

UNITED NATIONS



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UN Country Team in the occupied Palestinian territory

UN Strategic Capacity Development Programmes in Support of Palestinian State Building

March 2011



Background

Since March 2009 the United Nations Country Team (UNCT) has made support to Palestinian state-building a fundamental goal of its work in the occupied Palestinian territory (oPt). This commitment has been given new momentum and focus through the array of PA documents focused on state-building, and most recently *the Palestinian Authority's Programme of the 13th Government: Ending the Occupation, Establishing the State*. The UN's support to these efforts includes programming that is directly implemented by/through the UN, the provision of technical assistance to the PA and perhaps most importantly the development of those Palestinian capacities that further strengthen the foundation of a future Palestinian state.

Under the leadership of the UN Resident and Humanitarian Coordinator, this strategic package of UN Strategic Capacity Development programming¹

was developed through the six MTRP Strategic Area groups (SAGs)² which considered individual agency submissions, ensured alignment of each with Palestinian plan(s) and attempted to foster synergies between the different programmes proposed by each agency. The total budget for the submitted programming proposals is US\$ 30.7 million (Table 1).

Donors are encouraged to either fund the initiatives identified bilaterally with the particular UN agency or through the recently established joint PA/UN Trust fund (oPt Trust fund). This fund consists of two windows, one for Gaza and one for West Bank under a common governance structure. The fund will enable both reconstruction of the Gaza strip as well as support to Palestinian state building priorities throughout the oPt.

Table 1: Capacity Development Programming by MTRP Strategic Area Group

No	Strategic Area	Budget US \$	Funding Secured US \$	Funding Gap US \$
1	Governance	17,733,170	3,030,000	14,703,449
2	Health	5,243,817	30,000	5,213,817
3	Education	4,500,000	200,000	4,300,000
4	Social Protection	338,670	55,000	283,670
5	Infrastructure-WASH	1,913,115	303,300	1,609,815
6	Food Security, livelihood and employment	4,600,000	0	4,600,000
Total		34,382,772	3,618,300	30,710,751

Annex 1 of this document provides a summary of the main programmes/projects while Annex 2 provides more detailed concept notes for each of these projects.

1. The UN definition for Capacity development is "the process whereby people, organizations, and society as a whole unleash, strengthen, create, adapt and maintain their ability to manage their affairs successfully over time"
2. The UN Medium Term Response Plan, the strategic framework which outlines the UN's contribution to Palestinian early recovery and development in the oPt. (full document available on www.unctopt.org)

Annex I: List of UN Strategic Capacity Development Programmes/projects

Guide to reading the table:

PA objective: as identified in the Programme of the 13th Government, to which the programme/project contributes.

MTRP outcome: as identified in the UN Medium-term Response Plan (MTRP) to which the project contributes

Capacity development gap: as defined in the Palestinian Reform and Development Plan

Governance

Project Title	PA Sector/ Objective	MTRP Out Come	Capacity Development Gap addressed	Executing Agency	Overall Budget (\$)	Funding Gap (\$)	Duration (Years)
Capacity Development Initiative	<p>Governance-Administrative Development:</p> <ul style="list-style-type: none"> ▪ Improve public policy management process and coordination structures and mechanisms ▪ Promote a culture of service, professionalism, and efficiency in the public sector 	Accountable, effective and gender sensitive governing institutions both at central and local level.	<ol style="list-style-type: none"> 1. Unification and/or modernization of the legal framework 2. Rationalization of government organizational structures and processes 3. Information and communications technology 4. Financial & human resources management 	UNDP/PAPP	14,659,170	11,659,170	5
Support MOSA in the Development of National Child Protection System; and Advancing Juvenile Justice law and Juvenile Justice services	<p>Social development and empowerment and Institutional development and capacity building:</p> <ul style="list-style-type: none"> ▪ Strengthen the capacity of the Directorate of Family Affairs and relevant Child Protection departments in the Ministry of Social Affairs to plan, deliver and monitor child protection services for children at risk or, subject to, all forms of violence, abuse and neglect ▪ Develop the legal frame work regulating the social protection 	<p>Social Protection: Contribution to further developments of legislation and institutional capacities towards achieving social protection</p>	<ol style="list-style-type: none"> 1. Unification and/or modernization of the legal framework 2. Rationalization of government organizational structures and processes 3. Human and financial resources management 	UNICEF	260,000	230,000	2

Project Title	PA Sector/ Objective	MTRP Out Come	Capacity Development Gap addressed	Executing Agency	Overall Budget (\$)	Funding Gap (\$)	Duration (Years)
Building the Capacity of the Military Court System in the occupied Palestinian territory	<p>Justice and Rule of Law:</p> <ul style="list-style-type: none"> Develop infrastructure and administrative systems. Build specialized technical capacities <p>Security:</p> <ul style="list-style-type: none"> Strengthen the legal framework. Promote effective and professional management systems and processes. Promote cooperation between the security and the justice sectors 	<p>Governance: The building of an effective and non discriminatory system of justice and the rule of law</p> <p>Human Rights: Strengthened administration of justice in accordance with international legal standards, the incorporation of human rights obligations, including with respect to women and children, into draft legislation, and the implementation of existing policies and legislation</p>	<ol style="list-style-type: none"> 1. Unification and/or modernization of the legal framework 2. Rationalization of government organizational structures and processes 3. Information and communications technology 	UNODC	2,200,000	2,200,000	2
Eminent Persons Missions to the oPt on State Building Experiences	<p>Governance-International relations:</p> <ul style="list-style-type: none"> Assist in preparations to establish the state 	Durable peace building and reconciliation efforts within the oPt and with national counterparts	<ol style="list-style-type: none"> 1. Information & communications technology 	UNSCO	270,000	270,279	1
Supporting Legal Codes	<p>Governance-International relations:</p> <ul style="list-style-type: none"> Access to international organizations Assist in preparations to establish the state 	Durable peace building and reconciliation efforts within the oPt and with national counterparts	<ol style="list-style-type: none"> 1. Unification and /or modernization of the legal framework 	UNSCO	344,000	344,000	2
Total- Governance					17,733,170	14,703,449	

Health

Project Title	PA Objective	MTRP Outcome	Capacity Development Gap addressed	Executing Agency	Overall Budget (\$)	Funding Gap (\$)	Duration (Years)
Strengthen Family Planning Commodity Security at National Level	Health: <ul style="list-style-type: none"> Develop public and preventive health programs and promote healthy patterns and behavior 	Improvement in access, quality, efficiency and equity of health care services;	1. Rationalization of government organizational structures and processes 2. Information and communications technology	UNFPA	1,665,990	1,665,990	2
				UNFPA	838,000	838,000	2
Adolescent and Youth-friendly Health Services							
Capacity Development for a Strengthened and Integrated Drug Treatment and Harm Reduction Response in the oPt	Health: <ul style="list-style-type: none"> Develop infrastructure of secondary and tertiary health care services Improve governance and service quality 	Improvement in access, quality, efficiency and equity of health care service	1. Unification and /or modernization of the legal framework 2. Rationalization of government organizational structures and processes. 3. Information and communications technology	UNODC	1,230,500	1,230,500	2
Building Public Capacities to Address the Growing Burden of Non-communicable Diseases in Palestine;	Health: <ul style="list-style-type: none"> Develop public and preventive health care programmes and promote healthy patterns and behavior; Improve governance and service quality 	Improvement in access, quality, efficiency and equity of health care services	1. Rationalization of government organizational structures and processes 2. Human resources management	WHO	280,000	280,000	1
Building a National Health Information System (HIS) to guide planning and budgeting for the health sector;	Health: <ul style="list-style-type: none"> Develop public and preventive health care programmes and promote healthy patterns and behavior; Improve governance and service quality 	Improvement in access, quality, efficiency and equity of health care services	1. Rationalization of government organizational structures and processes 2. Information and communications technology 3. Human resources management	WHO	1,106,000	1,106,000	1

Project Title	PA Objective	MTRP Outcome	Capacity Development Gap addressed	Executing Agency	Overall Budget (\$)	Funding Gap (\$)	Duration (Years)
Building the National Capacity of the Ministry of Health to Strengthen the Management of its Supply Chain of Vaccines and Micronutrients	<p>Health:</p> <ul style="list-style-type: none"> ▪ Develop public and preventive health care programs and promote healthy patterns and behavior; ▪ Improve governance and service quality; ▪ Provide effective and efficient support services 	Improvement in access, quality, efficiency and equity of health care services	<ol style="list-style-type: none"> 1. Rationalization of government organizational structures and processes 2. Financial and human resources management 	UNICEF	123,327	93,327	1
Total - Health					5,243,817	5,213,817	

Social protection

Project Title	PA Objective	MTRP Outcome	Capacity Development Gap addressed	Executing Agency	Overall Budget (\$)	Funding Gap (\$)	Duration (Years)
Enhance the Capacity of MOYS to Implement and Monitor the National Cross-sector Strategy for Youth (2011 – 2013)	<p>Youth and Sports:</p> <p>Development of relevant legislation and policies.</p>	Legislation and institutional capacities are further developed toward achieving social protection	<ol style="list-style-type: none"> 1. Unification and/or modernization of the legal framework 2. Information and communications technology 3. Human resources management 	UNICEF	338,670	283,670	1.5
Total-Social Protection					338,670	283,670	

Education

Project Title	PA Objective	MTRP Outcome	Capacity Development Gap addressed	Executing Agency	Overall Budget (\$)	Funding Gap (\$)	Duration (Years)
Improve Quality of Basic Education through Policy Development on ECD (Early Childhood Development) and Implementation of CFS (Child-friendly School)	<p>Social development:</p> <ul style="list-style-type: none"> Item 2 General and Pre-school Education; item 4 Vocational and Teacher Training 	Enhance quality of education services provided to all Palestinians	<ol style="list-style-type: none"> 1. Unification and/or modernization of the legal framework 2. Human resources management 	UNICEF	3,000,000	2,800,000	2
Strengthening Capacities to Develop Inclusive Education System in the oPt	<p>General and pre-school education:</p> <ul style="list-style-type: none"> “Ensure provision of Education for All within a high-quality educational environment, in which our teachers work in line with the highest and best educational and teaching standards.” 	Enhance quality of education services provided to all Palestinians	<ol style="list-style-type: none"> 1. Unification and/or modernization of the legal framework 2. Human resources management 	UNESCO	1,500,000	1500,000	2
Total-Education					4,500,000	4,300,000	

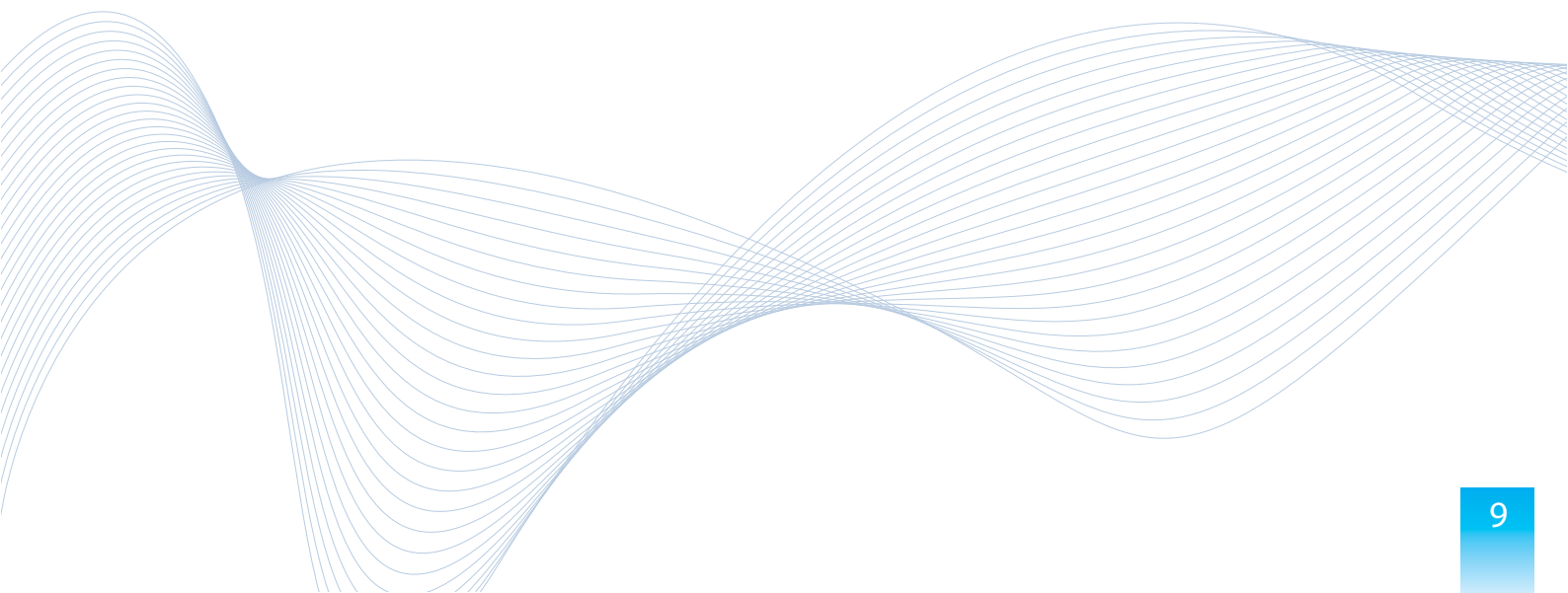
Infrastructure- WASH

Project Title	PA Objective	MTRP Outcome	Capacity Development Gap addressed	Executing Agency	Overall Budget (\$)	Funding Gap (\$)	Duration (Years)
Support to PWA for Legal Reforms and Capacity Development	<p>Water:</p> <ul style="list-style-type: none"> Effective and updated legal and institutional framework 	Improved environmental health conditions of the community	<ol style="list-style-type: none"> 1. Unification and/or modernization of the legal framework 2. Rationalization of government organizational structures and processes 3. Information and communications technology 	UNICEF	1,913,115	1,609,815	2
Total- Infrastructure					1,913,115	1,609,815	

Food Security, Livelihood and Employment

Project Title	PA Objective	MTRP Outcome	Capacity Development Gap addressed	Executing Agency	Overall Budget (\$)	Funding Gap (\$)	Duration (Years)
Improving Food Safety in the WBGS	Agriculture and Rural Development: Appropriate infrastructure and investment environment	Increased sustainable food security	1. Rationalization of government organizational structures and processes	FAO	2,800,000	2,800,000	2
Capacity Enhancement of the MoA to Foster Policy and Financing Coordination Mechanisms	Agriculture and Rural Development: Effective and modern legal and institutional framework	Increased sustainable food security	1. Rationalization of government organizational structures and processes	FAO	1,800,000	1,800,000	3
Total- Food Security, livelihood, & employment					4,600,000	0	4,600,000

A. Governance



Annex II: Programmes/projects concept notes

Project Title:	Capacity Development Initiative	
Executing Agency	UNDP - PAPP	
Local Partner	MoPAD, PMO, GPC, MoNE, MoFA, MoL, MoJ	
MTRP Strategic Area:	Governance/Rule of Law	
MTRP Outcome(s):	Accountable, effective and gender sensitive governing institutions both at central and local level	
PA Sector and Associated Objective	Governance-Administrative development: Improve public policy management process, coordination structures and mechanisms, and promote a culture of service, professionalism and efficiency in the public sector	
Strategic Capacity Development gap	<ol style="list-style-type: none"> 1. Unification and/or modernization of the legal framework 2. Rationalization of government organizational structures and processes 3. Information and communications technology 4. Financial and human resources management 	
Duration of project	Starting date: 2008	Completion date: 2013
Overall budget:	US \$ 14,659,170	
Funding received	US \$ 3,000,000	
Funding required (gap)	US \$ 11,659,170	

I. Situation Analysis

The Palestinian public sector is facing serious challenges affecting the efficiency and effectiveness of government institutions and the services they provide to the people. At the national level, there are capacity challenges in the formulation of national development plans, as many of the government institutions face serious difficulties to engage in strategic planning, policy formulation, human resource management and development, ICT, public relations and communication, monitoring and evaluation, and coordination and consultation with stakeholders. These challenges have been highlighted in various Palestinian development plans including the Palestinian Reform and

Development Plan (PRDP), the Administrative Development Sector Strategy (ADSS), and the Homestretch to freedom.

II. Strategy

There is a general consensus among Palestinian institutions especially as referred to in the 13th Government Plan (such as policy management, structures, legal frameworks and processes, human resources management and financial management) as well as the donors that there are capacity challenges in having the right mechanisms to implement national strategies stated in the above mentioned plans. The Capacity Development

Initiative has aligned its approach, modality and support to Palestinian institutions with the development of the “Technical Advisory Units”, that serve as the institutional framework to provide guidance, expert advice and capacity development of the institutional, organizational and individual capacities of the Palestinian Ministries.

These challenges provide an increasingly dedicated role from the part of UNDP-PAPP for a more consolidated capacity development intervention in the Palestinian institutions for the benefit of the Palestinian people in the oPt. This issue was highlighted in the recommendations of the UNCT workshop held in March 2010 and that focused on the need for a unified capacity development approach both at the Palestinian national level as well as the UNCT level. In addition, the CDI has a strong potential with the support of the UNDG and the UNCT, to support the PNA efforts in their “State Building” process especially that most ministries are in dire need for sustainable institutional support and for development a national vision, strategy and programme on capacity development.

The CDI is closely linked to the Palestinian Human Development Report 2009.10. It argues that “human security must be the foundation of a future Palestinian State. By using the concept of human security, the PHDR 2009/10 calls for reconsideration of the State-building process in the oPt, involving people –centered development policies, and improved preparedness from systematic shocks, increased militancy and outside intervention.” In this respect, UNDP-PAPP’s focus on Democratic Governance and the investment in the CDI budget and the management support to its intervention in enhancing the institutional, organizational and individual capacities of the PNA will support UNDP-PAPPs commitment to continue integrating MDG’s into national development plans and priorities. The main benchmark is the implementation of the 13th Government Plan, and the preparations for the Palestinian National Plan 2011-2013.

The continuation of political uncertainties and lack of national engagement in the Gaza Strip, pose the

biggest challenge to invest in sustainable institutions. This has caused internal instability and continues to undermine the effectiveness of Palestinian public sector which continues to suffer from the lack of policy development and management skills as well as effective implementation mechanisms for the sector strategies of the 13th development plans. This is in addition to the limited budget allocated within the CDI TRAC fund, to meet the real needs associated with the high demand of ministries.

III. Project Description

The overall goal of the CDI programmes is to support the development of institutional, organizational and human capacities needed to execute core public management functions required to sustain the building of national public services, within an environment of open, structured, reliable, and accountable government. The programme adopts a comprehensive and inclusive approach for the overall change management in the Palestinian Authority institutions and is expected to enable the Ministries in the West Bank to re-engage with their branches in the Gaza Strip once the local situation allows for such an engagement of the programme.

The CDI main outcome is enhanced institutional, organizational and individual capacities of the Palestinian public sector institutions, especially the PMO, MoPAD, and the GPC.

IV. Management Arrangements

To ensure that the project moves quickly the recommendation in the CDI project document is to eventually establish a “Project Steering Committee” with representation from all beneficiary institutions. Until the Steering Committee is established, the CDI is coordinating closely with each of the beneficiary institutions in respect of the individual agreements and memorandums of understanding. The CDI team works with its own internal strategic and operational staff and mobilizes short term experts as required alongside the Palestinian civil servants to implement the priority tasks identified as a result

of the capacity assessment recommendations. The CDI also engages with donors (PACSR group, USAID, GTZ, and DFID), ILO, UNESCO, and the OECD, while Ministries are asked to provide commitment and support to succeed the CDI for the benefit of better performing and enhanced ministries. In addition, Ministries are required to assign full time civil servants to operationalize the Technical Advisory Units (TAU)s that serve as the institutional framework for managing change within the ministry with a focus on sustainable capacity development.

In addition, the CDI produces quarterly reports that include programme/project implementation status, financial disbursements, lesson learnt, risks and obstacles and how the programme is continuously adapting to the changes and on the ground demands and challenges. This is in addition to the overall reports that include information on outputs versus inputs, outcomes and impact on the programme.

V. Project Budget

CDI Out comes	Budget US \$
Outcome1: Enhance the individual, organizational and institutional capability of the Ministry of Planning and Administrative Development to formulate and to monitor the implementation national development plans (i.e. PRDP) and policies and facilitate and coordinate capacity development at the national level	2,403,575
Outcome 2: Strengthen the individual, organizational and institutional capacity of the General Personnel Council (GPC) to formulate and implement transparent and effective human resource management and human resource development policy and system	2,897,392
Outcome 3: Three or more government institutions enabled to implement institutional reform and development and better carry out their functions.	9,358,203
Total Budget:	14,659,170

Project Title:	Support MOSA in the Development of National Child Protection System and Advancing Juvenile Justice Law and Juvenile Justice Services	
Executing Agency	UNICEF	
Local Partner	Ministry of Social Affairs	
MTRP Strategic Area:	Governance / Rule of Law Social Protection	
MTRP Outcome(s):	Contribution to further developments of legislation and institutional capacities towards achieving social protection	
PA Sector and Associated Objective	Social Development – Social Protection and Empowerment: Institutional development and capacity building: (Strengthen the capacity of the Directorate of Family Affairs and relevant Child Protection departments in the Ministry of Social Affairs to plan, deliver and monitor child protection services for children at risk or, subject to, all forms of violence, abuse and neglect).	
Strategic Capacity Development Gap (as defined by the PA)	<ol style="list-style-type: none"> 1. Unification and/or modernization of the legal framework 2. Rationalization of government organizational structures and processes 3. Financial resources management 4. Human resources management 	
Duration of project	Starting date: January 2011	Completion date: 2012
Overall budget:	US \$ 260,000	
Funding received	US \$ 30,000	
Funding required (gap)	US \$ 230,000	

I. Situation Analysis

In recent years, many efforts were geared towards creating a protective environment for Palestinian children. Legal reform and development of child sensitive policies was advanced through amending the Palestinian Child Rights Law, drafting the Juvenile Justice Law and development of the nonviolence in school policy and protocol. In addition, development of national child protection system continued through the establishment of MOSA Child Protection Networks and Police Family and Child Protection units as well as setting up relevant monitoring and reporting mechanisms. The Ministry of Social Affairs, particularly the Directorate of Family Affairs (DFA) has been in the forefront of these efforts. With support from UNICEF, the DFA has developed a strategy for MOSA child Protection work and currently is

planning to implement this strategy over the period 2011-2013 through a process of organizational reform, development of internal working mechanisms among all child protection related departments within MOSA, capacity building of staff in planning, administration and monitoring of work. This is to assist MOSA assume a stronger leading role in the social and child protection sector and in setting up and chairing a national committee for children.

The current Juvenile Justice system does not provide sufficient protection and or fair process for Juveniles who come into contact with the law. The work of MOSA, Police and others in the Juvenile Justice system is hampered by lack or limited legislations / regulations that meet the international standards. The existing 2004 Child

Law has gaps in relating the responsibilities and working practices of the police and Child Protection and it does not adequately regulate roles and responsibilities of various child protection actors including social workers, probation officers, police, prosecutors and judges. Furthermore, the Palestinian Juvenile Justice Law is still in draft form and the equivalent enacted laws that pertain to children are based on old Jordanian or Egyptian laws. Each of the above mentioned concerns, has contributed to shortcomings in the development of child protection policies and services within the juvenile justice system and a lack of awareness on child protection rights and concerns. This has rendered Child protection capacities and skills of MOSA Probation Officers, Child Protection Guides, police, prosecutors and judges insufficient especially in relation to the skills required when supporting those children who come into contact with the law.

II. Strategy

UNICEF will provide support to MOSA in achieving and guaranteeing a protective environment for Palestinian children against violence, abuse, exploitation and deprivation of primary caregivers. UNICEF's support will go towards strengthening the capacity of the ministry and DFA by 1) seconding a consultant/specialist of high technical capacity in organizational development and public administration in order to advance this agenda and 2) supporting MOSA to implement capacity building plan customized to meet the needs of the DFA and relevant Child Protection departments and field centers. The consultant will assist DFA and relevant child protection departments and centers within MOSA in undertaking organizational reform based on the MOSA Social and child protection strategy objectives and recommendations; review and advise on compatible structure and working mechanisms among all and with other MOSA social protection departments; and assist DFA in developing a capacity building plan (including budget) based on the new structure and revised functions and identify capacity building organizations / individuals for

every phase of the plan. The capacity building plan will be implemented in two phases over a two years period for the distinct groups of child protection related professionals at the central and district level and guiding administrative procedure manuals will be developed in due course. UNICEF will also support MOSA to develop the legal framework regulating the social protection sector and to build the capacity of MOSA and juvenile justice professionals to deliver relevant services for children in contact with the law. In this context and in order to protect and provide child friendly services to children who come into contact with the law, the Ministry of Social Affairs together with key stakeholders has established a National Juvenile Justice Committee (with two technical sub-committees) and started leading the efforts to develop a national child sensitive Juvenile Justice system. Currently, MOSA is focusing on finalizing the legal framework, building the capacity of the ministry staff and partners' child protection professionals, raising the awareness of children and sensitizing policy makers in child protection within the justice system. In this respect and as per the request of MOSA, UNICEF will hire a consultant and will identify training institutions to support MOSA. With the support of the consultant, the National JJ Committee and its two technical sub-committees will lead a consultation process to finalize the draft JJ Law and to develop 1-2 by-laws and will prepare a plan of action for Juvenile justice sector. In order to ensure common understanding and to build consensus on issues of justice and protection for Juveniles in contact with the law, training sessions will be conducted for members of the above mentioned committees, Child Protection professionals and partners in addition to sensitization sessions of policy and decision makers of line ministries who are in contact with the Juvenile justice systems including ministries of Justice, interior, Education, Labour, Prosecutor General and judges. A / training institution/s and or individuals will be identified to co-work with the consultant in delivering these training sessions. In addition sessions will be conducted with children/ adolescents to develop their capacity in

understanding laws pertinent to juvenile justice and how to contribute to developing child friendly legislations.

III. Project Description

The below activities will assist MOSA to undertake the organizational reform and to have a clearly defined 2 year capacity building plan for the effective and cost-efficient development and delivery of child protection systems and services with clear objectives relating to the Palestinian National Plan.

IV. Management Arrangements

The Director General of the DFA jointly with UNICEF chief of Child Protection will have the overall supervisory role over the seconded staff work. The DFA DG together with the seconded staff will work closely with MOSA relevant Directorates and will be the focal points for managing the

organizational reform and capacity building implementation. The DFA DG and the seconded staff will be supported by a coordinator who will manage the day to day work and preparations for the various training sessions of MOSA staff and coordinate all activities. The seconded staff will report to both MOSA DFA DG and UNICEF Chief of Child Protection. The Minister of Social Affairs is chairing the National JJ Committee and has already set up the two technical committees. She will be the decision maker in consultation with the members on the work of these committees. The director of MOSA Legal Affairs Unit, with support from a lawyer from the unit, will be the focal point of managing the daily work of the technical committees and the coordinator of all activities. The consultant hired by UNICEF will work closely with the minister, the Legal Affairs Unit and the committees and will report to both MOSA minister and UNICEF Chief of Child Protection.

V. Project Budget

Activities for MOSA organizational reform and relevant budget:

Activities for MOSA organizational reform	Budget US\$
1. Seconding a technical capacity to MOSA for 9 months	40,000
2. Training of (60) MOSA Child Protection related staff at central and district level as per revised structure and function	60,000
3. Building the capacity of (15) Directors / Directors General in management, strategic planning and program implementation	20,000
4. Coordination fees	10,000
Total	130,000

Activities for Juvenile Justice Law and relevant by-laws	Budget US\$
1. Hiring a consultant to finalize the JJ Law and relevant by-laws	30,000
2. Training of (40) MOSA staff and (30) partner professionals in protection, rights of children in conflict with the law & in implementing relevant by-laws	50,000
3. Building the capacity of 20 policy makers in legislating, interpreting & advocating for child friendly policies in the Justice sector	15,000
4. Developing the capacity and awareness of (30) children on child protection & promoting their participation in development of the Juvenile Justice Law	20,000
5. Build the capacity of the 20 National JJ committee and technical sub-committee members to develop a national JJ action plan	15,000
Total	130,000
Grand Total	260,000

Project Title:	Building the Capacity of the Military Court System in the occupied Palestinian territory
Executing Agency	UNODC
Local Partner	
MTRP Strategic Area:	Human Rights/Governance/Rule of Law,
MTRP Outcome(s):	Governance: The building of an effective and non-discriminatory system of justice and the rule of law Human Rights: Strengthened administration of justice in accordance with international legal standards, the incorporation of human rights obligations, including with respect to women and children, into draft legislation, and the implementation of existing policies and legislation
PA Sector and Associated Objective	Governance-Justice and Rule of Law: <ul style="list-style-type: none"> ▪ Develop infrastructure and administrative systems. ▪ Build specialized technical capacities Governance - Security <ul style="list-style-type: none"> ▪ Strengthen the legal framework ▪ Promote effective and professional management systems and processes ▪ Promote cooperation between the security and the justice sectors
Strategic Capacity Development Gap (as defined by the PA)	<ol style="list-style-type: none"> 1. Unification and/or modernization of the legal framework 2. Rationalization of government organizational structures and processes 3. Information and communications technology
Duration of project	Starting date: March 2011 Completion date: April 2013 (1st phase)
Overall budget:	US \$ approx 2,200,000 (first phase)
Funding received	US \$ 0
Funding required (gap)	US \$ approx 2,200,000 (first phase)

I. Situation Analysis

The military courts have an important role to play in ending impunity for members of the security forces, including for possible human rights violations such as ill-treatment of detainees. It is important that the military courts are an integral part of the general judicial system and uphold fair trial guarantees. The military judges must display integrity and have the necessary legal training to be able to carry our trials in a competent, independent and impartial manner. The Program of the Thirteenth Government stresses that security

agencies “must be subject to the rule of law and to oversight by the legislative and judicial authorities. The Government will continue to apply the law and adopt a code of conduct to hold accountable all security services employees in line with human rights and freedoms.” Concrete steps to advance this goal are included in Homestretch to Freedom, including through reference to training of military prosecution, legislative reform, promoting cooperation between the security and justice sectors, including by promoting a culture of respect

for human rights and International Humanitarian Law in the security sector.

The present political and security situation in the occupied Palestinian Territory has necessitated a key role for the Military Courts. The military judicial system, however, has not received the attention of the civil justice system and faces considerable capacity needs. The need to review the Military Penal Code and the lack of clarity concerning the scope of the courts' jurisdiction has been identified as key issues by the Palestinian Authority in the recent Security Sector Strategy.

II. Strategy

a. Capacity development gap: The project will build the capacity of the military justice system through institutional strengthening, legislative reform, infrastructure, and legal training. There is at present only limited capacities in this area with judges, prosecutors and defense lawyers receiving no dedicated capacity building. The project will address a significant gap in the advancement of governance and human rights, including through increased use of international legal standards. The project will also strengthen the capacity to ensure that trials are run fairly, transparently and effectively.

UNODC has considerable expertise in managing projects relating to building the capacities of courts. Under its criminal justice programmes UNODC is undertaking project activities on strengthening the integrity and capacity of courts in a number of countries, including by building the capacity of specialized courts through the development and improvement of court facilities, legislative reform, institutional reform, development of best practices, training of judges and prosecutors and improvement of

prison conditions. Programmes are tailored to the specific situation in the country or region where UNODC works. UNODC also has experience in developing and implementing new programmes in complex political and legal situations which addresses concerns of national authorities and the international community. UNODC has experience in working with the Palestinian Authority, including on justice and security

b. Challenges and pre-requisites: Building the capacity of the military justice system involves a number of challenges in particular due to issues relating to the lack of clarity concerning the jurisdiction of the courts. It will be important that progress in the institutional development and legal training is achieved in parallel with progress in resolving jurisdictional issues, in particular as they relate to individuals who are not members of the Palestinian Security Forces. For this reason the project will be implemented in two phases allowing for an assessment of progress during the first phase before the second phase is initiated. It is a pre-requisite that there is support in the military justice system for capacity building.

III. Project Description

The objective of the project is to advance the respect for the rule of law in matters pertaining to the security forces by building the capacity of the military courts to conduct trials in an effective and transparent manner which respects the due process rights of accused individuals. Ensuring a holistic approach the project will follow four main strains addressing institutional strengthening, legislative reform, infrastructure, and legal training.

The expected outcomes for phase I and II are:

No	Outcome	Outputs*
1	Specific needs assessed and detailed work plan adopted (Phase I)	<ul style="list-style-type: none"> 1.1 Military court facilities have been surveyed and infrastructure needs have been assessed 1.2. Options for institutional strengthening have been identified, including with regard to possible synergies with efforts undertaken in the civil court system 1.3. Military judges, prosecutors and defence lawyers have been surveyed to assess training needs 1.4. Modalities for advancing legislative reform have been identified, including in particular with regard to jurisdictional issues 1.5. A detailed work plan adopted based on the above findings
2	Military justice institutions have been strengthened through advancements in court and case management as well as increased transparency (Phase I and II)	<ul style="list-style-type: none"> 2.1. A strategy for institutional strengthening has been developed in cooperation with relevant officials from the military justice system 2.2. A case management system has been developed and implemented 2.3. A centralized archive has been developed and implemented 2.4. A court management system has been developed and implemented 2.5. Manuals for institutional development have been developed and implemented, including on issues such as conducting trials, ensuring due process and fair trial, dealing with evidence (including forensic evidence), administration of courts and planning and strategy 2.6. Judges trained on issues such as judicial conduct, independence, integrity and ethics 2.7. Annual reports from the Military Courts are developed and issued
3	Legislative reform has been implemented addressing the military penal code and military criminal procedural legislation (Phase II)	<ul style="list-style-type: none"> 3.1. A full survey of existing legislation has been conducted identifying gaps and problematic issues 3.2. A full survey has been conducted of previous efforts to revise legislation and relevant concerns are addressed 3.3. Relevant ministries provided with assistance in drafting a consolidated military penal code and military criminal procedural legislation to unify and replace existing legislation (including issues such as jurisdiction (see Outcome IV), court structure and inspection of detention facilities) 3.4. Workshops conducted with relevant stakeholders to develop legislation 3.5. PA assisted in the adoption of new legislation 3.6. New legislation publicized 3.7. Judicial staff trained on implementation of new legislation
4	Increased clarity on matters relating to the respective jurisdiction of the military and civil courts, in particular as regards individuals not belonging to the Palestinian Security Forces (Phase I)	<ul style="list-style-type: none"> 4.1. Workshop held drawing on the experience of other countries in the use of military courts 4.2. Moderated discussions held with relevant stakeholders, including military and civil judges and prosecution, Ministries of Interior and Justice and High Judicial Council 4.3. Report based on the above workshops and discussions drafted and issued 4.4. Authoritative interpretation of Basic Law Article 101 (2) developed as endorsed by all stakeholders and issued at the appropriate level clarifying respective jurisdiction of military and civil courts 4.5. Results of above work is included in new legislation (see Outcome III)
5	Infrastructure needs of the Military Courts have been addressed through the equipment of furniture, vehicles, IT-equipment and legal library as needed (Phase I and II)	<ul style="list-style-type: none"> 5.1. Court rooms and chambers are provided with furniture as needed (note: as part of Outcome I it should be assessed if all 18 courts will need infrastructure improvements) 5.2. Military Courts provided with vehicles for transportation of defendants 5.3. IT-equipment needed for implementation of Output II provided 5.4. Relevant literature for legal library provided

<p>6</p> <p>Military judges, prosecutors and defense lawyers have increased knowledge of relevant legal principles, including international humanitarian law and human rights law (Phase I and II)</p>	<p>6.1. Cooperation modalities with the Palestinian Judicial Institute identified</p> <p>6.2. Train-the-trainers modules developed and implemented through workshops to advance legal knowledge related to military affairs</p> <p>6.3. Train-the-trainers modules developed and implemented through workshops to advance judicial skills</p> <p>6.4. Train-the-trainers modules developed and implemented through workshops to advance legal knowledge related to crimes against the state, corruption and international crimes (as relevant)</p>
<p>7</p> <p>A training curriculum for military justice has been developed (Phase II)</p>	<p>7.1. Manuals developed under Outcome II and modules developed under Outcome VI are collated to ensure a coherent approach to training of the military justice system</p> <p>7.2. Curriculum is developed through workshops and expert advise</p> <p>7.3. Curriculum is published</p> <p>7.4. Trainers are trained in the use of curriculum</p>
<p>8</p> <p>Progress on legislative issues, including jurisdiction, has been assessed to determine the viability of implementing phase II of the project (Phase I)</p>	<p>8.1. Joint assessment by PA and external experts of progress made under Outcome IV, including in particular with regard to the number and type of cases handled by the military courts and with regard to increased transparency</p> <p>8.2. Progress report drafted and issued to Security Sector Working Group and Justice Sector Working Group for discussion</p> <p>8.3. Deliberation by PA, UNODC and donors about viability of Phase II given achievements under Phase I</p> <p>8.4. Decision on whether to proceed with Phase II of the project</p>
<p>9</p> <p>Funding sources for infrastructure element (Outcome V) and phase II, as relevant, have been identified and raised (Phase I)</p>	<p>9.1. Financial needs for implementation of Outcome V determined</p> <p>9.2. Financial or in-kind donors for implementation of Outcome V identified</p> <p>9.3. Implementation of Outcome V funded and/or provided through in-kind contributions</p> <p>9.4. Financial needs for implementation of Phase II determined and relevant adjustments to current budget made (as relevant subject to Outcome VIII)</p> <p>9.5. Financial or in-kind donors for implementation of Phase II identified</p> <p>9.6. Resources raised for implementation of Phase II</p>

*The outputs are indicative and will need to be established with national partners

IV. Management Arrangements

The project document will be signed by the relevant PNA stakeholder to ensure commitment by national partners. In addition, focal points from the office of the Chief Military Justice and from the Ministry of Interior and Justice will be identified to ensure full coordination between the UNODC project management team and the PA.

With regard to coordination, UNODC will collaborate with EUPOL COPPS, USSC operation, Proteus and DCAF to ensure that regular meetings are arranged with interested parties. Given the political sensitivities relating to the military courts UNODC will also keep UNSCO and OHCHR abreast of advances in the programme of work.

Project Title:	Supporting Legal Cods
Executing Agency	UNSCO
Local Partner	MOFA & Government Media Center (GMC)
MTRP Strategic Area:	Governance/Rule of Law
MTRP Outcome(s):	Durable peace building and reconciliation efforts within the oPt and with national counterparts
PA Sector and Associated Objective	Governance- International Relations: Assist in preparations to establish the state
Strategic Capacity Development Gap (as defined by the PA)	Unification and /or modernization of the legal framework
Duration of project	2 years
Overall budget:	US \$ 344,000
Funding received	0
Funding required (gap)	US \$ 344,000

I. Situation Analysis

The PA Programme of the 13th has prioritized ending occupation and establishing a Palestinian state. This national agenda has been backed by the implementation of numerous initiatives in support of enhancing and expanding rule of law and the roll out of security, law and order, and enforcement services throughout the West Bank. Further efforts have been undertaken to improve basic infrastructure throughout the country to facilitate access to water, energy, and transport for people, services and trade which has resulted in economic growth.

Since March 2009, the UN has made state building a key strategic objective of UN support in the oPt. The publication of the PA Programme of the 13th Government in August 2009 provided new momentum to this effect and now serves as a key input into UN programming in the occupied Palestinian territory. This initiative is linked to two specific priorities identified by the PA:

- ‘Finalize the building of central and local government institutions that are essential to the establishment of a modern and sovereign State of Palestine on the June 1967 borders’;
- ‘Improve and promote the image of Palestine internationally and the role which the State of Palestine will play in bringing stability and prosperity to the region.’

UNSCO in partnership with Government Media Center developed this project to support the PA in aligning its national legislation, procedures and practices with international conventions, standards and agreements.

II. Project Description

This initiative focuses on the provision of UN technical/legal expertise in support of the alignment and/or preparation for ratification of particular

international conventions / treaties – for example, the Vienna Convention on the Law of Treaties, the Vienna Convention on Diplomatic Relations and some of the core Human Rights Treaties, such as, the International Covenant on Political and Civil Rights.

As part of the United Nations Rule of Law and Access to Justice strategy, the UN will provide technical/legal expertise to help the PA align with ten key, international legal standards and codes in two ways:

- i. Participation in agreements/standards that do not require status as a ‘state party’, as well as ‘soft’ standards setting agreements. Support would be provided to the Palestinian Authority in bringing domestic standards, legislation, procedures and systems into alignment with required standards, in order to enable immediate participation.
- ii. Bringing domestic standards³ and legislation into alignment in order to enable quick signature and ratification once ‘state party’ status is achieved (i.e. after a final status agreement). For example, it has already been agreed with Ministry of Foreign Affairs that the Vienna Convention on the Law of Treaties, the Vienna Convention on Diplomatic Relations and some of the core human rights treaties, such as, the International Covenant on Political and Civil Rights would be the first priorities to be addressed.

These two elements form a core component of the United Nations’ Rule of Law and Access to Justice Strategy.

Status and next steps

- i. The Palestinian Authority, after internal consultations with the relevant ministries/ departments (Ministry of Planning and Administrative Development with the Ministry of Justice, Ministry of Foreign Affairs, Attorney General, High Judicial Council, Ministry of Interior) and the Negotiations Support Unit) has not only included this intervention in its second year of the 13th Government program, “Homestretch to Freedom”.
- ii. As noted above, the PA with UNSCO (on behalf of the UN family) support have already identified the first three legal interventions:
 - a. Vienna Convention on the Law of Treaties,
 - b. The Vienna Convention on Diplomatic Relations
 - c. The International Covenant on Political and Civil Rights

III. Management Arrangements

Funds are needed to support legal specialists and experts working as consultants in some cases in teams of two (one national, and one international) in their areas of expertise. Where possible, the project will use expertise already available within the United Nations System. As shown in the budget below, the overall expected budget is US \$ 344,000 over 24 months.

3. In particular, the implementation of the standards of the *Amended Palestinian Basic Law*.

IV. Project Budget

Category (description)	Unit Cost (US \$)	No of Units	Total US \$
National coordination officer (50 % of his/her time)	61,063	0.5	30,532
Consultants	National: US\$ 7500 (\$500/day X 15 days per consultancy)	10 total = \$75,000	187,500
	International: US\$11,250/mission (\$750/day X 15 days per consultancy)	10 total = \$112,500	
Travel:			
Travel costs for Consultants	\$5200 from Europe: (Ticket \$1000 + 15 days DSA for Jerusalem (\$280)	5 total	26,000
	\$6700 from Rest of World (Ticket \$2500 + 15 days DSA for Jerusalem (\$280)	5 total	33,500
IT equipment (For PA Ministry Of Foreign Affairs):			
Computers	desktop \$ 1000, notebook \$ 2000	2 desktop + 1 notebook	4,000
Digital Sender	5000 each	1	5,000
Translation Expenses:			
Translation & interpretation	lump sum		20,000
Miscellaneous Expenses			
Any unforeseen costs	7% of the annual budget		6,195
Sub Total			312,727
Funds Management Fees 10%			31,273
Grand Total			344,000

Project Title:	Eminent Persons missions to the occupied Palestinian territory (oPt) on State Building experiences
Executing Agency	UNSCO
Local Partner	Government Media Center & MoFA
MTRP Strategic Area:	Governance/Rule of Law
MTRP Outcome(s):	Durable peace building and reconciliation efforts within the oPt and with national counterparts
PA Sector and Associated Objective	Governance- International Relations: Assist in preparations to establish the state
Strategic Capacity Development Gap (as defined by the PA)	Information and communications technology
Duration of project	1 years
Overall budget:	US 270,000
Funding received	0
Funding required (gap)	US \$ 270,000

I. Background

The PA Programme of the 13th has prioritized ending occupation and establishing a Palestinian state. This national agenda has been backed by the implementation of numerous initiatives in support of enhancing and expanding rule of law and the roll out of security, law and order, and enforcement services throughout the West Bank. Further efforts have been undertaken to improve basic infrastructure throughout the country to facilitate access to water, energy, and transport for people, services and trade which has resulted in economic growth.

Since March 2009, the UN has made state building a key strategic objective of UN support in the oPt. The publication of the PA Programme of the 13th Government in August 2009 provided new momentum to this effect and now serves as a key input into UN programming in the occupied Palestinian territory.

While these achievements are appreciated by the local population, it is crucial that international opinion and decision makers become aware of these developments. The PA will continue to invest in state functions and services to ensure the establishment of a democratic and well functioning Palestinian State. UNSCO in partnership with Government Media Center developed this project to help ensure that these messages are transmitted at the local, regional and international levels

II. Project Description

The Office of Prime Minister Fayyad through the Government Media Center with support from the UN, will facilitate a series of visits and speeches by eminent politicians, officials and civil society representatives from a range of countries including those that have previously undergone transitions. These visits will focus on particular themes of the

Palestinian Authority's "Homestretch to Freedom" plan.⁴ The invitees will share their knowledge and experience on good practices related to state-building and develop a thorough understanding of the developments taking place in occupied Palestinian territory. They will also gain a better understanding of sector specific developments in rule of law, security and public order, basic infrastructure development, delivery of quality social programs, and economic development. A number of examples of themes that could be focused upon during these visits are outlined below:

- i. Establishment of open and transparent public administration has been a key objective of the government's agenda. The government is working on ensuring that the government budget is developed, endorsed, executed and accounted for in a manner consistent with good governance principles. Noted improvements have been achieved in national planning and budgeting processes, management and targeting of funds to nationally identified priorities. This sector has also witnessed improvement in containment of the wage bill, reduction of net lending and enhanced tax collection procedures. All of these have supported increased revenue collection and use of these resources to improve health, education and social services for Palestinians.
- ii. The PA has undertaken a number of initiatives to support the key elements needed to stimulate economic growth. This has included investing in basic infrastructure like roads to connect various regions of the country and making more lands and water resources available to farmers, industrialists, and entrepreneurs in order to support micro, small and medium sized enterprises throughout the West Bank. Since last year, the country has witnessed economic growth which is in part due to these positive actions.
- iii. Ensuring public order, security and safety continues to be a key objective of the government. Notable changes on the ground have been reported by all regions of the

country. The professionalism of the security and police forces in enforcing safety and security for Palestinians, the reduced levels of inter-communal violence, reduction in illegal militias, and reduced levels of violence between Palestinians and Israelis have all been well documented.

- iv. Providing long term human capital is the major resource of a future Palestinian state. Ensuring good health, education and social services for all Palestinians has been and continues to be a key objective of the PA. Numerous initiatives ranging from consolidating the cash transfer and assistance program to expansion of health and educational services to marginalized and vulnerable groups have resulted in increasing numbers of Palestinians being able to access basic services in an equitable manner. These sectors are working in tandem with the international community to upgrade, enhance and expand the availability and accessibility of quality services to populations throughout the West Bank and Gaza, with particular emphasis on the most marginalized and under serviced areas.
- v. Over the last year, the PA has engaged local communities in identifying priority programs and projects needed to support movement and access of people throughout the West Bank to access services, programs and stimulate economic growth. Engaging municipalities, local village councils and community members is a key strategy of the state building agenda that encourages constituents' role in identification of national and local needs.

III. Status and Next Steps

Selected eminent persons would travel either individually, or as part of a broader delegation, to the occupied Palestinian territory to participate in a number of public and private events related to state building, including spending two or three days (likely in the West Bank) familiarizing themselves with the situation. Ideally this would include

4. The second year of the 13th Government programme, Palestine: Ending the Occupation Establishing the State

both a keynote public address and possibly media exposure (local and international). These visits would begin on a bimonthly or quarterly basis, starting in February 2011. The format of each visit would vary depending on the visitor and would include a field visit, public event (in the presence of PM Fayyad and/or other senior officials), and high level discussion. Such visits could also include smaller and less formal 'working sessions' with key Ministers and senior officials, allowing for further discussion on state building experiences and strategies. A Senior UN representative (Special Coordinator or Deputy Special Coordinator) could participate in the public components to – for example – either introduce the speaker or comment on the issue under discussion from a UN perspective.⁵

IV. Management Arrangements

The substantive elements and schedules of each visit would be developed bilaterally (PA, and UN). UN would liaise with selected eminent persons, while the PA Government Media Centre would be responsible for arrangements and logistics from, to, and within the West Bank. The UN would be responsible for the organization of travel from point of origin to the West Bank. The UN would offer limited logistical support to PA in supporting these visits. In addition, UN officials will be available to provide briefings to visiting dignitaries. The PA will lead, with support from the UN, the development of an information package that details the current situation, main achievements and challenges related to the theme to be addressed by the speaker.

V. Project Budget

Category	Unit Cost US \$	No of Units	Total US \$
Staff			
National coordination officer (50% of his/her time)	61,063	0.5	30,531
Local Coordinator (based in PA-GMC) G6 level	Monthly salary and its related costs US\$ 4750	12 months	57,000
Travel:			
Travel costs for 6 visits (1 eminent person + 1 support staff including airfare)	US\$ 13,000/visit (visits from Europe)	4 visits from Europe	52,000
	US\$ 25,000 /visit (visits from elsewhere)	2 visits from elsewhere	50,000
Other Expenses			
Computers & printers (for PA- MGC)	notebook \$ 2000, printer \$1000	(1 notebook and 1 printer)	3,000
Communication equipment (Mobile)	US \$ 500	1	500
Communication-monthly cost	US\$ 300 monthly	12	3,600
Printing & media coverage	cost per visit \$1000	6	6,000
Meeting room & catering	cost per visit \$ 1500	6	9,000
Translation & interpretation	lump sum		20,000
Any unforeseen costs throughout the year	7% of the annual budget		14,077
Subtotal			245,708
Add: Funds Management Fees 10%			24,571
		Grand Total	270,279

5. As a complement to these visits to Palestine, a series of foreign visits for PM Fayyad to key capitals could also be organised. In the first instance, a visit to Spain (Prime Minister Fayyad + key Senior Ministers/Officials) could also be organised. The costs associated with such a visit would not be covered by the budget shown below.

B. Health

Project Title:	Developing a strategy for a National Health Information System (HIS) to guide planning and budgeting for the health sector
Executing Agency	WHO
Local Partner	Ministry of Health
MTRP Strategic Area:	Health
MTRP Outcome(s):	<p><i>Outcome 1:</i> Improvement in access, quality, efficiency and equity of health care services;</p> <p><i>Output 1.1:</i> Institutional development: National institutional capacities for health policy planning, budgeting, and delivery are strengthened;</p> <p><i>Output 1.3:</i> Information: Surveillance systems for health and nutrition monitoring strengthened;</p>
PA Sector and Associated Objective	<p>Health</p> <ul style="list-style-type: none"> - Develop public preventive health care programmes and promote healthy patterns and behavior; - Improve governance and service quality⁶
Strategic Capacity Development Gap (as defined by the PA)	<ol style="list-style-type: none"> 1. Rationalization of government organizational structures and processes 2. Information and communications technology 3. Human resources management
Duration of project	Starting date: 1 Jan 2011 Completion date: 31 Dec 2011
Overall budget:	US \$ 1,106,000
Funding received	US \$ 0
Funding required (gap)	US \$ 1,106,000

I. Situation Analysis

There is a need to develop a comprehensive and integrated national health information system to provide reliable, complete and accurate information on key areas of public health e.g. maternal mortality rate, non-communicable diseases and behavioral risks, nutritional status, human resources and health expenditures. Many types of data that are essential for effective health system planning and operating are not consistently available. At the same time, many providers, NGOs and International Agencies collect and analyze data to monitor their own programmes and activities, resulting in a scattered and sometimes inconsistent and contradictory flow of information. Palestinian institutions including the Ministry of Health (through the Palestinian Health Information Centre

(PHIC), the Palestinian Central Bureau of Statistics (PCBS) and several partners have made efforts to strengthen health information management but need expert professional help to develop a strategy and to guide their activities

The Home Stretch to Freedom Plan highlights equitable access to high-quality health care. This can be achieved only if relevant data on health outcomes and trends, health service delivery and costs can be obtained and utilized for strategy formulation and resource allocation. One of the top priorities in the MoH national health strategy 2011 – 2013 is development of the health information system as a cornerstone of the Ministry's of Health governance and institutional development.

6. From Homestretch to Freedom

II. Strategy

The project will target public health staff at facility, district and central level. It will strengthen utilization of information for policy formulation and set a framework for implementing and monitoring planned public health targets, for fostering accountability and for sustainable development of public health institutions.

As per WHO's mandate, the planned project will be implemented through technical assistance to national authorities that will 1) provide high level technical expertise on strengthening and establishing national health information systems; 2) support utilization of internationally developed and applied tools for assessing the existing health information systems and developing a national HIS strategy; 3) facilitate and foster discussions towards strategic approaches to the development of a national HIS; 4) assist the MoH in formulating, implementing and monitoring a national HIS strategic plan. Long term commitment from national leaders will be ensured by putting the MoH in the driving seat and through a broad based process of jointly drawing a vision for a national HIS. WHO will ensure that activities are coordinated and complementary to those of other agencies, specifically from the UN family.

WHO hosts the global 'health metric network (HMN)', the first global partnership focusing on strengthening health information systems. HMN identifies strategies for HIS development and strengthening and supports countries in implementing HIS reform. In oPt, WHO will build on the results of the HIS assessment which has already been undertaken and will ensure through support to the HIS thematic group that all stakeholders and agencies active in HIS are included in the further process of developing and implementing the national HIS strategy.

The aim will be to develop a single national system for oPt. WHO will carry out the necessary work in Gaza and engage staff from the MoH and other organisations through its office in the Gaza Strip.

The successful health information system should include a number of features such as:

1. Surveillance of communicable and non-communicable diseases,
2. Ability to collect and analyze data on human resources, national health accounts, nutritional status, pharmaceuticals, health insurance, treatment abroad, etc,
3. Well established medical records and clinical screening system,
4. System to regularly inform the policy making and management level in the health sector,
5. Development of a patient medical information system which provides online information about the patient medical history and
6. Ability to assess the burden of diseases in Palestinian society.⁷

III. Project Description

Outcome: A comprehensive national Health Information System is established which ensures that accurate and reliable health information is collected and used;

The planned intervention is in line with the national health policy and strategy 2011 – 2013. WHO will provide the technical assistance to the director and his team in the Palestinian Health Information Centre (PHIC). This team will be given the necessary support to lead the process of formulating, implementing and monitoring a policy and strategy framework for a comprehensive, integrated and responsive health information system

Output 1: A national HIS policy and strategy is developed;

Output 2: an annual action plan is implemented and monitored;

7. National Strategic Health Plan (2008-2010)

The overall costs of implementing the HIS can be determined only when the assessment has been carried out and an implementation plan has been developed; WHO will provide technical assistance and training to the various sub-components.

IV. Management Arrangements

WHO will be the implementing agency accountable to the donor. All activities will be carried out in close collaboration and agreement with the MoH / PHIC

V. Project Budget

Output 1	- technical assistance	- 100,000 \$
	workshops / meetings / training:	- 56,000 \$
Estimated from other countries:		
Output 2	- Technical assistance:	- 250,000 \$
	Workshops / training:	- 700,000 \$
Total		1,106,000 \$

Project Title:	Building public capacities to address the growing burden of non-communicable diseases in Palestine	
Executing Agency	WHO	
Local Partner	Ministry of Health	
MTRP Strategic Area:	Health	
MTRP Outcome(s):	<p>Outcome 1: Improvement in access, quality, efficiency and equity of health care services</p> <p>Output 1.1 Institutional development: National institutional capacities for health policy planning, budgeting, and delivery are strengthened;</p> <p>Output 1.3. Information: Surveillance systems for health and nutrition monitoring strengthened</p>	
PA Sector and Associated Objective	<p>Health</p> <ul style="list-style-type: none"> - Develop public and preventive health care programmes and promote healthy patterns and behavior; - Improve governance and service quality 	
Strategic Capacity Development Gap (as defined by the PA)	<ol style="list-style-type: none"> 1. Rationalization of government organizational structures and processes 2. Human resources management 	
Duration of project	Starting date: January 2011	Completion date: Dec 2011
Overall budget:	US \$ 280,000	
Funding received	US \$ 0	
Funding required (gap)	US \$ 280,000	

I. Situation Analysis

The population in the West Bank and Gaza has undergone of the familiar pattern of epidemiological transition common in most higher and middle income countries. There has been a reduction in infectious and communicable diseases, a rise in life expectancy and a growing burden of non-communicable disease (NCD) as a result, largely, of life-style changes such as increased tobacco use, physical inactivity and unhealthy diet, aggravated by poor psychosocial factors. Around 50 % of deaths can be attributed to cardiovascular disease, cancer, diabetes and chronic respiratory disease.

The current focus on NCD in oPt is heavily biased towards curative care and towards high technology interventions that are not cost effective nor sustainable, given the rapid rise of the NCD burden

and limited prospects for long-term growth. There is an urgent need to reorient the approach and scale-up activities for NCD prevention and control. The four major chronic diseases are linked to common behavioral risk factors which are preventable if the risk factors are controlled by integrated approaches designed for the social and cultural context

WHO has been supporting the MoH to bring about this fundamental change in approach. In December 2009, a national policy and strategy for the prevention and management of non-communicable diseases was formulated with WHO's support and endorsed by the Minister of Health. An annual implementation plan was developed and a national school health survey undertaken, both in West Bank and in Gaza, including at UNWRA

schools. Another national survey to assess the level of modifiable risk factors such as obesity, smoking and hypertension is currently being carried out.

The national strategy and action plan to tackle NCDs are the starting point for the development of quality health services that will reduce preventable diseases and deaths in a cost-effective and integrated way. This project provides vital technical support for these developments and is critical for Palestinian society as a whole, both from the human and economic perspective. Control of the NCD global epidemic is at top of WHO's agenda to "tackle the world's biggest killer and address key challenges to global development in the 21st century"⁸.

II. Strategy

The aim of the project is to build national public health capacities in all aspects of preventing and managing NCDs by providing technical support and training for health staff. Although many physicians graduate from universities every year, there is a lack of knowledge and experience about how to design and implement chronic disease control programs from a public health perspective and about how to establish, utilise and maintain a NCD surveillance system to guide resource allocation, monitoring and evaluation.

National partners are agreed that technical support from WHO is necessary: 1) to engage the relevant MoH directorates and others in agreeing on a common approach to address the major public health threat of NCDs; 2) to help in designing disease control programs that address the public health challenges of NCDs in a holistic, strategic and sustainable way; 3) to share global experiences and expertise; and 4) to advocate for a serious public health issue that is under funded and unsupported.

III. Project Description

Outcome: The annual action plan of the national strategy for the prevention and control of NCDs is implemented laying the foundation for a healthier lifestyles and effective and efficient public health interventions to tackle NCDs.

Output1: Health outcomes of people at high risk and with NCDs are monitored and reported.

Currently information about the incidence / prevalence of NCDs and about underlying risk factors is not available. Data on NCDs is limited to facility based causes of death. Information about trends in risk factors and diseases and about the development of people who already suffer from risk factors and NCDs is essential to enable policy makers to develop appropriate strategies.

Output2: NCD services are realigned and optimized through scaling up primary care delivery;

Currently, the treatment of NCDs is heavily biased towards curative and specialized care - services which are costly and not always available in Palestine. For a sustainable solution to reduce the burden and cost of NCDs, the focus should switch to primary prevention (address risk factors) and secondary prevention (prevent risk factors ending in disease). This is best done at the first point of entry to the health system, in primary care through family physicians. WHO has developed a global package of essential NCD interventions at PHC level that will be introduced and implemented in Palestine. as highlighted in the national NCD strategy,

Output 3: Attitudes about unhealthy behavior such as lack of physical activity, unhealthy diet and smoking begin to change;

A cornerstone for prevention of NCDs is persuading people to adopt healthier lifestyles. There is growing evidence from around the world about how to do this effectively though it takes time. The project will work with the MoH health promotion

8. WHO (2008): 2008-2013 Action Plan for the Global Strategy for the Prevention and Control of Non-Communicable Diseases.

and school health department, other Ministries (e.g. Education, Youth and Sports), municipalities and the media, to develop and implement appropriate health promotion strategies

of Health’s Directorate for Public Health, the Department for Non- Communicable Diseases and the Palestinian Health Information Centre, WHO will be fully accountable and responsible for its implementation

IV. Management Arrangements

WHO will manage this project in close collaboration and agreement with the Ministry

V. Project Budget

In line with its mandate, WHO will provide technical assistance and training:

Output 1	- TA for health information	45,000\$
	- Training / dissemination workshops / meetings	15,000 \$
Output 2	- TA introducing package of essential NCD interventions at PHC clinics;	15,000 \$
	- Training of PHC workers on package	100,000 \$
Output 3	- TA anti-smoking law; awareness campaigns; behavior surveys; tobacco cessation strategies;	45,000 \$
	- TA health promotion	60,000 \$
Total		280,000 \$

Project Title:	Strengthen Family Planning Commodity Security at National Level	
Executing Agency	United Nations Population Fund (UNFPA)	
Local Partner	Ministry of Health (MOH), UNRWA and NGOs	
MTRP Strategic Area:	Health	
MTRP Outcome(s):	<i>Outcome 1:</i> Improvement in access, quality, efficiency and equity of health care services; <i>Output 1.1</i> Institutional development: National institutional capacities for health policy planning, budgeting, and delivery are strengthened; <i>Output 1.3.</i> Information: Surveillance systems for health and nutrition monitoring strengthened;	
PA Sector and Associated Objective	Health: Develop public and preventive health programs and promote healthy patterns and behavior	
Strategic Capacity Development Gap (as defined by the PA)	1. Rationalization of government organizational structures and processes 2. Information and communications technology	
Duration of project	Starting Date: January 2011	Ending Date: December 2013
Overall budget:	US \$ 1,665,990	
Funding received	US \$ 0	
Funding required (gap)	US \$ 1,665,990	

I. Situation Analysis

Contraceptive prevalence rate (CPR) in the occupied Palestinian territory (oPt) stood at 50% for all methods and at 38% for modern contraceptives in 2007 (PAPFAM survey). While there is no more recent national level data, it is believed that existing challenges, especially in Gaza, to access health care and commodities also have a negative impact on access to family planning commodities. Unmet need for family planning was at 12.4% in 2007 and it is assumed, that it might be even higher now (PAPFAM survey).

A majority of 60% of family planning services is provided through the public sector with three main providers, UNRWA (30%), followed by MOH (20%) and NGOS (10%). The remaining 40% are provided by the private sector. Clients are known to make

their choices based on quality of care including the availability of female physicians. Taking into account the variety of service providers and the wide range of quality of care and accessibility of services, there is agreement that family planning services should serve as an example for aligning and harmonizing healthcare services in the country in consistency with the National Health Plan (2011 – 2013) objectives. Building on this, UNFPA in partnership with MOH, developed a framework for supplying contraceptives at the national level. UNFPA further supported the MOH to map existing services to determine resource allocation based on client load and to be able to tap into effective coordination of services among public providers in the country.

Supply chain management remains a challenge for all providers with particular emphasis on the linkages between central and peripheral levels. In spite of regular contraceptives supplies provided to MOH, stock-outs are repeatedly reported at national level while, at the same time, over-stocks are reported from peripheral levels. This is affecting the ability of MOH and UNFPA to monitor the supply, report on consumption and make proper forecasting of contraceptive needs.

Currently, MOH is working on improving the infrastructure for drug storage and supply. This is being linked to adequate and timely provision of needed contraceptive commodities to districts and central hospitals in the country. Provision of medical supplies and medications to peripheral level is still an area with a need to improve both in terms of supply chain and also in terms of proper forecasting and requisitions. Horizontal supply of commodities to providers other than MOH is still happening on a rather ad-hoc basis. Currently, contraceptives and vaccines are the only commodities provided to national providers via MOH only. For contraceptives, this is being tested since 2009 and there is a need to systematize and institutionalize an effective and efficient supply chain management in terms of procedures, timing and sustainability.

II. Strategy

Support the MOH, UNRWA and national NGOs with family planning commodities in line with national level public sector needs;

Support the MOH in developing and maintaining a functional supply chain for contraceptives for vertical and horizontal levels in coordination with other relevant stakeholders working in health supply chain management;

Institutionalize and mainstream family planning services reporting system at the national level to feed into the Health Information System (HIS).

III. Project Description

UNFPA has worked with MOH and national partners towards unifying and systematizing family planning services at the national level with the MOH as the umbrella provider and regulator of services. Through a national committee, UNFPA has facilitated the process of defining national needs, mapping family planning services and identifying procedures for requisition, supply and consumption reporting to MOH.

The proposed project aims to strengthen coordination among service providers toward (a) complementary provision of family planning and (b) building a sustainable supply of contraceptives at the national level. While Gaza deserves special considerations due to access challenges, this will be addressed in close cooperation with UNRWA for allowing easier access of commodities.

Procurement of family planning commodities and supply to MOH as the umbrella provider will follow a consultative process about consumption trends, quantified needs and, ultimately, a strategy for the complementary provision of family planning services.

In addition to procurement, the project will address current gaps in the supply chain management. An assessment of both the vertical commodities flow and the horizontal flow in terms of MOH provision of commodities to other providers will provide strategic directions for a capacity building program to enhance the ability to forecast needs, set requisitions for commodities and report on stocks. This capacity building component will target the MOH and other providers. A total number of 250 pharmacists, nurses and other practitioners will be trained at the central, district and peripheral levels both in the West Bank and Gaza.

Using existing reporting frame and tools, UNFPA will implement two major activities to support and ensure proper reporting on service delivery patterns in the area of family planning:

Advocate for consistent reporting of agencies on family planning services to MOH. This activity aims at ensuring unified data can be obtained at the level of public providers, which will help proper planning and forecasting of needs among providers.

Enhance skills of service providers through on-job training in collecting, registering and reporting data related to family planning services uptake. It is expected that a total number of 300 people will undergo this training.

specifically the Primary Health Care (PHC) and Pharmacy directorates together with UNRWA and local NGOs. A project manager will be assigned to directly support the implementation of the project. A finance and procurement assistant will be recruited on a 50% basis to assist in the procurement and financial management. Individual consultants will be recruited for the planned assessment and skills building components to undertake the supply chain management strengthening, monitoring and reporting objectives.

IV. Management Arrangements

UNFPA will manage this project as a component of the reproductive health programme of its 4th Country Programme (2011 – 2013) in close cooperation with the Palestinian Ministry of Health,

V. Project Budget

Item	Description	Amount (US\$)
Staff	Recruitment of one national project manager @ 100% for three years (36 months @ 3,000)	108,000
	Finance/procurement assistant @ 50% for 3 years (36 months @ 1,500)	54,000
Program input	Procurement of contraceptives for two years (2012 – 2013)	700,000
	Training on supply chain management for central and peripheral staff	200,000
	Training on reporting and information management	120,000
	Provision of logistical and IT support	300,000
Operational cost	Field-monitoring, transportation, etc.	75,000
Indirect cost	Indirect cost @ 7%	108,990
Total		1,665,990

Project Title:	Adolescent and youth-friendly health services
Executing Agency	United Nations Population Fund (UNFPA)
Local Partner	MOH, UNRWA, NGOs, University
MTRP Strategic Area:	Health
MTRP Outcome(s):	<p><i>Outcome 1:</i> Improvement in access, quality, efficiency and equity of health care services;</p> <p><i>Output 1.1 :</i> Institutional development: National institutional capacities for health policy planning, budgeting, and delivery are strengthened;</p> <p><i>Output 1.3. :</i> Information: Surveillance systems for health and nutrition monitoring strengthened;</p>
PA Sector and Associated Objective	Develop public and preventive health programs and promote healthy patterns and behavior, provide effective and efficient support services, and improve governance quality.
Strategic Capacity Development Gap (as defined by the PA)	<ol style="list-style-type: none"> 1. Rationalization of government organizational structures and processes 2. Information and communications technology
Duration of project	March 2011 - December 2013
Overall budget:	US \$ 838,000
Funding received	US \$ 0
Funding required (gap)	US \$ 838,000

I. Situation Analysis

The Palestinian population in the occupied Palestinian territory (oPt) in 2010 is 4 million, of which young people (10-24) represent about 34.7%.¹ (P As a significant proportion of the population, youth represent a key element in terms of future economic growth, social stability and development. At the same time, in Palestine they have been particularly affected by the occupation and socio-economic and political challenges.

The health sector has a vital role in helping adolescents and youth stay physically and mentally healthy, and successfully complete their journey to adulthood as a positive contributor to community development. However, while existing services at PHC level seem to be accessible to adolescents and youth, information indicates that several socio-cultural, geographical and other barriers

are preventing adolescents and youth from taking full benefit of these services, either due to lack of awareness about services or unwillingness to use them. Among the reasons for the latter are: fear that they will be treated badly or misunderstood; fear of being seen, due to a lack of privacy and confidentiality; inconvenient hours and locations of facilities; and high costs.

Adolescents and youth in need of health-related information rely on (a) their siblings and other peers, (b) private medical services, if they can afford them, (c) pharmacists, in this order of priority.²

Clinical services for non-age-specific illnesses are the least problematic, but youth and adolescents do not have a high need for them. Clinical services in general are biomedically oriented and have little space to accommodate youth needs in terms

of healthy physical development, consequences of risky behaviors, healthy lifestyle counseling, psychological counseling, premarital counseling; and sometimes, physical and mental health issues arising from abusive situations.

Based on information from a recent survey done by An-Najah University, young people at the university reported the following issues as being of high importance to them:

1. Mental health
2. Addiction and smoking counseling
3. Nutrition, body shape and skin care
4. Sport
5. Reproductive health information

The same study indicated that youth at the university wish for health services that include:

1. A health and nutrition counseling service
2. Information about health
3. Opening hours extended to match out-of-study times
4. Presence of female providers specialized in women's health

Building on these recommendation, the proposed project aims at establishing a national model for youth friendly services within the public health services system addressing and responding to youth-defined needs and aspirations, .

Building on recent consultations, surveys and local expertise in health and youth programs, UNFPA will support the Ministry of Health to identify the package of services most relevant to the Palestinian context, and to pilot youth-friendly health services within this framework. Partnership with MOH, UNRWA, NGOs and Universities will allow building models that answer the specific needs of youth within different geographic and demographic contexts in the country.

II. Strategy

- c. Identify the specific demands and needs to be covered by youth-friendly health services.
- d. Formulate a minimum package and standards for these services, and the

relevant guidelines, protocols and training curricula.

- e. Establish four pilot youth-friendly health centers in different provider contexts (MOH, UNRWA, NGO, University)
- f. Monitor and evaluate the experience, as a basis for later scaling up successful models

III. Project Description

The project will start by conducting field studies to identify the needs, priorities and preferences of youth in the area of health and health services, as well as the position of health providers and of communities in this regard. This study will inform in particular about the needs of wider youth groups such as out-of-school and marginalized youth. Based on this study, the content and model of youth-friendly health services will be approved by all stakeholders and a minimum package of services will be developed.

Four sites will be selected to host pilot youth-friendly health centers, in consultation with key health services providers. The services will be in consistency with the national health insurance scheme as much as possible to avoid cost as a barrier to utilization. Pilot centers will be distributed between Gaza and the West Bank in order to capture the specific context of each location. Curriculum development and the training of providers will use a tailored model adapted from WHO material on adolescent and youth friendly health services.

A monitoring and evaluation frame will be developed to capture utilization, quality and impact of such services. This will help in scaling up the model or replicate success stories documented through the implementation. In the final year of the project, a final evaluation will be conducted to inform scale up and replication.

IV. Management Arrangements

This project is part of the country programme action plan 2011-2013 recently agreed between UNFPA and the Ministry of Health, who will manage the project jointly, partly under national execution. Specific

components will be implemented by UNRWA (pilot centre), NGOs (pilot centre, development of material, surveys) and An-Najah University (pilot

centre, surveys). A national project manager will be assigned, and individual consultants will be recruited for special tasks

V. Project Budget

Item	Description	Amount(US\$)
Staff	Recruitment of one national project manager @ 100% for 2 years (36 months @ 3,000)	108,000
Program input	Needs assessment	50,000
	Facilities refurbishment	200,000
	Procurement of equipment and supplies	200,000
	Training health providers on adolescent health	150,000
Operational cost	(field-monitoring, evaluation and transportation, etc.)	75,000
Indirect cost	Indirect cost @ 7%	55,000
Total		838,000

Project Title:	Building the national capacity of the Ministry of Health to strengthen the management of its supply chain of vaccines and micronutrients
Executing Agency	UNICEF
Local Partner	Ministry of Health
MTRP Strategic Area:	Health
MTRP Outcome(s):	Outcome 1: Improvement in access, quality, efficiency and equity of health care services Output 1.1: Institutional development: National institutional capacities for health policy planning, budgeting, and delivery are strengthened; Output 1.3. : Information: Surveillance systems for health and nutrition monitoring strengthened
PA Sector and Associated Objective	Health: - Develop public and preventive health care programs and promote healthy patterns and behavior; - Improve governance and service quality; - Provide effective and efficient support services
Strategic Capacity Development Gap (as defined by the PA)	1. Rationalization of government organizational structures and processes 2. Financial resources management 3. Human resources management
Duration of project	Starting date: January 2011 Completion date: December 2011
Overall budget:	US \$ 123,327
Funding received	US \$ 30,000
Funding required (gap)	US \$ 93,327

I. Situation Analysis

The Expanded Programme for Immunization (EPI) implemented by the Ministry of Health (MoH) in oPt with support from UNICEF and other stakeholders, has had an overall good coverage in the last decade. In 2009, UNICEF supported MoH to sustain more than 97% for routine immunization coverage for six antigens (BCV, OPV, DPT-Hib). The polio, measles and tetanus elimination targets and goals have been maintained, with zero reported cases over the past two years. Since 2009, MoH took over the responsibility of vaccines procurement while UNICEF continued to provide technical and

procurement services (clearance of the vaccines and local transportation to the cold chain). To ensure quality standards in the vaccines, MoH directly transfers funds to UNICEF Supply Division, for UNICEF to procure on their behalf. In 2010, the MoH has faced a number of challenges in ensuring the vaccine procurement is timely and cost-efficient. There is a need to strengthen the capacity of the relevant departments at MoH to sustain an effective supply chain in regards to needed vaccines. This links directly to the equitable access to high-quality health care highlighted in the Home Stretch to

Freedom Plan highlights. This can be achieved only if relevant data on health outcomes and trends, health service delivery and costs can be obtained and utilized for strategy formulation and resource allocation. Building the national capacity of the Ministry of Health to strengthen the management of its supply chain of vaccines and micronutrients will definitely empower the MOH and will lead to a more sustainable, efficient and effective supply chain in the public health sector in line with the MOH national health strategy (2011-2013).

II. Strategy

Although the PA has entered into PS mechanisms for the procurement of vaccines, the gaps are in the smooth implementation of the process, related to the on time payment of VAT, use of their own custom clearance and transport agent as well as ensuring swift import of the vaccines. UNICEF's support will ensure better understand the challenges related to vaccine procurement, address lessons learned and ensure all relevant partners inside the PA MOH departments do have the necessary skills for forecasting, importing, receiving, storing and distributing vaccines and related supplies, and funds management. Through Procurement Services (PS), UNICEF can provide strategic support to government partners enhancing purchasing capacity and logistics expertise so they can progressively assume procurement undertaken by UNICEF. By using PS, counterparts increase their access to essential supplies at more affordable prices than through their own independent channels.

Capacity Building Objective

- j. Support the PA in strengthening its capacity of forecasting, importing, receiving, storing, distributing vaccines and vaccine related supplies, and funds management;
- k. Support the PA-MOH in transfer the same processes for other health and nutrition items such as micronutrients;
- l. Render the PA to be more independent in the

long run and to empower them to build and sustain efficient and effective supply chains in the public health sector.

III. Project Description

Outcome: The management of the MOH supply chain of vaccines and micronutrients is strengthened and functional.

Output 1: National capacity of MOH Staff strengthened in the area of management of MOH supply chain and related funds with regard to vaccines and micronutrients.

Output 2: Respective MOH supply chain is monitored through the agreement of cooperation between UNICEF and MOH.

UNICEF will support the MOH in building its capacity on efficient management of the supply chain of vaccines funds and of its supply chain by:

1. Conducting a workshop in oPt in order to draw lessons learned from the 2009 and 2010 procurement services activities in oPt; and in order to identify gaps that needs to be addressed in 2011-2013.
2. Conducting a training workshop in collaboration with UNICEF Supply Division, Copenhagen. The MOH will learn more about UNICEF working processes and daily business operations in the area of a) program and supply integration and planning review how similar approaches can be applied to the integration of national health program and supply planning for oPt; b) procurement; c) logistics and delivery; and d) quality assurance. In response to the expressed needs of the MOH, the main thematic focus is going to be on health and nutrition commodities. The MOH staff will be introduced to the operational steps related to purchasing supplies through UNICEF procurement Services.
3. Post workshop implementation of procurement services processes, roles and responsibilities between MOH and UNICEF

4. Monitoring of the supply Chain in oPt through joint warehouse visits, site visits and review of the vaccine arrival reports
5. Regular process review to ensure systems are maintained and functioning

accountable to the donor. All activities will be carried out in close collaboration and agreement with the MOH.

IV. Management Arrangements

UNICEF oPt will be responsible for the implementation of this project and will be

V. Project Budget

Activity	Description	Budget in US Dollars
1.	Series of Training workshops for MoH Staff	\$ 83,000
2.	Post workshop implementation	\$ 6000
3.	Monitoring	\$ 7,500
4.	Technical Support, monitoring and evaluation	\$ 19,300
5.	HQ (7%)	\$ 7,527
Total		\$ 123,327

Project Title:	Capacity Development for a Strengthened and Integrated Drug Treatment and Harm Reduction Response in the Occupied Palestinian Territory
Executing Agency	UNODC
Local Partner	Ministry of Health
MTRP Strategic Area:	Health
MTRP Outcome(s):	Outcome: Improvement in access, quality, efficiency and equity of health care service
PA Sector and Associated Objective	Health <ul style="list-style-type: none"> ▪ Develop infrastructure of secondary and tertiary health care services” ▪ Develop public preventive health care programmes and promote healthy patterns and behavior; ▪ Improve governance and service quality
Strategic Capacity Development Gap (as defined by the PA)	<ol style="list-style-type: none"> 1. Unification and/or modernization of the legal framework 2. Rationalization of government organizational structures and processes 3. Human resources management
Duration of project	Starting date: January 2011 Completion date: December 2012
Overall budget:	US \$ 1,230,500
Funding received	US \$ 0
Funding required (gap)	US \$ 1,230,500

I. Situation Analysis

There are clear indications that a drug use is an increasing problem in the occupied Palestinian Territory (oPT). According to 2006 study commissioned by UNODC hashish was seen as the most consumed illicit drug¹¹, while heroin was found to be the second most commonly used drug followed by the use of ‘cocktails’ - mixtures of heroin, cocaine, narcotic pills and other psychotropic substances. Half of the opium users, 40 percent of heroin users, and 21 percent of crack users inject their drug. A recent bio-behavioral surveillance study undertaken in East Jerusalem reveals substantial levels of risk behaviors that can expose injecting drug users with HIV. Moreover, the study reveals a high prevalence of Hepatitis C and B.¹²

The reported availability of illicit drugs in the oPT leaves people vulnerable to the use of drugs as self-medication to cope with trauma and difficult conflict-related psychological conditions; specifically among persons living in vulnerable areas such as refugee camps. This increases the negative social and health consequences of drug use, causing burdens on the Palestinian healthcare system. These consequences could include the rapid spread of blood-borne viruses related to injecting drug use (such as HIV, Hepatitis B and C), deaths due to overdose, mental health disorders and increase in crime rates that would create a destabilizing factor in society and add to the humanitarian burden.

There are currently no government treatment centres in the oPT. The only option for drug dependence treatment is detoxification either undertaken by drug users themselves at home or in the limited number of centres operated by non-governmental organizations (NGOs) that are geographically scattered in the West Bank. Rehabilitation is offered by a limited number of NGOs and mental health facilities. This entails that drug users do not have ease of access to services due to restricted movement in the West Bank. Moreover, detoxification is only the first stage of addiction treatment and by itself does little to change long-term drug use. Pharmacotherapy is absent (antagonist pharmacotherapy or substitution therapy), with the exception of limited medical support to prevent severe withdrawal symptoms during detoxification. Thus anecdotal data suggests that an increased number of Palestinians residing in the West Bank seek more comprehensive drug treatment services in neighbouring countries such as Jordan if they own the necessary financial resources.

Good practice in drug dependence treatment is cost-effective and can be considered an economic investment, enabling funds saved to be redirected to development. By helping people reduce or stop injecting drugs, drug treatment reduces the transmission of blood-borne diseases, such as HIV and hepatitis B and C. Treatment can also reduce drug related crime, improve the stability of family and community life and improve a person's prospects for employment. In addition, research has shown that drug treatment in prisons or alternative measures to imprisonment can reduce post-release use of drugs and re-offending, with a significant saving of resources.

The Palestinian Authority (PA) has plans to set up a government treatment and rehabilitation centre in the West Bank which was set to be inaugurated in 2010. Unfortunately, funds (estimated at USD 5 million) have not been fully mobilized and the initiative was consequently delayed. The PA has identified the lack of technical and human resources capacity on evidence based assessment, diagnosis

and treatment of drug dependence as a major weakness in its health system and has officially requested support from the United Nations Office on Drugs and Crime (UNODC) to build its capacity in this regard based on public health, human rights and integration principles with an increased partnership with neighbouring countries.

National Efforts to Strengthen Drug Demand Reduction Response

The Palestinian Ministry of Health heads two major multi-sectorial bodies responsible for the national response to drug use and HIV in the PA. The national bodies include the Palestinian National High Committee for the Prevention of Drugs and Psychotropic Substances and the National AIDS Committee.

The National High Committee for Drugs recognizes drug dependence as a multi-factorial health disorder and has been actively engaged in the development and coordination of the Palestinian Drug File with the support of UNODC. The Drug File consists of the newly revisited Draft Drug Law, the National Strategy on Drug Prevention and the endorsed Drug Treatment and Rehabilitation Protocol. Moreover, the Palestinian High Committee is fully engaged towards the construction of a drug treatment Centre in Ramallah. Thus, there is a pressing need to continue strengthening the technical skills and knowledge of health care and social service professionals in the Palestinian Authority and to scale up drug demand and harm reduction services.

The National AIDS Committee has greatly increased its role in addressing the containment of the HIV epidemic, increasing access to testing and treatment and strengthening its reporting to the Declaration of Commitment on HIV/AIDS (UNGASS). These efforts were supported by the Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM) grant entitled 'Future hope: Scaling up universal access to prevention, treatment and care in the Occupied Palestinian Territory' amounting to US\$ 5 million for the first 2 years.

II. Project Description

The project aims at strengthening Palestinian national capacities among healthcare service providers in civil society organizations and governmental agencies through training and exchange visits to provide science-based and ethical services to drug users. Moreover, policy makers from different line Ministries will be involved in the development of relevant drug policies and protocols, thus encouraging national authorities to think of drug dependence treatment and harm reduction in terms of a planned system of integrated and mutually reinforcing activities undertaken at the multisectoral level. Moreover, the PA will be better able to establish a center that provides a range of evidence based pharmacological and psychosocial interventions relevant to different stages in the addiction and treatment process.

The project will achieve the following outcomes:

Outcome 1: Dug Treatment and Rehabilitation quality care standards, accreditation mechanism and treatment protocol procedures that follow international guidelines are put in place.

Outcome 2: Increased cooperation and exchange of experience at regional level in support of science- and human rights- based harm reduction and drug dependence treatment and care.

Outcome 3: Evidence based harm reduction and drug treatment services supported in the oPT.

Outcome 4: A national pool of service providers with improved knowledge and skills on comprehensive spectrum of drug dependence treatment options and harm reduction for drug users are capable of providing evidence informed services.

Outcome 5: Drug situation assessment mechanism to monitor provision, access and utilization of services and evaluate effectiveness of harm reduction and drug related responses established.

Outcome 6: Enabling environment and legislative basis that facilitates the provision, access and utilization of drug dependence treatment and

harm reduction services among drug users established that promotes the right to health of drug users.

III. Management Arrangements

UNODC Programme Coordination and Analysis Unit (ROMENA)

Similar to other UNODC technical cooperation projects in the region, this project will form part of the draft Regional Programme of the UNODC Regional Office for the Middle East and North Africa (ROMENA). The execution of the projects under the Regional Programme is supported by the Programme Coordination and Analysis Unit headed by a Regional Programme Coordinator. The Programme Coordination and Analysis Unit is based in Cairo and works under the supervision of and reports to the UNODC Regional Representative for the Middle East and North Africa. The Programme Coordination and Analysis Unit will maintain the overarching responsibility on behalf of UNODC for the implementation of the present project and will provide support in:

- Advising on technical and administrative matters during all stages of the project;
- Monitoring the UNODC Project Team based in East Jerusalem as well as national and international and national consultants and experts;
- Coordinating with other national and regional activities in the Middle East;
- Preparing reports as executing agency;
- Approving work plans, forecast expenditure plans, subcontracts, grants and payments under the project;
- Facilitating the mobilization of inputs required to implement the project and to oversee their effective delivery in close collaboration with national counterparts.

UNODC Project Team in Jerusalem

The UNODC Project Team will be responsible for

the daily implementation of the project on behalf of UNODC ROMENA and will be based in East Jerusalem. The UNODC Project Team will report to the Programme Coordination and Analysis Unit in ROMENA and the Regional Representative, and will comprise of an International Project Coordinator, a cost shared National Project Officer and an Admin / Finance Officer. The project team will closely liaise with representatives from the Palestinian Authority and international consultants/advisers to provide support and assistance on various aspects of the project. Substantive support will be provided by UNODC Headquarters, based in Vienna.

IV. Project Steering Committee

A Project Steering Committee will be established to ensure coordination of activities and communication and to monitor the outcome and impact of the project. The work of the Committee will be aimed at the monitoring of progress towards full achievement of programme objectives. Its composition will embody the partnership approach, efficiency and full transparency that underpin the present project. The composition of the Steering Committee will be determined in close coordination with the Ministry of Health.

V. Project Budget

Indicative Budget	Indicative Budget US\$
Outcome 1: Dug Treatment and Rehabilitation quality care standards, accreditation mechanism and treatment protocol procedures that follow international guidelines are put in place.	30,000
Outcome 2: Increased cooperation and exchange of experience at regional level in support of science- and human rights- based harm reduction and drug dependence treatment and care.	50,000
Outcome 3: Evidence based harm reduction and drug treatment services supported in the oPT.	500,000
Outcome 4: A national pool of service providers with improved knowledge and skills on comprehensive spectrum of drug dependence treatment options and harm reduction for drug users are capable of providing evidence informed services.	60,000
Outcome 5: Drug situation assessment mechanism to monitor provision, access and utilization of services and evaluate effectiveness of harm reduction and drug related responses established.	50,000
Outcome 6: Enabling environment and legislative basis that facilitates the provision, access and utilization of drug dependence treatment and harm reduction services among drug users established that promotes the right to health of drug users.	50,000
Subtotal	740,000
Human Resources, Administrative and Technical Support	
International Project Coordinator	300,000
National Project Officer (cost shared)	42000
Admin / Finance Officer (cost shared)	22000
Programme Coordination and Analysis Unit	10000
Operational Costs (Premises, computers, communication equipment, operating budget)	10000
General Operating Expenses	10000
Technical support provided by ROMENA	16000
Subtotal	410,000
Programme Subtotal	1,150,000
UNODC PSC (7%)	80,500
Programme Total	1,230,500

c. Social Protection

Project Title:	Enhance the Capacity of MOYS to Implement and Monitor the National Cross-sector Strategy for Youth (2011 – 2013)	
Executing Agency	UNICEF	
Local Partner	Ministry of Youth and Sport	
MTRP Strategic Area:	Social Protection	
MTRP Outcome(s):	MTRP Objective 4. Legislation and institutional capacities are further developed toward achieving social protection.	
PA Sector and Associated Objective	Youth and Sports: Development of relevant legislation and policies.	
Strategic Capacity Development Gap (as defined by the PA)	<ul style="list-style-type: none"> ▪ Unification and/or modernization of the legal framework ▪ Information and communications technology ▪ Human resources management 	
Duration of project	Starting date: June 2010	Completion date: December 2011
Overall budget:	US \$ 338,670	
Funding received	US \$ 55,000	
Funding required (gap)	US \$ 283,670	

I. Situation Analysis

The Ministry of Youth and Sport is the leading ministry to enhance the participation of adolescents and youth in the occupied Palestinian territory. For the past years UNICEF has supported the MoYS to improve their coordination capacities and monitoring systems. In 2010 the MOYS developed a cross-sector strategy for youth in oPt, with the support of UNICEF and other partners. The development of the strategy was made through a participatory process including adolescents and youth throughout oPt and UNICEF gave direct support to the ministry by supporting a unit inside the ministry working on the development of the strategy and to ensure focus group discussions with youth and a consensus building workshop. The next step is to develop a plan of action, including both a detailed budget and monitoring plan and to ensure that all ministries and external stakeholders are informed about the strategy. The plan will be developed by experts within the strategy unit and the information will be done through the development of an advocacy and media strategy.

A database has been developed to improve the monitoring capacity of the ministry and it will be

one of the stepping stones to improve the national knowledge of youth civic engagement. The database need further elaboration to be linked to the sector strategy and staff centrally and in all districts needs training to ensure correct use of the database. To respond to the need of improving the lack of data on youth in oPt, the MOYS is planning to develop a data and statistical unit which will work closely with PCBS to ensure better and more data on youth and adolescents.

II. Strategy

During 2009-2010 the MOYS developed a national Youth Sector Strategy built on the National Youth Policy. The process has been participatory including line ministries working with and for youth, donors, partners, youth organizations and youth and adolescents themselves. The next steps to which the Ministry has requested support from UNICEF is to develop a plan of action with a budget and a plan for monitoring and evaluation. To build on previous strategy UNICEF will support a technical unit inside the Ministry to develop such plans as

well as provide technical support and ensure that the process continues to be participatory with focus group discussions and seminars.

Two important components linked to the strategy are improved advocacy and improved knowledge. The advocacy is needed to ensure successful implementation, which includes a media unit and the need to develop a media/communication strategy. This strategy will hopefully be finalized before the end of 2010, so it can be implemented by the beginning of next year.

The final and important part of the strategy to which UNICEF work closely with the MOYS is the need to improve the knowledge on youth and adolescents in oPt. This is a large scope of work, which includes development of a already existing database, a development of a statistical unit inside the Ministry and a number of national youth surveys and studies.

III. Project Description

A plan of action for the implementation of the Youth Sector Strategy is developed and budgeted.

- A technical unit with an expert to develop the plan of action is established inside MOYS.
- A number of Focus Group Discussions and Seminars are conducted to ensure a participatory approach to the development of plan of action, including information seminars with donors.

A media/communication strategy is developed and implemented to ensure national knowledge on the strategy.

- A media focal point is hired to work with the technical unit.
- Media and communication tools are developed and published, for example booklets, billboards, information on the MOYS website etc

An informed data & statistical unit is established within MOYS working closely with PCBS, being the key source on youth in oPt.

- The technical unit, including both a statistician, a M&E specialist is established.
- An M&E Plan for the National Youth Sector Strategy is developed and budgeted.
- A mapping of information gaps is developed and a three year plan for conducting national studies and assessments is developed.
- The existing database is further developed and staff trained on the usage of the database.
- MOYS Staff are trained on database management, planning, budgeting and monitoring and evaluation.

IV. Management Arrangements

UNICEF will provide support to MOYS in accordance with the signed "country programme action plan 2011-2013". UNICEF will provide technical and financial support to MOYS accordingly.

V. Project Budget

Description of Activities	Estimated Costs US \$
A technical unit, including a media focal point	36,000
Focus Group Discussions and Seminars	40,000
Communication Material	75,000
Training of MOYS Staff, including capacity building in PM&E	24,000
A national Youth Survey	75,000
Equipment, including IT and Media equipment and software	15,000
Technical support, monitoring and evaluation	53,000
HQ(7%)	20,670
Total	338,670

D. Education

Project Title:	Improve Quality of Basic Education through Policy Development on ECD (Early Childhood Development) and Implementation of CFS (Child-friendly School)
Executing Agency	Education Section of UNICEF, oPt
Local Partner	Ministry of Education and Higher Education and its branches at district level, Tamer Institute
MTRP Strategic Area:	Basic Education
MTRP Outcome(s):	Enhanced quality of education services provided to all Palestinians
PA Sector and Associated Objective	Social development: Item 2 General and Pre-school Education,; item 4 Vocational and Teacher Training
Strategic Capacity Development Gap (as defined by the PA)	<ol style="list-style-type: none"> 1. Unification and/or modernization of the legal framework 2. Human resources management
Duration of project	Starting date: January 2011 Completion date: December 2012 (two years cycle)
Overall budget:	US \$ 3 million (US\$ 1,5 m each year)
Funding received	US \$ 200,000
Funding required (gap)	US \$ 2.8 million

I. Situation Analysis

Despite the negative impact generated by the series of political events and military operations in oPt, the education system in Palestine continues to function and enrolment rate for the school aged children remain as one of the highest countries in the MENAE region on average over 90% for both girls and boys. Indicators for the MDG include net primary school enrolment, primary school completion rate, and adolescent literacy are very positive. Literacy rates in oPt, particularly for females, are the highest in the Arab world. The current literacy rate for 15-24 year olds is 99.1 per cent, with gender parity. However, preschool enrolment rates have declined sharply, from an estimated 34 per cent among those aged 4 in 1996/1997 to 25 per cent in 2006/2007. The net enrolment rate for kindergarten is 22.9% (UNESCO). The qualities of education in terms of learning outcomes remain as challenge. Teachers are not adequately trained or supported to teach

the Palestinian new curriculum. Science labs and other teaching and learning kits in schools are not available nor sufficiently utilized. The physical and psychosocial impact of deteriorating living conditions and prolonged stress affects children's ability to participate in schooling and learn. Violence in schools requires a special concern.

II. Strategy

UNICEF will support national capacity to obtain evidence of and adjust declines in education quality and shift the professional focus from inputs and teaching to outputs and learning. The Ministry of Education and Higher Education will be supported to implement the early childhood development (ECD) policy and promote early childhood learning opportunities in communities with low-performing schools. Children in the lowest-performing government schools will

be helped through in-service teacher training, extra-curricula activities, improvements to the learning environment and strengthening the capacity of education administrators to promote interactive and child-centred learning. This is based on the experiences and lessons learned from earlier programme cycles on using Child-friendly School approach to help ensure quality learning in the lower performing schools, Early Childhood Development in policy framework development, as well as practical experiences accumulated from humanitarian response actions.

The planned scale up of the Child-Friendly School Approach to reach all primary schools across oPt is based on UNICEF's past experience of CFS in 190 schools which has been favorably evaluated early 2010 (as described in more detail in the next section). The support to MOEHE will enhance the capacity of MOEHE staff at the central and district levels to mainstream CSF framework at the school level, and enable the development of CSF materials (adapted to local language) and use by at least 300 schools at the initial phase. In light of dwindling nation-wide school achievement at different grade levels, the CSF approach is expected to concentrate efforts on quality of education and learning. UNICEF will also continue its support to MOEHE in the development of the Early Childhood Policy Framework and early childhood learning opportunities, as well as the training of pre-school supervisors and caregivers. This contributes to improved quality of education through preparing young children to early learning opportunities. Additionally, UNICEF will support MOEHE in establishing and utilizing the Educational Management Information System (EMIS) to strengthen and inform policy and program interventions to ensure completion of primary basic education cycle. The system is based on maintaining a child profile database, including social, health and academic indicators, used to track children's well-being, attendance and performance.

III. Project Description

To improve the quality of learning of all the students in the government schools and the education administration standards at all levels, the project intends in two years cycle to train at least 10,000 teachers and 5,000 education administrators targeting 1,000 schools with Child-friendly School approach. The entire training programme will focus on enhancing the teaching and learning process which should generate direct impact in the learning results of the learners. The development of the training or learning materials and provision of necessary teaching kits will be also part of the project.

The second component of the project will help improve the quality of educational policy making such as national policy framework on ECD and strengthening the Education Management Information System (EMIS), especially at the directorate level. The ECD policy framework aims to provide a legal platform to ensure that early cognitive and stimulation for all children begin to meet the qualitative learning needs within the Palestinian context. The policy framework will also help children to go through the transition period from pre to primary education. The strengthening the EMIS especially at the directorate level is a mechanism to monitor the overall performance of the teachers, students and education administrators in order to do timely cause correction and ensure the quality of basic education continue on the ground. Both CED and EMIS projects will involve human resource development and technical empowerment of the caregivers, teachers, school principals and education administrators in the system.

Management Arrangements

UNICEF's support to MOEHE is based on a signed "Country Programme Action Plan 2011-2013". Accordingly, UNICEF will provide technical and financial support to MOEHE for the implementation of the stated objectives.

IV. Project Management

Budget Items	US \$
Capacity building of MOEHE at central and district levels for Child-Friendly School scale-up	703,000
Support development of early childhood policy framework	940,000
Support establishing the Educational Management Information System	720,000
Technical support, monitoring and reporting	436,647
HQ indirect support costs	200,439
TOTAL	3,000,086

Project Title:	Strengthening capacities to develop inclusive education system in the oPt
Executing Agency	UNESCO Ramallah, oPt, Education Unit
Local Partner	Ministry of Education and Higher Education
MTRP Strategic Area:	Education
MTRP Outcome(s):	Enhanced quality of education services provided to all Palestinians
PA Sector and Associated Objective	General and pre-school education: “Ensure provision of Education for All within a high-quality educational environment, in which our teachers work in line with the highest and best educational and teaching standards.”
Strategic Capacity Development Gap (as defined by the PA)	<ol style="list-style-type: none"> 1. Unification and/or modernization of the legal framework 2. Human resources management
Duration of project	Starting date: 1 st June 2011 Completion date: 1 st June 2013 (two years cycle)
Overall budget:	US \$ 1,500,000
Funding received	-
Funding required (gap)	US \$ 1,500,000

I. Situation Analysis

Critical challenges to accessing quality education and achieving the goals set forth in the Education for All (EFA) and Millennium Development Goals (MDGs) remain and further strengthening of capacities is needed at all levels in order to build a sustainable inclusive education system throughout the occupied Palestinian Territory (oPt). Geographic disparities are also among the major challenges to be overcome and special emphasis is critical to addressing the issues faced in East Jerusalem, Area C and Gaza, which are humanitarian priority areas as designated by the UN Country Team. According to the MoEHE, 7% of basic education age children are out of school; 25% of boys and 16% of girls in secondary education age group are not in school; and 70% of government teachers in the West Bank are in need of further qualifications. The 2011 EFA Global Monitoring Report also highlights the challenges faced in East Jerusalem where it states that many of the 90,000 school age children do not have access to free public education, even though they are entitled to such under Israel’s Compulsory

Education Law. Neglect of Palestinian schooling in East Jerusalem is reflected in classroom shortages as well – for instance, in 2007/2008 there was a shortage of 1,000 classrooms. Governmental functions should be strengthened in regards to the promotion and provision of education for all. At policy and teaching levels, the MoEHE needs to move towards a more inclusive educational approach to address the needs of children and youth excluded from and marginalized within the education system. It is a priority to ensure that all children have equal access to quality education in their community schools regardless of their gender, abilities, disabilities, backgrounds, health conditions and circumstances.

II. Strategy

The right to education is at the heart of several international declarations or conventions such as the Universal Declaration of Human Rights (1948), the Convention on the Rights of the Child (1989) and the Convention against Discrimination in Education (1960). The role of the education system

in combating poverty and social exclusion is pivotal. The exclusion of children from and within education must therefore be combated by the relevant authorities, as well as by schools and communities. In the framework of the implementation of the Palestinian National Plan (PNP) and the Education Development Strategic Plan (EDSP), UNESCO will provide technical support to raise awareness and strengthen capacities within the Ministry of Education and Higher Education to develop policies and strategies inclusive to all children. This support will enhance the capacity of the MoEHE staff in mainstreaming inclusive education throughout their programmes. Furthermore capacities will be built and strengthened in teacher education and training institutions in order to create inclusive learning-friendly environment. A “learning-friendly” environment should be “child-friendly” and “teacher-friendly” and should stress the importance of students and teachers learning together as a learning community.

Capacity development at policy and teachers levels will cover a wide range of challenges such as identifying the barriers that exclude rather than include all children in school, identifying those children who are not in school and how to deal with barriers to their inclusion in school, managing an inclusive classroom including planning for teaching and learning, maximizing available resources, managing group work and cooperative learning, as well as assessing children’s learning.

As the lead agency for Education for All, UNESCO has been promoting the right to education throughout its projects. The proposed project will built on past experiences, best practices and lessons learned and will ensure that strategies and policies are developed according to best practices documented through global networks such as the Inter-Agencies Network for Education in Emergencies (INEE) or the Enabling Education Network (EENET). UNESCO is actively involved in the education sector through fora such as the Education Sector Working Group, the Education Cluster and the UN Education Strategic Area Group (SAG), which is an opportunity to bridge between

humanitarian programming and development-focused strategic approaches aiming at institutional capacity development, thanks to strong positioning on both tracks and key coordination role.

III. Project Description

The project outcome is to promote quality basic education for all children in the oPt, particularly for those who are most vulnerable to exclusion from and within education based on the principle of the right to education. More specifically this project will aim at developing national frameworks to better inform policies and practices on inclusive education; strengthening capacities within the MoEHE to develop inclusive and learning friendly education systems and environments; strengthening capacities of teachers regarding inclusive education; and involving communities in the provision of quality education for all children.

Outputs:

- Elements of current laws, policies and practices that create barriers for EFA/inclusive education identified by the MoEHE.
- Abilities and capacities developed within the Ministry of Education and Higher Education to plan, implement and monitor inclusive and child-friendly education programmes/policy framework developed.
- Progress made to develop inclusive and child-friendly curricula.
- Knowledge on the right to education and inclusive education strengthened through the development of advocacy and awareness materials/publications.
- Inclusive and child-friendly education concepts introduced to the Teacher Education and Training Institutions (including for UNRWA teachers).
- Capacities developed within Teacher Education and Training Institutions to make inclusive and child-friendly education part of all their regular teacher education and training programmes.

IV. Management Arrangements

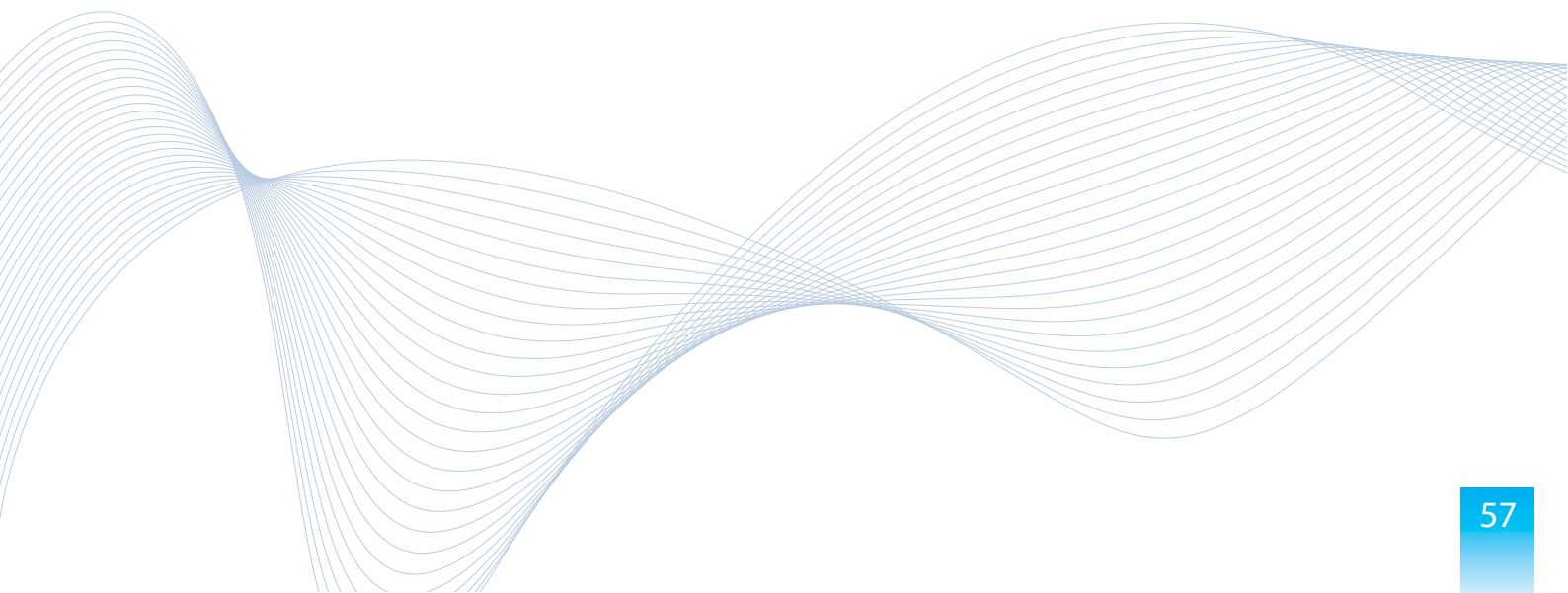
UNESCO will provide technical support to the MoEHE through close cooperation in planning, implementation and monitoring of the project to ensure ownership and sustainability. Capacities will therefore be developed at both institutional and individual levels. Furthermore, through the Education Sector Working Group, the UN Education

Strategic Area Group and the Education Cluster, UNESCO will create/strengthen partnerships for the implementation of this project. Finally, the involvement of teachers, students, parents and communities will be critical to build inclusive education system.

V. Project Budget

Budget Items	US \$
Needs and Rights Assessment on Inclusive Education in the oPt, including review of legal frameworks, policy and practices and road map/action plan for implementation	150,000
Development of awareness/advocacy materials	150,000
Development of teaching and learning materials/piloting in schools	300,000
Capacity building at central level for all MoEHE Departments	300,000
Capacity building for teacher education and training institutions	400,000
Technical support, monitoring and evaluation	110,000
Support costs	90,000
TOTAL	1,500,000

E. Infrastructure



Project Title:	Support to PWA for Legal Reforms and Capacity Development	
Executing Agency	UNICEF	
Local Partner	PWA and CMWU	
MTRP Strategic Area:	Infrastructure	
MTRP Outcome(s):	Outcome 3. Improved environmental health conditions of the community	
PA Sector and Associated Objective	WATER : Effective and updated legal and institutional framework.	
Strategic Capacity Development Gap (as defined by the PA)	<ol style="list-style-type: none"> 1. Unification and/or modernization of the legal framework 2. Rationalization of government organizational structures and processes 3. Information and communications technology 	
Duration of project	Starting date: 2010	Completion date: 2013
Overall budget:	US \$ 1,913,115	
Funding received	US \$ 303,300	
Funding required (gap)	US \$ 1,609,815	

I. Situation Analysis

The Palestinian Water Authority (PWA) was established in April 1994 as an institution with aims to guarantee the most efficient management of available water resources, implement water policy approved by the Council of PNA, establish water projects and fully supervise the implementation, and cooperate with local administrations to improve their efficiency in managing water use and estimate the future needs. Functions of PWA include i) improve centralization of collection hydrological data collection and publishing all water resources data, ii) planning, designing, establishing, managing and maintaining laboratories, experimental stations, research centers and developing, utilizing and protecting such facilities, iii) issuing permits, licenses and exclusive rights for any kind of beneficial use of water or management of sewage works, iv) evaluating water projects to licensing its implementation, and v) participating in preparing and detailing regional water plans and supervision and monitoring individual water projects as well as preparation of national water plan. Despite the

Water Law No. 3 – 2002 issued on 17/7/2002 is the legal framework governing water in Palestine, there are still several institutions such as The Ministry of Agriculture; The Ministry of Local Government; Regional water institutions: west Bank Water Authority, Coastal Water Authority, Jerusalem Water Undertaking, etc working in water sector.

PWA, in cooperation with related parties, aspires to completely restructure and develop new regulations/ systems for the water sector thus guaranteeing its effectiveness and longevity. This will in turn provide better services to Palestinian citizens on the basis of sound principles.

“Effective and updated legal and institutional framework” is one of the PWA interventions under “Homestretch to Freedom”, The Second Year of the 13th Government Program – August 2010. Also, as a part of its responsibility as a regulator of water sector in Palestine, PWA is seeking to develop an integrated Water Information System that includes all water related data and information for both the

West Bank and the Gaza Strip. Current Data Bank Unit includes three main sections: Data Handling, Database Development, and GIS Sections. Since its establishment in 1995, the Data Bank Unit was and is still working hard to develop this system, but due mainly to lack of human and financial resources it still did not manage to develop a comprehensive system that was envisioned to be one of the main tools supporting the PWA in water resource management and decision making. This system is supposed to be the Central Water Information System that will support PWA directly in planning and managing the water sector in addition to provide direct support to all local and international institutions, donors, researchers and other entities and individual who need this data and information. Currently, the water related data and information are disseminated among different departments inside PWA and other related water bodies in a fragmented manner. During the past nine years, information on water was available from several sources that were conflicting in many cases. It is the responsibility of PWA to gather, organize and disseminate water data and information in a systematic and consistent way providing all concerned parties with reliable information. Therefore, there is an urgent need to update and develop the available system and databases at PWA. This initiative is essential for PWA as well as other entities working in the water sector to fulfill their respective functions. The Palestine Water Authority (PWA) is responsible for regulating water resources both in terms of water quantity and quality and has been monitoring quality of water at sources and at times at water networks. In order to carry out tasks effectively and efficiently, it is important that water quality surveillance plan is developed and implemented. The existing water quality laboratory at the main PWA is equipped with instruments such as gas chromatograph, spectrophotometer, Ion chromatograph, atomic adsorption with graphite ion selective meter. However, these equipments are not properly functioning due to technical problem while moving from other location to the current one. Re-installation needs to be done and staff trained on the use of instrument as no one

is trained. Database on water quality needs to be properly maintained and disseminated to the concerned authorities for any corrective measures to be taken. It is also important that water quality database is linked to main data bank unit at PWA to obtain comprehensive information on water availability and its quality.

II. Strategy

UNICEF will support PWA in achieving its sector strategy plan (2011-2013). Major institutions related to the water sector involved in the preparation this plan were: Palestinian Water Authority, Ministry of Planning, Ministry of Agriculture, Ministry of health, Environmental Quality Authority. UNICEF's support will specifically be provided to achieve the following objectives:

Objective: The existence of a legal and institutional environment based on the principles of wise governance and able to manage the water sector in away to ensure its sustainability. UNICEF will support: (1) the restructuring of the water sector which includes: the legal, institutional, and technical framework in order to ensure the sustainability of water institutions as well as compensate for the operation and maintenance; and (2) Regulating the rights and duties of using water resources.

Objective: The improvement of database management that allows access and optimal use of information technology for the development of the water sector. UNICEF will support: (1) assessment of the existing system and preparation of conceptual design of a comprehensive information system to include all available databases and information. The gaps and the scope of work will then be identified to upgrade the hardware and software packages; (2) update of the information available through the different accessing information available at other ministries and organizations. Such available data will be organized and information will be available in the existing system. The existing monitoring system will be used to the collect data from the field and the existing database will be updated accordingly. Testing, validation and information in

the system will be carried out prior to dissemination of the information to the partners.

Objective: Strengthened system to monitor water quality that enables PWA to assume its role as a regulator in controlling the performance of the municipal laboratories more effectively. UNICEF will support: (1) Strengthening of the PWA laboratory through calibration and maintenance of the existing instruments; (2) support PWA in training the existing lab staff at the municipalities and provide assistance during the emergencies. PWA will also monitor the water quality monitoring programme implemented by the municipalities; (3) upgrade the current system of database management on water quality monitoring through installation of Laboratory Information Management System (LIMS) software, which will be linked to the central data bank at the PWA.

III. Project Description

PWA Water Governance Programme action plan include:

- Institutional Water Sector Review (IWSR);
- Cabinet approval
- Assessment and development of internal reform to include: i) Organisational structure, ii) Gap analysis, iii) Development roles and responsibilities, iv) Draft new Water Law, and v) Draft National Water Plan in line with the Sector Strategy;
- Implementation of the Water sector Reform;
- Formation of Technical, Planning and Advisory Team (TPAP) to focus on existing needs and capacity building and meet the needs of the new institutional mandate.

Assessment of all databases available by conducting survey (system analysis) at PWA and their need for development and update, and Assessment of the available GIS system will lead to Conceptual design of a comprehensive information system to include all available databases and information, and a step by step development and implementation of

this design. The plan will be shared with related departments for feedback and comments. Develop an on-line database with continuous update of the data and information available on the website; and

Update of the information available through the different sources including assessment and monitoring system of the water resources and systems, and through accessing information available at other ministries and organizations.

Testing and validation of the data and information in the system will be carried out prior to dissemination of information through monthly, seasonally and annual reports based on information available in the information system and its results of analysis. Support will also be extended to all organizations and individuals working on the sector with the needed information and data.

The existing instruments such as Ion chromatograph, AA Graphite Furnace etc will be made operational through the necessary software and spare parts and training will be conducted to the staff on the usage of the instruments. Necessary lab reagents and glass wares will be provided. Database maintenance at the PWA will be strengthened through the installation of the LIMS for which necessary hardware and software will be procured. Water quality surveillance plan will be put into operation as part of the regular and systematic water quality monitoring. Support will also be extended to the municipalities that are equipped with the water testing labs. As part of the regular monitoring of water sources, sampled cistern water will be monitored and 100 of the polluted cisterns will be cleaned with proper disinfection and minor repairs will be carried out to minimize the infiltration of the pollutants to the cisterns. Community interaction will be done for cistern related activities.

Expected results:

- Legal review and redrafting of the water law and plan are completed;
- Well function information system linked to GIS is established at PWA;
- Water quality surveillance plan is practiced by

PWA and municipalities;

- PWA and municipalities have fully functional laboratories;
- 300 cisterns are freed of pollutants.

IV. Management Arrangements

Following the discussions with the PWA, CMWU and municipalities, a detailed project proposal will be prepared by the local authorities.

UNICEF will review the proposal in light of the agreed areas of intervention and scope of work.

UNICEF will provide cash component of the project budget to the respective authorities while the procurement of the supply component will be carried out by UNICEF in a competitive manner as per the UNICEF procedures. The technical evaluations of the supplies will be carried out jointly by the local authorities and UNICEF. Project implementation will be monitored both by UNICEF and the local authorities

V. Project Budget (additional for 2011 onwards)

Budget Items	US\$
Legislative review of water law and plan	150,000
Upgrade of database at PWA and CMWU	525,000
Assessment, field data collection and monitoring	210,000
Cistern cleaning with minor repairs	165,000
Lab upgrade at PWA and municipalities	225,000
Staffing and technical supervision	229,500
Administrative costs (7%)	105,315
TOTAL	1,609,815

F. Food Security, Livelihood, and Employment

Project Title:	Improving Food Safety in the WBGS
Executing Agency	Food and Agriculture Organization of the United Nations (FAO)
Local Partner	Ministry of Agriculture (MoA)
MTRP Strategic Area:	Food Security, Livelihoods and Employment
MTRP Outcome(s):	Outcome 1: Increased sustainable food security
PA Sector and Associated Objective	Sector: Agriculture and Rural Development – Objective: Appropriate infrastructure and investment environment
Strategic Capacity Development Gap (as defined by the PA)	Rationalization of government organizational structures and processes
Duration of project	2 years
Overall budget:	US \$ 2,800,000
Funding received	0
Funding required (gap)	US \$ 2,800,000

I. Situation analysis

Achieving food safety requires an enabling and rules-based policy and regulatory environment at both national and international levels, as well as the establishment of food control systems and programmes throughout the food chain at national and local levels. With this background and in fulfillment of its mandate, the Ministry of Agriculture (MoA), upon its official requests, received support, from the World Organization for Animal Health (OIE) and the Technical Assistance and Information Exchange instrument managed by the Directorate-General Enlargement of the European Commission (TAIEX) through a series of missions between June and December 2010. The findings/reports of these evaluation and gap analysis missions provided a list of recommendations and suggested course of actions, some of which require immediate attention and are included in this present concept note.

Animal identification

At present, there is no official animal identification system and there is no evidence that the Veterinary Service of MoA, which is responsible for control of animal movement across the border and within the

governorates, could exercise full control on animal movement within the governorates and across the borders as required by relevant sections of the Animal Health Act No.5/2010, which provides the legal framework for registration of farms, animal identification and control of animal movement.

Despite the serious efforts of the MoA to regulate movement of animals through issuance of permits, and the establishment of functioning identification and registration system for poultry parent stock and hatcheries functioning system, the following weaknesses and serious gaps are noticed:

- Animals and animal products are not registered and have no identification to ensure their traceability
- There is no control of the movement of animals or animal products at the borders
- The Veterinary Services have no capacity to trace livestock and livestock products
- Farm animals in West Bank may be branded by their owners without any formal procedures.

Testing animal health

Currently, there is no systematic application of laboratory quality assurance measures that would help ensuring reliable analytical results. Central veterinary laboratory with facilities for testing animal health and animal products in accordance to international food safety and quality standards are almost non-existent. Concretely, this means that there are no adequate laboratory infrastructure, up-to-date standard operating procedures (SOPs) and documentation, well-trained and skilled personnel, appropriate and calibrated instrumentation and using of internationally recognised and validated methods.

II. Project Description

Goal: Increase the protection of domestic and international consumers.

Outcome: Strengthen the capacity of the MoA to adopt food safety and quality assurance system aligned with international standards

Outputs 1 - Upgrade of the central veterinary laboratory with facilities to monitor animal health and carry out nationwide certified surveillance, tests and controls over livestock.

The core of the activities foreseen under this output includes:

- Upgrade of the existing central veterinary laboratory in Albireh:
 - Purchase of appropriate equipments (for chemical, microbiological and pathological tests) and material to detect residues of medical treatments, radiations and elements of toxicity;
 - Installation and calibration of equipment;
- Training and coaching of technicians and veterinarians on:
 - Use of material and equipment,
 - Sampling procedure,
 - Animal disease diagnosis and disease surveillance methodologies

- To conduct diagnosis and research on animal diseases.
- Establishing technical collaboration with other related local and international laboratories
- Accreditation and certification of the laboratory (e.g. ISO 22000)

Output 2 - The development of a national animal identification and animal product tracking system with adequate procedures to meet international trade standards.

- Conducting in depth action oriented assessment to lay the ground for the system establishment.
- Development of identification law/bi-laws and related regulations and procedures.
- Technical and institutional capacity building based on experiences and lesson learnt in other countries with functioning identification and traceability system (provision of in-kind - equipments and tools- and technical support).
- Training and awareness sessions and campaigns for related technical staff from MoA, NGOs, private sector and other stakeholders as well as farmers and their associations.
- Field data collection
 - Registering all holdings, herds, animals, owners and keepers
 - Recording all births, deaths, slaughters and movements;
 - Recording the health status of individual animals, herds and holdings
 - Track and trace movements of animals in case of disease outbreak;
- Ear tagging
- Building and running the data base and related training and coaching.

III. Management Arrangements

This project is part of the national Agriculture Sector Strategy 2011-2013 “Shared Vision” and its action plan and has been developed in consultation with the MoA through the Veterinary Service. FAO

will manage this project in close collaboration and agreement with the MoA and FAO will be fully accountable and responsible for its implementation.

IV. Project Budget

Item	Description	Amount(US\$)
Personnel and experts	International and National Professional Base Salary	350,000
Contracts and Supplies	laboratory equipment, animal tagging system, database system and lab accreditation	1,800,000
Training	Specialized training for veterinary staff	300,000
Operational cost	General Operating Cost and Overheads	350,000
Total		2,800,000

Project Title:	Capacity Enhancement of the MoA to Foster Policy and Financing Coordination Mechanisms
Executing Agency	Food and Agriculture Organization of the United Nations (FAO)
Local Partner	Ministry of Agriculture
MTRP Strategic Area:	Food Security, Livelihoods and Employment
MTRP Outcome(s):	Outcome 1. Increased sustainable food security Output 1.3. Increased capacity of the MoA for policy planning, budgeting and service delivery
PA Sector and Associated Objective	Agriculture and rural development: Objective: Effective and modern legal and institutional framework
Strategic Capacity Development Gap (as defined by the PA)	Rationalization of government organizational structures and processes
Duration of project	3 years
Overall budget:	US \$ 1,800,000
Funding received	0
Funding required (gap)	US \$ 1,800,000

I. Situation Analysis

The PA and the community of donors recognize the importance of agriculture and its role in improving national food security, increasing the income and welfare of rural people and alleviating rural poverty, ultimately contributing to state building efforts. In the PA's new vision, state actors are supported to develop an enabling regulatory framework for farmers, Civil Society Organizations and the private sector to effectively play their respective roles in developing the agriculture sector.

The implementation of such a vision in the Palestinian context foresees multiple challenges, both from the changing political, ecological and socio-economic environment of the region, and the structural constraints inherent to the historical development of the agriculture sector in the West Bank and Gaza Strip (WBGs). While the MoA is well equipped with technical expertise and geographical coverage, institutional capacity strengthening support is needed to:

Ensure the capacity to undertake effective monitoring and analyses of key emerging challenges in the agricultural sector, and identify and

prioritize evidence based innovative programmes, aligned with the Agriculture Sector Strategy "Shared Vision" 2011-2013. Key information will be extracted from the Agriculture Census 2010 carried out by the Palestinian Central Bureau of Statistics in close consultation with the MoA.

- Ensure that different stakeholders undertake their responsibilities in a timely manner to effectively address geographical and thematic priorities.
- Lead policy monitoring and evaluation of the Agriculture Sector Strategy "Shared Vision" implementation in 2011-2013, including the preparation of agricultural investment projects/programmes and formulation of complex feasibility studies.
- Ensure that the Agriculture Sector Strategy is aligned with national, regional and global aid policy and existing coordination and funding instruments (including Local Aid Coordination Secretariat - LACS, Consolidated Appeal Process, private and PNP financing).

- Ensure institutional development of relevant MoA units, particularly the General Directorate of Policy and Planning (GDPP), to build their capacity to steer the Agriculture Sector Strategy implementation and maintain effective consultation with the Policy Coordination and the Financing Coordination bodies.
- Lead an effective consultative process among related ministries and stakeholders (NGOs, Private Sector, CBOs) to establish and operationalize a Food Security Council, with well-identified and agreed upon mandates and functions.
- Ensure needed capacities within MoA to effectively involve the specialized Agricultural Boards (e.g. Olive oil board, milk board, grape board... etc) in the implementation of the Agriculture Sector Strategy

II. Strategy

The project aims to ensure the smooth and timely implementation of the Agriculture Sector Strategy through the provision of technical and administrative support to the MoA to guide and oversee a sound policy and operational framework for the agriculture sector, taking into consideration emerging challenges such as the recent soaring food prices and water shortage. Learning from previous experience, it is obvious that the presence of action planning and a strategy implementation secretariat could have significantly contributed to the success of the Agriculture Strategy formulated in the late 1990s, which was unfortunately not the case.

This project foresees the establishment of a Sector Strategy Secretariat that will serve Policy and Financing coordination functions. As shown in the chart in Annex 1, it is envisaged that both functions will be undertaken through two distinct pathways, with continuous dialogue between them and informing the Agriculture Sector Strategy implementation. Among its functions,

the Sector Strategy Secretariat will be the engine to operationalize the Food Security Council, which will be reviewing and adopting the adaptive policies and priority interventions in the sector, and communicating these with the government, donors, and related stakeholders.

The operational and consultative support to the MoA to entertain constructive and effective Financing and Policy coordination will be provided by a Sector Strategy Secretariat within a dedicated unit of the DGPP. Such Secretariat will receive on-the-job assistance by FAO to build its capacity –and FAO assistance will phase out accordingly. The Secretariat will have a particular focus on providing administrative, policy analysis and technical resources. The Secretariat (outlined in ANNEX I) will be particularly focused on enhancing the capabilities of MoA staff (including the GDPP) in policy formulation and implementation, guidance and oversight to the implementation of the Agriculture Sector Strategy, and external policy/funding harmonization, taking into consideration the need for effective monitoring and analyses of key emerging challenges in the agricultural sector, and identify and prioritize evidence based innovative programmes, aligned with the Agriculture Sector Strategy.

This project will enable FAO to provide the necessary technical resources and services for the MoA to lead the Secretariat, including technical assistance and on-the-job training for Food Security strategic analysis and policy. The initial project period will be for the three year time frame of the Agriculture Sector Strategy 2011-2013 and may be extended for successive periods based on the recommendations of a project evaluation carried out jointly by the PA, FAO, donors and other stakeholders. Sustainability of the project will be ensured through an exit strategy developed throughout the project for FAO to phase out of the Secretariat and for it to become a fully integrated unit within the MoA DGPP.

III. Project Description

Outcome	Outputs
1. Strengthened capacity of MoA in sector coordination, monitoring and planning, investment programme preparation, food security analyses, evaluation and related information management (statistics, information systems).	Monitoring and analyses of key emerging challenges in the agricultural sector including the soaring food prices and drought, and identify and prioritize programmes.
2. An institutionalized framework for the coordination of sector development and policy formulation across sectors and stakeholders, including a sound Food Security & Agricultural Development reporting, monitoring, information and documentation system and data base in place.	Generating and analysing relevant agricultural and food security information/data to support MoA information systems and statistics collation.
3. Enhanced public/private partnership and PA/donor policy coordination resulting in policy and programming appropriately addressed and implemented through the Agriculture Sector Strategy 2011-2013 and aligned with the PNP.	Lead an effective consultative process among related ministries and stakeholders (NGOs, Private Sector, CBOs) to establish and operationalize a Food Security Board.
4. Enhanced coordination between national policy development and implementation, and financial instruments and aid coordination mechanisms.	Leading the preparation of large-scale and/or sub-sector investment programmes. Guiding and supporting MoA governorate level directorates in their local coordination functions

IV. Management Arrangements

This project is part of the national Agriculture Sector Strategy and has been developed in consultation with the Ministry of Agriculture. FAO will manage this project in close collaboration and

agreement with the Ministry of Agriculture and FAO will be fully accountable and responsible for its implementation.

V. Budget (over 3 years)

Item	Description	Amount(US\$)
Staff	International and national professional base salary and short-term consultancies	600,000
Ad hoc/thematic studies, monitoring and evaluation, training	Food Security Information, food prices, drought monitoring and other priority issues.	800,000
Operating Costs	General Operating Expenses and Overheads	400,000
	Total	1,800,000