United Nations Development Assistance Framework for the State of Palestine

2014 - 2016

The United Nations Special Coordinator Office for the Middle East Peace Process
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United Nations Development Assistance Framework for the State of Palestine
Select key contextual facts and statistics (year is 2012 unless otherwise specified)

The Palestinian population is growing and urbanising rapidly.

- Total population at mid-year
  - West Bank: 2.65 million
  - Gaza Strip: 1.64 million

- Population density
  - West Bank: 468 people/square kilometre
  - Gaza Strip: 4,505 people/square kilometre

- Proportion of the population under the age of 18
  - West Bank: 46%
  - Gaza Strip: 51%

Gross domestic product (GDP) is highly volatile.

- Nominal GDP per capita
  - West Bank: US$3,197
  - Gaza Strip: US$1,565

- Average annual rate of change of real GDP per capita since 1999
  - West Bank: 1.2%
  - Gaza Strip: -1.6%

Human development is categorised as ‘medium’, although there are significant disparities between the Gaza Strip and the West Bank and within the West Bank.

- Rank in Human Development Index (HDI, out of 186 countries)
  - Year 2012: 110
  - Year 2011: 111

Source: HDI: UNDP; all others: PCBS. GDP data exclude occupied East Jerusalem due to unavailability of data.
Statement of joint commitment

This United Nations Development Assistance Framework (UNDAF) outlines the strategic programming framework of the United Nations (UN) in the State of Palestine and describes its collective response to national development priorities. Making meaningful and sustained progress in the State of Palestine remains most challenging given the prolonged military occupation of the West Bank (including East Jerusalem) and the Gaza Strip by Israel. The implementation of this first UNDAF for the State of Palestine represents, thus, an essential step in harnessing the comparative advantage of the UN in support of the human security and human development of Palestinians in this unique context.

This UNDAF places the Palestinian people at the centre of development programming applying a human security framework that aims to ensure freedom from fear, freedom from want and freedom to live in dignity. Towards this end, during 2014-2016 the United Nations will focus its development assistance in six priority areas:

- Economic empowerment, livelihoods, food security and decent work
- Governance, rule of law, justice and human rights
- Education
- Health
- Social protection
- Urban development, natural resource management and infrastructure

The UNDAF is the result of an extensive consultative process involving the Government of the State of Palestine, United Nations agencies, funds and programmes working on development, and civil society organisations. Through its elaboration and implementation, the UN is reaffirming its commitment to greater national ownership and alignment with national development strategies, to extending partnerships, to harmonising its own processes, and to achieving and being accountable for results. The Government of the State of Palestine recognises the UN as a valued development partner and urges the international community to support the implementation of this UNDAF.

By signing hereunder, the participating parties endorse this UNDAF and underscore their joint commitment to ensuring the attainment of the stated results.

Mr. James W. Rawley  
United Nations Deputy Special Coordinator,  
Resident and Humanitarian Coordinator

Mr. Mohammad Abu Ramadan  
Minister of State for Planning Affairs  
Government of the State of Palestine
Vision of the United Nations in the State of Palestine

Our vision is that all people can fully enjoy human rights, peace, prosperity, freedom and dignity in an independent and viable State of Palestine, living side by side with Israel in peace and security.

Mission of the United Nations in the State of Palestine

We will continue to promote the two-state solution, based on relevant Security Council resolutions, the Madrid principles, the Road Map, existing agreements between the parties, and the Arab Peace Initiative. We will combine our influence, resources and legitimacy to ensure the resolution of all permanent status issues as part of the two-state solution.

As the UN in the State of Palestine, our mission is to strengthen the capacity and resilience of people and institutions in government, civil society and the private sector, in pursuit of the statehood agenda and sustainable human development for all people in Palestine, within the framework of respect for the rule of law and human rights.

This mission includes ensuring everyone has freedom of movement, access to and control over natural resources, promoting equitable access to and provision of quality services without discrimination and supporting vulnerable populations in need through humanitarian action.

We will conduct our work in a rights-based, transparent, accountable, effective, and coordinated manner in full respect for the individual, building on the comparative advantages of the UN. We will strive to ensure coherence in terms of our humanitarian, development and political work.

By signing hereunder, we, the United Nations Country Team in the State of Palestine, while respecting each organisation’s mandates and comparative advantages, pledge our commitment to a common strategy as a means to foster greater coherence and effectiveness among all our agencies, and to increase the results of our joint response to development needs in the State of Palestine.

Mr. Cyril Ferrand
Senior Emergency and Rehabilitation Coordinator, FAO

Mr. Mounir Kleibo
Head of Country Office, ILO

Mr. Matthias Behnke
Head of Office, OHCHR

Ms Fiona McCluney
Head of Country Office, UN Habitat

Ms Alia El-Yassir
Special Representative, UN Women

Mr. Mutasim Elagraa
Economic Affairs Officer, Assistance to the Palestinian People Unit, UNCTAD
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Mr. Frode Mauring
Special Representative, UNDP/PAPP

Mr. Derek Elias
Head of Country Office, UNESCO

Ms June Kunugi
Special Representative, UNICEF

Mr. Cyril Ferrand
Senior Emergency and Rehabilitation Coordinator, FAO

Mr. Mohammad Kleibo
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Mr. Alia El-Yassir
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Ms Elke Mayrhofer
Acting Representative, UNFPA

Mr. James Rawley
on behalf of UNIDO

Mr. Alan MacDonald
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Mr. Felipe Sanchez
Director of Operations in the West Bank, UNRWA

Mr. Pablo Recalde
Country Director, WFP

Mr. Mahmoud Daher
Acting Head of Office, WHO
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Executive summary

This first United Nations Development Assistance Framework (UNDAF) for the occupied Palestinian territory (oPt) summarises the collective vision and response of the United Nations (UN) to priority development needs in the oPt. It represents an opportunity for the UN to work jointly to help maintain development gains and make further progress towards priority development outcomes that enhance human security, helping Palestinians achieve freedom from want, freedom from fear and freedom to live in dignity, and the broader objectives of human development. This is to be accomplished through a strategy aimed at further strengthening core state functions and helping people and communities to develop their resilience even under occupation and continued conflict.

Between May and August 2012, 19 resident and non-resident UN agencies, together with government and non-government partners, engaged in a broad, participatory consultation process to complement an extensive literature review and help identify and analyse main development challenges in the oPt. A total of 18 consultations, focus group discussions and validation workshops were held in the West Bank and the Gaza Strip with the participation of UN and partners. The conclusions of this consultative process were summarised in the Comprehensive Analysis (CA).

In close consultation with the Government and on the basis of the findings of the CA and the review of the UN’s comparative advantage in the specific context of the oPt, the UN agencies have planned their development interventions for the period 2014-2016 around six outcomes in the following priority areas: 1) Economic empowerment, livelihoods, food security and decent work; 2) Governance, rule of law, justice and human rights; 3) Education; 4) Health; 5) Social protection; and 6) Urban development, natural resource management and infrastructure.

A set of 28 outputs has been identified detailing how UN agencies intend to contribute towards each of the outcomes, yet the UNDAF will be made fully operational through agency-specific programme, project and other documents. In addition to joint planning, the UNDAF formulation process helped the identification of possible areas for joint programming, as well as South-South and triangular cooperation.

To promote internationally agreed goals and international norms and standards as part of its development programming, the UN applied key programming principles throughout the UNDAF formulation process, namely: environmental sustainability, human rights-based approach, gender equality, capacity development, and results-based management. Youth issues were similarly mainstreamed throughout the process given their importance in the oPt context.

To facilitate inter-agency engagement, the UN Country Team will provide oversight and guidance on the strategic direction of the UNDAF, while the UN Deputies Group will coordinate overall UNDAF implementation and Thematic Groups will provide the main forum for coordination at the outcome level. The Monitoring and Evaluation Group, and the Gender and Youth Theme Groups will provide advice and/or technical support. UNDAF implementation will further benefit from the engagement of the Government UNDAF Committee and the UN will also seek to engage with civil society.

The estimated financial resources required for the assistance provided through the UNDAF amounts to approximately US$1.2 billion for the period 2014-2016. This estimate reflects the UN’s continued commitment to Palestinian development and the state-building agenda, as well as the UN’s efforts to transition, when possible, from humanitarian assistance to sustainable human development. The programming linked to this UNDAF can be funded either through the Palestine UNDAF Fund or directly to the respective agency.

The UNDAF results matrix will be used throughout the lifecycle of the UNDAF, including for implementation, active monitoring, evaluation and reporting. The UN will hold annual meetings with the Government and other relevant partners to review UNDAF implementation, prepare a mid-term progress report and conduct a mid-term evaluation that will inform the next UNDAF.
Section 1 – Introduction

Context

The United Nations (UN) in the occupied Palestinian territory (oPt)\(^1\) engages in political, development and humanitarian work, all based on the international human rights legal framework. As repeatedly emphasised by the General Assembly (GA), the UN has a permanent responsibility towards the question of Palestine until it is resolved in all its aspects in a satisfactory manner in accordance with international legitimacy\(^2\). This includes a mandate to empower the Palestinian people in their efforts to realise their right to self-determination and build the social, economic and institutional basis for the Palestinian State.

As part of the effort to facilitate and strengthen conditions that promote human security\(^3\) and human development in the oPt, the UN has worked to strengthen the capacity and steadfastness (or ‘sumud’ in Arabic) of people and communities to become more resilient. Since 2009, this effort has focused particular attention on support to Palestinian state-building, which remains a core objective of UN development programming in the oPt. Despite the challenges, the Government of the State of Palestine has made considerable progress and in April 2011 the UN, together with the International Monetary Fund and the World Bank, recognised that the Palestinian Authority’s (PA) capabilities were sufficient for a functioning government of a state.

The implementation of this first United Nations Development Assistance Framework (UNDAF) in the oPt represents the next essential step in harnessing the comparative advantage of the UN in support of the human security and human development of Palestinians\(^4\). It presents an opportunity to work collectively to maintain development gains and make further progress towards priority development outcomes that are grounded firmly in international human rights law, and that enhance human security, helping Palestinians achieve freedom from want, freedom from fear and freedom to live in dignity - and the broader objectives of human development. This is to be accomplished through a strategy aimed both at further strengthening core state functions as well as helping people and communities to develop their resilience\(^5\) even under occupation and continued conflict.

Making meaningful and sustained progress on human security and human development is most challenging given that the West Bank (including East Jerusalem) and the Gaza Strip are under

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\(^1\) On 29 November 2012, the UN General Assembly (GA) passed resolution 67/19. Pursuant to operative paragraph 2 of that resolution, the GA decided to “…accord to Palestine non-member observer State status in the United Nations ...”. On 12 December 2012, Palestine informed the Secretary-General that the designation “State of Palestine” should be used in all official documents, although this does not preclude the use of the term “occupied Palestinian territory”. In accordance with the Secretary-General’s report on the “Status of Palestine in the United Nations” (A/67/738), released on 8 March 2013, the designation “State of Palestine” is now used in all documents of the United Nations, notwithstanding the use in parallel of the term, “occupied Palestinian territory”. Both terms are thus used interchangeably in this document.


\(^3\) The concept of ‘human security’ includes the right of people to live in freedom and dignity, free from poverty and despair and recognizes that all individuals are entitled to freedom from fear and freedom from want, with an equal opportunity to enjoy all their rights and fully develop their human potential. Human security calls for people-centred, comprehensive, context-specific and prevention-oriented responses that strengthen the protection and empowerment of all people and all communities. The concepts of ‘human security’ and ‘human development’ are linked. Human development encompasses the expansion of freedom, choices and dignity, and it is a broader concept than human security. While human development focuses on ‘growth with equity’, human security focuses on multi-faceted threats and helps to develop responses to these threats. This definition of human security is based on the report Human Development Report 2009/10 - occupied Palestinian territory: Investing in Human Security for a Future State, that was published in 2010 by a team of esteemed Palestinian and international researchers with support from UNDP.

\(^4\) The UNDAF for the oPt will serve as a planning framework to guide agency-specific programming and will not imply the elaboration of Country Programme Documents by UNDP, whose Programme of Assistance to the Palestinian People (PAPP) derives its special mandate from UN GA Resolution 33/147 of 20 December 1978.

\(^5\) In this context, ‘developing resilience’ refers to a transformative process that builds on the innate strength of individuals, their communities, and institutions to prevent, mitigate the impacts of, and learn from the experience of shocks of any type, internal or external; natural or man-made; economic, health-related, political, or social.
prolonged military occupation by Israel. At its most fundamental level this not only prevents Palestinians from realising their right to self-determination but poses a challenge to their human rights. It also means the territorial fragmentation of the oPt, limited control over trade and the economy; severely restricted access to land, water and other resources; and major restrictions on Palestinian movement and access within and between East Jerusalem, the rest of the West Bank the Gaza Strip. Movement restrictions come in the form of military checkpoints, gates, restricted roads on which Palestinians are forbidden from travelling, a permit regime that constrains Palestinian movement, the construction of the approximately 708-kilometre long Barrier, and Israeli settlements (with an estimated population of more than half a million inhabitants in the West Bank, including East Jerusalem) in breach of international law. In addition, since Hamas’ takeover of the Gaza Strip in 2007 and the closure of the Gaza Strip by Israel, the situation there has remained extremely volatile, with the civilian population often paying the price of this instability. The continued divide between the Palestinian authorities in Gaza and Ramallah, characterised by factional mistrust and underlying political differences, create additional obstacles to meaningful development.

Notwithstanding these substantial impediments to sustainable human development in the oPt, and as detailed in the Comprehensive Analysis (CA) that has informed this UNDAF, in recent years, UN development programmes have contributed to developing the capacity of Palestinian institutions to perform a range of key functions, as well as to providing services to and ensuring the rights of the Palestinian people. These programmes have also strengthened the capabilities of individuals and communities to make informed choices and to act on their own behalf.

The UN’s shared vision and strategic objectives, as well as its commonly agreed interests and operational positions, guide the development and implementation of its common strategic and programmatic frameworks, namely the Consolidated Appeal (CAP), which since 2003 has summarised the humanitarian response of the UN and others to humanitarian needs in the oPt, and the UNDAF (preceded by the Medium Term Response Plan or MTRP). While the UNDAF was developed largely on the assumption of continued occupation and conflict, it is a flexible framework that can accommodate changes in the programming context and the needs of Palestinians. Regular monitoring and annual reviews will help the UN and partners determine if and how changes in the context need to be reflected in this framework (see Annex B for a detailed list of programming assumptions and risks and Section 6 below on monitoring and reviews).

The UN’s partners in the oPt have recognised the UN as having a deep collective knowledge of the humanitarian, development and political situation, which is the foundation for its comparative advantage. Partners appreciate its impartiality and ability to work effectively in the complex and difficult context of the oPt. Collective advocacy and the promotion of human rights are seen as key elements to the UN’s development work, while ensuring that the development, humanitarian and political pillars are mutually supportive has also been a key objective of this work. Still, increased clarity in future on the role of individual agencies vis-à-vis the political process could further partners’ understanding of the aims and contributions of agencies towards development results.

The UN’s practical engagement with Israeli institutions and procedures, in particular around work in the Gaza Strip, East Jerusalem and Area C, does not relieve the Government of Israel, as Occupying Power, of its duty to protect the Palestinian population and to ensure their rights in accordance with its obligations under international human rights and humanitarian law, both of which are applicable in the oPt.

**UNDAF formulation process**

Between May and August 2012, the UN engaged in an extensive review of existing literature and a broad, participatory consultation process to help identify the main development challenges in the oPt. A total of 18 consultations, focus group discussions and validation workshops in the West Bank

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6 Throughout the UNDAF, ‘Palestinian institutions’ refers to government institutions, non-governmental organisations, etc.
and the Gaza Strip were held with the participation of UN staff and representatives of national institutions and civil society organisations (see Annex A for further details). The resulting CA informed the development of this UNDAF.

Following a two-day strategic prioritisation workshop with government partners, a number of Thematic Groups (TGs) were formed to define the UN’s programmatic response to the development priorities that were identified, based on the UN’s comparative advantage. Relevant inter-agency groups accompanied the work of these TGs to ensure the proper mainstreaming of key crosscutting issues. An inter-agency UNDAF Task Force provided continuous oversight and support to ensure consistency across groups.

The Palestinian National Development Plan 2014-2016 was under development during the UNDAF elaboration period, but reviews of government sector strategies and other official documents, including the Government’s reports to the biannual meetings of the Ad Hoc Liaison Committee (AHLC), as well as the participation of government representatives during the UNDAF analysis and planning stages, ensured alignment of the UNDAF to national development priorities.

### Alignment of UN common development plans with the national development cycle

|----|-------------------------------------------------------|------------------------------------------|------------------------------------------|

### Main findings of the Comprehensive Analysis

#### Economic development and livelihoods

The oPt falls in the lower middle income category but there are great internal disparities in gross domestic product per capita. The economy is based on a weak foundation, with low productive investment; a small and shrinking productive base; the East Jerusalem, rest of West Bank and the Gaza Strip economies greatly isolated from each other by restrictions on the movement of goods and people; and current economic activity fuelled by public expenditure, much of it on the wage bill for the sizeable civil service. The economy is under increased pressure to create decent and productive jobs, reduce poverty and provide economic security on an equal basis for all social groups. The rapidly expanding and urbanising population is a growing challenge to a green economy.

The right to an adequate standard of living is not fulfilled for a large proportion of the population. Limited participation and empowerment, the low purchasing power of Palestinian incomes, and limited employment and economic opportunities in general result in widespread income poverty and vulnerability to poverty. Income poverty, in turn, is a major factor behind the high levels of food insecurity found in the oPt. The slow-onset, protracted food security crisis in the oPt requires a comprehensive, coherent strategy to build the resilience and livelihoods of the Palestinian people. While important progress has been made in promoting tripartism and social dialogue, the labour market remains weak, with low labour force participation, especially among women, high

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7 The complete CA is accessible at [www.undg.org/docs/13107/oPt-UNDAF---CA-draft2.pdf](http://www.undg.org/docs/13107/oPt-UNDAF---CA-draft2.pdf). Analyses and updates on political, fiscal and other issues can be found in monthly Security Council Briefings and in AHLC reports on [www.unsco.org](http://www.unsco.org).
unemployment, particularly among youth\(^8\), underemployment, discouraged workers, low and stagnant wages, and unsafe work conditions. A further challenge to sustainable, inclusive economic development is the low productivity and competitiveness of the private sector and constrained access to markets.

**Governance, rule of law, justice, security and human rights**

The paralysis of the Palestinian Legislative Council (PLC) since 2007 is an impediment to realising the separation of powers and the production of new legislation, and hampers reform efforts, while the present oversight and other accountability mechanisms of monitoring institutions are in need of strengthening. The Government has made progress on integrated planning and budgeting, and is making concerted efforts to strengthen its fiscal planning capacities, raise domestic revenues and control expenditures. Local Government Units play an important role in service provision, and their number has been reduced through an ongoing amalgamation process aimed at improving efficiency.

The oPt has a multiplicity of legal systems operating concurrently within the territory. Impediments to strengthening the Palestinian justice sector include the inactivity of the PLC, limited institutional capacities, and gaps in legal literacy and legal aid. Palestinians in the oPt are also subject to a range of human rights violations. There is a need for effective mechanisms to ensure that reported violations are subject to independent and impartial investigation and that persons found guilty of violations are held accountable. There is also a need for revision of some legislation in force in the oPt that is not fully in compliance with international human rights standards.

Civil society organisations continue to play a significant role in the provision of social, cultural, education and health services, including in regions that are not fully reached by the Government, as well as in oversight and in policy-making, legislation and advocacy on behalf of vulnerable groups, despite occasional interference from security agencies.

**Social development and services**

Significant achievements have been made in advancing fundamental socioeconomic rights and the Millennium Development Goals, particularly with regard to education, healthcare and the development of a social safety net targeting poor and vulnerable individuals and households. Education in the oPt has seen significant progress, for instance in terms of the net enrolment rate, education planning and management, but the quality of education remains a challenge, and the right to education is still unrealised in some areas and for some groups of marginalised children. The healthcare system is relatively well-developed in terms of infrastructure and staff, with primary, secondary and tertiary services available at low cost or free of charge, but quality issues are of concern. Governance, management and accountability present further weaknesses in the health system. The main health challenge currently facing the oPt is non-communicable diseases (NCDs).

In the oPt, vulnerability is closely linked to the effects of occupation, including access and mobility restrictions, which depress economic growth, limit the ability of households to construct a livelihood, and hinder access to social services. The most vulnerable population groups in the oPt comprise: children exposed to violence, abuse, neglect and exploitation; youth; the elderly; widowed, divorced and abandoned women; women exposed to abuse and violence; persons with disability; Bedouin; displaced persons; refugees; female-headed households; persons vulnerable to drug abuse; and households with civilian prisoners without means of support. To address the needs of the most vulnerable, a large number of social protection initiatives have been put in place. Coordination and collaboration among stakeholders in the social protection sector, however, needs to be enhanced to minimise overlap and duplication. Moreover, a basic level of social protection needs to be established and services standardised.

The role of culture in fostering social cohesion and economic growth is increasingly recognised, highlighting the need to safeguard and promote cultural heritage in all its forms.

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\(^8\) Throughout the UNDAF, ‘youth’ refers to the 15-to-24-year age group and ‘young people’ to the 10-to-24-year age group.
Infrastructure, urbanisation and environment

The oPt is urbanising rapidly, highlighting the importance of integrated and sustainable infrastructure networks for the population to access affordable housing and basic social services, the management of water resources, environmental protection, and spatial planning. Some of the main needs in terms of infrastructure are: upgrade of existing energy networks and expansion/introduction of new conventional and renewable energy technologies; expansion and rehabilitation water networks and development of alternative water sources; upgrade of wastewater management systems; improvement of waste collection services, establishment of sanitary landfills and related infrastructure, and closure and rehabilitation of uncontrolled dumpsites; improvement in the management of medical and hazardous waste; rehabilitation and extension of the road network; repair and expansion of existing housing stock, taking account of seismic risk and implementing appropriate building codes.

Restrictions stemming from the occupation on access to and use of available resources (notably in Area C), poor management and unadapted practices and planning systems have also resulted in the transformation of the Palestinian environment, the degradation of natural ecosystems, and the depletion of resources. The use of agricultural land is also restricted by the presence of explosive remnants of war (ERW) and minefields (the latter in the West Bank only). The oPt is furthermore being affected by climate change, observed in particular in the decrease in rainfall amounts and the rise in average temperatures. The frequency of extreme weather events, such as droughts, has also noticeably increased in the oPt. These changes will have a direct impact on land use planning strategies and land productivity. Although the oPt is vulnerable to natural disasters such as earthquakes, floods, landslides, desertification, and drought, existing policies and legislation are focused on rescue and relief activities instead of disaster preparedness, prevention and mitigation.

Section 2 – UNDAF results

The UN, in close consultation with the Government and on the basis of the findings of the CA and the review of the UN’s comparative advantage in the specific context of the oPt, identified six outcomes that UN agencies, in collaboration with national and international partners, will work to achieve by 2016. These six outcomes place the Palestinian people at the centre of development programming, applying a human security framework that aims to ensure freedom from fear, freedom from want and freedom to live in dignity. The focus is on empowering people to exercise the entire spectrum of internationally recognised human rights and to achieve their right to an adequate standard of living, enjoy access to basic services and build their resilience and steadfastness (sumud). These objectives are to be achieved by addressing various facets of human security that have a mutually reinforcing effect on each other: livelihoods, food security, education, health, and social protection. Concurrently, efforts to promote an environment in which there is freedom from fear will aim to protect against threats to human security. This implies enhancing trust in legitimate institutions that are accountable, transparent and efficient.

Through the planning process, UN agencies and government partners identified gender mainstreaming as the primary strategy for ensuring gender equality as a cross-cutting goal; instead of having a stand-alone outcome focused on gender, gender issues have been identified in all outcomes. The programming in the UNDAF is thus intended to be gender-responsive, meaning that it reflects an understanding of the gendered differences

Programming in a conflict context: ‘Do no harm’

The integration of conflict sensitivity in programming aims to ensure that development assistance in conflict contexts:

- does not worsen the divisions/causes of potential violent conflict
- contributes to addressing divisions/causes of potential violent conflict, where feasible

Conscious of the risks associated with the delivery of development assistance in a conflict context, the UN in the oPt has developed customised conflict sensitivity guidelines for the programming in the UNDAF based on the ‘Do no harm’ principle.
between women and men, responds to their different needs and tackles root causes that create inequalities among them. This approach ensures the mutually reinforcing pillars of protection and empowerment within the human security framework of the UNDAF and directly addresses national gender equality priorities and the UN’s comparative advantage in this area. Youth issues were similarly mainstreamed given their importance in the oPt context.

<table>
<thead>
<tr>
<th>UNDAF priority area</th>
<th>UNDAF outcome</th>
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<tbody>
<tr>
<td>Economic empowerment, livelihoods, food security and</td>
<td>By 2016, Palestinians in the oPt benefit from greater economic empowerment, improved livelihoods, access to decent work and food security</td>
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<tr>
<td>decent work</td>
<td></td>
</tr>
<tr>
<td>Governance, rule of law, justice and human rights</td>
<td>By 2016, Palestinians in the oPt have improved access to more efficient, accountable and participatory governance, enhanced justice and security, and greater protection of human rights</td>
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<tr>
<td>Education</td>
<td>By 2016, Palestinian children and youth in the oPt have more equitable access to and completion of quality education in an inclusive child-friendly learning environment</td>
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<tr>
<td>Health</td>
<td>By 2016, Palestinians in the oPt have improved equitable access to quality health services provided by the national health system</td>
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<tr>
<td>Social protection</td>
<td>By 2016, more Palestinians in oPt, especially vulnerable and marginalised groups, benefit from an integrated, multi-sectoral social protection system that promotes economic security, protection from abuse and violence, gender equality, social justice and equity for all</td>
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<tr>
<td>Urban development, natural resource management and</td>
<td>By 2016, Palestinian institutions more effectively manage and regulate urban development and natural resources to ensure the equitable provision of sustainable infrastructure and to safeguard cultural heritage</td>
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<tr>
<td>infrastructure</td>
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A set of 28 outputs has furthermore been formulated detailing how UN agencies intend to contribute towards each of these outcomes. (The detailed results matrix can be found in Annex B, with descriptions of agency contributions per output in Annex C). In addition to joint planning, the UNDAF formulation process has resulted in the identification of possible areas for joint programming that would further increase coherence and effectiveness among UN agencies and participating national partners. Furthermore, the UN is committed to forging new partnerships and closer technical and economic ties between the oPt and other countries, facilitating the exchange of best practices and the diversification and expansion of development options and economic links (Annex D lists areas identified for possible South-South and triangular cooperation).

**Programming principles, cross-cutting issues**

To promote internationally agreed goals and international norms and standards as part of its development programming, the UN applied key programming principles in the formulation of the UNDAF, namely: environmental sustainability, human rights-based approach, gender equality, capacity development, and results-based management (RBM) (see further details in Annex E).

The UN’s commitment to RBM is of great relevance as RBM is meant to improve the effectiveness and accountability of UN agencies, and the national ownership and inclusiveness of all stakeholders in the development process.

**Outcome 1: By 2016, Palestinians in the oPt benefit from greater economic empowerment, improved livelihoods, access to decent work and food security**

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9 This outcome deals with ‘livelihoods’ generally as a means to empower people with economic opportunities. The Social Protection outcome (below) deals with the promotion of livelihoods as a means to get the most vulnerable out of poverty.

10 Decent work involves opportunities for work that is productive and delivers a fair income; provides security in the workplace and social protection for workers and their families; offers better prospects for personal development and encourages social integration; gives people the freedom to express their concerns, to organise and to participate in decisions that affect their lives; and guarantees equal opportunities and equal treatment for all.
The objective of this outcome is to ensure the right of all to an adequate standard of living, including adequate food. There is a special focus on promoting the right to work under just and favourable conditions. The UN’s aim is to enhance the participation, access to economic opportunities and resilience against food insecurity of women and men through an enabling environment for increased private sector and community level economic activity, improved worker protection and access to decent and productive employment. This programming seeks to address issues such as the shrinking productive base of the economy, exclusion and limited and unequal access to opportunities that directly affect the socio-economic wellbeing of all.

Planned results will be achieved through the coordinated support of nine UN agencies, as detailed in Annex C. To ensure a high sense of national ownership and increased accountability by the Government and other partners, all interventions will be designed and implemented in close coordination and partnership with a number of government institutions and local stakeholders.

The activities of the UN will seek to have a greater impact in geographical areas that are particularly affected by restrictions and economic hardship, namely the Gaza Strip, East Jerusalem and Area C. Youth and women will be targeted in economic empowerment programmes, including through support to young people with innovative business ideas, women cooperatives, women-owned exporting enterprises, and female-headed households in need of income generating opportunities.

Capacity development will play an important role in this area to ensure sustainability and will target government institutions, the private sector, cooperatives and others. Furthermore, a ‘green economy’ perspective will be pursued in several of the UN’s planned interventions, including through the promotion of new technologies in climate smart and sustainable agriculture and the provision of food vouchers in exchange for work linked to ‘Greening Palestine’.

Coordination with UN and non-UN humanitarian activities and with non-UN development efforts will be pursued with the relevant clusters and the Agriculture and the Private Sector Development and Trade Sector Working Groups (SWGs)\(^\text{11}\), and the Micro and Small Finance Task Force.

The occupation has deeply affected the Palestinian economy and places particular challenges to socioeconomic development. The separation of the Gaza Strip, East Jerusalem and rest of West Bank economies from each other, the restrictions on access and the movement of goods and people, the closure of the Gaza Strip, and the limitations set by the Paris Protocol, all underscore the importance of UN support to the economic development of the oPt. On the other hand, they also set limitations to the results that can be expected from UN programming in this area.

**Outcome 2: By 2016, Palestinians in the oPt have improved access to more efficient, accountable and participatory governance, enhanced justice and security, and greater protection of human rights**

A key objective of the UN in the oPt is to promote the right of the Palestinian people to self-determination and to support efforts to build a state that respects and protects human rights. The UN, based on its local as well as global experience, plans to assist the various levels of Palestinian Government become more efficient and responsive to the service needs of women and men through the enhancement of the system of checks and balances, with the executive, legislative and judicial branches fulfilling their legal mandates and oversight roles in a non-discriminatory manner. Increased civic engagement will be key to achieving more participatory governance that promotes the right to participate in public life and guarantees freedom of expression, assembly and association. While the oPt has made significant progress in building the capacity to govern at the local, regional, and national levels, there continues to be a need for UN support to solidify and build on those gains, as detailed in the CA\(^\text{12}\). To achieve the planned results the UN will partner with and

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\(^{12}\) In September 2011, the AHLC reaffirmed the “assessment of the World Bank, the IMF and the UN that the Palestinian Authority (PA) was above the threshold for a functioning state in the key sectors they studied, and that Palestinian institutions compared favourably with those in established states.”
provide technical support to a diverse number of institutions engaged in areas ranging from data collection and service delivery to public financial management, legislation, justice and security. The UN will work with individual women and men, communities and non-governmental organisations (NGOs) to increase civic engagement, and with civil society, the media and others to enhance capacities in oversight, including on human rights. The implementation, promotion and monitoring of commitments with respect to international legal instruments is another area of focus.

Women, youth, the disabled, elderly, Bedouin, refugees, and communities in East Jerusalem and Area C are targeted in the programming under this outcome. In particular, the UN will encourage greater access to essential services and contribute to enhance the civic and political participation of targeted vulnerable groups and further attempts to ‘give them a voice’. Vulnerable groups will also be a priority for legal aid programmes. Work on the juvenile justice system will focus on making it rights-based and child-friendly.

The programming under this outcome contains a strong element of institutional and individual capacity development, in particular in the areas of service delivery, disaster risk reduction (DRR) and emergency preparedness; data generation and collection, analysis, policy formulation and planning; legislation; law enforcement; justice; security; and implementation, promotion and monitoring of commitments with respect to international legal instruments. To ensure sustainability, the work with civil society organisations (CSOs), the media, and others will similarly aim to strengthen their capacities for advocacy and public oversight. The development of infrastructure in this area will integrate and balance social, environmental and economic dimensions.

Thirteen UN agencies will contribute through their programming in various ways, as specified in Annex C. In order to enhance coordination with other governmental and non-governmental national and international actors, and to promote greater national ownership, UN agencies, through the TG14, will engage with a number of SWGs, including the Municipal Development and Local Governance, the Justice, the Public Administration and Civil Service, the Security, and the Elections SWGs.

Article 6 of GA resolution 67/19, according Palestine non-member observer state status in the UN, “urges all states and specialised agencies and organizations of the United Nations system to continue to support and assist the Palestinian people in the early realization of their right to self-determination, independence, and freedom.” Thus, until a final status agreement is reached, UN agencies working on development can make a considerable contribution by helping to strengthen the capacities and resilience of state and other institutions, as detailed under this outcome.

**Outcome 3: By 2016, Palestinian children and youth in the oPt have more equitable access to and completion of quality education in an inclusive child-friendly learning environment**

UN agencies in the oPt will focus on promoting the right to education by increasing equitable access to and completion of quality education in an inclusive and child-friendly environment, from early childhood to adolescence. Particularly through an Education for All (EFA) Package15, the UN plans to contribute to the improvement of learning environments, early childhood development services, learning opportunities for children and youth, and the capacity of teachers and education providers.

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13 The oPt is prone to a number of risks, including natural disasters, mainly earthquakes, weather hazards, animal diseases, plant pests and desertification. These risks are cross-boundary in nature, which is a challenge due to the political climate in the region and the limited focus on DRR and emergency preparedness to date. The UN plans to increasingly focus on DRR, and in line with the Hyogo Framework special attention will be given to the following five areas: 1) institutions and policies, 2) identification and assessment of disaster risks and enhanced early warning systems, 3) building a culture of safety and resilience, 4) reducing underlying risk factors; and 5) strengthening disaster preparedness and effective response. The UN will follow a coherent approach to advance DRR and coordinate the relevant planned actions in various UNDAF outcomes, for example those at the policy level as well as on forestation, climate change adaptation and resilient infrastructure.

14 See Section 5 for further details on the function of the Thematic Groups (TGs) in the broader coordination structure.

15 The EFA Package is the result of extensive consultations among UN agencies and government and non-government stakeholders. It focuses on capacity development in order to contribute to the improvement of learning environments, early childhood development services, learning opportunities for children and youth, and the capacity of teachers and education providers. Establishing inclusive and child-friendly education systems is a priority to reach the EFA goals.
The education sector in the oPt is in need of continued reform. Teachers need comprehensive training and reorientation in order to respond effectively to the diversity of needs of children, such as needs related to psychosocial support (adaptability). Education needs also to be relevant to the Palestinian cultural, social and economic context (acceptability), for instance to respond to the needs of the labour market. Learning environments need to be more protective, inclusive and child-friendly (availability and accessibility), including by addressing issues related to food, nutrition and health, and promoting human rights and gender equality. To achieve the desired results, the UN will aim to establish partnerships and initiatives that bring together government stakeholders, universities, training institutions, schools and communities towards the concept of inclusion in order to ensure that access to quality education is guaranteed for all children and youth without discrimination. Implementation of programmes at both central and directorate levels is critical to ensure efforts are sustainable, efficient and cost effective.

The UN agencies will specifically target groups of children considered to be most vulnerable to exclusion from and within education, for example, girls, refugees, children affected by drugs, those under-performing in school, children with disabilities and learning difficulties, and children of Bedouin and herder communities. Emphasis will also be placed on developing innovative programmes in vulnerable communities, including refugee neighbourhoods in the Gaza Strip and the West Bank (including East Jerusalem and Area C). Special attention will be paid to strengthening capacities to promote quality basic education for all children, plan and implement inclusive and child-friendly education programmes.

Different coordination mechanisms in the education sector should help align to national priorities in the education sector and create linkages between development and humanitarian approaches, including the Education SWG and the Education Cluster.

The occupation, including the ongoing closure of the Gaza Strip, remains a major challenge to guarantee the right to education for all Palestinians. In some areas, the chronic shortage of classrooms, crowded classrooms or classrooms below basic safety and hygiene standards make learning difficult for children. Extended commutes to school leave children vulnerable to violence and other hazards, making their journey to school unsafe. Both teachers and children often face challenges at West Bank checkpoints on their way to school. Education facilities can also be subject to attacks that lead, among other things, to damaged school building and disrupted learning.

**Outcome 4: By 2016, Palestinians in the oPt have improved equitable access to quality health services provided by the national health system**

The UN will contribute to the progressive realisation of the right to the highest attainable standard of physical and mental health by aiming to improve public health in the oPt, as well as the national health system at policy, planning, service delivery and community levels, focusing on NDCs, mental health, maternal and child health, and lifestyle-related issues. Improved interventions to address the consequences of violence and abuse, including family- and gender-based violence, will be provided at primary care level, as well as through the integration of mental health services into primary care. The emergency preparedness capacity of the national health system will also be an area of focus.

These expected results reflect the current main health challenges in the oPt and also address specific aspects of the national health system that are in need of strengthening. These systems strengthening aspects reflect the areas of technical focus and comparative strength of the various UN agencies working in the health sector. UN efforts focus mainly on increasing the quality of health services, with attention to specific access issues, where relevant.

The results will be achieved with technical and financial support for, and collaboration with, the Ministry of Health (MoH) and other partners through seven UN agencies, as detailed in Annex C, as well as through direct service provision through UNRWA.

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16 The national health system includes the Ministry of Health and UNRWA.
The UN will pursue a human rights-based approach in all its activities, focusing on the right to health and the exclusion of, or discrimination against, vulnerable groups, including those facing difficulties of access to health services as a result of the occupation as well as people with disabilities. Youth, children and women will be targeted in relation to lifestyle-related issues, such as nutrition, exercise, tobacco use, reproductive health, substance abuse, and age- and sex-disaggregated data collection. Other gender issues are addressed through a focus on the health needs of women and girls. Capacity development is an important component of technical support, with agencies planning to support the institutional development of the MoH and a range of formal training programmes, as well as mentoring counterparts at various levels of the health system.

Agencies will work directly with national counterparts at various levels and participate regularly in thematic groups and national meetings and activities. Coordination among UN agencies and partners is promoted through the Health SWG as well as through specific technical working groups.

Movement restrictions, including the closure of the Gaza Strip, the Barrier, checkpoints and the system of permits, reduce the access of patients, ambulances and health personnel alike. Internal divisions between the West Bank and the Gaza Strip, and the fluctuation between emergency and development situations also pose particular problems for planning and sustainability in this sector.

**Outcome 5: By 2016, more Palestinians in oPt, especially vulnerable and marginalised groups, benefit from an integrated, multi-sectoral social protection system that promotes economic security, protection from abuse and violence, gender equality, social justice and equity for all**

By enhancing social protection, the UN aims to promote the right to social security, particularly in the event of lifecycle risks and vulnerabilities such as childhood, unemployment, motherhood, sickness/disability, old age, and other lack of livelihood. During the period 2014-2016, the combined efforts of a number of UN agencies, as presented in Annex C, will be mobilised to support the development of an integrated, multi-sectoral social protection system to promote economic security and protection from abuse and violence, and to ensure gender equality in access to services and protection mechanisms.

Investing in national systems of social protection is the key to alleviating poverty, improving food security and tackling structural inequities that subject certain population groups to marginalisation and exclusion. The UN has a long, well-established record of investing in social protection, especially through the provision of safety nets, and the challenge is to ensure a more systematised and coordinated engagement in this area.

To implement the programming under this outcome, the UN will engage with various government institutions and will work particularly closely with the Ministry of Social Affairs (MoSA). Increased support will be provided to the Social Protection SWG, led by MoSA, to better coordinate all social protection work in the oPt. Coordination among UN agencies is promoted through the TG.

Incorporating a human rights perspective, the UN will aim to strengthen the resilience of vulnerable groups, including refugee communities, and will seek to reduce exclusion and promote greater participation of all individuals, especially women. Women and children will be particularly targeted by concerted efforts to strengthen family and child protection systems. As part of its efforts towards sustainability, UN support will focus on technical assistance and capacity development in areas such as legislation and policy development, planning and management. To foster and ensure coherent support, the UN will explore systems-based approaches, including social protection floors. Given its focus on those most in need, UN programming will pay special attention to those in communities beyond the Government’s jurisdictions, that is, Area C, East Jerusalem and the Gaza Strip.

The ongoing effects of the occupation and mobility restrictions in the oPt depress economic growth, limit the ability of households in exercising their right to an adequate standard of living and hinder access to basic services, increasing the economic and social vulnerabilities of households and individuals, which, along with the recent global economic downturns, rising food and fuel prices and
the Government’s fiscal crises, make the need for social protection critical and urgent.

**Outcome 6: By 2016, Palestinian institutions more effectively manage and regulate urban development and natural resources to ensure the equitable provision of sustainable infrastructure and to safeguard cultural heritage**

Under this outcome, the UN will focus on the rights of Palestinian women and men to freely dispose of their natural wealth and resources, their right to enjoy their own cultural heritage, and the right to adequate housing. For this, the UN will work at policy-level and directly with implementing partners on improving the management of urban development, cultural heritage sites and natural resources, including land and water. The equitable provision of sustainable infrastructure, including for roads, renewable energy, water and sanitation, and environmental protection strategies that incorporate gender equality will be important to achieve the desired results.

Limited availability of resources, rapid population growth and poor sustainable management practices lacking a gender perspective have resulted in significant development needs in this area, particularly with climate change impacting on natural resources. As a result, rights to basic services such as safe water, safe sanitation, housing, energy, and roads are challenged. In this context, eleven UN agencies, as detailed in Annex C, intend to apply their global and local technical expertise, in-depth knowledge and leveraging power to help address these issues. Given the acute needs, areas of particular attention are East Jerusalem (e.g. housing), Area C (e.g. natural resources and cultural heritage) and the Gaza Strip (e.g. natural resources, housing, infrastructure, and cultural heritage).

Environmental sustainability is mainstreamed in the programming in this area, including in infrastructure development, and environmental concerns appear also as stand-alone issues. To ensure sustainability, there is a strong component of capacity development in the area of urban and infrastructure development, and environmental and cultural heritage site protection, in line with gender equality principles. Following a human rights-based approach, those in vulnerable, underserved and un-served communities will be targeted for infrastructure provision, and the needs of persons with disabilities will be an integral part of the promotion of new building codes.

The TG will be the main UN coordination mechanism, with synergies realised through joint projects or programming, as relevant, and coordination with other TGs to address crosscutting issues. The TG will also coordinate with the Water, Sanitation and Hygiene Cluster, the Mine Action Sub-Cluster, the Environment and the Water SWGs, and the Affordable Housing and Solid Waste Task Forces.

Territorial fragmentation and restrictions on movement and access in the oPt pose an extremely challenging environment for the implementation of programming in this area. The expected results take into consideration these limitations and aim to support and complement the work of the Government in the provision of basic services to the Palestinian people.

**Section 3 – Initiatives outside the UNDAF results matrix**

As the UN’s strategic planning framework for development activities, the UNDAF presents the collective contribution of the UN development system to meeting priority development challenges in the oPt, as identified during the analysis and planning stages and based on its comparative advantage. As such, the UNDAF does not reflect the humanitarian assistance of UN agencies, which are presented in the CAP, or OCHA’s information and coordination activities. Likewise, the work of the Office of the United Nations Special Coordinator for the Middle East Peace Process (UNSCO) related to the peace process and UN coordination, and of the United Nations Truce Supervision Organization (UNTSO) around peacekeeping, is not reflected in the UNDAF.

Other activities not represented in the UNDAF are those of the World Bank, the International Monetary Fund and the UN Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory (UNRoD), which is mandated to set up a record of the damage caused to all natural and legal persons concerned as a result of the construction of the Barrier by Israel.
Given the humanitarian focus of UNRWA’s mandate, only select aspects of its core programmes are reflected in the UNDAF. Other core functions, such as the provision of basic education and health services, while often consistent with objectives laid out in the UNDAF, are excluded.

Although not in the UNDAF results matrix, the activities listed above complement and support the UNDAF outcomes. Furthermore, the UNDAF describes the collective response of UN agencies in the oPt to national development priorities identified during 2012, but at the request of the government, agencies may still undertake development initiatives outside the UNDAF results matrix that are within their mandates, in line with emerging needs, and where the UN has a comparative advantage.

Section 4 – Estimated resource requirements

The estimated financial resources required for the assistance provided through the UNDAF amount to US$1.2 billion for the period 2014-2016. This estimate reflects the UN’s continued commitment to Palestinian development and the state-building agenda following the November 2012 UN GA vote according Palestine non-observer state status, as well as the UN’s efforts to transition, when possible, from humanitarian assistance (previously in the CAP) to sustainable human development.

This figure is indicative and the budget will be reviewed and updated annually as UN plans and programming adjust to the evolving circumstances and needs of the Palestinian people. The table below shows the estimated resource availability for the UNDAF and the projection for resources to be mobilised, as well as the breakdown by UNDAF outcome.

<table>
<thead>
<tr>
<th>UNDAF priority area</th>
<th>Estimated resource requirement</th>
<th>Estimated resource availability</th>
<th>Resource mobilisation target (^{17})</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic empowerment, livelihoods, food security and decent work</td>
<td>US$154.770 million</td>
<td>US$65.170 million</td>
<td>US$89.600 million</td>
</tr>
<tr>
<td>Governance, rule of law, justice and human rights</td>
<td>US$143.632 million</td>
<td>US$41.556 million</td>
<td>US$102.076 million</td>
</tr>
<tr>
<td>Education</td>
<td>US$162.123 million</td>
<td>US$71.206 million</td>
<td>US$90.917 million</td>
</tr>
<tr>
<td>Health</td>
<td>US$84.383 million</td>
<td>US$16.052 million</td>
<td>US$68.331 million</td>
</tr>
<tr>
<td>Urban development, natural resource management and infrastructure</td>
<td>US$390.558 million</td>
<td>US$152.515 million</td>
<td>US$238.043 million</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>US$1,237.488 million</strong></td>
<td><strong>US$363.386 million</strong></td>
<td><strong>US$873.852 million</strong></td>
</tr>
</tbody>
</table>

Fundraising will be undertaken by the agencies themselves and by the UN Resident Coordinator (RC) on behalf of them. The programming linked to this UNDAF can be funded either through the

\(^{17}\) At the time of writing, over US$400 million of the resource mobilisation target corresponds to projects in the hard pipeline or funds that agencies feel confident of securing given their stage of negotiation with donors.
Palestine UNDAF Fund or directly to the respective agency. The Fund allows the UN address key Palestinian development priorities via single-agency or joint programmes, which helps them and national partners to work more closely together. While un-earmarked contributions are encouraged, donors can also contribute funds to any of the six UNDAF outcomes, or earmark funds geographically for the West Bank (including East Jerusalem) or the Gaza Strip.

Section 5 – Implementation and coordination

The UNDAF will be made operational through relevant agency, project, programme and sector work plans, action plans, and other documents that describe the specific results to be achieved by each agency. Agency-specific programme and project documents will specify the linkages to the UNDAF and detail how agencies contribute to the UNDAF outcomes/outputs. The following groups, each with its own detailed terms of reference, are involved in UNDAF coordination and implementation:

- The UN Country Team, at the Heads of Agency level and under the leadership of the RC, will provide oversight and guidance on the strategic direction of the UNDAF to ensure unity of purpose and consistency of approaches.
- The UN Deputies Group, chaired by UNSCO/RC Office and reporting to the UNCT, will coordinate overall UNDAF implementation, including the completion of annual reviews, the UNDAF evaluation and the UNDAF progress report.
- Thematic Groups (TGs) will provide the main forum for coordination at the outcome level. TGs are composed of senior staff from those UN agencies involved in the programming in the outcome areas. They are chaired by a convening agency responsible for organising periodic meetings. TGs engage in the following main tasks: discuss programming issues around their respective outcome; identify gaps and potential synergies, including joint programming opportunities; gather and analyse information for monitoring and evaluation; provide and analyse the necessary information/reports for the annual reviews, the evaluation and the progress report; and report and make recommendations to the UN Deputies Group/UNCT, on a regular basis. TGs will engage non-UN actors, including representatives of line ministries, in their discussions and activities, as appropriate, and they liaise with SWGs, as described in Section 2.

- The Monitoring and Evaluation Group (MEG), composed of UN staff with monitoring and evaluation expertise, will provide technical assistance to the TGs in tracking progress towards UNDAF results and will maintain a web-based monitoring system with data provided by the TGs.
- The Youth Theme Group, composed of focal persons from various UN entities, and the Gender Theme Group, will provide advice on crosscutting issues and/or technical support to the Thematic Groups, the UN Deputies Group and the UNCT.

**UNDAF implementation coordination structure**

<table>
<thead>
<tr>
<th>Oversight and strategic guidance</th>
<th>Overall coordination</th>
<th>Coordination at thematic level*</th>
<th>Advice on crosscutting issues and/or technical support to the Thematic Groups, the UN Deputies Group and the UNCT</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNCT</td>
<td>UN Deputies Group</td>
<td>Economic empowerment, livelihoods, food security and decent work TG</td>
<td>Gender Theme Group**</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Governance, rule of law, justice and human rights TG</td>
<td>Youth Theme Group</td>
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<td></td>
<td></td>
<td>Education TG</td>
<td>Monitoring and Evaluation Group</td>
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<td></td>
<td></td>
<td>Health TG</td>
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<td></td>
<td></td>
<td>Social protection TG</td>
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<tr>
<td></td>
<td></td>
<td>Urban development, natural resource management and infrastructure TG</td>
<td></td>
</tr>
</tbody>
</table>

* Line ministries and civil society invited to participate in relevant meetings, etc.

** Member ship includes the Government and civil society

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18 The trust fund’s Management Committee focuses on the strategic direction of the fund, is co-chaired by the Government and the UN and includes key donors. The Project Approval Group, comprising the Government and the UN, reviews individual projects. Find further information on [http://mptf.undp.org/factsheet/fund/PS100](http://mptf.undp.org/factsheet/fund/PS100).
Theme Group, with representatives from various UN agencies, the Government and civil society, will advise and support the UNCT, the UN Deputies Group and the TGs to ensure that proper consideration is given to youth and gender issues, respectively.

UNDAF implementation will equally benefit from the engagement of representatives from the Ministry of Planning and Administrative Development (MoPAD), as well as relevant line ministries, who form the Government UNDAF Committee. This group will be actively involved throughout the UNDAF period, providing regular feedback on implementation and progress, and participating in the UNDAF annual reviews and the UNDAF mid-term evaluation. The UN will also seek to involve civil society in relevant TG meetings, the annual reviews, as well as in the UNDAF evaluation.

Section 6 – Monitoring, evaluation and reporting

The UNDAF results matrix will be used throughout the lifecycle of the UNDAF, including for implementation, active monitoring, evaluation and reporting. The TGs, with the support of the MEG and using the UNDAF results matrix, will be responsible for monitoring their respective outcomes and outputs and identifying any issues that require attention or remedial action. The groups will assess progress towards set results, as well as the continued relevance of the assumptions and risks listed in the matrix. Efforts have been made to ensure that the UNDAF can be properly monitored by selecting only indicators that meet minimum criteria. The MEG will manage the web-based UNDAF monitoring system (based on the UN’s dimonitoring application) with the data submitted by the TGs.

The UN will hold annual meetings with the Government and other relevant partners, including donors, to review UNDAF implementation. Informed by the monitoring and review activities of the TGs, as well as by reviews conducted by individual agencies, SWGs and other relevant actors, these UNDAF reviews will assess overall progress towards the results set in the UNDAF matrix, and identify obstacles to implementation, opportunities, lessons and good practices, to feed into the annual planning processes and commitments for the following year. The annual reviews will also provide an opportunity for the UN and partners to determine any implications on the UNDAF of changes in the programming context and new frameworks, such as the ‘Post-2015 Development Agenda’ and the ‘International Conference on Population and Development beyond 2014 Review’. To avoid duplication, these reviews will be aligned, to the extent possible, with relevant national processes.

An independent evaluation, inclusive of a broad range of stakeholders and partners, will be conducted to assess the performance and contribution of the UN towards the strategic intent and desired results of the UNDAF. To inform the development of the next UNDAF, the evaluation will be carried out in 2015. Conscious of the short implementation period, it will try to assess the relevance, effectiveness, efficiency, and sustainability of UNDAF results and strategies.

| Calendar of UNDAF monitoring, evaluation and reporting activities |
|-----------------------|-----------------------|-----------------------|
| **2014**  | **2015**  | **2016**  |

- UNDAF annual review meeting
- UNDAF evaluation
- UNDAF progress report
- UNDAF annual review meeting
- UNDAF annual review meeting

A mid-term progress report summarising the UN’s contribution towards the attainment of the results set in the UNDAF will be prepared and submitted to the Government and will inform the mid-term evaluation and well as the 2015 annual review.

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19 Minimum criteria checked are: relevance, measurability, clarity of definition, objectivity, simplicity, specificity, ease of obtaining reliable data, frequency of data availability (annual at output level), availability of disaggregated data, if relevant.
Annex A – UNDAF: A consultative process

The UNDAF presents the collective contribution of the UN to meet priority development needs in the oPt, as identified in the Comprehensive Analysis conducted in 2012. This analysis was based on an extensive literature review, complemented by a large number of consultations and focus group discussion conducted in the West Bank and the Gaza Strip.

Between May and August 2012, the 19 resident and non-resident UN agencies that implement development programming in the oPt came together with a considerable number of national institutions and civil society organisations to identify and analyse main development challenges in the oPt. Following large consultation workshops to determine broad themes for the Comprehensive Analysis, UN agencies and partners participated in various focus group discussions around each of the analysis themes. These meetings provided a space for experts from diverse backgrounds to review and discuss the main findings of the literature review, providing valuable inputs to enrich the Comprehensive Analysis. These events included:

- Two theme consultations (one in West Bank and one in the Gaza Strip)
- Twelve analysis group discussions (six in the West Bank and six in the Gaza Strip)
- Two validation workshops for the findings of the Comprehensive Analysis (one in the West Bank and one in the Gaza Strip)
- Two UN “strengths-weaknesses-opportunities-threats” workshops (one in the West Bank and one in the Gaza Strip)

In addition to these group discussions and workshops, a number of representatives of government institutions, civil society organisations and the private sector were individually interviewed to help refine the analysis.

Steps in the elaboration of the UNDAF

<table>
<thead>
<tr>
<th>Analysis</th>
<th>Strategic planning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extensive review of existing literature, complemented by consultations and focus group discussions</td>
<td>Identification of UN programmatic response to national development challenges</td>
</tr>
</tbody>
</table>

The CA served to inform the identification of priority areas for UN work in 2014-2016 (based on the UN’s comparative advantage) at the strategic prioritisation workshop that took place in October 2012 and was attended by a large number of UN and government staff. Following this two-day event, six TGs were formed to determine the UN’s collective response to the identified development challenges. Each of these six groups held between two and five planning meetings to develop the initial draft results framework, many of them with government and civil society partners, often with non-resident agencies joining through video or phone. Each group also held validation meetings with partners before proceeding to identify the programmatic interventions of UN agencies that will contribute to each of the outputs and outcomes.
Annex B – UNDAF results matrix

### Economic priority area
Economic empowerment, livelihoods, food security and decent work

<table>
<thead>
<tr>
<th>Outcome/output</th>
<th>Indicators</th>
<th>Assumptions and risks</th>
<th>Non-UN partners</th>
<th>Indicative resources (US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>OUTCOME 1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>By 2016, Palestinians in the oPt benefit from greater economic empowerment, improved livelihoods, access to decent work and food security (FAO, ILO, UN Habitat, UN Women, UNCTAD, UNDP, UNESCO, UNIDO, WFP)</td>
<td>Indicator: Value added in key sectors (i.e. sectors that contribute to the productive base) as a proportion of GDP (base year 2004) (WB/GS) <strong>Source:</strong> PCBS. National Accounts. <strong>Baseline:</strong> Agriculture, forestry and fishing: West Bank 4.8%, Gaza Strip 5.2%; Manufacturing, mining and quarrying: West Bank 12.5%, Gaza Strip 4.3% (2012)</td>
<td>A number of assumptions are applicable to the planned development programming of the UN in all thematic areas, namely: 1) adequate international funding for UN programmes is available; 2) the Government has adequate funding for activities; 3) The Government remains committed to and has the capacity to undertake development and reform efforts; 4) The Government remains committed to prioritise gender and youth; 5) The Government remains committed to reconciliation efforts; 6) the relative calm in the Gaza Strip holds; 7) community, civil society and NGO engagement in developmental and reform activities and projects continues. These assumptions are considered cross-cutting and are therefore not listed individually under the outcomes.</td>
<td></td>
<td>FAO: US$36 million ILO: US$5.82 million UN Habitat: US$10.5 million UN Women: US$5.9 million UNCTAD: US$2.9 million UNDP: US$67 million UNESCO: US$1.15 million UNIDO: US$3.5 million WFP: US$22 million</td>
</tr>
<tr>
<td></td>
<td>Indicator: Exports as a proportion of GDP (WB/GS) <strong>Source:</strong> PCBS. National Accounts. <strong>Baseline:</strong> West Bank: 20.2%; Gaza Strip: 4.6% (2012)</td>
<td>A number of risks have been identified around the planned development programming of the UN in all thematic areas, namely: 1) political instability sets in; 2) the security situation deteriorates; 3) additional restrictions on access and movement of goods, people, investment, etc. are introduced; 4) the Government faces fiscal collapse; 5) the economy deteriorates significantly. These risks are considered cross-cutting and are therefore not listed individually under each of the outcomes.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Indicator: Labour force participation rate (WB/GS; M/F; refugee/non-refugee; youth/children) <strong>Source:</strong> PCBS. Labor Force Survey. <strong>Baseline:</strong> oPt: 43.6%; oPt/M: 69%; oPt/F: 17.4%; WB: 45.5%; WB/F: 18.9%; WB/M: 71.0%; GS:40.0 %, GS/F: 14.7%; GS/M: 65.0%; WB/M/10-17yrs: 13.9%; WB/F/10-17yrs: 1.0%; WB/M/15-24yrs: 53.5%; WB/F/15-24yrs: 10.2%; GS/M/10-17yrs: 6.3%; GS/F/10-17yrs: 0.0%; GS/M/15-24yrs: 41.7%; GS/F/15-24yrs: 8.3%; WB/Refugee: 45.1%; WB/Non-refugee: 45.7%; GS/Refugee: 39.9%; GS/Non-refugee: 40.6% (2012)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Indicator: Proportion of households that are food insecure (WB/GS; F/M-headed households; refugee/non-refugee) <strong>Source:</strong> PCBS/FAO/UNRWA/WFP. SEFSec. <strong>Baseline:</strong> WB: 19%; GS: 57%; WB/F-headed: 25%; WB/M-headed: 19%; GS/F-</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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20 Those agencies implementing programming in each area are listed under the outcomes and outputs, and the name of those agencies chairing/co-chairing the corresponding Thematic Group is underlined.

21 The target year is 2016 unless otherwise specified. Due to the short UNDAF period, indicators presented at the outcome level will be monitored as contextual indicators only and no specific targets will be set.
<table>
<thead>
<tr>
<th>Output 1.1</th>
<th>Palestinian institutions are better able to develop and apply more equitable policies, plans, legislation and services to support increased economic activity in the private sector (FAO, ILO, UN Habitat, UN Women, UNCTAD, UNDP, UNESCO)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Indicator:</strong> Proportion of households that are vulnerable to food insecurity (WB/GS; F/M-headed households; refugee/non-refugee)</td>
<td>Source: PCBS/FAO/UNRWA/WFP, SEFSec. Baseline: WB: 17%; GS: 14%; WB/F-headed: 15%; WB/M-headed: 17%; GS/F-headed: 15%; GS/M-headed: 14%; WB/Refugee: 5%; WB/Non-refugee: 11%; GS/Refugee: 10%; GS/Non-refugee: 4%</td>
</tr>
<tr>
<td><strong>Indicator:</strong> Status of Government capacity to consolidate and integrate customs procedures through ASYCUDA (Automated System for Customs Data)</td>
<td>Source: UNCTAD progress reports Baseline: Partially in place Target: Fully in place</td>
</tr>
<tr>
<td><strong>Indicator:</strong> Number of codes and regulations that promote green development, investment and trade drafted and promoted</td>
<td>Source: UN Habitat based on MoNE, MoLG Baseline: 0 Target: 5</td>
</tr>
<tr>
<td><strong>Indicator:</strong> Number of local area development plans developed (by type of plan)</td>
<td>Source: UN Habitat based on MoLG, MDLF and UNRWA Baseline: rural-urban cluster local development plans (RUCLDP): 0; neighbourhood local development plans (NLDP): 0; city-camp neighbourhood development plans (CCNDP): 0 (2013) Target: RUCLDP: 1; NLDP: 2; CCNDP: 2</td>
</tr>
<tr>
<td><strong>Indicator:</strong> Number of strategies and/or action plans for targeted ministries (i.e. MoA, MoC, MoTA) with gender-responsive budget</td>
<td>Source: UN Women reports based on MoPAD and MoF reports Baseline: 0 Target: 1 (2015), 2 (2016)</td>
</tr>
<tr>
<td><strong>Indicator:</strong> Number of new potential products identified for export</td>
<td>Source: UNDP based on PalTrade Baseline: 9 (products related to agriculture, stone and marble, food processed items, manufactured items (furniture), pharmaceuticals, textiles and handicrafts, leather and shoes, IT and tourism) (2013) Target: 25</td>
</tr>
<tr>
<td><strong>Indicator:</strong> Proportion of exporting companies owned by women receiving trade promotion services</td>
<td>Source: UNDP based on PalTrade and MoNE Baseline: 1% (2013) Target: 6%</td>
</tr>
<tr>
<td><strong>Indicator:</strong> Number of tour operators integrating cultural tourism trails (developed through UN projects) in their programmes</td>
<td>Source: UNESCO based on UNESCO and UN Women progress reports</td>
</tr>
</tbody>
</table>

**FAO:** US$3 million  
**ILO:** US$0.9 million  
**UN Habitat:** US$3.5 million  
**UN Women:** US$1.1 million  
**UNCTAD:** US$1.5 million  
**UNDP:** US$5 million  
**UNESCO:** US$0.2 million
### Output 1.2
**The Palestinian labour force benefits from enhanced worker protection, equal opportunity and access to decent and productive employment, particularly for youth and women**  
*(ILO, UN Women, UNDP)*

| Indicator | Number of new (draft) legislation advancing decent work principles  
|-----------|---------------------------------------------------------------|---|---|---|
| Source | ILO based legislations and National Committee for Women’s Employment  
| Baseline | 0 (2013)  
| Target | 3 (Youth Employment Policy, draft Child Labour Code, draft policy protecting women in the workplace)  
| Indicator | Number of tripartite meetings per year with equal representation of Government, workers and employers and at least 10% female representation  
| Source | ILO based on Tripartite Committee meeting records collected by MoL Labor Relations Department  
| Baseline | 0 (2012)  
| Target | 3  
| Indicator | Labour inspection reports with gender-based violence cases produced yearly (Y/N)  
| Source | MoL Labor Inspection Reports  
| Baseline | No (2012)  
| Target | Yes  
| Indicator | Number of new jobs created (with a focus on women and youth) with decent conditions and paying at least minimum wage  
| Source | ILO, UN Women and UNDP reports  
| Baseline | 0  
| Target | 13,100  
| Indicator | Number of ‘Gender Seal’ certifications awarded in the private sector  
| Source | UN Women reports  
| Baseline | 0  
| Target | 2  

**Additional assumptions:**  
Tripartite committee reactivated and functional to discuss labour related issues. // Private sector remains committed to creating decent job opportunities and improving worker conditions  

**Additional risks:**  
Lack of agreement reached between government and social partners on tripartite committee.

**Source:** UN Women, UNDP, FAO, ILO.

**Baseline:** $0 Elements.

**Target:** $6 Elements.

**Line ministries (MoA, MoL, MoE, MoG) and other institutions (PSI), NGOs, farmer associations, cooperatives, and private sector as partners in implementation // Palestinian Shippers’ Council to work on improving trading efficiency and overall trading conditions. // Cultural heritage

### Output 1.3
**The Palestinian productive sectors are able to improve quality, quantity and value of goods and services with diversified access to markets**  
*(FAO, ILO, UN Women, UNCTAD, UNDP, UNESCO, UNIDO)*

| Indicator | Status of trade agreements with other countries  
| Source | UNDP based on MoNE, Paltrade and International Trade Center  
| Baseline | Agreements (with the Arab countries, EU, USA, Canada and North America, South America) exist but are not activated  
| Target | Agreements activated  
| Indicator | Status of Palestinian Shippers’ Council’s capacities for trade facilitation  
| Source | UNCTAD reports  
| Baseline | Partially in place (2013)  
| Target | Fully in place  
| Indicator | Number of cultural traditional practices/forms of expression/products preserved and available for contemporary use and potential income generation  
| Source | UNESCO, UN Women and UNIDO progress reports  
| Baseline | 0  
| Target | 7 (3 traditional practices, 3 forms of expression, 1 culture-based product)  
| Indicator | Value of sales of targeted products  
| Source | UNIDO progress reports  

**Additional risks:**  
Volatile prices for inputs. // Climate volatility effects on agricultural production, quality, quantity or price.

**Source:** ILO, MoL, MoE, MoC and other institutions (PSI), NGOs, farmer associations, cooperatives, and private sector as partners in implementation.

**Line ministries (MoA, MoL, MoE, MoG) and other institutions (PSI), NGOs, farmer associations, cooperatives, and private sector as partners in implementation // Palestinian Shippers’ Council to work on improving trading efficiency and overall trading conditions. // Cultural heritage

**Baseline:** $0 Elements.

**Target:** $7 Elements.

**Line ministries (MoA, MoL, MoE, MoG) and other institutions (PSI), NGOs, farmer associations, cooperatives, and private sector as partners in implementation // Palestinian Shippers’ Council to work on improving trading efficiency and overall trading conditions. // Cultural heritage

**Baseline:** $0 Elements.

**Target:** $7 Elements.

**Baseline:** $0 Elements.

**Target:** $7 Elements.

**Baseline:** $0 Elements.

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**Baseline:** $0 Elements.

**Target:** $7 Elements.
<table>
<thead>
<tr>
<th>Indicator</th>
<th>Output 1.4 Palestinians in the oPt have increased opportunity to engage in community level economic activity (FAO, ILO, UN Habitat, UN Women, UNDP, WFP)</th>
<th>Additional assumptions: Continued active participation from the communities in maintaining assets created. Additional risks: Inaccessibility of raw material and tools in target areas.</th>
<th>organisations as partners in implementation.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indicator: Annual revenue generated from reclaimed agricultural land</td>
<td>Source: UNDP based on MoA Baseline: 0 Target: US$2.325 million</td>
<td></td>
<td>MoA, cooperatives, MoLG, NGOs as partners in implementation.</td>
</tr>
<tr>
<td>Indicator: Number of quality standards for fresh agricultural produce (fruits and vegetables) developed</td>
<td>Source: Records of the Palestinian Standards Institute (PSI) and FAO Annual Reports Baseline: 0 Target: 70</td>
<td></td>
<td>FAO: US$9 million</td>
</tr>
<tr>
<td>Indicator: Number of targeted farmers (T/F)/ cooperatives (T/F-headed) introduced per year to new market-oriented technologies in climate smart and sustainable agriculture</td>
<td>Source: FAO Annual Reports and APIS reports Baseline: 0 farmers / 0 cooperatives Target: total farmers: 9,000; female farmers: 2,250; total farmers cooperatives: 50; female-headed cooperatives: 25</td>
<td></td>
<td>ILO: US$1.2 million</td>
</tr>
<tr>
<td>Indicator: Number of targeted vulnerable households participating in the productive food security programme</td>
<td>Source: WFP M&amp;E Database, FAO and partners reports, APIS Baseline: 1,650 (2013) Target: 4,000</td>
<td></td>
<td>UN Women: US$0.3 million</td>
</tr>
<tr>
<td>Indicator: Number of poor female-headed households with improved housing and livelihoods</td>
<td>Source: MoSA, UN Habitat/oPt reports and database Baseline: 100 (2013) Target: 300</td>
<td></td>
<td>WFP: US$22 million</td>
</tr>
</tbody>
</table>
## UNDAF priority area
### Governance, rule of law, justice, security and human rights

<table>
<thead>
<tr>
<th>Outcome/output</th>
<th>Indicators</th>
<th>Risks and assumptions</th>
<th>Non-UN partners</th>
<th>Indicative resources (US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OUTCOME 2</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| **By 2016, Palestinians in the oPt have improved access to more efficient, accountable and participatory governance, enhanced justice and security, and greater protection of human rights** *(ILO, OHCHR, UN Habitat, UN Women, UNCTAD, UNDP, UNESCO, UNFPA, UNICEF, UNODC, UNOPS, UNV, WFP)* | **Indicator:** Government effectiveness as measured by World Bank’s ‘Worldwide Governance Indicators’ (scale -2.5 to 2.5)  
**Source:** World Bank. *Worldwide Governance Indicators*  
**Baseline:** -0.64 (2011)  
**Indicator:** Public satisfaction (M/F) with performance of the Ministry of Justice/High Judicial Council/Attorney General’s Office/Palestinian Civil Police (scale 1 to 5)  
**Source:** UNDP. *Survey of Public Perceptions of Palestinian Justice and Security Institutions*  
**Baseline:** M/F: MoJ 2.45/2.39; AGO 2.58/2.48; PCP 2.7/2.7; HJC total 2.5 (2011)  
**Indicator:** Public confidence in the Ministry of Justice/High Judicial Council/Attorney General’s Office/Palestinian Civil Police (scale 1 to 5)  
**Source:** UNDP. *Survey of Public Perceptions of Palestinian Justice and Security Institutions*  
**Baseline:** M/F: MoJ 2.95/3.07; AGO 2.94/3; PCP 3.1/3.14; HJC total 3.09 (2011)  
**Indicator:** Assessment of Government compliance with international human rights obligations and the National Plan of Action for Human Rights (2014-2016)  
**Source:** OHCHR in consultation with stakeholders  
**Baseline:** Concerns regarding Government practice involving nine separate rights (i.e. the right to life; death penalty; the right to physical safety; ill-treatment; right to personal freedom and due process; arbitrary detention; death in detention facilities; disrespect or delay of court decisions; right to peaceful assembly; right to form associations; freedom of the press and expression; right to movement and travel)  
**(2013)**  
**Indicator:** Score on Transparency International’s Control of Corruption Index  
**Source:** Transparency International  
**Baseline:** -0.311 (2010)  
**Indicator:** Number of youth/women/persons with disabilities elected to public institutions (PLC)  
**Source:** PLC, MoLG and CEC  
**Baseline:** youth: 1; women: 17; persons with disabilities: 0 (2013) | | |

**Output 2.1**  
Palestinian institutions are  
**Indicator:** Disaster risk reduction and preparedness system in place (Y/N)  
**Source:** Civil Defense Department  
**Baseline:** No (2013)  
**Target:** Yes | | |

**Additional assumptions:**  
- Well-equipped and skilled Debts and Dues Central Unit established and effected.// On participatory  
- Line ministries and local authorities as primary partners.//  
- GPC, institutions such | | |

**Non-UN partners**  
**ILO:** US$0.7 million  
**OHCHR:** US$4.5 million  
**UN Habitat:** US$1 million  
**UN Women:** US$9 million  
**UNCTAD:** US$1 million  
**UNDP:** US$69.913 million  
**UNESCO:** US$1.585 million  
**UNFPA:** US$2.15 million  
**UNICEF:** US$6.425 million  
**UNODC:** US$17 million  
**UNOPS:** US$24 million  
**UNV:** In-kind technical support  
**WFP:** US$7.659 million

---

22 OHCHR, in consultation with stakeholders, will assess Government practice involving these nine rights to monitor compliance with international human rights obligations and the National Plan of Action for Human Rights (2014-2016).
**Output 2.2**

**Palestinian institutions have improved capacities for data generation, analysis and use for evidence-based gender-sensitive planning and policy formulation**

* (ILO, UN Women, UNCTAD, UNDP, UNESCO, UNFPA, UNICEF)

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Number of targeted public institutions that regularly (at least annually) collect/generate data (disaggregated as relevant)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Source</td>
<td>UN agency reports (UN Women, UNCTAD, UNDP, UNESCO, UNFPA)</td>
</tr>
<tr>
<td>Baseline</td>
<td>4 (2012) (MoE, MoWA, MoH, PCBS)</td>
</tr>
<tr>
<td>Target</td>
<td>11 (HCYS, MoWA, MoH, MoE, MoSA, PCBS’s Economic Forecasting Unit, other PCBS, President’s Office, MoC, MoTA, MoNE)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Number of annual reports and policy papers produced by targeted public institutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Source</td>
<td>Public institution reports and policy papers</td>
</tr>
<tr>
<td>Baseline</td>
<td>6 (2012)</td>
</tr>
<tr>
<td>Target</td>
<td>11 (HCYS, MoWA, MoH, MoE, MoSA, PCBS’s Economic Forecasting Unit, other PCBS, President’s Office, MoC, MoTA, MoNE)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Number of targeted public institutions using data in planning, monitoring and policy formulation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Source</td>
<td>UN agency reports (UN Women, UNDP, UNFPA, UNICEF)</td>
</tr>
<tr>
<td>Baseline</td>
<td>2 (MoWA, MoH)</td>
</tr>
<tr>
<td>Target</td>
<td>15 (MoPAD, MoLG, MoJ, AGO, HJC, Sharia Courts, PCP, HCYS, MoWA, MoH, MoE, MoSA, MoTA, President’s Office, PCBS)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Number of strategies and/or action plans for targeted ministries that approach, willingness among the Government and PLC to revisit the revenues’ legal frameworks to unify it between West Bank and Gaza Strip and to modernise it to meet the international standards. Additional risks: Inability of Palestinian emergency teams to fulfil obligations due to lack of resources and free movement.// PACC will not remain independent from political influence. Additional assumptions: Data will be readily available and shared.// Government continues preparations for 2017 census. Additional risks: Political constraints limit the free flow of data.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Source</td>
<td>UN agency reports (UN Women, UNDP, UNFPA, UNICEF)</td>
</tr>
<tr>
<td>Baseline</td>
<td>2 (MoWA, MoH)</td>
</tr>
<tr>
<td>Target</td>
<td>15 (MoPAD, MoLG, MoJ, AGO, HJC, Sharia Courts, PCP, HCYS, MoWA, MoH, MoE, MoSA, MoTA, President’s Office, PCBS)</td>
</tr>
</tbody>
</table>

23 Depending on the institution targeted, this includes more coordinated service delivery, greater needs-orientation and child and gender sensitivity in social services, among others.
### Output 2.3

**Palestinians in the oPt are increasingly able to advocate for their rights, exercise public oversight and participate in policy and decision-making**

*(OHCHR, UN Women, UNDP, UNESCO, UNFPA, UNICEF, UNV)*

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Number of reports on parliamentary oversight of the executive branch of government (e.g. reports on implementation of legislation, assuming PLC resumes official operations)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Source</td>
<td>UNDP based on PLC reports</td>
</tr>
<tr>
<td>Baseline</td>
<td>0 (2013)</td>
</tr>
<tr>
<td>Target</td>
<td>10</td>
</tr>
</tbody>
</table>

**Additional assumptions:**

Youth will remain a force of change, and youth structures/groups are accessible to young people, particularly female and marginalised groups. Current election laws/bylaws amended to allow for greater participation of marginalised groups. Regular elections are held at the national, local and community level. PLC resumes official operations, PLC Standing Orders are amended.

**Additional risks:**

Capacities of East Jerusalem CSOs to implement are further limited. Settler violence impedes mobility and access.

**Source:** UNDP based on MoPAD reports

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### Output 2.4

**Palestinian institutions are better able to legislate and provide rule of law, access to justice and security according to international standards and good practices**

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Number of draft and existing laws and legal frameworks reviewed as per international standards and promoted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Source</td>
<td>Palestinian Legislative Council, Council of Ministers, President’s Office</td>
</tr>
<tr>
<td>Baseline</td>
<td>0 (2013)</td>
</tr>
</tbody>
</table>

**Additional assumptions:**

Government retains control over justice and security reform initiatives through the development and endorsement of national plans and reforms. New facilities are completed as planned. ICHR continues to have access to CRCs.

**Additional risks:**

- Mol, MoJ, HJC, AGO, justice and law enforcement institutions; informal oversight institutions (CSOs, including the Palestinian Bar Association, media, research and advocacy networks)

**Source:** UNV reports

---

24 For this programming, these groups are considered vulnerable to exclusion and/or marginalisation: Bedouin, youth, women, refugees, people with disabilities, and elderly persons.
### Indicator: Number of government outlets compliant with international human rights obligations regarding freedom of expression

- **Source:** UNESCO’s MDI Assessment Report on Media Development in Palestine
- **Baseline:** tbd December 2013 (2013)
- **Target:** tbd based on 2013 assessment

Government is not able to sustain the reform momentum and its achievements in institution-building.

### Indicator: Number of media outlets compliant with professional ethics

- **Source:** UNESCO’s MDI Assessment Report on Media Development in Palestine
- **Baseline:** tbd December 2013 (2013)
- **Target:** tbd based on 2013 assessment

### Indicator: Number of justice, security and reintegration facilities with capacities that comply with recognised international standards

- **Source:** UN agency reports (UN Women, UNODC and UNOPS)
- **Baseline:** 1 (2013)
- **Target:** 3

### Indicator: Number of legal advisory, consultation and representation services provided annually in accordance with Minimum Standard Guidelines and through sustainable delivery mechanisms to members of disadvantaged social groups

- **Source:** UN agency reports
- **Baseline:** oPt: 12,877; Area C and East Jerusalem: 1,260; rest of West Bank: 6,296; Gaza Strip: 5,321 (2012)
- **Target:** oPt: 16,000; Area C and East Jerusalem: 1,800; rest of West Bank: 7,800; Gaza Strip: 6,400 (2014, 2015, 2016)

### Indicator: Number of processes identified/undertaken for the ratification of/accession to international conventions and treaties (excluding Multilateral Environmental Agreements)

- **Source:** UN agency reports
- **Baseline:** 6 (2012)
- **Target:** 11

### Indicator: Proportion of periodic reports on ratified treaties and international conventions (excluding Multilateral Environmental Agreements, if ratified) submitted as required

- **Source:** Secretariats of organisations instituted in ratified treaties
- **Baseline:** 0% (2012)
- **Target:** 100% (2016)

### Additional assumptions:

- Willingness of Palestine in accession/ratification.
- Depository other than UN Secretary General unwilling to accept accession/ratification instrument.
- Inability to adopt legislation to implement convention obligations.

### Additional risks:

- President’s Office, MoFA, MoC, MoJ, MoI, MoPAD, MoWA specifically for CEDAW and UN Security Council Resolution 1325, human rights organisations, and women’s organisations as partners in implementation.

### Output 2.5

**Palestinian institutional capacity is strengthened to implement, monitor and respect human rights and ratified conventions on culture**

(25) Targeted disadvantaged social groups under this programming are women, children, people with disabilities/special needs and communities in East Jerusalem and Area C (this includes the Bedouin).

(26) Multilateral Environmental Agreements are covered under Outcome 6.
### UNDAF priority area

#### Education

<table>
<thead>
<tr>
<th>Outcome/output</th>
<th>Indicators</th>
<th>Risks and assumptions</th>
<th>Non-UN partners</th>
<th>Indicative resources (US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OUTCOME 3</strong></td>
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</tbody>
</table>
| **By 2016, Palestinian children and youth in the oPt have more equitable access to and completion of quality education in an inclusive child-friendly learning environment** | **Indicator:** Net enrolment rate (basic/secondary education; T/M/F)  
**Source:** MoE. *Annual Reports*  
**Baseline:** basic education: total 92%, female 95%, male 90% / secondary education: total 67.1%; female 75.6%; male 59% (2011)  
**Indicator:** Transition rate from basic education to secondary education (grade 10 to 11) (M/F)  
**Source:** MoE. *Annual Reports*  
**Baseline:** total: 89.6%; female: 93.1%; male: 85.8% (2011) | | | |
| | | | | | FAO: US$1.2 million  
 ILO: US$1.5 million  
 UN Women: US$3.8 million  
 UNDP: US$24.3 million  
 UNESCO: US$5.79 million and in-kind technical support  
 UNFPA: US$0.52 million  
 UNICEF: US$27.25 million  
 UNIDO: US$4 million  
 UNOPS: US$2.5 million  
 UNRWA: US$71.765 million  
 WFP: US$19.5 million  
 WHO: In-kind technical support |
| **Output 3.1** | **Indicator:** Number of government and UNRWA schools/education facilities with improved physical learning environments, including adequate water and sanitation  
**Source:** MoE reports and UNRWA reports  
**Baseline:** 944 (2012)  
**Target:** 1,455  
**Indicator:** Number of children benefiting from UN food, nutrition and health programmes in UNRWA and government schools (WB/GS)  
**Source:** UNRWA and WFP progress reports  
**Baseline:** West Bank: 131,365; Gaza Strip 393,667 (2012)  
**Target:** West Bank: 131,365; Gaza Strip: 413,667  
**Indicator:** Proportion of (Government/UNRWA WB/GS) schools with systems and services to reduce the incidence of violence | **Additional assumptions:** Permits/no objection letters granted for construction and rehabilitation.// Clearance of construction materials granted for Gaza.// MoE has the capacity to roll out the policy.  
**Additional risks:** Additional restrictions on freedom of movement and materials. | MoE and NGOs/CBOs as implementing partners.// Women’s centres to provide healthy food services. | UN Women: US$3.8 million  
 UNDP: US$23.3 million  
 UNESCO: US$0.69 million  
 UNICEF: US$15.5 million  
 UNOPS: US$2.5 million  
 UNRWA: US$43.165 million |

---

(FAO, ILO, UN Women, UNDP, UNESCO, UNFPA, UNICEF, UNIDO, UNOPS, UNRWA, WFP, WHO)
| Output 3.2 | Early childhood development services are improved to higher quality standards and are increasingly available and accessible to communities  
(UNDP, UNESCO, UNICEF) |
|---|---|
| Indicator: Number of government schools including grade 0 and equipped with early childhood development learning materials | Source: UNDP, UNESCO and UNICEF progress reports, MoE Annual Reports  
Baseline: 8 (2013)  
Target: 100 |
| Indicator: Number of trained early childhood development caregivers/teachers with increased skills on early childhood development | Source: UNICEF Report, MoE Annual Reports  
Baseline: 0  
Target: 5,100 |

**Additional assumptions:**
Teachers for ECD to be appointed by MoE.  
Indicators for Grade 0 classrooms available.

**MoE and NGOs as implementing partners.**

**UNDP:** US$1 million  
**UNESCO:** In-kind technical support  
**UNICEF:** US$3 million

| Output 3.3 | Children and youth, especially those vulnerable to exclusion and marginalisation, have increased learning opportunities, including through non-formal education and TVET  
(FAO, ILO, UNDP, UNESCO, UNFPA, UNICEF, UNIDO, UNRWA) |
|---|---|
| Indicator: Number of children and youth (M/F) benefiting from UN afterschool/non-formal education programmes | Source: FAO, UNESCO, UNFPA and UNICEF reports  
Target: male: 59,900; female: 59,900 |
| Indicator: Number of children and youth (M/F) enrolled in vocational centres and technical vocational education and training schools (WB/GS) | Source: UNRWA Reports  
Baseline: West Bank boys: 912 boys; West Bank girls: 608; Gaza Strip boys: 906; Gaza Strip girls: 417 (2012)  
Target: West Bank boys: 1,200; West Bank girls: 800; Gaza Strip boys: 1,006; Gaza Strip girls: 494 |

**Additional assumptions:**
Labour market needs for skills and education do not fluctuate significantly.  
Market needs and education priorities remain aligned.  
Continued coordination between ministries involved in TVET.

**Higher Council for Youth and Sports, NGOs/CBOs, MoE Mol, MoSA, and private sector as implementing partners.**

**FAO:** US$1.2 million  
**ILO:** US$1.5 million  
**UNESCO:** US$3.3 million  
**UNFPA:** US$0.372 million  
**UNICEF:** US$6.75 million  
**UNIDO:** US$4 million  
**UNRWA:** US$24.5 million

<table>
<thead>
<tr>
<th>Output 3.4</th>
<th>Teachers and education service providers are better able to plan, deliver and monitor quality education for all</th>
</tr>
</thead>
</table>
| Indicator: Number of teacher education programmes developed/upscaled including early childhood development, special needs, inclusive and child-friendly approaches | Source: MoHE reports, UNESCO reports  
Baseline: 2 (2012)  
Target: 6 |
| Indicator: Number of (M/F, government/UNRWA WB/GS) teachers and education personnel trained in applying inclusive and child-friendly learning approaches | Source: UNESCO, UNFPA, UNICEF, UNRWA reports  
Baseline: government male: 442; government female: 442; UNRWA West Bank: |

**Additional assumptions:**
Motivation, status and financial situation of teachers are improved to guarantee their involvement and full support to teacher education reform.

**MoHE, universities and MoE/Pilot schools as implementing partners.**

**UNESCO:** US$1.8 million  
**UNFPA:** US$0.15 million  
**UNICEF:** US$2 million  
**UNRWA:** US$4.1 million
<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Indicator: Number of (Government/UNRWA WB/GS) schools implementing an education management information system (EMIS)</td>
<td>Source: MoE Annual Reports, UNRWA Reports</td>
<td>Baseline: Government: 445; UNRWA West Bank: 0; UNRWA Gaza Strip: 245 (2012)</td>
</tr>
<tr>
<td>Target: Government: 2,005; UNRWA West Bank: 100; UNRWA Gaza Strip: 255</td>
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</tr>
<tr>
<td>Indicator: Proportion of learners actively involved in the teaching and learning process</td>
<td>Source: MoE Annual Report</td>
<td>Baseline: 13% (2011)</td>
</tr>
<tr>
<td>Target: 20%</td>
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</tr>
</tbody>
</table>

**UNDAF priority area**

**Health**

<table>
<thead>
<tr>
<th>Outcome/output</th>
<th>Indicators</th>
<th>Assumptions and risks</th>
<th>Non-UN partners</th>
<th>Indicative resources (US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OUTCOME 4</strong></td>
<td><strong>By 2016, Palestinians in the oPt have improved equitable access to quality health services provided by the national health systems</strong>&lt;sup&gt;27&lt;/sup&gt;</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(UNDP, UNFPA, UNICEF, UNODC, UNRWA, WFP, WHO)</td>
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<td></td>
</tr>
<tr>
<td>Indicator: Postnatal care coverage</td>
<td>Source: PCBS. Palestinian Family Health Survey Baseline: 38% (2010)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indicator: Unmet need for family planning</td>
<td>Source: PCBS. Palestinian Family Health Survey Baseline: 15.6% (2010)</td>
<td></td>
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</tr>
<tr>
<td>Indicator: Proportion of people who inject drugs reporting the use of sterile injecting equipment the last time they injected</td>
<td>Source: UNODC report/WHO bio behavioural surveillance survey Baseline: East Jerusalem: 68.8% (2010)</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

**Output 4.1**

Indicator: Number of hospitals introduced to patient safety and quality guidelines | Source: WHO/hospital reports | | | |

**Additional assumptions:**
- PNPHI able to hire qualified staff.
- East Jerusalem Hospitals Network,

**UNFPA:**
- In-kind technical

---

<sup>27</sup> The national health systems include MoH and UNRWA.
### Capacities of national health systems are further improved to support evidence based policy and practice

(UNFPA, UNICEF, WHO)

<table>
<thead>
<tr>
<th>Output 4.1</th>
<th>Capacities of national health systems are further improved to provide quality reproductive, maternal and neonatal health and nutrition services, with a focus on the most vulnerable communities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline: 8 (2012)</td>
<td>Target: 15</td>
</tr>
<tr>
<td>Indicator: Palestinian National Public Health Institute (PNPHI) legally established (Y/N)</td>
<td>Source: WHO project reports</td>
</tr>
<tr>
<td>Baseline: No</td>
<td>Target: Yes</td>
</tr>
<tr>
<td>Indicator: Annual updating of MoH human resources observatory (Y/N)</td>
<td>Source: MoH/WHO reports</td>
</tr>
<tr>
<td>Baseline: No</td>
<td>Target: Yes (HR observatory established during 2013 and updated annually afterwards)</td>
</tr>
</tbody>
</table>

Additional risks: Inadequate donor support during post-project period.

Joint Commission International, Palestinian universities, Norwegian Public Health Institute, PNPHI, health care providers/ employers, and medical and nursing syndicates as implementing partners.

UNICEF: US$0.96 million
WHO: US$1.8 million

### Output 4.2

### Capacities of national health systems are further improved to provide quality reproductive, maternal and neonatal health and nutrition services, with a focus on the most vulnerable communities

(UNFPA, UNICEF, UNRWA, WHO)

| Indicator: Proportion of pregnant women and lactating mothers receiving micronutrients supplementation |
| Source: UNRWA. Health information system. NNSS MoH. |
| Baseline: MoH: 73% (2010), UNRWA: 90% (2012) |
| Target: MoH: 85%, UNRWA: 95% |

| Indicator: Proportion of children under 5 receiving micronutrients supplementation |
| Source: UNRWA. Health information system. NNSS MoH |
| Baseline: MoH: 75.1% (2010), UNRWA: 90% (2012) |
| Target: MoH: 90%, UNRWA: 95% |

| Indicator: Proportion of maternal deaths audited |
| Source: UNFPA. Maternal death audit report. |
| Baseline: 100% |
| Target: 100% |

| Indicator: Proportion of maternal near miss audited in selected maternities |
| Source: UNFPA. Maternal death audit report. |
| Baseline: 0% |
| Target: 50% |

| Indicator: Proportion of PHC centres offering agreed reproductive health service package |
| Source: MoH. Clinical records. |
| Baseline: 33% |
| Target: 50% |

Additional assumptions:
National supply chain management system allows for forecast, distribution and monitoring of stocks.// Commitment to identify accountability timeframe; supportive environment with maternities allowing for transparent audit of cases.// MoH adopts neonatal quality improvement as a priority.

MoH as implementing partner.

UNFPA: US$4.5 million
UNICEF: US$1.2 million
UNRWA: US$0.258 million
WHO: US$1.5 million

### Output 4.3

### Health care services and facilities are improved to address non-communicable diseases and mental health

| Indicator: Number of staff trained in WHO PEN |
| Source: MoH/WHO. Training reports. |
| Baseline: West Bank: 60, Gaza Strip: 0 (2012) |
| Target: oPt: 738, West Bank: 630, Gaza Strip: 108 |

| Indicator: Number of mental health consultations in primary care clinics per year |
| Source: MoH/UNRWA routine HIS |
| Baseline: MoH: to be computed in January 2014, UNRWA West Bank 13,00; UNRWA Gaza Strip 10,063 (2012) |

Additional assumptions:
MoH and UNRWA continue to prioritise PHC, NCDs and mental health.// National institutions agree on a package of services and pilot locations.// Availability of workforce with appropriate skill sets.// Access available for

MoH, MoE, Higher Council of Youth and Sports, An Najah University, Friends and Family Associations, International Medical Corps, Medicins du

UNDP: US$45.657 million
UNICEF: US$6.398 million
UNRWA: US$11.5 million
**Output 4.4**

**Palestinians in the oPt have increased access to services promoting healthy lifestyles, including those addressing substance abuse, family planning, and obesity**

**(UNDP, UNFPA, UNICEF, UNODC, UNRWA, WFP, WHO)**

| Indicator: Number of new family planning acceptors (uptake) per year |  
| Source: MoH/UNFPA. *Routine reports.*  
| UNRWA. *Routine HIS reports.*  
| Baseline: MoH West Bank: 45,806; MoH Gaza Strip: 3,842; UNRWA West Bank: 23,000; UNRWA Gaza Strip: 11,058 (2012)  
| Target: MoH West Bank: 50,387; MoH Gaza Strip: 4,226; UNRWA West Bank: 29,000; UNRWA Gaza Strip 13,214  
| Target: 2 (1 NGO centre and 1 national centre)  
| Additional assumptions:  
Continuous supply of family planning commodities is ensured.// Existing functional national supply chain system continues to operate.// Social determinants of family planning update are well understood and addressed.// National AIDS committee supports provision of condoms, needles and syringes to NGOs in Gaza Strip and West Bank.// National Rehabilitation Center remains functional.// Joint Project Dynamic  
|  
| **(UNDP, UNRWA, WHO)**  
| Target: MoH: 10,000; UNRWA West Bank: 20,000; UNRWA Gaza Strip: 10,063  
| Indicator: Proportion of eligible PHC clinics introduced to family medicine approach  
| Source: MoH/WHO assessment reports  
| Baseline: West Bank: 0%; Gaza: 0%  
| Target: West Bank: 100%; Gaza: 100%  
| Indicator: Number of beds for internal medicine provided and operational through new hospitals in the Gaza Strip  
| Source: MoH/WHO/UNDP Assessment reports  
| Baseline: 0  
| Target: 592 (Al Shifa and Nasser Hospitals)  
| Indicator: Number of beds for oncology provided and operational in new National Oncology Centre in the Gaza Strip  
| Source: MoH/WHO/UNDP Assessment reports  
| Baseline: 0  
| Target: 160  
| Indicator: Number of new facilities to improve health services delivery to residents of the Gaza Strip (through UN projects)  
| Source: MoH/WHO/UNDP Assessment reports  
| Baseline: 0  
| Target: 4 (central laboratory, blood bank, central warehouse, central station for emergency and ambulance)  
|  
| **Additional risks:**  
Unstable funding limits duration of UNRWA contracts with counsellors working at health centres, which risks ending the programme and patient care abruptly.  
|  
| **Monde, and other NGOs as implementing partners.**  
|  
| **UNFPA:** US$2 million  
| **UNICEF:** US$1.5 million  
| **UNODC:** US$2.667 million  
| **UNRWA:** US$1.194 million  
| **WFP:** US$0.3 million
### Output 4.5

**The national health system is better able to prepare for, and respond to, emergencies affecting Palestinian’s health**  
*UNFPA, WHO, UNICEF*

| Indicator: National core capacities as set out in Articles 5 and 13 of the international health regulations established (Y/N)  
Source: MoH/WHO. IHR reports  
Baseline: No  
Target: Yes  
| Futures Al Quds is implemented by 2013. NGOs committed to improving quality standards for the provision of treatment/rehabilitation and hard reduction services.  
Additional risks: Palestinian or Israeli Governments refuse/delay permit for the procurement and transfer of methadone.  
Implementation through MoH/Health Sector Working Group. |
| UNFPA: US$2.5 million  
UNICEF: US$1.2 million  
WHO: US$0.25 million |

### UNDAF priority area

**Social protection**

<table>
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<tr>
<th>Outcome/output</th>
<th>Indicators</th>
<th>Risks and assumptions</th>
<th>Non-UN partners</th>
<th>Indicative resources (US$)</th>
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</thead>
<tbody>
<tr>
<td><strong>OUTCOME 5</strong></td>
<td>By 2016, more Palestinians in the oPt, especially vulnerable and marginalised groups, benefit from an integrated, multi-sectoral social protection system that promotes economic security, protection from abuse and violence, gender equality, social justice and equity for all</td>
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</tr>
</tbody>
</table>
| Indicator: Proportion of the population below the national poverty line (WB/GS)  
Source: PCBS. Household Consumption and Expenditure Survey  
Baseline: oPt: 25.8%; West Bank: 17.8%; Gaza Strip: 38.8% (2011)  
Indicator: Proportion of ever married women exposed to violence from husband in the last 12 months(WB/GS/camps)  
Source: PCBS. Palestinian Violence Survey.  
Baseline: oPt: 37%; West Bank: 30%; Gaza Strip: 51%; camps: 42% (2011) | | | | |
<table>
<thead>
<tr>
<th>Output 5.1</th>
<th>Legislation and policy frameworks, and planning and management capacities of line ministries are strengthened to provide quality and equitable social protection</th>
</tr>
</thead>
</table>
| (UN Women, UNICEF) | **Indicator:** Key social protection-related legislative instruments and policies developed and promoted (Y/N)  
**Source:** UN Women and UNICEF progress reports  
**Baseline:** No (2013)  
**Target:** Yes (Social Protection Strategy and Gender Strategy)  
**Indicator:** Framework for social accountability and citizen participation developed, including grievance procedures and periodic dialogue forums with citizens and beneficiaries (Y/N)  
**Source:** UN Women and UNICEF progress reports  
**Baseline:** No (2013)  
**Target:** Yes  
**Indicator:** Integrated national monitoring and evaluation system for social protection developed and operational (Y/N)  
**Source:** UN Women and UNICEF progress reports  
**Baseline:** No (2013)  
**Target:** Yes |
| **Government ministries (MoPAD, MoSA, MoWA, MoA, MoF, MoJ, MoL, MoAwqaf) to lead development of social protection related laws and policies.// PCBS as partner for collection of data and information.** |
| **UN Women:** US$1 million  
**UNICEF:** US$0.9 million |

<table>
<thead>
<tr>
<th>Output 5.2</th>
<th>National coordination mechanisms are enhanced to provide social protection services in a harmonized manner</th>
</tr>
</thead>
</table>
| (ILO, UN Women, UNICEF) | **Indicator:** MoUs between MoSA and other ministries and stakeholders developed and signed (Y/N)  
**Source:** MoSA reports  
**Baseline:** No (2013)  
**Target:** Yes  
**Indicator:** Referral mechanism for social protection services developed and operational (Y/N)  
**Source:** MoSA reports  
**Baseline:** No (2013)  
**Target:** Yes |
| **Government ministries (MoPAD, MoSA, MoWA, MoI, MOJ, MoA, MoF, MoL, MoJ, MoAwqaf) as partners in implementation.// PCBS as partner for development of national M&E system for social protection in collaboration with MoSA and other line ministries.** |
| **ILO:** US$0.1 million  
**UN Women:** US$1 million  
**UNICEF:** US$0.25 million |

<table>
<thead>
<tr>
<th>Output 5.3</th>
<th>Family and child protection systems are strengthened to better protect children, women and other vulnerable groups from violence, abuse, neglect and exploitation</th>
</tr>
</thead>
</table>
| | **Indicator:** Key family and child protection related legislative instruments, regulations, policies and plans developed and promoted (Y/N)  
**Source:** UN Women, UNFPA, UNICEF and UNRWA reports based on PLC reports  
**Baseline:** No (2013)  
**Target:** Yes (Amended Child Law and Juvenile Justice Law to be promoted, and Child Protection Strategy and Strategy to Combat Violence against Women to be developed and promoted)  
**Indicator:** Unified referral mechanism for children and women who experience violence including procedural guidelines in place and operational (Y/N)  
**Source:** UN Women, UNFPA, UNICEF and UNRWA reports based on PLC reports  
**Baseline:** No (2013)  
**Target:** Yes  |
| **MoSA, MoH, MoE, MoWA, MoAwqaf, Palestinian Civil Police, CSOs, EUPOL COPPS as partners in implementation.// NGOs to participate in the child protection networks, provide** |
| **UN Women:** US$3.7 million  
**UNFPA:** US$1.7 million  
**UNICEF:** US$2 million  
**UNRWA:** US$0.76 million |

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28 The review of the Family Law is monitored as part of the relevant indicator under output 2.4.
|(UN Women, UNFPA, UNICEF, UNRWA) | Source: UNFPA, UNICEF and UNRWA reports based on ICHR, MoI/PCP and MoSA reports  
Baseline: No (2013)  
Target: Yes  
Indicator: Number of directorates with Family Protection Units (FPU) aligning to the FPU regulations and strategy  
Source: UN Women reports based on PCP reports  
Baseline: 0 (2012)  
Target: 6 | services or referral services, provide inputs into legislations, policies and plans, and play an advocacy role for protection of women and children.  
Additional assumptions: National consensus on social protection floor initiative is reached with proper coordination amongst line ministries, social partners and development agencies towards universal social security coverage.  
MoL, MOSA, MoWA, MoAwqaf, trade unions, employers and MoFas partners in implementation.  
ILO: US$0.25 million  
UNICEF: US$0.4 million |
|---|---|---|
|Output 5.4 | Indicator: Social Security Institution for private sector workers’ social security established (Y/N)  
Source: ILO reports  
Baseline: No (2013)  
Target: Yes  
Indicator: Proportion of elderly persons, persons with disability and children benefitting from social transfers as an element towards a national social protection floor  
Source: MoSA  
Target: elderly: 16%; persons with disabilities: 33%; children: 10% (maintain baseline value) | MoL, MOSA, MoWA, MoAwqaf, trade unions, employers and MoFas partners in implementation.  
ILO: US$0.25 million  
UNICEF: US$0.4 million |
|A comprehensive social security system with basic social security benefits and social insurance is introduced to reduce life cycle risks and vulnerabilities | (ILO, UNICEF)  
Output 5.4  
A comprehensive social security system with basic social security benefits and social insurance is introduced to reduce life cycle risks and vulnerabilities |
|---|---|---|
|Output 5.5 | Indicator: Number of households living in poverty that are receiving social transfers  
Source: UNRWA and WFP reports  
Baseline: 92,262; UNRWA: 8,000 (2013)  
Target: 92,262; UNRWA: 8,000 (maintain baseline values)  
Indicator: Proportion of households receiving social transfers that are headed by women  
Source: UNRWA and WFP reports  
Baseline: 40% (2013)  
Target: 40% (maintain baseline value)  
Indicator: Proportion of vulnerable children benefitting from social transfers  
Source: UNRWA and WFP reports  
Baseline: 45% (2013)  
Target: 45% (maintain baseline value) | MoL to lead coordination and management of cash, food and other social transfers. MoA and MoL. NGOs as partners in implementation.  
PCBS for collection of data and information on food security and socioeconomic situation.  
FAO: US$4.5 million  
ILO: US$0.1 million  
UN Women: US$0.3 million  
UNICEF: US$0.4 million  
UNRWA: US$10.76 million  
WFP: US$274 million |
|Vulnerable and marginalised groups have access to social transfers that are preventive, protective, promotive and transformative | (FAO, ILO, UN Women, UNICEF, UNRWA, WFP)  
Output 5.5  
Vulnerable and marginalised groups have access to social transfers that are preventive, protective, promotive and transformative |
|---|---|---|
|UNDAF priority area | Urban development and natural resource management and infrastructure  
**Outcome/output** |  
**Indicators** |  
**Assumptions and risks** |  
**Non-UN partners** |  
**Indicative resources (US$)** |
|**OUTCOME 6** | Indicator: Average housing density (WB/GS)  
Source: PCBS. Household Conditions Survey | Additional assumptions: Willingness to draft and finalise |  
FAO: US$14 million |

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29 Vulnerable and marginalized groups will be identified by implementing UN agencies using Proxy Means Testing Formula (PMTF) and other targeting methodologies.
By 2016, Palestinian institutions more effectively manage and regulate urban development and natural resources \(^{30}\) to ensure the equitable provision of sustainable infrastructure and to safeguard cultural heritage

(FAO, UN Habitat, UN Women, UNDP, UNEP, UNESCO, UNICEF, UNIDO, UNMAS, UNOPS, UNRWA)

<table>
<thead>
<tr>
<th>Output 6.1</th>
<th>Indicator: National Spatial Plan (NSP) and sub-national plans congruent with NSP complying with natural and cultural resources protection framework developed and promoted (Y/N)</th>
<th>Additional assumptions: Willingness of government to draft and finalise coherent sector plans in regards to housing, and regulations for monitoring sub-national plans as part of the NSP. // Willingness of urban communities and relevant municipal entities to engage in a land readjustment pilot project.</th>
<th>Line ministries/ agencies: Ministerial Committee with MoPAD (Chair), MoLG, MoT, MoA, MoNE, MoTA; IPCC, MoPWH facilitation. // Active engagement of ministries, private sector, local government and civil society. // MoPWH to work closely with housing organisations and private sector (UPD, PHC, CHF, PCU, housing cooperative societies); AMAL, PIF, ABP, PMHC, PMA, PCMA, MDLF, CHF on improving housing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Source: UNDP based on Office of the National Spatial Plan reports</td>
<td>Baseline: No</td>
<td>Additional risks: Lack of consensus among sectoral ministries and sub-national authorities on drafting and finalising sub-national plans relevant to the National Spatial Plan (NSP).</td>
<td>UN Habitat: US$10.3 million</td>
</tr>
<tr>
<td>Target: Yes (2016)</td>
<td></td>
<td></td>
<td>UN Women: US$2.3 million</td>
</tr>
<tr>
<td>Indicator: Number of targeted households (with focus on female headed households) that benefit from newly built affordable housing</td>
<td>Baseline: 0 (2013)</td>
<td></td>
<td>UNDP: US$160.428 million</td>
</tr>
<tr>
<td>Source: UNHabitat reports</td>
<td>Target: 100</td>
<td></td>
<td>UNEP: US$0.1 million</td>
</tr>
</tbody>
</table>

|  | Baseline: West Bank: 1.5; Gaza Strip: 1.8 (2010) | regulations for monitoring sub-national plans to further ensure the sustainability of the NSP. // Housing policy endorsed by the PA. // Free access to minefields. // Stakeholders able to mobilise relevant human resources. // With creation of MENA, new impetus to focus on environmental legislation, adequate capacity of MENA and its partners to work for safe clearance of minefields. // Willingness of Palestinian institutions to adopt recognised industrial standards to deliver efficient and quality infrastructure services. | UNESCO: US$8.5 million |
| Indicator: Proportion of households in dwellings connected to the public wastewater network (WB/GS) | Source: PCBS. Household Environmental Survey | Additional risks: Delay occurrences in data collection due to irregular and non-standardised field validation. | UNICEF: US$22.25 million |
| Indicator: Proportion of households using solar energy (WB/GS) | Baseline: West Bank: 67.6%; Gaza Strip: 56.4% | | UNMAS: US$9.28 million |
| Baseline: No | Source: UNDP, UNEP and UNESCO (based on actual frameworks, laws and plans, and NSPO, MoTA and MENA reports) | | UNRWA: US$106.4 million |

30 Natural resources include air, land and water.
| Output 6.2 | Palestinian institutions are better able to regulate and assure technical and quality standards to manage sustainable infrastructure development (UN Women, UNDP, UNICEF, UNMAS, UNOPS) | Indicator: Number of internationally recognised standards for project assurance relevant to new building/construction codes developed and promoted\(^{31}\)  
Source: Ministry of Public Works and Housing reports  
Baseline: 0 (2013)  
Target: 3  
Indicator: Number of project management offices technically strengthened/newly established within national institutions  
Source: UNOPS reports  
Baseline: 0 (total of 20 ministerial institutions with project management offices in 2013)  
Target: 3  
Indicator: Status of PWA and CMWU databases (for validation of master data on water and sanitation)  
Source: PWA. Database systems.  
Baseline: In process of updating (2013)  
Target: Updated and functional | Additional assumptions: Willingness of the Palestinian Standards Institute, public institutions, and PNA Ministries to cooperate and jointly secure funding.  
Additional risks: Limited coordination and needs identification between government ministries and sub-national authorities.// Delay occurrence in data collection relevant to industrial codes and standards.  
PSI, MoPAD; MoLG, MoPWH, MoLG, Palestinian Engineering Association, Contractor’s Union as partners in implementation.// PNA/PMAC/MoI for governance of mine action.// PWA and CMWU to upgrade database and water information system and have necessary MoU with other concerned ministries to harmonise data at national level.  
UNDP: US$1.1 million  
UNICEF: US$0.75 million  
UNMAS: US$0.58 million  
UNOPS: US$2 million |  

| Output 6.3 | Palestinians in the oPt are better able to access, utilise and manage natural and heritage resources on an equitable basis (FAO, UN Women, UNESCO, UNMAS) | Indicator: Number of Palestinian farmers and herders (M/F) benefitting from land development\(^{32}\) in the West Bank, mainly in Area C  
Source: Agricultural Projects Information System (APIS)  
Baseline: 0 (2013)  
Target: men: 7,500; women: 2,500  
Indicator: Number of minefields cleared  
Source: PMAC. Information Management System for Mine Action (IMSMA). UNMAS reports and database  
Baseline: 0 (of 89 minefields in the West Bank to be cleared) (2013)  
Target: West Bank: 16  
Indicator: Number of schools that have institutionalized ERW risk education  
Source: UNMAS QA inspection reports  
Baseline: Gaza Strip: 0 (2013)  
Target: Gaza Strip: 640 | Additional assumptions: Israeli authorities, the PNA and civil police (Gaza Strip) work in conjunction with UNMAS and partners for the safe clearance of minefields and destruction of mines/ERW items.  
Additional risks: Import of specialised equipment is denied.// Demolition risks of water structures.// Permission refused to rehabilitate water wells.// Untimely completion of projects due to complications experiences in  
Local EOD police in the Gaza Strip for access.// MENA, MoA, CBOs, NGOs that have access to Area C for implementation.// Technical advisory to the Government (WB) and Civil Police (Gaza) and contracting.// PMAC/Mol for coordination, quality assurance, legislation, mine risk education.//  
FAO: US$14 million  
UN Women: US$0.5 million  
UNDP: US$17.939 million  
UNESCO: US$8 million  
UNMAS: US$4.7 million  
UNOPS: US$8.7 million |  

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\(^{31}\) Building codes based on international industry standards that integrate and balance social, environmental and economic dimensions include, from a human rights perspective, industrial standards that address the needs of persons with disabilities. The international standards to be developed include quality control and assurance, environmental control and assurance, occupational health and safety standards, and disaster resilience.  

\(^{32}\) This will be achieved through agricultural roads, land reclamation and rehabilitation, and water resources development for agricultural purposes.
<table>
<thead>
<tr>
<th>Output 6.4</th>
<th><strong>Palestinian institutions are better able to protect the environment and cultural heritage sites</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>(UN Women, UNDP, UNEP, UNESCO)</strong></td>
<td><strong>(UN Women, UNDP, UNEP, UNESCO)</strong></td>
</tr>
<tr>
<td><strong>Indicator:</strong> Number of cultural heritage sites restored and made available for reuse in the West Bank with focus on Area C and the Gaza Strip</td>
<td><strong>Indicator:</strong> Number of cultural heritage sites restored and made available for reuse in the West Bank with focus on Area C and the Gaza Strip</td>
</tr>
<tr>
<td><strong>Source:</strong> UNESCO annual progress reports and publications</td>
<td><strong>Source:</strong> UNESCO annual progress reports and publications</td>
</tr>
<tr>
<td><strong>Baseline:</strong> 0 (2013)</td>
<td><strong>Baseline:</strong> 0 (2013)</td>
</tr>
<tr>
<td><strong>Target:</strong> West Bank: 20; Gaza Strip: 2</td>
<td><strong>Target:</strong> West Bank: 20; Gaza Strip: 2</td>
</tr>
<tr>
<td><strong>Indicator:</strong> Number of underground water wells rehabilitated to benefit Palestinian farmers and herders in the West Bank with focus on Area C (out of a total 135 water wells in needs of rehabilitation)</td>
<td><strong>Indicator:</strong> Number of underground water wells rehabilitated to benefit Palestinian farmers and herders in the West Bank with focus on Area C (out of a total 135 water wells in needs of rehabilitation)</td>
</tr>
<tr>
<td><strong>Source:</strong> API</td>
<td><strong>Source:</strong> API</td>
</tr>
<tr>
<td><strong>Baseline:</strong> 0 (2013)</td>
<td><strong>Baseline:</strong> 0 (2013)</td>
</tr>
<tr>
<td><strong>Target:</strong> 80</td>
<td><strong>Target:</strong> 80</td>
</tr>
<tr>
<td><strong>Additional assumptions:</strong></td>
<td><strong>Additional assumptions:</strong></td>
</tr>
<tr>
<td>New impetus to focus on environmental legislation, enforcement, adequate capacity of MEEnA in place. // Environmental regulations are endorsed by the Palestinian Ministers’ cabinet. // Full cooperation of the counterparts, ability of the UN team to access materials into Gaza, land acquisitions issues for landfill development are resolved; approval from the Israel Authorities for landfill expansion and construction. // Stable landfill costs.</td>
<td>New impetus to focus on environmental legislation, enforcement, adequate capacity of MEEnA in place. // Environmental regulations are endorsed by the Palestinian Ministers’ cabinet. // Full cooperation of the counterparts, ability of the UN team to access materials into Gaza, land acquisitions issues for landfill development are resolved; approval from the Israel Authorities for landfill expansion and construction. // Stable landfill costs.</td>
</tr>
<tr>
<td><strong>Additional risks:</strong></td>
<td><strong>Additional risks:</strong></td>
</tr>
<tr>
<td>Signing and ratification of MEAs not endorsed by Palestinian Ministers’ Cabinet.</td>
<td>Signing and ratification of MEAs not endorsed by Palestinian Ministers’ Cabinet.</td>
</tr>
<tr>
<td><strong>UN Women:</strong> US$0.5 million</td>
<td><strong>UN Women:</strong> US$0.5 million</td>
</tr>
<tr>
<td><strong>UNDP:</strong> US$19.55 million</td>
<td><strong>UNDP:</strong> US$19.55 million</td>
</tr>
<tr>
<td><strong>UNEP:</strong> US$0.1 million</td>
<td><strong>UNEP:</strong> US$0.1 million</td>
</tr>
<tr>
<td><strong>UNESCO:</strong> US$0.5 million</td>
<td><strong>UNESCO:</strong> US$0.5 million</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Output 6.5</th>
<th><strong>More Palestinians, particularly those in vulnerable, underserved and un-served communities, benefit from the</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>(out of a total 135 water wells in needs of rehabilitation)</strong></td>
<td><strong>(out of a total 135 water wells in needs of rehabilitation)</strong></td>
</tr>
<tr>
<td><strong>Indicator:</strong> Length of roads constructed/rehabilitated linking rural communities to urban centres</td>
<td><strong>Indicator:</strong> Length of roads constructed/rehabilitated linking rural communities to urban centres</td>
</tr>
<tr>
<td><strong>Source:</strong> UNDP and UNOPS progress reports</td>
<td><strong>Source:</strong> UNDP and UNOPS progress reports</td>
</tr>
<tr>
<td><strong>Baseline:</strong> West Bank: 0 km (2013)</td>
<td><strong>Baseline:</strong> West Bank: 0 km (2013)</td>
</tr>
<tr>
<td><strong>Target:</strong> West Bank: 50 km (to add to existing 4,389.3km paved road network in the West Bank)</td>
<td><strong>Target:</strong> West Bank: 50 km (to add to existing 4,389.3km paved road network in the West Bank)</td>
</tr>
<tr>
<td><strong>Indicator:</strong> Number of targeted households benefitting from increased access to safe transportation of raw materials, transfer and receipt of land ownerships, clearances, and utilisation.</td>
<td><strong>Indicator:</strong> Number of targeted households benefitting from increased access to safe transportation of raw materials, transfer and receipt of land ownerships, clearances, and utilisation.</td>
</tr>
<tr>
<td><strong>Source:</strong> APIS</td>
<td><strong>Source:</strong> APIS</td>
</tr>
<tr>
<td><strong>Baseline:</strong> 0 (2013)</td>
<td><strong>Baseline:</strong> 0 (2013)</td>
</tr>
<tr>
<td><strong>Target:</strong> Gaza Strip: 1 (out of 2 needing rehabilitation)</td>
<td><strong>Target:</strong> Gaza Strip: 1 (out of 2 needing rehabilitation)</td>
</tr>
<tr>
<td><strong>Indicator:</strong> Number of processes identified/undertaken for the ratification of accession to Multilateral Environmental Agreements</td>
<td><strong>Indicator:</strong> Number of processes identified/undertaken for the ratification of accession to Multilateral Environmental Agreements</td>
</tr>
<tr>
<td><strong>Source:</strong> MEEnA annual reports records</td>
<td><strong>Source:</strong> MEEnA annual reports records</td>
</tr>
<tr>
<td><strong>Baseline:</strong> 0 (2013)</td>
<td><strong>Baseline:</strong> 0 (2013)</td>
</tr>
<tr>
<td><strong>Target:</strong> 3</td>
<td><strong>Target:</strong> 3</td>
</tr>
<tr>
<td><strong>Indicator:</strong> Number of existing major landfills rehabilitated and expanded</td>
<td><strong>Indicator:</strong> Number of existing major landfills rehabilitated and expanded</td>
</tr>
<tr>
<td><strong>Source:</strong> UNDP progress reports</td>
<td><strong>Source:</strong> UNDP progress reports</td>
</tr>
<tr>
<td><strong>Baseline:</strong> Gaza Strip: 0</td>
<td><strong>Baseline:</strong> Gaza Strip: 0</td>
</tr>
<tr>
<td><strong>Target:</strong> Gaza Strip: 1 (out of 2 needing rehabilitation)</td>
<td><strong>Target:</strong> Gaza Strip: 1 (out of 2 needing rehabilitation)</td>
</tr>
<tr>
<td><strong>Indicator:</strong> National cultural heritage framework updated/revised</td>
<td><strong>Indicator:</strong> National cultural heritage framework updated/revised</td>
</tr>
<tr>
<td><strong>Source:</strong> UNESCO annual progress reports</td>
<td><strong>Source:</strong> UNESCO annual progress reports</td>
</tr>
<tr>
<td><strong>Baseline:</strong> No (2013)</td>
<td><strong>Baseline:</strong> No (2013)</td>
</tr>
<tr>
<td><strong>Target:</strong> Yes (“Charter on the Conservation of Cultural Heritage in Palestine, the Palestine Charter”)</td>
<td><strong>Target:</strong> Yes (“Charter on the Conservation of Cultural Heritage in Palestine, the Palestine Charter”)</td>
</tr>
</tbody>
</table>

| **UN Women:** US$0.5 million | **UN Women:** US$0.5 million |
| **UNDP:** US$19.55 million | **UNDP:** US$19.55 million |
| **UNEP:** US$0.1 million | **UNEP:** US$0.1 million |
| **UNESCO:** US$0.5 million | **UNESCO:** US$0.5 million |

<p>| <strong>UN Women:</strong> US$0.5 million | <strong>UN Women:</strong> US$0.5 million |
| <strong>UNDP:</strong> US$19.55 million | <strong>UNDP:</strong> US$19.55 million |
| <strong>UNEP:</strong> US$0.1 million | <strong>UNEP:</strong> US$0.1 million |
| <strong>UNESCO:</strong> US$0.5 million | <strong>UNESCO:</strong> US$0.5 million |</p>
<table>
<thead>
<tr>
<th>Enhancement of infrastructure, including, roads, water and sanitation, energy and housing, within national urban development and land resource management</th>
</tr>
</thead>
<tbody>
<tr>
<td>(UN Habitat, UNDP, UNICEF, UNIDO, UNOPS, UNRWA)</td>
</tr>
<tr>
<td>Drinking water and safe sanitation</td>
</tr>
<tr>
<td>Source: UNRWA Statistical Bulletin and UNDP, UNICEF and UNOPS progress reports</td>
</tr>
<tr>
<td>Target: West Bank: 7,300; Gaza Strip: 66,447</td>
</tr>
<tr>
<td><strong>Indicator:</strong> Number of targeted households with improved housing conditions (benefiting through reconstruction initiatives or cash assistance schemes)</td>
</tr>
<tr>
<td>Source: UN Habitat and UNDP (for East Jerusalem and Gaza Strip) and UNDP and UNRWA (for Gaza Strip) progress reports</td>
</tr>
<tr>
<td>Baseline: 0 (2013)</td>
</tr>
<tr>
<td>Target: East Jerusalem: 400; Gaza Strip: 7,458 (with focus on female-headed households)</td>
</tr>
<tr>
<td><strong>Indicator:</strong> Number of targeted households/higher education facilities using secured and sustainable energy resources (renewable and conventional)</td>
</tr>
<tr>
<td>Source: UNDP, UNIDO, UNOPS progress reports</td>
</tr>
<tr>
<td>Baseline: 0 (2013)</td>
</tr>
<tr>
<td>Target: households: Gaza Strip: 3,070; higher education facilities: West Bank: 1</td>
</tr>
<tr>
<td><strong>Indicator:</strong> Additional renewable energy capacity (heat/power) installed for industrial use (mainly agro-processing) in three targeted (tbd) communities</td>
</tr>
<tr>
<td>Source: UNIDO progress reports</td>
</tr>
<tr>
<td>Baseline: 0 (2013)</td>
</tr>
<tr>
<td>Target: West Bank: 500 kW (tbc)</td>
</tr>
</tbody>
</table>

---

**33 Increased access to safe drinking water includes the rehabilitation of underground water wells and distribution networks for domestic purposes.**
## Annex C – UN agency programming contributions per outcome

<table>
<thead>
<tr>
<th>Outcome 1 – Economic empowerment, livelihoods, food security and decent work</th>
<th>Outcome 2 – Governance, rule of law, justice and human rights</th>
<th>Outcome 3 – Education</th>
<th>Outcome 4 – Health</th>
<th>Outcome 5 – Social protection</th>
<th>Outcome 6 – Urban development, natural resource management and infrastructure</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FAO</strong></td>
<td>Enhance competitiveness of the agriculture sector and develop productive capacities of farmers and fishermen</td>
<td>Provide expertise for programmes on science education and skills-building on entrepreneurship and sustainable agriculture</td>
<td></td>
<td>Strengthen productive capacities, income generation and food security of vulnerable and marginalised households</td>
<td>Support vulnerable farmers and herders gain improved access to and use of land and water resources</td>
</tr>
<tr>
<td><strong>ILO</strong></td>
<td>Promote decent work conditions and workers’ rights</td>
<td>Strengthen public administration and labour market governance; enhance labour market analysis and mainstream decent work within national employment and labour-related policies, programmes and legislation</td>
<td>Address inclusive skills development, particularly in the informal economy</td>
<td></td>
<td>Work with tripartite constituents to progressively establish an integrated social security system</td>
</tr>
<tr>
<td><strong>OHCHR</strong></td>
<td></td>
<td>Focus on monitoring and reporting on the human rights situation in the oPt and give technical assistance on human rights to authorities and civil society</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>UN Habitat</strong></td>
<td>Support poor female-headed households and the implementation of local development plans</td>
<td>Support Palestinian institutions in planning and implementing inclusive and coordinated urban plans through improved governance structures and urban management setups</td>
<td></td>
<td></td>
<td>Support the development of the National Spatial Plan and sub-national plans, as well as development and implementation of policy to increase production of affordable housing</td>
</tr>
<tr>
<td><strong>UN Women</strong></td>
<td>Advance women’s economic security and work to institutionalise gender equality within</td>
<td>Support inclusive learning environment and equal</td>
<td></td>
<td>Support institutions in developing rights-based</td>
<td>Provide technical and legal support on equality</td>
</tr>
<tr>
<td><strong>Outcome 1 – Economic empowerment, livelihoods, food security and decent work</strong></td>
<td><strong>Outcome 2 – Governance, rule of law, justice and human rights</strong></td>
<td><strong>Outcome 3 – Education</strong></td>
<td><strong>Outcome 4 – Health</strong></td>
<td><strong>Outcome 5 – Social protection</strong></td>
<td><strong>Outcome 6 – Urban development, natural resource management and infrastructure</strong></td>
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</tr>
<tr>
<td>rights through increased women’s participation in economic policy-making and capacity development needed for securing sustainable livelihoods</td>
<td>government institutions and legal frameworks; support data collection, analysis and monitoring on gender equality; support advancement of women in political processes and participation; improve women’s access to justice and security</td>
<td>access to learning opportunities and participation in education</td>
<td>and gender-sensitive legal frameworks, policies, services and mechanisms for protecting and responding to women and girls victims of violence, and provide support in developing and applying a holistic approach to end violence against women</td>
<td>in accessing public infrastructure and related services and women’s increased access and control of land and its resources</td>
<td></td>
</tr>
<tr>
<td><strong>UNCTAD</strong></td>
<td>Work on trade facilitation at the policy-making level and directly with the private sector</td>
<td>Enhance capacities to use data and quantitative methods for economic policy-making</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>UNDP</strong></td>
<td>Promote the development of micro, small and medium enterprises, as well as improved services for the private sector, export promotion, land development, and self-employment</td>
<td>Address a spectrum of national and local governance processes; strengthen rule of law and access to justice; encourage greater citizen participation and broad-based national dialogue; and support Palestinian partners to advocate for their interests at international level</td>
<td>Support the rehabilitation and construction of schools and education facilities, based on following accessible and green school models</td>
<td>Address health access needs</td>
<td>Prioritise improving the current environmental and urban framework, the National Spatial Plan, and access to public infrastructure</td>
</tr>
<tr>
<td><strong>UNEP</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Provide technical support at the policy level to improve the current environmental framework</td>
</tr>
<tr>
<td><strong>UNESCO</strong></td>
<td>Support cultural tourism and Palestinian cultural and creative industries as a means for the</td>
<td>Help develop capacities to fulfil commitments related to ratified conventions on culture;</td>
<td>Coordinate the implementation of UN/MoE EFA Package (see details in footnote 15)</td>
<td></td>
<td>Provide technical assistance through building the capacity of cultural institutions to</td>
</tr>
<tr>
<td>Outcome 1 – Economic empowerment, livelihoods, food security and decent work</td>
<td>Outcome 2 – Governance, rule of law, justice and human rights</td>
<td>Outcome 3 – Education</td>
<td>Outcome 4 – Health</td>
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<td>Outcome 6 – Urban development, natural resource management and infrastructure</td>
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<tr>
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</tr>
<tr>
<td>preservation of Palestinian culture</td>
<td>work to improve legal framework in which the media operates, promote freedom of expression and access to information, and ensure safer conditions for journalists</td>
<td>above); the development of innovative teaching and learning programmes; and upgrading of teacher education programmes to respond to the diversity of children’s needs</td>
<td></td>
<td></td>
<td>better protect, access and manage Palestinian cultural heritage</td>
</tr>
<tr>
<td>UNFPA</td>
<td>Enhance national capacity for data generation, analysis and dissemination, and scale-up community-based initiatives for young people to promote civic engagement and volunteerism</td>
<td>Support the development of training and education curricula related to gender equality, equity and women empowerment, gender-based violence, and sexual and reproductive health</td>
<td>Focus on reproductive health, including family planning and postnatal care</td>
<td>Ensure protection of women’s human rights in legislation and policy frameworks and enhance protection services for women victims of violence</td>
<td></td>
</tr>
<tr>
<td>UNICEF</td>
<td>Work on the development and implementation of legislations, policies, bylaws, standards and protocols in compliance with the Convention on the Rights of the Child and other international standards</td>
<td>Support the implementation of inclusive and child-friendly education and ECD services; the improvement of educational facilities including water, sanitation and hygiene; the improvement of educational planning by supporting information management systems and school mapping; and the provision of afterschool learning opportunities for adolescents</td>
<td>Support maternal and child health and nutrition</td>
<td>Work with MoSA and other institutions to provide child-sensitive social protection and to establish an integrated child protection system</td>
<td>Improve the provision and access to safe drinking water, safe sanitation, and build the capacity of public institutions to better manage water information systems</td>
</tr>
<tr>
<td>UNIDO</td>
<td>Support creative entrepreneurship in</td>
<td>Implement education programmes around</td>
<td></td>
<td></td>
<td>Promote the use of renewable resources in</td>
</tr>
<tr>
<td>Outcome 1 – Economic empowerment, livelihoods, food security and decent work</td>
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<td>Outcome 3 – Education</td>
<td>Outcome 4 – Health</td>
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</tr>
<tr>
<td>culture heritage; help the development of agri-business value chains; contribute to export promotion and skill upgrading in the stone industry</td>
<td>youth entrepreneurship and green business</td>
<td></td>
<td></td>
<td></td>
<td>industry (focus on agro-processing)</td>
</tr>
<tr>
<td>UNMAS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Support the enhancement of mine clearance, ERW risk management and institutionalisation of risk education to enhance the protection of civilians against the mine/ERW threat and inconsistent disposal management</td>
</tr>
<tr>
<td>UNODC</td>
<td>Focus on capacity development relating to drug control, crime prevention and criminal justice reform, including on anti-corruption</td>
<td></td>
<td>Deal with substance abuse, drug treatment and care services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>UNOPS</td>
<td>Support resilient and sustainable infrastructure development in the areas of justice and security; provide technical assistance and capacity development for the delivery and management of public services, including DRR</td>
<td>Support the improvement of learning environments through contribution to the design, construction and maintenance of sustainable school and education facilities, integrating and balancing social, environmental and economic dimensions</td>
<td></td>
<td></td>
<td>Help to develop more resilient public infrastructure based on international industry standards that integrate and balance social, environmental and economic dimensions for partners to deliver and manage public services</td>
</tr>
<tr>
<td>UNRWA</td>
<td></td>
<td>Improve quality of the basic education it provides (emphasis on</td>
<td>Provide comprehensive primary care and support secondary care for</td>
<td>Provide social transfers and social services to poor and vulnerable refugees</td>
<td>Enhance the environmental conditions and infrastructure in</td>
</tr>
<tr>
<td>Outcome 1 – Economic empowerment, livelihoods, food security and decent work</td>
<td>Outcome 2 – Governance, rule of law, justice and human rights</td>
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<td>---</td>
</tr>
<tr>
<td>teacher training and enhancing systems; provide technical and vocational education training opportunities in some areas; strengthen inclusive and child-friendly education</td>
<td>Palestine refugees</td>
<td>refugee camps in terms of shelters, water, sewerage and drainage (with a particular emphasis on the Gaza Strip)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UNV</td>
<td>Further the establishment of volunteer networks</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WFP</td>
<td>Work on productive safety nets to promote long-term resilience through the re-establishment of agricultural livelihoods and food security</td>
<td>Support and contribute to building the disaster risk management, preparedness and response capacity of the Palestinian Civil Defense</td>
<td>Implement school feeding programme</td>
<td>Address nutrition issues, promoting healthy behaviours by raising awareness of healthy and appropriate nutritional practices and food utilisation</td>
<td>Provide food assistance to vulnerable households, and enhance programme design, monitoring and evaluation components of the Social Safety Net</td>
</tr>
<tr>
<td>WHO</td>
<td></td>
<td>Provide technical advice on the health specific components and support coordination between MoH and MoE</td>
<td>Focus on primary care reform, NCD, mental health, information systems, hospital quality, and strengthening of human resource systems; support MoH to improve its governance, policy and technical capacities; address health access needs</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Annex D – Areas of possible South-South and triangular cooperation per outcome

In line with key measures highlighted in the quadrennial comprehensive policy review\(^{34}\), the UN in the oPt will seek to enhance its capacity development efforts through training, the exchange of experience and expertise, knowledge transfer and technical assistance, including through South-South and triangular cooperation. Below is a select list of areas that have been identified for such cooperation in the programming in this UNDAF.

| Economic empowerment, livelihoods, food security and decent work | • Foster knowledge sharing, for example with Latin American countries, on the use of productive safety nets, more specifically on how the needs of the most vulnerable can be met through local purchases of food and other basic necessities, which in turn supports agricultural and economic development.  
• Seek knowledge sharing and the exchange of experiences with countries in Africa and Latin America that have successfully implemented active labour market programmes, and with countries in Asia that have successfully implemented youth employment initiatives.  
• Establish linkages with countries in the region, Africa and Asia Pacific with positive experiences implementing ‘urban economy’ and ‘green economy’ initiatives in order to exchange knowledge and expertise. |
| Governance, rule of law, justice and human rights | • Learn from and build on the best practices of countries in the region and others regarding the use of data to support policy formulation and decision-making processes.  
• Engage with countries in the region and beyond to exchange knowledge and expertise on disaster risk reduction and preparedness, for example regarding seismic risk.  
• Draw upon the experiences of other developing countries in increasing the capacity and functioning of justice institutions, including models for cooperation and coordination between justice institutions, improved case management and monitoring systems, legal aid systems and engaging with and reforming informal justice processes to ensure greater compliance with human rights standards and gender equality.  
• Promote exchanges of experience in the security sector, including in the fields of police, correction and rehabilitation, and in the justice sector, covering judges and prosecutors. |
| Education | • Draw from the expertise of other countries in upgrading teacher education programmes to include inclusive and child-friendly education as well as special education needs.  
• Promote the transfer of knowledge on improvement of learning environments to be more protective, inclusive and child-friendly. |
| Health | • Seek cooperation with other countries in the field of international health regulations.  
• Pursue capacity development and experience sharing in drug dependence treatment as well as HIV prevention and treatment. |
| Social protection | • Seek learning from countries that have successfully implemented one or more guarantees of the social protection floor at national level. |
| Urban development, natural resource management and infrastructure | • Promote knowledge and experience sharing in the area of regulation and assurance of technical and quality standards to manage sustainable infrastructure development, including building and construction codes and the integration of sustainable energy resources.  
• Further cooperation and exchanges with other countries in the region around meeting multilateral environmental agreement obligations through the relevant Technical Task Teams of the League of Arab States. |

\(^{34}\) Resolution 67/226 on the quadrennial comprehensive policy review (QCPR) of operational activities for development of the UN system was adopted by the GA on 21 December 2012. Through the QCPR the GA establishes system-wide policy orientations for development cooperation and country-level modalities of the UN system.
### Annex E – Summary of programming principles and crosscutting issues in the UNDAF outcomes

<table>
<thead>
<tr>
<th>Economic empowerment, livelihoods, food security and decent work</th>
<th>Governance, rule of law, justice and human rights</th>
<th>Education</th>
</tr>
</thead>
<tbody>
<tr>
<td>. Enhance the capacity of institutions to support private sector activity, to improve workers’ protection, equality and access to jobs, to engage in social dialogue and labour market governance. Develop the capacities of tour operators, farmers, producers, exporters and importers.</td>
<td>. Focus capacity development in areas of service delivery, DRR, legislation, law enforcement, justice, security. . Strengthen capacity to implement, promote and monitor commitments around international legal instruments. . Enhance capacities for data generation, analysis and use. . Work with individuals, CSOs, media, etc. to strengthen their capacities for advocacy and public oversight.</td>
<td>. Develop capacities of caregivers and teachers to increase availability and adaptability of ECD services. . Improve capacities to develop and deliver relevant TVET. . Strengthen capacities of teachers and educators to design and implement inclusive and child-friendly education programmes. . Strengthen institutional and individual capacities in education planning, including related to EMIS.</td>
</tr>
<tr>
<td><strong>Capacity development</strong></td>
<td><strong>Environmental sustainability</strong></td>
<td><strong>Gender equality</strong></td>
</tr>
<tr>
<td>. Promote adoption of new technologies in climate smart and sustainable agriculture among farmers and institutions. . Provide food vouchers in exchange for work linked to “Greening Palestine,” agriculture and climate change. . Promote green jobs and green enterprises.</td>
<td>. Enhance capacities for DRR and preparedness; promote integrated system for emergency response. . Develop infrastructure for justice and security that integrates and balances social, environmental and economic dimensions.</td>
<td>. Contribute to promote ‘Education for Sustainable Development’ by establishing inclusive learning-friendly environments, e.g. through the promotion of healthy learning environment in schools (including adequate water and sanitary facilities). . Implement green business education programmes.</td>
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<tr>
<td><strong>Human rights - based approach</strong></td>
<td><strong>Youth</strong></td>
<td></td>
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<tr>
<td>. Contribute to an enabling environment that protects women in the work place and encourages young women to access decent and productive work with pay equity and non-discrimination. . Support shippers, addressing particular issues faced by women exporters and importers. . Enable women (especially heads of households) to develop creative, commercially valuable products through MSME’s, and link them to market through strengthened women’s networks or cooperatives.</td>
<td>. Support fulfilment of the right to freedom from want and the right to food. . Promote decent and productive work for all, protecting workers’ rights, combating child labour and preventing the worst forms of child labour.</td>
<td>. Support civil society participation in public life and rights advocacy. Promote right to freedom of expression. . Strengthen the rule of law. . Assist implementation of the National Plan of Action for Human Rights; support ratification of, commitment to and monitoring of human rights treaties and related reporting obligations. . Create inclusive learning-friendly environments to promote ‘Education for All’.</td>
</tr>
<tr>
<td><strong>Gender equality</strong></td>
<td><strong>Education</strong></td>
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<tr>
<td>. Ensure that gender equality concerns are mainstreamed in the work of Palestinian institutions through reinforced national mechanisms for gender mainstreaming in planning, monitoring, evaluation, policies and budgeting. . Help empower women to participate effectively at national and local level in rights advocacy, policy and decision making. . Help implement and monitor UNSCR 1325 and CEDAW.</td>
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<tr>
<td><strong>Youth</strong></td>
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<tr>
<td>. Enhance capacities for data generation, analysis and use with focus on age disaggregated data. . Promote youth participation in advocating for rights, and policy- and decision-making. . Ensure juvenile justice system is rights-based and child-friendly.</td>
<td></td>
<td>. Improve access of youth to and completion of education through increased learning opportunities in formal education, non-formal education and TVET. . Increase youth well-being and learning achievements through inclusive learning-friendly environments.</td>
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</table>

35 Enabling environment includes a review of the Palestinian labour law to support gender-sensitive legislation, the establishment of quality child care services, increased awareness of women on their legal rights, and registering all women working in the informal sector.
<table>
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<tr>
<th>Health</th>
<th>Social protection</th>
<th>Urban development, natural resource management and infrastructure</th>
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</table>
| • Provide training on WHO PEN.  
• Develop capacity of hospitals on quality and safety, and national capacity for information management and evidence-based policy. 
• Enhance capacity for provision of maternal and neonatal health, nutrition services, reproductive health; 
• Train staff on Estimation and Projection Package (EPP). | • Strengthen planning and management capacities of line ministries to provide social protection. | • Strengthen capacity of national institutions to better manage urbanisation and natural and cultural resources, and to regulate and assure technical and quality standards in infrastructure development. |

<table>
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<tr>
<th>Capacity development</th>
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| • Improve quality of health services by dealing in a gender-sensitive way with needs of disadvantaged and elderly women and men, women survivors of gender-based violence, women and men suffering from NCDs. 
• Promote use of post-natal health care to prevent further complications after delivery. 
• Enhance national monitoring systems and research on health to gather gender-sensitive information to feed into planning and design of gender-sensitive programmes. | • Ensure that women and girls are better protected from violence by the institutionalisation of a referral mechanism with clear procedures. 
• Help institutionalise a social security system to ensure that women are protected from lifecycle risks and vulnerabilities. 
• Ensure that women and female headed-households have access to social transfers that are preventive, protective, promotive and transformative | • Advance renewable energy and energy efficient housing, industry and institutions; desalination and improved water pumping; wastewater collection and treatment. 
• Promote environmental protection; climate change adaptation; land reclamation; improved solid waste collection and sanitary disposal of solid waste. |

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<th>Environmental sustainability</th>
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| • Support the health system to work towards the highest attainable standard of physical and mental health. | • Promote the right to an adequate standard of living through the reduction of poverty. 
• Ensure non-discriminatory delivery of social services. | • Promote the right to access natural resources, affordable housing and property rights. 
• Focus infrastructure development in marginalised communities. 
• Ensure the integration of the needs of persons with disabilities in new building codes and infrastructure development. |

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<th>Gender equality</th>
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| • Address lifestyle related risk factors for chronic diseases, with special focus on youth. 
• Promote provision of quality reproductive health and information services, including HIV/AIDS prevention, with special focus on young people. 
• Enhance national capacity for addressing issues of substance abuse. 
• Advance collection of age-disaggregated data. | • Promote a systems-approach to addressing lifecycle risks and vulnerabilities, including childhood, youth, work, marriage/divorce, child bearing, sickness/disability, retirement and old age. | |

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Capacity development nutrition services, reproductive health; Train staff on Estimation and Projection Package (EPP). 

Promote environmental protection; climate change adaptation; land reclamation; improved solid waste collection and sanitary 

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Gender equality 

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Human 

based approach 

Address lifestyle related risk factors for chronic diseases, with 

vulnerabilities, including childhood, youth, work, 

marriage/divorce, child bearing, sickness/disability, retirement 

information services, including HIV/AIDS prevention, with special 

and old age. 

Youth 

Enhance national capacity for addressing issue 

of substance 

Advance collection of age 

vulnerabilities, including childhood, youth, work, 

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informa