms to not only strengthen evidence-based and data-driven programming within the context of this programme but also within the operation of the Prime Minister's Office (PMO) as the leading governmental body for aid coordination, policy and planning. As such, evidence-based and data-driven programming is not only integrated into the programmatic approach through the intervention strategy highlighted in section IV Project Management, but also as key activities to strengthen the capacity of the PMO in aid coordination, policy and planning highlighted under Output 2. This is particularly important owing to the nature of the target areas, East Jerusalem, Area C and Gaza, whereby availability and reliability of data is a challenge for some target areas. Furthermore, this will be reflected in the structure of the programme management unit (PMU) where resilience, data and gender experts in addition to advisory groups will be engaged to support evidence and data driven programming (more info in section VIII Governance and Management Arrangements).
- **Flexible and dynamic:** In recognition of the dynamic context, where new or reoccurring crises compound structural challenges to Palestinian development, resilience-programming in Palestine must be flexible and adaptive to the changing context. This is particularly the case being a multi-sector programme with the vision of working towards a medium-long term developmental impact. To this regard, the programme priorities will undergo a yearly review by the PMO to ensure alignment with national priorities to achieve a wider impact through synergies and coordination with other programming. Furthermore, the programme will also strive to create diverse partnerships through different types of IPs to manage the varying capacity of partners and the shrinking space for civil society and community-based organisations. Furthermore, the changing political climate and context will be monitored in terms of implications on the ground and the ability of the programme to carry out its interventions.
- **People-centred:** While the programme aims to support the Palestinian government operationalise national strategies and plans, community engagement is vital to ensuring responsive interventions and sustainable impacts. Based on the lessons learned from CRDP one of the recommendations was enhancing community engagement. Owing to the different socio-political contexts in East Jerusalem, Gaza and Area

C, the strategies for community engagement and partnerships will slightly differ across the three areas. However, the general framework for community engagement is briefly outlined in Section IV Project Management and in more detail in the Operational Manual. Community engagement will be done directly by the programme staff through the design of the expressions of interest, alongside indirectly through Implementing Partners (IPs) with the guidance of the programme. Throughout the lifetime of the programme UNDP/PAPP will continue to work towards strengthening community engagement processes throughout different aspects of the programme, from the design of the expression of interests to the implementation by implementing partners. UNDP and PMO will also ensure vulnerable groups including PWDs, women, youth and children are the centre of focus in terms of engagement and support.

- **Fostering interlinkages and inclusion:** Being a resilience-building programme, systems-thinking principles are a key driver to the programmatic approach, most notably in facilitating connectivity between on the ground interventions and a wider strategic approach – catalysing impact from the household level to the national level. This has been a main driver to the theory of change and the programmes conception of 'societal resilience' that aims to integrate multi-sectoral interventions with prevailing governance challenges towards strengthened societal resilience and Palestinian social cohesion. These principles also translate into the implementation approach. Firstly, through the participation in existing coordination mechanisms, primarily through the PMO's function in aid coordination, and in the creation of synergies with other programming, including UNDP's Investment for Resilience Programme, the national MSME helpdesk scheme, amongst others. Secondly, while the programme will implement via partnerships with IPs, part of the implementation approach is to ensure capacity building of partners in a way to foster connectivity and collaboration across project-level interventions. Thirdly, by creating opportunities for stakeholder and community inclusion throughout the process from the design of the expression of interests to implementation.
- **Operationalising the H-D-P Nexus:** Owing to protracted conflict and occupation, both humanitarian and development needs exist simultaneously and in tandem. The resilience framework therefore encourages two-way communication between both humanitarian and development assistance, recognising that moving between relief, rehabilitation and development may not occur in a linear manner. The implementation approaches in each target area will include linkages between humanitarian interventions and developmental impacts to strengthen the coherence of short-term results in line with longer-term impact. In recognition that this approach reaches beyond the interventions of one programme initiative, the transformative resilience approach entails cooperation, collaboration, and communication across H-D actors. By working on both levels of humanitarian assistance and development, a long-term and achievable strategy can be shaped to help prepare people and institutions against on-going shocks and crisis as well as restore capacities where they have been lost and adapting and evolving systems. Efforts to build synergies, coordination and complementarity between humanitarian assistance and development interventions, must also be coupled with advocacy to effect political change – including calling for a fair peace and two-state solution, an end to the occupation and to the siege of Gaza, and the respect of international law and human rights principles. Where the political dimension must be taken into account when linking humanitarian and development efforts in Palestine, the responsibility for strengthening political advocacy and pushing the political agenda for peace rests primarily with the individual donors as well as international and national partners, including the UN.

iii. Learning from CRDP

Building on CRDP the proposed programme will continue developing the transformative resilience approach, through addressing the multidimensional needs of vulnerable households, communities and institutions on account of the protracted conflict that produces multidimensional needs that span across the humanitarian-development spectrum. This means transcending beyond household and community level interventions that aim to improve coping mechanisms, where in principle humanitarian interventions lie, towards contributing to transformative outcomes to improve the developmental conditions in ongoing vulnerability.

Whilst CRDP applied a pragmatic interpretation of what can reasonably be achieved in Area C and East Jerusalem, it was also expected that the dimensions and focus would be reviewed considering contextual

changes. As appropriate the proposed programme is an evolution from CRDP to reflect and generate opportunities on the ground through building national capacities via targeted socio-economic interventions in Area C, East Jerusalem and Gaza in line with national strategies. As per key recommendations and findings from CRDP, the Palestinian government's strategic directions are the main point of reference for decision-making in the proposed programme through the leadership of the Prime Minister's Office. In light of this, capacity building activities will remain a core objective of the programme through its intervention approach and via supporting the coordination, strategic decision-making and knowledge building around resilience interventions in Area C, East Jerusalem and Gaza.

In addition, as highlighted, CRDP's investment in civil society actors and local institutions was very impactful in the previous phases of the program. As such, these elements and approaches should be continued and enhanced further to ensure that the network of local actors is well resourced, and their capacities strengthened. This will also be vital in ensuring that national priorities are consistently aligned with the needs of local actors and communities on the ground. This is particularly important due to the government's lack of autonomy in East Jerusalem, Area C and the West Bank resulting in its ability to gather sufficient data and concretely identify priorities and needs in these areas. Engagement with the local community will address this gap and ensure that further trust is built in the government's commitment to address the needs of Palestinians in these areas.

iv. Alignment with national, UN and global priorities

Experience has also shown that achieving meaningful progress in resilience-building requires a harmonized and coherent approach in support of governments' national development priorities. As highlighted in the programme strategy one of the foundations of the programme is to facilitate national ownership and leadership, including through the operationalisation of national strategies in Palestine's vulnerable communities. Throughout the development of the transformative resilience approach and programme, the Prime Minister's Office has been leading in the programme design to reflect and integrate the newly revised national policies and strategies, including national, sectoral and local plans. Additionally, through CRDP, UNDP has been continuously engaged with governmental bodies at the regional and local level including the Area C Coordination Office, which is now a part of the Prime Minister's Office, the Jerusalem Unit, regional planning bodies and local governance units. In Gaza, different programs have also engaged at the local level working with municipalities to develop national capacities.

The programme aims to support the Palestinian government in furthering national priorities and facilitating sustainable development in marginalised areas where the Palestinian government has limited access to, particularly considering the ongoing socioeconomic impacts of COVID-19 alongside the Prime Minister's cluster development approach. Supporting this lead, this transformative resilience programme will build off previous UNDP and partners' work in Area C, East Jerusalem and Gaza through CRDP and other programmes in line with two state solution and emerging governmental priorities.

Through existing planning tools and processes of the UN, including the UN New Ways of Working and the United Nations Sustainable Development Cooperation Framework (UNSDCF), this programme not only entails programmatic areas on the ground to strengthen resilience, but also aims to strengthen governmental, UN and other local and international stakeholders' efforts in further developing a shared understanding of Palestinian resilience at the policy level. The New Ways of Working aims to bridge the humanitarian, development and peace and security divide, and involves working over multiple years, based on the comparative advantage of a diverse range of actors towards collective outcomes. It requires fundamental changes to the way governments, humanitarian and development organizations work including better alignment of development and humanitarian funding to enable layering and sequencing of short-, medium- and long-term programme interventions. Wherever possible, those efforts should reinforce and strengthen the capacities and mechanisms that already exist at national and local levels. As such, this will be achieved through supporting the government in leading in joint coordination, strategic planning and knowledge production.

III. RESULTS AND PARTNERSHIPS

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 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

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.

Based on the contextual analysis of the target areas alongside the initial review of the national strategies and plans the following analysis was conducted:

	Challenges	Main development gaps	Strengths and Opportunities
East Jerusalem	- Land appropriation and settlement building - Discriminatory permit and zoning - Exclusionary urban planning - No access by the Palestinian government - Attacks on expressions of Palestinian identity - Israeli attacks on Palestinian NGOs and CBOs and limitations imposed on their role (particularly culture) - Separation wall fragmenting Palestinian communities in East Jerusalem	- Poverty: ¾ of households fall under the poverty line - High costs of living: particularly housing - Limited options for access to finance - High dropout rates and classroom shortages - Labour force participation lower than the rest of Palestine - Lack of institutional arrangements to guide and streamline political, economic, social and cultural development - Poor legal awareness	- Civil society key actors in governance and service provision - Historical, religious, and cultural significance - Freedom of movement and access compared to Palestinians and businesses in the WB and Gaza - Potential for branding local products and services - Capital cluster development plan - Improve cluster planning, put in place Monitoring and Evaluation - Emphasize the role of the private sector to demonstrate implementable solutions - Strong international interest to invest in Palestinian development in East Jerusalem - Willingness from local stakeholders to aggregate activities and partnerships towards a greater strategic impact
Gaza	- Blockade and movement restrictions - Internal political divide and de facto authority - Repeated wars, loss of life and damage to infrastructure - Limited access to resources	- Humanitarian needs high: 1.5 million people identified in need of assistance - Unemployment amongst the highest in the world particularly impacting youth and women - Over 1 million people living under poverty line - Energy and access to water is a critical bottleneck to development - Infrastructure, underdeveloped, damaged, or destroyed - High need for a comprehensive mental health psychosocial approach	- Strong base of investing in the digital economy - Educated and ample workforce - Growing investment in solar energy and sustainable solutions - Strong capacities of civil society institutions as first responders to crisis - Large youth population

Peri urban West Bank, including Area C	- Falls under Israeli civil and military administration - Land appropriation and settlement building - Restricted military zones and Israeli nature reserves - Restrictions increase the costs of doing business - Limited awareness/knowledge of national plans and donor priorities	- Restricted access to land and resources - Agriculture: half a million dunums suitable for agriculture is not being cultivated - More than half of the Palestinian communities in Area C have significant difficulties accessing primary and emergency health services - Long distances to access education - High costs of water - Myriad capacities of LGUs to provide services	- Manufacturing and agricultural and industry sectors potential - Natural beauty and potential to expand alternative tourism, including domestic tourism - Key strategies developed to work on regional cluster advantages to contribute to: agriculture, tourism, industry, trade - Rich in natural resources

Recognising the immense structural barriers to socioeconomic development in these areas therefore means the strategy for investment should aim to not only increase access to opportunities but also increase the capabilities of people to access opportunities when and if they are available. This includes facilitating access and incentivising private sector investment towards the cluster development plans, particularly in East Jerusalem and the West Bank.

As the Palestinian government has limited access to adequately provide services to these areas - East Jerusalem owing to its de facto annexation, Area C as it falls under the Israeli security and civil administration, and Gaza owing to the blockade and the de facto authority Hamas - these communities rely on different service providers for different needs, where Palestinian civil society play a major role in filling this gap. Improving socioeconomic conditions in these areas therefore must be accompanied with the appropriate capacity building to ensure consistency across the varying capacities of different actors in different sectors in line with the government strategies, particularly the cluster development plans.

Building on the experience and lessons learned from previous and ongoing UNDP programming, social cohesion and inclusion have been identified as key features for building a successful resilience programme. This will be done through integrating responsive and effective service delivery, whether from government or non-government actors, with local-national governance structures to facilitate transparent, participatory, and inclusive institutions in line with a resilient society. Strengthening social cohesion and inclusion aims to mitigate the effects of geographic fragmentation and the legal-judicial jurisdictions created under conditions of occupation, which has proved to be a key element mitigating the impacts of repeated shocks and crises. To complement socioeconomic interventions, significant attention will be given to generating social impacts through fostering cohesion and facilitating inclusion of vulnerable communities, and vulnerable groups through a top-down and bottom-up approach. The former through the leadership and functions of the PMO and the latter through the engagement of communities and civil society in socioeconomic and cultural activities. This includes community mobilisation and advocacy, bringing together youth and women via development forums, linking businesses and professionals through cluster networks, and generating social dialogue across communities. As highlighted above, the programme will accompany interventions with the appropriate capacity building of IPs which will also include capacity building and guidance to strengthen mechanisms for social cohesion and inclusion within and across individual projects across the three areas. This includes engaging the community through local leaders throughout implementation via the formation of community committees to act as project support committees to represent community needs and amplify the voice of the people.

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. In line with the principles of the programme the interventions under this output are in line with the national strategies, including the cluster development plans, developed through multistakeholder consultations. Specific activities will be articulated each round of

the programme through a consultative process as highlighted in Section IV Project Management and the programme Operational Manual.

Social and basic service delivery

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 IPs, 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.

This component will complement ongoing programming in support of youth and women, infrastructure rehabilitation and development, access to natural resources, education, health and local governance.

Areas of intervention:



Indicative types of activities:

- Community and cross-community mobilisation and advocacy by the community for the community
- Community and cross-community social and/or cultural activities, events and festivals
- Provision of capacity building, awareness raising, technical assistance, innovative solutions and incentives for efficient management and use of natural resources
- Provision of capacity building for service providers to improve responsiveness, including gender responsiveness
- Provision of equipment/small grants coupled with capacity development
- Building information resources and referral mechanisms for communities to identify and access services
- Deployment of solutions to enhance the digitalization of service provision
- Support operation, management and maintenance of social services

Economic activities and services

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.

This output will complement ongoing programming in support of youth and women empowerment, micro, small and medium enterprises (MSME) support, local economic development, and socioeconomic recovery.

Areas of intervention:



Indicative types of activities:

- Skills development and training, including technical skilling and soft skilling, and career guidance particularly for women and youth
- Employment programs, such as apprenticeships and internships
- Business creation, incubation or development, including small grants, provision of production inputs and technical support
- Marketing and branding for local products and services
- Mentorship networks in key fields (e.g. IT) including young leaders from Palestine and the diaspora
- Value chain integration/development and economic ecosystem improvement
- Business models for private sector investment in line with the cluster development approach

In line with the programme vision, this output will ensure service providers are empowered and capacitated to engage vulnerable communities in their planning, implementation, and monitoring processes. This will be ensured throughout the programme's implementation in line with strengthening mechanisms for community engagement with the guidance and support of the programme team. In doing so, the programme will work with service providers to develop their technical capacity in the identification and collection of local needs based on the participation of diverse individuals (women, men, PwD and youth) and in line with national policy objectives. Consequently, these processes will play a fundamental role in reinforcing local and national ownership of the programme and strengthen the sustainability of results. During implementation, knowledge transfer and information sharing will be encouraged to improve mutual learning of best practices of quality service delivery. This will be done through organising joint forums and knowledge sharing sessions to bring service providers together. The programme will seek to amplify partnerships among the programme stakeholders through creating synergies, collaboration, and consortiums to maximize the programmatic impact. This will certainly lead to strengthening social cohesion and inclusion of the targeted communities in East Jerusalem, Area C, and Gaza. As for monitoring, service providers will benefit from the programme monitoring strategies and capacities, including the data specialist and the MEAL officer.

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.

The programme will be tapping on the achievements rendered by the government, specifically the Prime Minister's Office, in guiding national policy and planning, and reforming aid coordination for maximizing the impact of the partners and increasing the multiplier effects of the investments. The latest national policy documents and cluster development approaches will form the backbone of the programme in steering its decisions and the potential investments under the above-mentioned outputs. The programmatic approach has been fully re-shaped to ensure the interconnection between the strategy of the programme and its implementation tools, while being underpinned by national strategies and priorities guided by the government.

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. Already through the leadership of the PMO in the design of this programme and the transformative resilience approach, the PMO has provided strategic guidance for the formulation and development of several ongoing initiatives in the target areas. This includes the Investment for Resilience Programme (IPR) funded by KfW/Government of Germany, the Support to TVET (Technical Vocational Educational Training) in East Jerusalem Programme funded by the Government of Norway, the East Jerusalem NGO Empowerment Programme with funds from AfD, and the European Union Resilience Programme.

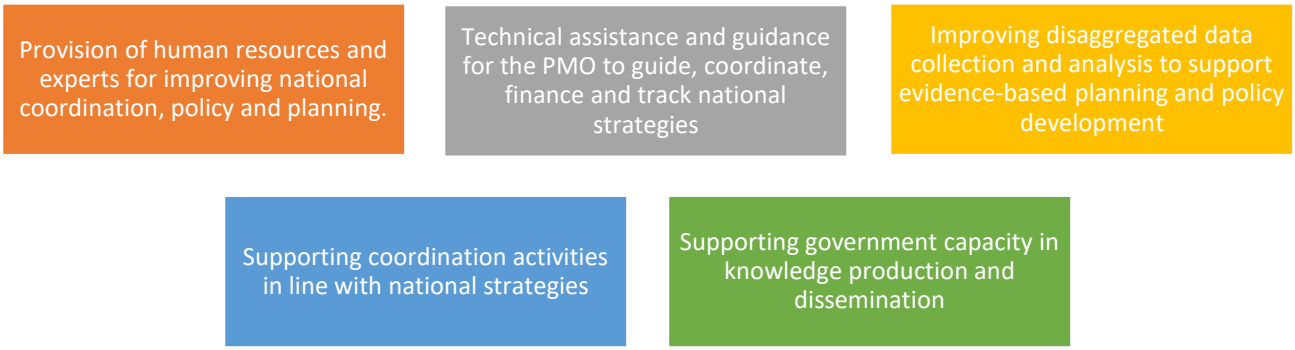
In acknowledgement of the PMO achievements in the multi-stakeholder engagement and development of the cluster development plans, institutional support and technical assistance are both very much essential to ensure quality oversight by the government, including guidance, policy improvement, strengthened 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. External experts with diverse backgrounds will be deployed under the guidance of the PMO including a Resilience Technical Advisor, Data Specialist, Gender expert, and Cluster Development experts. Moreover, in line with technical support to facilitate the successful operationalisation of the cluster development approach, UNDP will also utilise its regional and global presence and networks to identify cluster development expertise and build on global lessons learned.

Moreover, the programme will assist the PMO in deploying a local support team to manage coordination among partners and enhance policy and planning. This team will be hosted at the PMO and will be directly managed by the Advisor to the Prime Minister for Planning and Aid Coordination. Deployment of the local support team is key for the success of the programme in terms of delivering the programme objectives, especially fostering national leadership and ownership, and vital for strengthening the functions and responsibilities of the PMO and the line ministries. Preserving this strategic investment entails the development of sustainable structures that will guide future programming reinforcing the implementation of the national policies. The PMO is in full agreement to augment these capacities into a sustainable framework as part of the programme exit strategy. National commitments are being negotiated to finance the support team functions from the government budget once the programme moves towards closing its operation. Knowledge transfer and know-how will be ensured through linking the technical experts with the local support team at the PMO. The role of the line ministries will also be included through the coordination functions of the PMO to ensure alignment with the national needs and validate sustainability and national ownership. 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).

Under this output, the following areas of intervention and indicative activities have been identified to strengthen the role of the government and the PMO in specific in coordination, policy and planning for East Jerusalem, Area C and Gaza.

Areas of intervention:



Indicative types of activities:

- Deployment of national support team at the PMO to assist in the coordination, policy and planning of the implementation of the national planning endeavours
- Provision of technical assistance to support the implementation of the national policies, including the cluster-based planning initiatives
- Support the monitoring and evaluation, and establishment/improvement of evidence-based systems and monitoring and tracking platforms
- Carry-on dialogue and consultations for unleashing the economic opportunities of the cluster-based programme and explore partnerships with the private sector
- International exposure and knowledge transfer for the implementation of national strategies, especially the cluster development policies

i. Cross-cutting issues

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

- The programme will bring a Gender Advisor that will undertake a gender analysis in line with the programmatic strategy and provide recommendations to enhance gender responsiveness in the programme interventions. As a part of implementing the recommendations, the Gender Advisor will also provide technical support and guidance to government and local partners to enhance capacities in gender transformation.
- In the implementation of activities, UNDP will ensure the participation of women are taken into consideration throughout, including consultations during the process of any assessments or community engagement undertaken, ensuring selection criteria include the promotion of gender equality, and supporting women businesses and leaders especially in non-traditional sectors as leaders of change.

Youth: Owing to the growing young population in Palestine, youth is another priority target group, whereby youth are disproportionately affected by unemployment and barriers to access opportunities. The programme will strive to maximise the participation of youth in the programme engagement and implementation, directly as beneficiaries of the programme and indirectly through the engagement of youth associations and organisations. Furthermore, selection criteria for the projects funded under the programme will include maximising the inclusion of youth and facilitating the reduction of barriers to participate in social and economic activities associated with the programme.

Environment: Environmental sustainability and nature-based solutions for development are a key feature of UNDP's mandate globally, while remaining a key priority for the Palestinian government, particularly in line with international commitments. As such, this programme will integrate, where relevant, green principles in line with a do no harm approach alongside programmatic interventions that intersect with developing green economies – including, but not limited to agriculture, energy, and industry. UNDP through other programming continues to support the capacity of the Palestinian government to implement and commit to international conventions, including the Nationally Determined Contributions (NDC) as per the United Nations Framework Convention on Climate Change (UNFCCC). Where relevant this programme will continue to build on such support to facilitate the implementation of interventions in line with the Palestinian government's environmental strategies.

People with Disabilities (PwDs): PwDs continue to be one of the most marginalized populations in Palestine given the cultural stigma, the lack of infrastructure to support their movement and access, lack of opportunities, and limited implementation of regulatory frameworks to support the rights of PwDs and provide responsive and inclusive enabling environment. In accordance with UNDP's Social and Environmental Standards, the programme will prioritise mainstreaming the inclusion of PwDs throughout the programme outputs via guidance and capacity building for IPs to ensure inclusion of PwDs in project activities.

ii. Partnerships

The present programme aims to build diverse partnerships between the State of Palestine, donors, the UN and a wide array of stakeholders to pursue resilience goals in Area C, East Jerusalem and Gaza. The programme will be implemented with relevant partners, depending on the type of intervention considered and the capacity, outreach and expertise required. UNDP will play the role of the convener and facilitator of partnerships and synergies with relevant national and international stakeholders, including community representatives. In addition, the programme is designed to allow for synergies with the development and humanitarian spheres, to complement their geographical outreach and their substantial coverage. The following partnerships have been or will be sought out.

- **National and local government:** As a joint programme, the Prime Minister's Office (PMO) will lead in the setting of programmatic and policy priorities in the programme. The different ministries will be engaged directly through engagement in implementation or indirectly through coordination mechanisms. Key ministry leads in the programme to support the programme expert advisory groups will be decided upon by the PMO. Local government actors, including municipalities and village councils will be engaged to support local economic development activities and facilitating service provision, either directly or through the representation of the Association of Palestinian Local Authorities (APLA).
- **Private sector:** Partnerships with key private sector actors and financial institutions aim to support economic revitalization activities, particularly regarding improving markets, job opportunities and access to sustainable finance. Where relevant, potential activities of the programme will look at possible investments to unlock private capital to increase access to finance for the targeted areas. The programme will also create links with private sector representative bodies, including relevant chambers of commerce and workers unions, particularly as these actors have taken a leading role to support their constitutive bases during the current crises, and owing to their scope and networks.
- **Civil society and community-based organizations:** Civil society and community-based organizations in the West Bank, East Jerusalem and Gaza will be engaged at different levels of partnerships from implementation to governance. Through diverse partnerships the programme aims to support capacity building of local partners, manage their varying capacities, and provide the space for these organizations to continue their vital work and presence in the communities.
- **Academic and research institutions:** Linking with local and international expertise aims to strengthen research and development on sustainable models to build resilience in different sectors. Academic and research institutions are a key addition to the partnership network to develop learning networks across humanitarian, development, and academic spheres.
- **UN agencies:** This programme will ensure partnerships and coordination with UN agencies. Through the leadership of the Resident Coordinator in policy level H-D nexus discussions, UNDP will work with relevant UN agencies to strengthen synergies across development and humanitarian interventions to complement the substantial coverage of UN interventions in building transformative resilience.

iii. Stakeholder Engagement

Stakeholders will be engaged around the identified partners as described in the partnerships section. The primary beneficiaries are vulnerable groups and communities that are affected by locational drivers of vulnerability (i.e., East Jerusalem, Gaza and Area C). Within these communities women and youth will be prioritised, alongside the relevant 20 vulnerable groups in the targeted communities in line with the Common Country Analysis for the occupied Palestinian territories. Partner selection criteria will be determined with the support of technical experts to ensure that the activities are in line with the programme objectives.

iv. Knowledge

Knowledge products produced under this programme will primarily be in the form of assessments under the different activities and evaluations of the programme as a whole. The knowledge building will also support the government in terms of providing evidence-based research to support the policy direction of Humanitarian-Development Nexus programming in Palestine.

v. Sustainability

Capacity building is a key element that has been designed into the programme interventions, from local actors to the national government. The sooner capacities are supported and developed, and viable systems are put in place, the sooner UNDP will be able to phase out of its support. As such, this programme at its core aims to tackle key barriers to sustainability through the programmatic approach, particularly through strengthening capacities and responsiveness of national and local actors in line with facilitating national ownership and leadership and promoting self-reliance. This is particularly important owing to the current context highlighted in section one, where fiscal sustainability of institutions, from local to national, and the growth-potential of the economy remains constrained.

On the ground, these capacities will be supported through the Prime Minister's Office as the lead governmental partner alongside IPs of the programme under output 1, where the programme will provide guidance over the implementation approach for partners, with the support of technical experts, and act as the integrator and facilitator to bring the different partners together towards a common goal. To this regard the programme will work towards implementing key interventions to build Palestinian resilience in line with the programmatic approach while simultaneously working on improving institutional mechanisms to facilitate and support the inclusion of vulnerable communities and groups into the purview of national planning and policy functions. This will be done through the implementation approach of the programme coupled with the activities of Output 2 that aims to strengthen the leadership and capacity of government. Furthermore, where relevant the programme will aim to identify and fund innovative solutions to reoccurring development challenges in the target areas in line with national priorities, to attract additional funding or financing from private sector and financing institutions. Additionally, demonstrating the sustainability of project results will be key criteria in the evaluation and selection of projects to be funded under the programme.

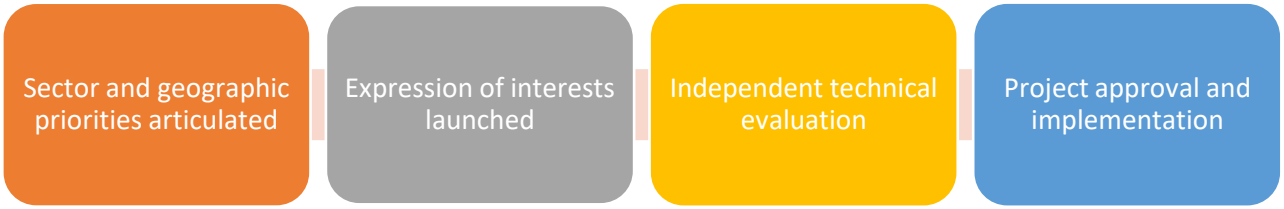
IV. PROJECT MANAGEMENT

Where this programme represents one of the government's mechanisms to support the implementation of interventions in line with national priorities in the targeted areas to strengthen Palestinian resilience in line with the two-state solution. A key feature of the programme approach and methodology is to support the leadership and capacity of the Prime Minister's Office (PMO) in coordination, policy, and planning functions as per Output 2 of the programme. As such activities under Output 2 will not only contribute to the implementation of the programme, but also to the wider coordination, policy, and planning functions of the Prime Minister's Office. This approach has been designed based on the programmatic strategy alongside the recommendations highlighted by the final evaluation of the Community Resilience and Development Programme (CRDP), particularly with regards to:

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

As per key recommendations and findings from CRDP, the Palestinian government's strategic directions are the main point of reference for decision-making in the proposed programme through the leadership of the Prime Minister's Office. As such, the following diagram outlines the approach and methodology of the programme through the following steps[27]:

[27] The detailed steps are outlined in the programme's Operational Manual



Sector and geographic priorities articulated: Following the 2-year review and consultation process, in March 2021 the PMO endorsed a total of 40 government plans including a new revised national plan, formerly the National Policy Agenda 2017-2022, 26 sector strategies, 10 cluster operational plans, the Palestinian employment strategy, the National Economic Recovery Plan, and the Palestine Investment Plan. Under the leadership of the Prime Minister's Office, the government launched a comprehensive process to review the agenda of these strategies, in partnership and consultation with all partners and stakeholders from government institutions, civil society, the private sector, local communities and international partners. It is worth noting that the review process was largely shaped by the government's primary priorities of disengaging from the occupation and fostering development via the regional economic cluster approach, in addition to other government priorities. Where the PMO is responsible for oversight and coordinating the planning process, this programme will support the implementation of the government priorities including through enhancing the monitoring mechanisms to track implementation of the relevant strategies in the target areas of the programme, being Area C, East Jerusalem, and Gaza.

To this regard, the PMO, with the support of technical experts and UNDP/PAPP, will be responsible for reviewing policy and plans, and undertaking the relevant internal consultations and coordination, to consolidate the national yearly priorities for Area C, Gaza, and East Jerusalem to be targeted under the programme. As a part of this process, the PMO will consider the most appropriate sectors and locations to prioritise within the scope of programme to present the government's yearly priorities for the programme in terms of target area (Area C; Gaza; EJ) and sector priorities in line with the areas of intervention highlighted in this document to the steering committee for endorsement. This includes relevant budget distributions for each round of funding divided across the target areas and priority sectors.

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 priority sectors, scope and locations, while also identifying relevant indicators to feed into the monitoring of cluster and sectoral plans and the national plan. The programme will thus ensure that the PMO leads in coordination, joint planning and implementation, where other stakeholders assist in political leverage functions in an integrated manner.

This process will be consolidated and improved throughout the scope of the programme through the activities outlined under Output 2, therefore allowing for an iterative approach to continue to assess and improve the implementation strategy under the leadership of the PMO and in line with the final evaluation and recommendations from CRDP.

Following the articulation of overall priorities and proposed budget allocations UNDP and the PMO will undertake the relevant technical consultations with relevant line ministries, technical experts related to the priority sectors identified and communities. Through this process Technical Advisory Groups (TAGs) will be formed around geographic-sector priorities comprised of ministries, key individual experts in different sectors and target areas with differing professional backgrounds (CSOs, government, academia, private sector, community organisations), under the responsibility of the PMO and UNDP. These groups will comprise of key individual experts in the sector/locations prioritized by the PMO and endorsed by the Steering Committee. Experts are not only defined by their technical experience and background but also their involvement and experience in the target areas. For example, a community representative can act as an expert in the needs and developments of their community, including local government unit representatives. The attendance of these groups will not be fixed and will be dependent on the specific priorities set by the Steering Committee. At this stage of the programme cycle the TAGs will support UNDP and the PMO in the detailing sector and

geographic specific priorities. Through these consultations the detailed activities will be articulated including the scope of work for the request for expressions of interest (EoIs).

Expressions of interest: The EoI modality has been selected as the most appropriate modality for selection of IPs and priority projects. Through the PMO and UNDP's joint experience under CRDP, several implementation approaches and methodologies were tested over its lifetime, including call for proposals, a community driven cluster approach and articulation of national priorities and engagement with line ministries, guided by external evaluation recommendations, programme staff and the programme review board. Building on our collective experience testing different implementation approaches to strengthen resilience, the current programme is designed to strengthen collaboration amongst different partners in line with meeting national priorities, linking short-term impacts with longer-term goals and advancing programmatic goals of operationalizing government strategies.

Based on PMO and UNDP experience with CRDP and other programmes the following analysis of implementation approaches was made:

Modality	Advantages	Disadvantages	Potential Risks	Successes
Call for proposals	-Strengthens the role of local IPs -Meets the needs of specific communities -Potential for non-traditional activities to be proposed	-Difficult to have a comprehensive approach and aggregated impact -Difficult to have a wider set of partners, including those not traditionally engaged in development programming (e.g., private sector) -Only those organisations with vast experience with calls for proposals tend to succeed	-Programme strategy guided by IPs -Funding the same types of activities year after year -Risk of being ad-hoc -Programme is viewed solely as a grant mechanism	-Success at the project-level
Community driven cluster approach	-Enables a comprehensive intervention approach in a targeted locale -Strengthen the capacity of LGUs and linking them together to enhance service delivery	-Difficult to translate into a national programme	-LGUs with higher capacities may dictate terms of inclusion for LGUs with lower capacities	-Mainstreamed cluster approaches in government priorities and in local governance mechanisms -MoLG and MDLF leading in local economic development and cluster approaches in West Bank and Gaza
Articulation of national priorities and engagement with line ministries/local stakeholders	-Clearly aligned with national priorities -Strengthens capacity of ministries in service delivery	-Less inclusive for a wider range of CSOs and actors	-Unparticipating CSOs feel the process is not transparent	-Demonstrating ministries can undertake certain activities to improve service delivery for Area C

The conclusions were as followed:

- Relying on project and activity articulations by IPs can hinder the delivery of a comprehensive programmatic strategy, also creating a gap between the programme and the community and limited opportunities for community feedback and input at the programme level
- Owing to the shrinking space for civil society actors and Palestinian NGOs, and declining funding, ensuring a fair chance for different actors to engage is a must, including supporting the capacity of smaller or less formalised civil society actors, such as community-based organisations, and smaller local government units, while simultaneously ensure the full alignment of the proposed interventions by IPs with the national vision and policy planning.

- In the long-term we are not reaching desired impact working with the same set of and we receive the same proposals and activity suggestions despite the changing context

The expression of interest modality therefore aims to be a modality that falls between a call for proposals approach and the articulation of national priorities and engagement with line ministries, whereby implementing partners will be requested to express their interest in implementing proposed projects in proposed communities as endorsed by the steering committee. This approach enables a technical evaluation of the IPs alongside the projects to ensure the most appropriate implementing partner is selected based on the project at hand. As such, IPs eligible for this programme extend beyond civil society organisations to include private sector actors as well. Doing so ensures that the best IP undertakes the implementation to meet the programme objectives and national priorities. The number of projects to implement in each round will depend on the availability of funding and the quality of proposals, 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 IPs.

Evaluation of Applications

The evaluation of applications will be done as per the programme's selection criteria. Part of this selection criteria will include evaluation of the IP capacity and suitability to the intervention at hand alongside the programmatic aspects of the EoI submitted. To ensure an independent and transparent evaluation process, the TAGs will conduct the evaluation of EoIs submitted to the programme. The TAGs will also ensure adequate mechanisms are in place to ensure the projects have considered community consultation, stakeholder engagement and partnership building towards the programme goals.

Selection of Implementing Partners (IPs)

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

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

For the selection of NGOs/CSOs, the conditions as set out in the following contractual clause. In case the development partner funding the project identifies a breach of this clause during the project implementation, it preserves the right, after consultation with UNDP, to halt or withdraw funding. The engagement of the Private Sector will follow UNDP rules and regulations with exploration of building Private-Public Partnership (PPP) models.

Contractual clause: The programme will ensure that the IP agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received under the NGO/CSO agreement are used to provide support to

individuals or entities associated with the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). Additional information can be found at: https://www.un.org.securitycouncil/sanctions/1267. This provision will be included in all contracts entered by NGOs/CSOs in the framework of the agreement signed with the NGO/CSO.

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

Following the approval of the prioritized projects by the Steering Committee, the selected projects and IPs will be informed to start the contracting process. UNDP and the technical team at the PMO will meet with the individual IPs to discuss each project in line with the programmatic scope to ensure alignment to the principles of the programme. As a result of the selection processes, partnerships will be established in line with the programmatic vision, and within the scope of activities of the programme approved by the Steering Committee. For the operation of the partnership, UNDP will adopt the Harmonized Approach to Cash Transfer (HACT) framework[28], which includes undertaking detailed capacity assessments of IPs, and providing assurance and capacity development support throughout the implementation of activities.

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

V. RESULTS FRAMEWORK[29]

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:

UNDAF Outcome 4.1: More Palestinians, especially the most vulnerable, benefit from safe, inclusive, equitable and quality services

(Programme 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)

Applicable Output(s) from UNDP Strategic Plan: 1.1.2 Marginalised groups, particularly the poor, women, people with disabilities and displaced are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs

Indicators:

1.1.2.1 Number and proportion of additional people accessing basic services, disaggregated by target groups

1.1.2.2 Number and proportion of additional people accessing financial services and non-financial assets, disaggregated by target groups:

Project title and Atlas Project Number: PAL10-00 TARABOT Supporting Transformative Resilience in Area C, East Jerusalem and Gaza

Programme outcome indicators[30]:

- Number of clients/beneficiaries benefited from programme interventions
- Share of respondents who believe that the intervention responds to their needs
- Share of respondents satisfied with the services delivered
- Share of respondents who felt their voices were heard in the design and implementation of the intervention
- Share of respondents who trust in the government's and service providers' abilities to deliver quality socioeconomic services
- Share of stakeholders who feel that the needs and priorities of Area C, East Jerusalem and Gaza are properly incorporated into the planning and policy

Applicable Output(s) from the UNDP Strategic Plan: SP OUTPUT 1.1.2 Marginalized groups, particularly the poor, women, and people with disabilities and displaced are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs

[29] UNDP publishes its project information (indicators, baselines, targets, and results) to meet the International Aid Transparency Initiative (IATI) standards

[30] All indicators will be disaggregated by target area, alongside sex, age, and disability status.

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE[31]		TARGETS (by frequency of data [32]collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	2021	2022	2023	2024	FINAL	
Output 1 Enhanced capacities of service providers to deliver relevant and high quality social/basic and economic services	***1.1*** *Number and type of service[33] providers who have improved processes for engaging clients/beneficiaries in planning*	IP reporting	-	-	11	20	20	20	71	**Methods:** Through IP M&E tools. Evidence includes attendance sheets, beneficiary information and pictures.
	1.2 *Number and type of service providers that have mechanism for client/beneficiary feedback on the quality and relevance of their services*	UNDP reporting	-	-	11	20	20	20	71	**Methods:** UNDP online survey for beneficiaries based on beneficiary information provided by IPs. Soft copy of the questionnaire will also be shared with beneficiaries. **Risk:** Beneficiaries may have difficulties with filling the online survey.
	1.3 *Number and type of beneficiaries/clients who have engaged in the planning, implementation, and monitoring processes.*	UNDP reporting	-	-	220	400	400	400	1420	**Methods:** UNDP online survey for beneficiaries based on beneficiary information provided by IPs. Soft copy of the questionnaire will also be shared with beneficiaries. **Risk:** Beneficiaries may have difficulties with filling the online survey.
	1.5 *Number and type of service providers who have improved technical skills and capacities, including gender strategies, through trainings etc*	IP reporting	-	-	11	20	20	20	71	**Methods**: Through IP M&E tools. Evidence includes technical information/assessment of efficiency measures.
	1.6 *Number and type of service providers who have better equipment or facilities to provide services*	IP reporting	-	-	11	20	20	20	71	**Methods:** Through IP M&E tools. Evidence includes technical information/assessment of efficiency measures.

	***1.7** Number and type of service providers that have support mechanisms in place to continue to enhance their capacities*	UNDP reporting	-	-	11	20	20	20	71	**Methods:** UNDP M&E tools. Evidence includes beneficiary sheets
	***1.8** % of women opening new business/start-ups out of total*	IP reporting	-	-						**Methods:** Through IP M&E tools. Evidence includes beneficiary sheets.
	***1.9** % of targeted youth in education, employment or training after 6 months of intervention*	UNDP reporting	-	-						**Methods:** UNDP online survey for beneficiaries after 6 months of participating in the programme interventions.
Output 2 Strengthened national and local government role in coordination, policy, and planning	***2.1** Number of policy incentives introduced to facilitate investment in the area-based development approach*	UNDP reporting	-	-	0	1	2	1	4	**Methods:** UNDP M&E tools. Evidence includes expert assessment/documentation.
	***2.2** Existence of mechanism to monitor and assess progress of strategy/plan implementation*	UNDP reporting	-	-	0	0	1	1	2	**Methods:** UNDP M&E tools.
	***2.3** Existence of a functioning mechanism to coordinate[34] and promote complementarity amongst line ministries and key stakeholders in the geographic area*	UNDP reporting	-	-	1	3	0	0	4	**Methods:** UNDP M&E tools. Evidence includes draft policy incentive/change, minutes, and pictures from stakeholder meetings.

[31] UNDP will commission baseline study for the agreed indicators utilizing the MEAL Officer capacity. Accordingly, a baseline will be updated and reflected under the upcoming progress reports.

[32] Targets are considering the full potential of the programme set at US$ 40.0 million. Actual targets based on mobilized resources will be updated accordingly.

[33] As the type of service providers is still not identified and will be a result of selection, therefore, it will be updated in the programme progress reports

[34] One PMO coordination starting from 2021 to the end of the programme with gradual augmentation in line with the scope of output 2, in addition to, new three local coordination forums will be initiated in 2022 including area-based, resilience and policy coordination for the implementation of national policy agenda.

VI. MONITORING AND EVALUATION

In line with UNDP's results-based management approach, during the first quarter of implementation the results and resources framework (RRF) will be revised and updated to reflect the latest data and figures. Moreover, with the onboarding of the MEAL officer for the programme, a monitoring plan will be developed and shared with donors for review, outlining the following elements: indicators with baselines and targets, schedule and frequency of data collection, responsibilities, data source and type, resources and risks. This process will also be supported by the Resilience Technical Advisor to strengthen elements to capture learning throughout the programme, including through supporting the capacity of IPs, and the Data Specialist to support development of baseline data. The monitoring plan will guide all data collection and reporting efforts throughout implementation. UNDP and its IPs will be responsible for data collection, monitoring and reporting against the agreed upon indicators included in the RRF. In order to ensure consistency and capture progress against targets, including documenting challenges, remedial measures and lessons learned, templates will be developed for the use of the PMU and programme partners. These templates will capture the relevant information for field visits, quarterly progress updates and end of activities, as well as follow up on individual projects 3-6 months after completion. Results will be disaggregated based on gender (and age if possible).

In accordance with UNDP's programming policies and procedures outlined in the UNDP user guide, the programme will benefit from the following UNDP corporate tools:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		

	from other projects and partners and integrated back into the project.				
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
Project Review (Steering Committee)	The project's governance mechanism (Steering Committee) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Steering Committee shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	At least annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

Evaluation Plan[35]

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Midterm evaluation				2022		20,000
Final evaluation				2024		30,000
M&E and Reporting digital tools for service providers and IP's				2022		50,000

[35] Optional, if needed

VII. MULTI-YEAR WORK PLAN & BUDGET [36]

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document. [37]

EXPECTED OUTPUTS	PLANNED AREAS OF INTERVENTION	Activities	Planned Budget by Year					RESPONSIBLE PARTY	PLANNED BUDGET		
			2020	2021	2022	2023	2024		Funding Source	Budget Description	Amount (USD)
Output 1: Enhanced capacities of service providers to deliver relevant and high quality	• Social and cultural activities targeting youth, women and vulnerable groups ▪ Natural resource management and use, such as water, energy and solid waste	East Jerusalem		X	X	X	X	UNDP/PMO	Pooled funds	Resilience investments	9,837,000
		Gaza		X	X	X	X				13,116,000

[36] Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

[37] Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years

social/basic and economic services *Gender Marker: GEN 2*	▪ Supporting the capacities of underperforming and/or small local government units to enhance performance of service provision ▪ Capacity building of community-based and civil society organisations in providing quality and responsive services ▪ Development of affordable housing schemes and models ▪ Improving education and health services, particularly e-education and e-health, targeting vulnerable and hard-to-reach households • Reducing barriers for women and youth to access economic opportunities • Strengthening self-reliance in the agricultural sector and food production, in line with agricultural cluster development plans • Develop value chains and cross-sectoral networking to maximize production and enhance competitiveness in key industries including heritage and cultural industries • Developing tourism services targeting domestic and international tourism, and fostering commercial revitalisation of key tourist areas • Enhancing the competitiveness of the digital economy • Promoting private sector investment in productive sectors, especially in housing in East Jerusalem • Co-financing investments in cluster development	Area C		X	X	X	X				9,742,000
	Sub-Total for Output 1										**32,695,000**

Output 2: *Strengthened national and local government role in coordination, policy, and planning* *Gender marker: GEN 2*	• Provision of human resources and experts for improving national coordination, policy and planning. ▪ Technical assistance and guidance for the PMO to guide, coordinate, finance and track national strategies ▪ Improving disaggregated data collection and analysis to support evidence-based planning and policy development ▪ Supporting aid coordination activities in line with national strategies • Supporting government capacity in knowledge production and dissemination		X	X	X	X	X	UNDP/PMO	Pooled funds	Institutional capacity building	1,450,000
	Sub-Total for Output 2										**1,450,000**
Evaluation *(as relevant)*	EVALUATION				X		X	UNDP/PMO	Pooled funds	Evaluation	**100,000**
Personnel and Office Costs	Experts (international and local)			X	X	X	X	UNDP/PMO	Pooled funds	PMU	692,628
	Programme Portfolio Manager (45%)			X	X	X	X				216,000
	Programme Manager			X	X	X	X				271,548
	Programme Coordinator (x3)			X	X	X	X				681,156
	MEAL officer			X	X	X	X				227,052
	Transportation			X	X	X	X				155,576
	Audit			X	X	X	X				200,000
	Communications			X	X	X	X				348,007
	Subtotal										**2,892,037**
General Management Support			X	X	X	X	X			GMS	**2,962,963**
TOTAL											40,000,000

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

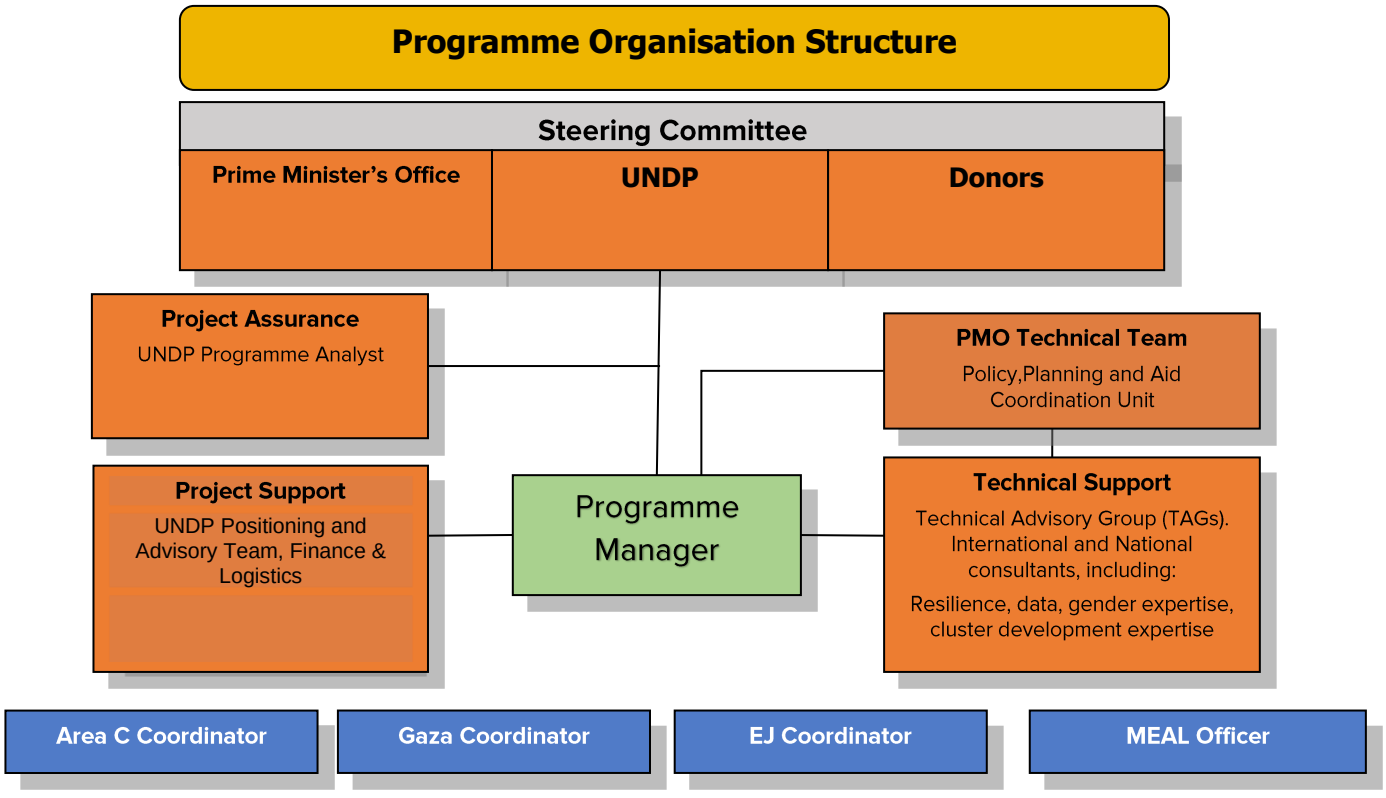
The project will be implemented through partnerships with IPs as per the programme's eligibility criteria, where UNDP/PAPP assumes full substantive and financial responsibility and accountability for all programme deliverables. All aspects of implementation will comply with UNDP policies and procedures.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

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

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

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

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



- The **Steering Committee (SC)** will provide the overall strategic leadership, general policy, strategic guidance and oversight of the programme process and specific priorities and projects implemented under the programme. The SC comprises of the PMO as the chair, UNDP/PAPP as the co-chair, and individual donors as SC members. Others from the Palestinian Authority, the UN, civil society (including PNGO/AIDA), private sector representatives, academia and donors may be invited to attend the SC on an ad hoc basis as observers. The SC will be convened semi-annually to discuss progress, set and decide on specific priorities and projects, including funding requirements. The SC will play a

key role in terms of advocacy and political follow up with the Israeli authorities, if needed, and will be responsible for overseeing progress towards the desired outcome and approving annual workplans and budgets, alongside priority projects to be implemented under the scope of the programme.

- The **programme assurance** functions rests with the UNDP Programme Analyst to follow up on management actions, keep track of progress benchmarks, perform regular quality assurance activities, ensure funds are made available to the programme towards the intended outputs and resources entrusted to UNDP are utilised appropriately.
- **Prime Minister's Office technical team:** As a part of the strategic approach of the programme to strengthen national leadership and capacities, particularly through Output 2 of the programme, the technical team of the PMO Coordination, Planning and Policy Unit will also play a pinnacle role in the technical oversight of the programme. Where the SC will provide the overall strategic guidance, the PMO technical team will engage closer on the implementation with UNDP and the programme management team to ensure alignment with national goals and priorities targeted under the programme as endorsed by the Steering Committee. This includes supporting in the identification of technical expertise and implementation of activities, particularly under Output 2. Where strengthening national leadership and capacity has been integrated throughout the programmatic approach and with costed activities, the PMO technical team will be engaged across several aspects of the programme. In the selection of projects and IPs, UNDP and the PMO, represented by the Programme Management Unit and the PMO technical team, will be responsible for activating and chairing the Technical Advisory Groups responsible for project evaluation. As such, UNDP and the PMU will be in frequent contact with the PMO both at the strategic and technical levels. The PMO technical team will also be working in close cooperation and collaboration with the Programme Management Unit to enable coaching and capacity building on transformative resilience approaches and to support in responsive budgeting and planning mechanisms. Doing so also aims to strengthen the sustainability of the programme as part of the exit strategy to ensure the PMO technical team has the relevant capacities to continue with the programme activities and approach following the end of the programme.
- **Technical support:** Technical support acquired under this programme will work to support the technical elements of the programme and/or provide capacity building for the PMO technical team. This includes technical expertise on resilience, data, cluster development and gender to strengthen key aspects of the programme and capacities of the PMO. Additional technical expertise will be procured based on need in line with the ongoing and future work of the PMO.
- The **Programme Management Unit (PMU)** will be responsible for coordinating the technical work, including the technical appraisal and review of projects submitted to the programme, with the PMO technical team through the Technical Advisory Groups (TAGs). The PMU has the authority to run the programme on a day-to-day basis on behalf of the SC including programme inception, implementation, and monitoring and reporting. The main responsibility is to ensure that the results are produced as agreed in the programme document and SC meetings to the required standard of quality and within the specified constraints of time and cost. While the PMU will be housed at UNDP's office on account of limited office space in the Prime Minister's Office, the PMU will be in regular contact with the PMO technical team and relevant government stakeholders to ensure capacities can be supported towards the programme objectives (particularly under output 2). In doing so, the PMU will be able to hand over project responsibilities to the PMO in the future as a part of the exit strategy of the programme.

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

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

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

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

IX. LEGAL CONTEXT

The project document shall be the instrument envisaged and defined in the Supplemental Provisions to the Project Document, attached hereto and forming an integral part hereof, as "the Project Document".

This project will be implemented by [name of entity] ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds][38] [UNDP funds received pursuant to the Project Document][39] 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/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies and procedures.

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

[38] To be used where UNDP is the Implementing Partner

[39] To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:

    a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
        i. 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;
        ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

    b. 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 the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
    c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.

    d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

    e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

    f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

    g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

h. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

   Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

   Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

i. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

j. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

k. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XII. ANNEXES

1. **Project Quality Assurance Report**

2. **Social and Environmental Screening Template** [English] [French] [Spanish], including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*

3. **Risk Analysis**

Project Title: **TARABOT** Supporting Transformative Resilience in Area C, East Jerusalem and Gaza	**Award ID:**	**Date: 30/08/2021**

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
Safety and Security and Political Risks									
1	Deterioration of the security situation in the WB, EJ and/or Gaza		Safety and security	UNDP and partners' mobility and ability to implement the programme is threatened New/increased need for humanitarian relief P = 3 I = 4	– Security and contingency planning for UNDP and partners – Two-ways sharing of information and updates on security situation – Development of partnerships with local partners – Report to steering committee to advise on reallocating funds for relief interventions, if needed – Suspension of UNDP and partners' travel, if critical – Programme suspension if situation, is critical	PMU and UNDP	UNDP		

2	Change in government		Political	Elections have been announced yet continue to be delayed. If elections occur there could be a change in government that would impact the national vision and strategies. P=2 I=4	– UNDP will continue to work with the technical teams in government institutions, which often do not change – Engagement with both local and central government to ensure sustainability – Monitor the situation regularly – Maintain close partnership with government despite change in elected representatives and staff	UNDP	UNDP		
3	UNDP's IPs under threat / pressure from Israeli authorities		Political	IPs cannot carry out and complete project activities P = 3 I = 4	– UN, PA, Donor pressure on Israeli authorities – Advocacy by local partners and UN in coordination with Humanitarian Country Team	PMU and UNDP	UNDP		
Strategic Risks									
4	The Palestinian Authority ownership and capacity for active engagement in the programme is weak		Strategic	Lack of efficient coordination mechanisms among ministries; Capacity of Ministries to be fully engaged in implementation is limited. P = 2 I = 3	– Development of partnerships with local partners and local government actors – PMO leading internal government coordination, including ensuring ministry coordination prior to SC meetings	PMU, UNDP, PMO	UNDP		

5	Donors are wary about the risks associated with the programme		Strategic	Donors' demands to adopt more cautious programmatic approach and activities lead to weaker impact and results in EJ, Area C and Gaza. P = 2 I = 3	– The risks associated with the programme are clearly explained to the donors in advance – The programme approach and issues of mutual accountability, advocacy, communication and protection are endorsed by donors – The programme approach is discussed in SC meetings to ensure continued support and understanding – Prepare activities with various levels of risk	PMU, UNDP, PMO	UNDP		
6	Poor connections between the outputs affecting the outcomes of the programme		Strategic	Limited strategic impact from the limited connectivity across geographic areas and outputs P=2 I=3	– The programme is designed in a manner to be flexible, while a key area is strengthening capacity towards the programmatic vision – PMU, UNDP and PMO responsible for ensuring connectivity across the outputs – Consortiums with IPs around key priorities are part of the implementation approach to foster synergies at the project level towards the programme outcome	UNDP, PMO	UNDP		
7	Lack of IPs' capacity or experience to implement projects to achieve required impact		Operational/Strategic	Impacting programme results and overall impact of programme P=3 I=3	– Capacity building and guidance have been designed throughout the programme to ensure IPs implement projects in line with the strategic vision and in coordination with other projects – UNDP will act as the facilitator and integrator to bring IPs together towards the programme objectives – As per UNDP guidelines, IP capacity assessments are conducted – PMU will familiarise themselves with IP's previous experience and capacity assessments to ensure relevant guidance is provided – Selection criteria designed to assess IP capacity	PMU, UNDP	UNDP		
Operational									

8	Closures on account of COVID-19 continue or a second wave emerges and disrupt implementation of activities		Operational/Strategic	Impacting movement, disrupting economic sectors and creating additional challenges P=3 I=3	– Programme activities remain flexible to emerging needs considering COVID-19 – Revise annual workplan with SC approval – Reprogramme activities towards COVID-19 needs	PMU, UNDP, PMO			
9	Increase in general access and movement restrictions		Political / Operational	Closures and access restrictions on staff threaten to undermine and halt operations in affected areas; Communities in affected areas become more isolated and vulnerable because of increased access restrictions P = 3 I = 3	– Liaising with OCHA and PA to monitor access restrictions – Opening of communication channels with communities for access updates – Wide geographic distribution of operations – 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 resources – Suspension of UNDP and partners' travel in affected areas	PMU and UNDP	UNDP		
11	Infrastructure improved or built under the programme attracts the attention of Israeli CA, and it is demolished or damaged. Materials used under the programme are confiscated.		Operational / Political	Designed project activities cannot be fully implemented as planned; Affected communities are threatened with displacement or deterioration of living conditions. P = 2 I = 4	– Measures to minimize visibility are in place – Integrate protection elements in the design of projects – Advocacy and communication strategy in place – Relationship management with Israeli authorities – PA, UN, Quartet and Donor support and follow-up – Prepare activities with various levels of risk to remain flexible to changing levels of risk – Communities are properly consulted in advance of the risk involved and accept it	PMU and UNDP	UNDP		

12	In cases where permits are needed, increasing difficulties in securing permits for EJ, Area C and Gaza		Operational / Political	Designed project activities cannot be implemented as planned; Positive impact of the project activities on beneficiaries is hindered P = 3 I = 4	– Pre-implementation assessment of prospects to secure permits – Relationship management with relevant Israeli authorities – PA, UN, Quartet and Donor support and follow-up – Identification of alternative programmatic options – Advocacy	PMU and UNDP	UNDP		
	Risk of overlapping investments with other programming		Operational	Designed project activities are duplicated Negatively impact on cost effectiveness and efficiency of the programme's investments P = 2 I = 3	– Steering Committee is established for robust oversight of the programme strategy – UNDP has strong oversight over programming and operations – UNDP as one of the leading development agencies is involved in various clusters, thematic groups and has grasp of other programming priorities and involvement within and outside of UNDP. – PMO's oversight is crucial in determining whether activities are being duplicated and ensuring resources are funnelled where is needed in line with their leadership in aid coordination	UNDP and PMO	UNDP		
Financial									
	Fluctuation in exchange rate			A sharp drop-in exchange rate, or an unexpected rise in the price of some materials and services P = 1 I = 3	– UNDP will monitor exchange rate fluctuations – UNDP will aim to adopt cost-saving strategies around some planned activities	PMO, UNDP	UNDP		

8	Funding made available for the programme is insufficient.		Financial	Some of the targets set are not met; Programme activities are adjusted to comply with limited funding available: Programme impact is weaker than planned. P = 2 I = 3	– Promptly inform SC – Re-programming according to the available funds – Prioritize actions which can have a quicker and deeper impact – Agree with SC on the new workplan – Resource mobilization efforts are undertaken vis-a-vis potential additional donors	PMU, UNDP, PMO	UNDP		
Environmental									
	Negative impact on climate/environment		Environmental	Programme activities in sectors such as energy, agriculture and industry can have negative impact on environment P= 3 I = 3	– Apply environment coping mechanisms through the lifecycle of the project in accordance with UNDP social and environmental overarching strategy – Promote the deployment of green and sustainable infrastructure – Follow and implement local environment rules and regulations	PMO, UNDP	UNDP		