State of Palestine
Prime Minister' Office

UNITED NATIONS
PALESTINE

United Nations Sustainable Development Cooperation Framework

State of Palestine[1]
2023 – 2025

[1] *The terminology employed in this Cooperation Framework, including but not limited to the terms "State of Palestine", "Palestine", "Government", "country" and "national", is without prejudice to the status of Palestine and the Occupied Palestinian Territory as recognized by each of the United Nations entities operating in the Occupied Palestinian Territory.*

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List of Acronyms

AHLC	Ad Hoc Liaison Committee
AIDS	Acquired immunodeficiency syndrome
CCA	Common Country Assessment
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CERD	Convention on the Elimination of All Forms of Racial Discrimination
COVID	Coronavirus Disease
CRC	Convention on the Rights of the Child
CRPD	Convention on the Rights of Persons with Disabilities
CSO	Civil Society Organizations
EU	European Union
FAO	Food and Agriculture Organization
FDI	Foreign Direct Investment
FHH	Female-Headed Households
GBV	Gender Based Violence
GDP	Gross Domestic Product
GER	Gross Enrollment Rate
GEWE	Gender Equality and Women's Empowerment
HCT	Humanitarian Country Team
HDP	Humanitarian Development Peace
HIV	Human Immunodeficiency Virus
HRC	United Nations Human Rights Council
HRP	Humanitarian Response Plan
ICT	Information & Communication Technology
IHL	International Humanitarian Law
ILO	International Labor Organization
INGO	International Non-Governmental Organization
ITC	International Trade Commission
JWP	Joint Work Plan
LACS	Local Aid Coordination Secretariat
LGBT+	Lesbian, gay, bisexual, transgender, and queer
LNOB	Leave No One Behind
MICS	Multi Indicator Cluster Survey
MoSD	Ministry of Social Development
MSME	Micro, Small, and Medium-Sized Enterprises
MSNA	Multi-Sectoral Needs Assessment
NCD	Noncommunicable Diseases
NDP	National Development Plan
NER	Net Enrolment Rate
NFNSP	National Food and Nutrition Security Policy
NGO	Non-Governmental Organization
NPA	National Policy Agenda
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
ODA	Official Development Assistance
OECD	Organization for Economic Co-operation and Development
OHCHR	Office of the High Commissioner for Human Rights
OPT	Occupied Palestinian Territory
PA	Palestinian Authority
PCBS	Palestinian Central Bureau of Statistics
PMO	Prime Minister's Office
PNCTP	Palestinian National Cash Transfer Program
PPE	Personal Protective Equipment
PWD	Persons with Disabilities
RCO	Resident Coordinator Office
SDG	Sustainable Development Goal
SRH	Sexual and Reproductive Health
TVET	Technical and Vocational Education and Training
UN	United Nations
UNCT	United Nations Country Team
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNMAS	United Nations Mine Action Service
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UNSCO	United Nations Special Coordinator Office for the Middle East Peace Process
UNSDCF	United Nations Sustainable Development Cooperation Framework
VNR	Voluntary National Review
WASH	Water, Sanitation, and Hygiene
WB	West Bank
WFP	World Food Programme
WHO	World Health Organization
WPS	Women, Peace, and Security

JOINT STATEMENT OF THE UNITED NATIONS AND PALESTINIAN GOVERNMENT

We the Palestinian Government and the United Nations system entities operating in Palestine, by signing hereunder, the United Nations Sustainable Development Cooperation Framework for the period 2023 to 2025 commit to implementing this Cooperation Framework with a view of catalysing sustainable development in support of the Palestine's National Development Plan and the Sustainable Development Goals.

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EXECUTIVE SUMMARY

The Occupied Palestinian Territory (OPT) is one of the most complex and challenging environments in which the United Nations operates. The 2022 Common Country Analysis (CCA)2 identifies the principal barrier to achieving the 2030 Agenda and the Sustainable Development Goals (SDGs) is the Israeli occupation, together with recurrent conflict, the internal Palestinian political divide and the fiscal crisis facing the Palestinian Authority. In addition to these barriers being an obstacle for peace, they result in significant challenges to good governance, the enjoyment of human rights and gender equality, and in generating economic growth and fiscal stability and human development.

The Humanitarian, Development and Peace (HDP) Nexus has been deeply embedded in the Middle East Peace Process since the beginning of the Oslo process. Advancing peace remains foundational for reducing humanitarian need, accelerating sustainable development, and building strong institutions in Palestine. Maintaining a political horizon for the two-State solution has significant humanitarian and development implications: it reduces the risk of conflict escalations and communal tensions and generates private sector and household investment. Conversely, improving the impact of humanitarian and development assistance can provide avenues for conflict resolution, risk mitigation, and peacebuilding.

A holistic picture of social and economic development in Palestine depicts some achievements, notably on life expectancy, infant mortality rates, access to basic education, spatial planning and certain legal reforms. Significant challenges remain, however, in ending poverty and hunger, improving health and education, decreasing maternal mortality rates, reducing inequalities, curbing violence in homes and communities, empowering women and girls, spurring economic growth, addressing climate change, ensuring access to quality basic services, including energy and water, and establishing strong and accountable institutions.

In line with national development priorities, the UN has set out a vison to improve Palestinians' opportunities to prosper and realise their full potential and human rights in a cohesive, democratic, and inclusive society, through progressive achievement of the SDGs. This desired change will be supported through: 1) promotion of greater access to economic opportunities that are inclusive, resilient and sustainable including decent employment and livelihood opportunities, 2) support for equal access to sustainable, inclusive, gender responsive quality social services (including health and education), social protection, and affordable utilities including for the most vulnerable; 3) support to Palestinian governance institutions and processes at all levels so they can be more democratic, rights based, inclusive, and accountable; and 4) support to improve access to and management of natural and cultural resources, higher resilience and adaptation to climate change and more sustainable food systems. Implementation of these outcome areas will be based on the principles of human rights, gender equality and women's empowerment, 'Leave No One Behind" (LNOB), and sustainability. The foundation of the Cooperation Framework's vision encompasses human rights-based approaches, conflict sensitivity and a focus on operationalizing the humanitarian-development- peace nexus to enable human development in a complex environment.

The Cooperation Framework is complementary to the humanitarian operations in Palestine as articulated in the Humanitarian Response Plan (HRP), will be implemented through Joint Work Plans (JWP) and in close collaboration with a range of partners, including the Palestinian Government), development partners, national and international non-governmental organizations (NGOs), community-based organizations, and international organizations. Facilitation by the Government of Israel including direct engagement with its line ministries will also be needed. Internal and joint

2 https://palestine.un.org

coordination mechanisms will be put in place to ensure effective implementation, monitoring of and reporting on results.

CHAPTER 1: COUNTRY PROGRESS TOWARDS THE 2030 AGENDA

1.1. Country Context: Development Under Occupation

The 2022 Common country Analysis (CCA) provides a comprehensive assessment of progress and challenges in achieving the Sustainable Development Goals (SDGs) and the 2030 Agenda in Palestine. It identifies the principal barrier to development is the Israeli occupation, exacerbated by the internal Palestinian political divide and recurrent hostilities. In addition to challenges to building and maintaining peace, this unique set of political and security circumstances generates significant challenges to good governance, the enjoyment of human rights, gender equality, economic growth, fiscal stability, and human development.

The CCA describes a political, security and economic context in Palestine that is unique, highly complex and more challenging to durable development solutions and interventions. A political solution to the conflict remains elusive, as the Middle East Peace Process has made little progress for over two decades. Palestine is fragmented physically, economically, socially, and politically between the West Bank, including East Jerusalem and the Gaza Strip, with further division of the West Bank into Areas A, B, and C, pursuant to the Oslo Accords. The further severe fragmentation of Palestinian land and communities by the Israeli separation barrier, the strict closure regime in Gaza, and other physical and administrative restrictions imposed by Israel as occupying power, all drastically shrink the space for economic growth. It undermines Palestinians' access to their own land and scarce natural resources, as well as to basic services, justice and enjoyment of their human rights. Additional significant constraints to achieving the 2030 Agenda and SDGs include the significant fiscal and financial crisis facing the Palestinian Government; little to no control and sovereignty exercised by the Palestinian Government over large swathes of the territory, as a result of the occupation and the intra-Palestinian divide; and the very narrow space for the national Government to pursue an independent economic policy, with Israel effectively regulating and controlling many aspects of Palestinian life and the economy, directly and indirectly. Added to this list of constraints is the absence of regular elections, with the Government of Palestine citing the lack of agreement on voting in East Jerusalem, and the 2018 dissolution of the legislative council. In this context, and absent meaningful prospects for a political solution, development plans and interventions remain profoundly and structurally constrained, while humanitarian needs and crisis response have remained predominant, linked to the occupation and recurrent conflict and compounded by the COVID-19 pandemic.

1.2 The National Vision for Sustainable Development

Despite the extremely challenging context described above, the State of Palestine endorsed the 2030 Agenda and committed to achieving the SDGs in line with its national development priorities and in partnership with national and international development partners. In 2016, a national SDGs team led by the Prime Minister's Office was established to coordinate and monitor national efforts and a national statistical monitoring system, led by the Palestinian Central Bureau of Statistics (PCBS), was set up to monitor progress across the 17 SDGs.

In 2018, the PA submitted its first Voluntary National Review (VNR) to the High-level Political Forum, which included an assessment of the progress made across all SDGs since 2015, an overview of policy gaps and challenges and recommendations to improve the achievement of the SDGs. A VNR progress report using data from 2018 and 2019 was prepared in 2020 and used for internal purposes. The next

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VNR is expected to be prepared in 2024. The government has also issued progress reports on implementation of the SDGs.

The '2017-2022 National Policy Agenda: Putting Citizens First' (NPA) and its related sectoral and cross sectoral strategies constitute the Palestinian Government's fourth national development plan since 2008. Following a mid-term review, the NPA was updated into the 2021-2023 National Development Plan, which is a cross-cutting nationwide strategy aimed at improving standards of living, fostering job creation and providing all Palestinians with accessible, high-quality, and responsive services, as well as accountable, transparent public institutions. The Palestinian Government currently intends to embark on a next planning cycle in 2023 for the period 2024-2029.

1.3. Progress, gaps and challenges towards the sustainable development goals

Despite the challenges some progress has been made on several Sustainable Development Goals. Adequately assessing the progress that has been made had been challenging due to insufficient up-to-date SDG-related data. The following section highlights some of the progress and challenges on relevant SDGs as analysed in the CCA and presents them in line with the 5 "Ps" of the agenda 2030: People Prosperity, Peace, Planet and Partnership.

PEOPLE (SDGs 1,2,3,4 and 5)

Food systems in Palestine provide benefits at all levels, including food security enhancement of food value chains, protection and valorisation of natural resources and promotion of environmental sustainability. They offer employment and income generation opportunities for small scale vulnerable farmers and all actors along the agricultural value chains. Although over 1.5 million people are considered in need for food assistance in 2022, **childhood malnutrition** has decreased over time. Though the prevalence of undernutrition (stunting and wasting) is low at national level, a closer look reveals higher prevalence among vulnerable communities, with the prevalence of stunting among children under five years of age reaching up to 23 percent in certain Bedouin communities. In 2020, the Palestinian Cabinet approved the National Food and Nutrition Security Policy, outlining the Palestinian Strategy to achieve SDG 2 by 2030 (NFNSP). (SDG 2)

Multidimensional poverty rate in Palestine have risen significantly over the past few years, particularly since 2020. In 2017, around 16.8 percent of the population was living in deep poverty, with significant regional disparities between the West Bank (5.8 percent) and Gaza (33.7 percent). Projections by the World Bank based on GDP per capita growth suggest that the poverty rate has been constantly increasing since 2016, reaching 28.9 percent in 2020, a significant increase of 7 percentage points in the past four years reflecting the impact of crisis generated by COVID-19. In 2020, this represented approximately 1.4 million people living in poverty.

The Palestine National Cash Transfer Programme (PNCTP) provides 85 percent of households (60 percent male and 40 percent female) in deep poverty with cash assistance to **alleviate poverty**. Furthermore, the Ministry of Social Development (MoSD) is working to implement economic empowerment programmes for the poor and marginalized. Although, efforts to establish a national Social Protection system are improving, there is no Social Security system yet in place in Palestine, and many vulnerable and poor households receive no regular social assistance. (SDG 1)

Over the past decade, Palestine has seen significant progress on life expectancy, reaching 74.1 in 2020. Child mortality figures for under-fives fell significantly between 2014 and 2019/20, from 22 to 14 deaths per 1,000 live births, most of which occur in the neonatal period. **Non-communicable diseases** remain the largest burden of disease, accounting for 82 Percent of deaths, 19 percent of which occur before

the age of 70. Mental health is an increasing need with about 22.1 percent of the population of Gaza suffering from **mental health** problems and 10.4 percent of Palestinian adolescents experiencing depression. Despite the progress made in reducing **maternal mortality** from the early 1990s onwards, a noticeable backsliding has occurred since 2017 - with a Maternal Mortality Ratio (MMR) of 28.5 of deaths per 100,000 live births in 2020 increasing drastically in 2021 to 47.7, due to mainly an increase in maternal deaths from COVID-19 and other causes.

Trends for utilization of modern family planning methods remain relatively unchanged in recent years – from 57 percent in 2014 to 57.3 percent in 2019, with 64.1 percent of demand for family planning satisfied with modern methods in 2019. Unmet needs for family planning increased from 10.9 in 2014 to 12.9 in 2019. During the COVID-19 pandemic, UN agencies were able to support the ministry of health to achieve 60 percent coverage of COVID-19 vaccination in WB and 40 percent in Gaza and provided equipment and supplies to support effective case management though vaccination rates have plateaued meaning the population remains at risk for future waves of COVID-19. (SDG 3)

Addressing health challenges across the life-course and achieving **universal health coverage** (UHC service coverage index was 64 in 2017) requires a strong health system based on primary health care with functional referral systems and strong hospital care. In the context of Palestine this also requires robust preparedness for and response to health emergencies arising from occupation and conflict as well as emerging infectious disease threats, incorporating lessons learned from COVID-19.

Palestine has one of the highest **basic education enrolment rates** in the region and has almost attained universal access to basic education with 98.4 percent for girls and 95.4 percent for boys for the 2019-2020 academic year. Despite the progress made on access to education, reports showed poor results against education quality indicators and learning outcomes. While Palestine has almost attained universal access to basic education, the same cannot be said for the pre-primary, secondary, vocational, non-formal and tertiary education levels. According to MICS data for 2019/2020, only 34.2 percent of the children aged 3-4 years attend Kindergarten programmes, while 93.8 percent of children transition from primary to secondary education level. In 2019/2020, the secondary school adjusted net attendance ratio was at 74.5 percent (84.8 percent girls and 65.9 percent boys). The gender parity index for secondary school is 1.29, implying that far more boys dropping out of schools. The 2022 MSNA reported that 6 percent of assessed children were reported to have dropped out school in 2021-2022 academic year with the most cited reason (42 percent) being inability to afford school fees. The Ministry of Education (MoE) continued to address the access to quality, safe and inclusive learning opportunities for all children. This includes working on the reform of the education system, implementing the policy of opening Kindergartens to government schools to expand children's access to pre-primary, mitigating the learning loss in response to the COVID-19 outbreak, transitioning to digital education and strengthening the STEM agenda. (SDG 4)

Women and girls suffer greater discrimination and exclusion from political, social, cultural, and economic life in Palestine. Despite high literacy levels, women remain underrepresented in the workforce (17 percent) and local government (14 percent) as opposed to 46 percent in the national government. Although the electoral law has been amended to raise the minimum quota for women's participation in the legislative elections from 20 to 26 percent, women continue to be under-represented on electoral lists. **Gender-based violence (GBV)** remains widespread with two in three women (59.3 percent) of women and girls in the age between 15 and 64 having reported psychological, physical, sexual, social, or economic violence[3]. Other common instances of violations of women and girls' fundamental human rights in Palestine include sexual harassment, child and forced marriage, and femicide or gender-related killings. Civil Society organizations (CSOs) have been strongly advocating to

[3] https://www.pcbs.gov.ps/statisticsIndicatorsTables.aspx?lang=en&table_id=1311

reform outdated and discriminatory laws in the areas of- the criminal and personal status laws, labour law, and local elections law, and to adopt anti-violence legislation/family protection law. (SDG 5)

PROSPERITY (SDGs 7, 8,9,10,11)

The occupation, geographic fragmentation and intra-Palestinian divide have created structural imbalances across the economy and around access to resources and labour market imbalances that result in a high dependence on external incomes sources, primarily international aid. The overall labour force participation rate in Palestine has fluctuated in recent years, due to the COVID-19 pandemic and other factors. Labour force participation, including both men and women, declined from 44.3 percent in 2019 to 40.9 percent in 2020 and then recovered to 43.4 percent in 2021. Unemployment reached 26 percent in 2021 (42.9 percent among women), while labour underutilization stood at 34 percent. By the end of 2021, Palestinian youth between the age of 15 and 24 compose the highest rates of unemployment in Palestine, with huge disparities in terms of gender and geographical area (68.9 percent in the Gaza, compared to 27.8 percent in the West Bank). Women and youth in Gaza fare the worst, experiencing unemployment rates of 65 percent or more and labour underutilization rates in excess of 77 percent.

The Palestinian Government has undertaken efforts to address unemployment and invest in technical education and support to encourage private sector and entrepreneurial activities and revive promising sectors such as the tourism sector, while ensuring that labour rights are in place. Analysis of compliance with minimum wage regulations reveals that all workers in the public sector earn above minimum wage although there are major gendered pay gaps in the private sector. The compelling need for a comprehensive approach to address the employment challenges prompted the adoption of the National Employment Strategy (NES) (2021–2025) by the Palestinian Council of Ministers in November 2020 which was subsequently launched by the Prime Minister at the National Social Dialogue Conference. The Palestinian Employment Fund (PEF), established through a Presidential Decree in 2003 (recently amended) and is regarded as the national umbrella organization to foresee the proper financing and implementation of national employment strategies. It is explicitly mentioned in the NES as part of the existing national entities and vehicles to support the implementation of the NES. (SDGs 8)

The **manufacturing sector** is the second-largest contributor to GDP in Palestine after the services sector, with more than 21,000 industrial establishments providing jobs to more than 119,000 workers. However, the sector share of employment stands at only 11 percent. Over the last two decades, the sector has suffered stagnation, mainly due to restrictions of movement of people and goods and limited access to markets and resources, limiting the economy's integration with modern production chains in regional and international markets. The ICT sector accounts for 3.2 percent of the GDP and has the potential for growth to meet the demand from other sectors and contributing to digital transformation. The Palestinian Government has taken steps towards improving industrial capacity, encouraging investment and entrepreneurship, as well as improving access to communication services. Measures were put in place to encourage investment in the ICT sector such as concessions and financial incentives for projects investing in research and development. E-governance remains a priority of the Palestinian government. Moreover, industrial parks were developed in five governorates across the West Bank and Gaza, hosting 79 medium- to large scale enterprises. (SDG 9)

In Palestine, **inequality** takes on different manifestations and dimensions, with intra-Palestinian inequality being shaped and driven by a wide range of intersecting factors —including but not limited to geographic location, refugee status, gender, age, and disability, as well as power and socioeconomic status. Geographic disparities are an important driver of inequality in Palestine, with specific and differentiated challenges, deprivations, and vulnerabilities facing Palestinians living in Area C, in East

Jerusalem and in the Gaza Strip, compared with those living in Areas A and B of the West Bank. (SDG 10)

While access to **electricity** is very high (99.7 percent), as a net importer of electricity and fuel, Palestine is particularly affected by access restrictions. **Energy** supply remains unstable, insufficient, and cost inefficient, especially in Gaza, where only approximately half of electricity demand is met. Numerous initiatives to install solar power for basic service provision have taken place over the past years, yet power shortages in Gaza continue to impact essential services, and high production costs majorly affect the economy. In the West Bank also, power shortages are regular occurrence, especially during peak winter and summer months. (SDG 7)

The compounding effects of territorial fragmentation, settlement advancement, demographic growth, and urbanization, all drastically shrink the space for economic growth in Palestine. Urbanization exceeds the global average given the particularity of its complex geopolitical situation, standing at 77 percent. With a 2.85 percent urban population growth rate in 2020, Palestine is classified among the top 25 percent of urbanizing countries adding to the pressures related to housing shortages, shrinking public space, rising property prices, the proliferation of illegal settlements and outposts, increased vulnerability to disasters, waste management, water drainage issues, traffic congestion, and air pollution. (SDG 11)

PLANET (SDGs 6, 12,13,14,15)

The proportion of the population using **improved sanitation facilities** is 98.8 percent, while the percentage of safely managed sanitation services is 67 percent. The Palestinian Water Authority championed several initiatives to strengthen the governance of the water and sanitation sector, while ensuring the active participation in the process of identifying and prioritizing sector development needs. The average daily water consumption of Palestinians connected to a water network is 81.9 litres per capita per day, which is less that the optimal daily allowance of 100 or more L/C/D recommended by the world Health Organization. (SDG 6)

Palestine has a low ecological footprint compared to the rest of the region, estimated at 0.5 (gha) in 2013. Solid-waste management is a crucial development issue. Large amounts of hazardous waste produced in Israel are transferred to the West Bank to evade the high cost and stringent regulations of waste disposal in Israel. Each year, Israel transfers thousands of tons of electronic waste for processing in the West Bank, giving rise to an increase in the informal electronic waste sector and other unregulated industries that cause long-term harm to human health from exposure. In 2017, the government of Palestine launched a National Action Plan for Sustainable Production and Consumption to promote **sustainability** in food and agriculture, construction, manufacturing, and tourism, with water, energy, and environment and climate change as cross-cutting themes. (SDG 12)

Palestine is particularly vulnerable to **climate change**, despite its negligible contribution to global emissions. It faces substantial environmental challenges due to its delicate environmental resources and limited financial assets, including a scarcity of available water, deterioration of water resources, land and soil contamination, desertification, and air pollution with 19.4 percent of households use water sources with E coli contamination. The inability to access, sustainably manage and enforce laws pertaining to natural resources aggravate the threats of climate change, especially with the prevailing high population growth rate, poverty levels, and food insecurity.

The Palestinian Government has undertaken notable initiatives to combat the problem, including updating maps and finalizing boundaries of natural reserves and developing a biodiversity conservation plan for natural resources, as well as the cultural landscape and heritage sites and developing specific contribution plan. (SDGs 13,14 and 15)

PEACE (SDG 16)

Palestinian institutions face a myriad of challenges linked to the Israeli occupation, ongoing fiscal and financial constraints and a democratic deficit linked to the absence of Presidential and PLC elections since 2006 and uneven governance reform.

Some notable **reform initiatives** have been taken, including in planning and budgeting processes. The Ministry of Finance has developed a special guide for preparing program-based budgets and for training staff in ministries and government institutions to use it. The Council of Ministers also approved the formation of a planning and budgeting group at the higher decision-making level. Furthermore, in 2022, the government launched a comprehensive package of reforms, including administrative, fiscal, economic, social, security and public order reforms.

The Palestinian Anti-Corruption Commission has stepped up its investigation and public awareness efforts receiving double the number of complaints in 2020 compared to 2019 and filing 155 of those for prosecution. Along the same lines, 114 monitoring reports on the conduct of public organizations were issued by the State Audit and Administrative Control Bureau. In addition, public procurement policies were simplified in order to promote participation of marginalized groups such as women, youth, and disabled persons in the public bidding process more accessible.

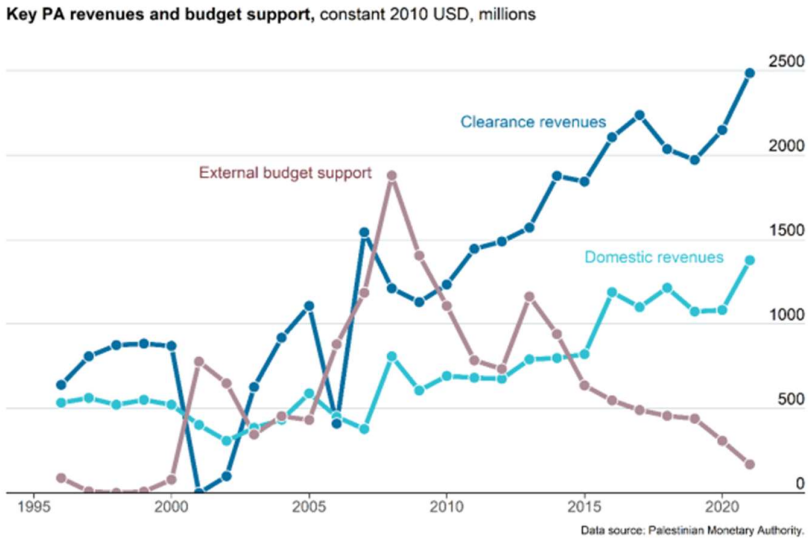
A digital birth/death registry system was established in 2020, which immediately registered new-borns in the West Bank, leading to the registration of 99.2 percent of children under 5 years of age in in the population registry. A Patient Care Evaluation System was launched in all Public Hospitals in the West Bank that measures citizen satisfaction of health care service delivery.

Through the support of the international community, adults and children from across Palestine benefited from legal aid services, in both the Palestinian and Israeli legal systems. Various sectors were supported with emphasis on child and juvenile justice, criminal justice, family law, domestic abuse, and gender-based violence and women's access to justice. Physical rehabilitation of institutions including courts, police stations, public prosecutor's offices were also done. (SDG 16)

Partnerships (SDG 17)

The Palestinian Government has also sought to strengthen Palestine's presence in international bodies, including to promote investment and development assistance. The Palestinian Government has been active both at the local and international levels to strengthen bilateral and trilateral cooperation including south-south cooperation. The government advanced on some reform agenda on aid management and aid management policy. Notably, in 2022 the Prime Minister's Office launched a new Aid Information Management System, an online portal which will track information on ongoing and planned projects from the government entities, donors, and implementing partners. (SDG 17)

The above challenges take place against the backdrop of multi-year **declines in direct budget support** to the Palestinian Government and overall aid inflows to the Palestinians.


Key PA revenues and budget support, constant 2010 USD, millions
Clearance revenues
External budget support
Domestic revenues
2500
2000
1500
1000
500
0
1995
2000
2005
2010
2015
2020
Data source: Palestinian Monetary Authority.

Box 1. LESSONS LEARNED FROM THE PAST UNDAF CYCLE

The UNCT, through the Resident Coordinator's Office, commissioned an independent evaluation of its 2018-2022 UNDAF and development programming. The evaluation was intended to serve as the main accountability and learning instrument for the United Nations to assess its collective contribution to advancing sustainable development in Palestine between 2018 and 2022 and help shape the configuration of the United Nations Sustainable Development Cooperation Framework.

The evaluation notes a number of key factors limiting the implementation of the UNDAF: the fact that it never served as a living framework for the UN Development System; the little to no progress made in advancing the peace process and prospects for a two-State solution; and a predominant focus on humanitarian activities resulting from conditions on the ground, conflict escalation and the COVID-19 pandemic. In spite of the challenges, UN agencies, funds and programmes continued their development work within the framework of their own country programmes, which were informed by, and aligned with the UNDAF. Some notable achievements included, rapid and effective scale-up adjustment of programmes to address the COVID-19 pandemic, effective mainstreaming of gender into the planning, programme formulation, and implementation of programmes and coordination around programming for youth.

Looking ahead, the evaluation recommended that, considering the highly unpredictable political, economic and health scenarios, the UNSDCF would be designed for a three-year period, and be subject to annual review. It should be considered as an important instrument to foster a transition towards more developmental approaches to programming, with strategic priorities more systematically aligned with relevant SDGs, and activities anchored in clear theories of change. More systematic measurement of impact against the SDGs would also be required, articulated in a clear monitoring and evaluation framework.

In light of political, economic, and governance challenges, the evaluation recommended a prioritized focus on the private sector as an engine for employment and growth, microfinance, and an area-based approach aimed at creating capacity at the sub-national and municipal level to identify needs, prioritise, plan, implement projects and manage resources in a transparent, and participatory manner. Given all the fiscal and financial uncertainties and declining development budgets of donors, the report highlighted the need for development programmes to be financially sustainable. The evaluation also recommended the expansion of joint programmes as an implementation modality of choice under the next strategic framework, to optimize the expertise of and avoid duplication between UN system entities capitalizing on their respective mandates and improving coordination among.

From the Common Country Analysis to the Cooperation Framework priorities

As discussed in the section above, a holistic picture of social and economic development in Palestine depicts some achievements, notably on maternal and infant mortality rates, access to education, urban planning, and certain legal reforms. However, the CCA points to significant challenges to end poverty and hunger, improve health and education, reduce inequalities, reduce violence in homes and communities, empower women and girls, spur economic growth, address climate change, provide basic services including energy and water, establish strong and just institutions, and build a more peaceful future. Drawing from the analysis, five of the most promising enablers for accelerating progress on the 2030 Agenda and the Sustainable Development Goals in Palestine are: (i) Advancing peace; (ii) Supporting good governance, effective institutions, and human rights; (iii) Enabling private sector growth for employment, livelihoods, and poverty reduction; (iv) Strengthening equitable access to high-quality basic services; and (v) Building climate resilience, accessing natural resources, and leveraging food systems. The most direct route to achieving the 2030 Agenda and the SDGs remains a negotiated solution to the Israel-Palestinian conflict and the end to the Israeli occupation. Returning an internationally recognized Palestinian government to the Gaza Strip would unlock additional international development assistance to Gaza and allow implementation of a wider range of

interventions. This would reduce humanitarian need and support a path towards negotiations and eventually peace.

CHAPTER 2: UN DEVELOPMENT SYSTEM SUPPORT TO THE 2030 AGENDA

2.1. Overall Theory of Change

The high-level theory of change outlines the pathway that will enable Palestine to accelerate actions to the desired state where all *Palestinians have access to opportunities to prosper and realise their full potential and human rights in a cohesive, democratic, and inclusive society through progressive achievement of the 2030 Agenda and the Sustainable Development Goals*.

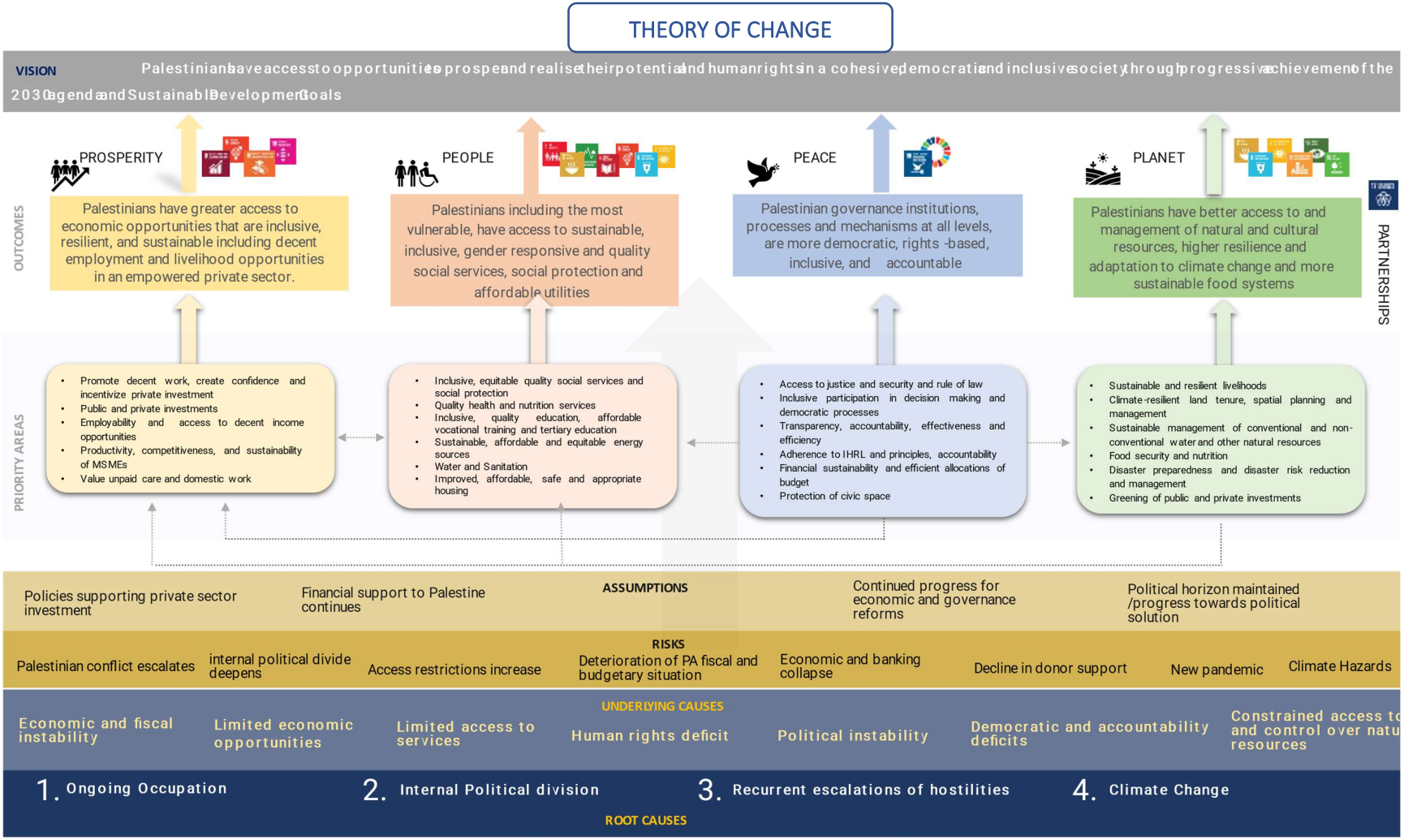
For this vision to be achieved, the Palestine will need to ensure that there is:

1. Greater access to economic opportunities that are inclusive, resilient, and sustainable, including decent employment and livelihoods opportunities in an empowered private sector.
2. Equal access to sustainable, inclusive, gender responsive quality social services (including health and education), social protection, and affordable utilities including for the most vulnerable
3. Strong Palestinian governance institutions, processes, and mechanisms at all levels to be more democratic, rights-based, inclusive, and accountable
4. Better access to and management of natural and cultural resources, higher resilience and adaptation to climate change and more sustainable food systems.

In the short-term, the Palestine will also need to grasp the opportunity of a coordinated and sustainable recovery from COVID-19 to build back better basic social services, employment, income, and economic activities, whilst simultaneously facilitating human development across different geographic locations.

The high-level theory of change is illustrated in the diagram below.

THEORY OF CHANGE



2.2. Strategic Priorities for the UN Development System

Many of the drivers of conflict and instability linked primarily to the Israeli occupation, and the related conflict and the internal Palestinian divide, which also pose structural impediments to human development and the enjoyment of human rights, are fundamentally political. While the parties will ultimately have to agree on a negotiated solution to end the conflict, their partners can impart momentum to the formal peace process and strengthen the enabling environment for peace. The Office of the UN Special Coordinator (UNSCO) is mandated to make the "appropriate preparations within the United Nations for enhancing United Nations development assistance in support of the peace process"; and "ensure the coordinated work of the United Nations system for an adequate response to the needs of the Palestinian people and to mobilize financial, technical, economic and other assistance".

Alongside the efforts of the UN Special Coordinator, and to support and complement the peacebuilding and conflict prevention objectives of the UN, this Cooperation Framework articulates an integrated approach aimed at protecting human rights, reducing risk and vulnerability and humanitarian need, fostering community resilience and accelerating progress toward the SDGs. Implementation of these objectives will be closely linked with the Humanitarian Response Plan.

The Cooperation Framework 2023-2025 is underpinned in the larger framework of the United Nations Secretary General's Call for the Decade of Action to accelerate the implementation of the SDGs and represents an effort to orient its development programmes to impact the well-being of the Palestinian people as directly as possible. It adopts an integrated and multidimensional programming approach, anchored in the "five Ps" of the 2030 Agenda: People, Prosperity, Planet, Peace, and Partnerships.

The strategic Priorities were identified following an extensive process of analysis, review and consultations which included: an independent evaluation of the 2018–2022 United Nations Development Assistance Framework (UNDAF), the Common Country Analysis (CCA), and a broad process of consultations with the Palestinian Authority, Private sector representatives, international partners, civil society. Additional consultations with non-governmental organizations, community-based organizations that support and represent women, girls, men, and boys from vulnerable and marginalized groups.

The four interrelated and mutually reinforcing outcomes will be the pillars through which the UN system will target its support to Palestine and people of Palestine. Considering the formidable political, peace, security, and socioeconomic complexities faced by Palestine, the UN's vision for this Cooperation Framework is deliberately ambitious. It is also people centred. Building on the achievements of the past period, the UNSDCF will, endeavour to contribute to the following Objectives:

- Promote greater access to economic opportunities that are inclusive, resilient, and sustainable including decent employment and livelihoods opportunities in an empowered private sector
- Support for equal access to sustainable, inclusive, gender responsive and quality social services, social protection, and affordable utilities
- Strengthen Palestinian governance institutions, processes, and mechanisms at all levels to be more democratic, rights based, inclusive, and accountable
- Facilitate better access to and management of natural and cultural resources, higher resilience, and adaptation to climate change and more sustainable food systems

Underpinning the four Outcomes, the following strategies and principles together will promote a transformational and sustainable development trajectory for the Palestine:

- A **holistic and integrated approach** to address the challenges and bottle necks for young men and women in participating in economic, political, social, and cultural spheres.

- **Humanitarian-development-peace nexus.** The strategy outlined in this UNSDCF is complementary to the humanitarian operations in Palestine as articulated in the Humanitarian Response Plan (HRP), given the common focus on addressing vulnerability. The UN's humanitarian and development interventions in Palestine will target some of the same vulnerable groups, with the HRP addressing immediate needs and protection concerns as well as life-threatening shocks, while the UNSDCF will focus on medium term and longer-term structural drivers of vulnerability. An important area of intersection between humanitarian and development efforts aims to improve the resilience of vulnerable groups and enhance coping strategies. Programmes under this Cooperation Framework will also contribute to addressing intermediate drivers of conflict and instability.
- **Leave NO One Behind.** Vulnerability in Palestine is multidimensional, intersectional, compounding, and driven by combinations of economic, social, cultural, political, security, geographic, legal, environmental, and institutional factors. Palestinians living in areas such as the Gaza Strip, Area C, the Seam Zone, and Hebron, have more multidimensional vulnerability, as do marginalised demographic groups such as women and girls, the elderly, persons with disabilities and Bedouin communities. These context specific and historical vulnerabilities combine and create intersecting forms of marginalization, discrimination, and oppression. Consequently, the UN will prioritize leaving no one behind in implementation of the Cooperation Framework and reaching the furthest behind first.
- A focus on **human rights-based** approaches to economic development, and just transition towards an environmentally sustainable economy and society for better distribution of development benefits and to ensure social inclusion and meaningful participation of Palestinians in programming objectives, especially those with disabilities, those living in Gaza, young men and women, rural women, and female-headed households.
- Addressing **gender equality, women's rights, and the empowerment** of women and girls, particularly those experiencing multiple and intersecting forms of discrimination such as women and girls with disabilities, survivors of violence, heads of household and those living in rural areas.
- **Youth empowerment and inclusion**- Across the four UNSDCF outcomes, the UN will target youth as political and civic actors capable of initiating and implementing meaningful change and articulating a vision for the future of Palestine and It will work to provide mechanisms and safe platforms for meaningful youth engagement with Palestinian institutions,

Interventions under all four Outcomes will prioritize vulnerable groups identified in the CCA.

2.3. Cooperation Framework Outcomes and Partnerships

The Cooperation Framework has identified four priority outcomes intended to overcome the key challenges and bottle necks identified in the Common Country Analysis.

Outcome 1: Palestinians have greater access to economic opportunities that are inclusive, resilient, and sustainable, including decent employment and livelihoods opportunities in an empowered private sector

SDGs and National Development Priorities supported by outcome 1

SDG 1. No poverty; **SDG 2.** Zero Hunger; **SDG 3.** Health and wellbeing; **SDG 4.** Quality Education; **SDG 5**. Gender Equality; **SGD 7**. Affordable Clean Energy; **SDG 8**. Decent work and Economic growth; **SDG 9**. Industry, Innovation, and Infrastructure

National Development Plan Priorities: - Economic and cluster development; - Resilient communities

Population growth coupled with economic stagnation, largely caused by Israeli restrictions on movement of people, services and goods, and decline/ stagnation in the contribution of tradable sectors (sectors exposed to foreign competition) in the economy have rendered stimulation of the economy and the creation of sustainable, quality jobs with decent work conditions for women and men will be the highest priority across Palestine, including addressing the very low participation rate of women in the labour sector.
Under this outcome, the United Nations will support and work with partners to:

- Create an environment conducive to the growth of businesses and the creation of decent jobs; promote the introduction of legislation and regulations and enforcement mechanisms that raise the confidence of investors, and compensate for risks and restrictions on access to markets and natural resources while promoting decent working conditions
- Align education to labour market needs, support transition to formality and promote entrepreneurship and self-employment.
- Engage in continuous and regular policy dialogue with the PA and the Government of Israel (GOI) with a view to easing restrictions on the movement of goods, services, and labour
- Promote technology as a means of facilitating market access and promoting start-ups.

The UN will work closely with partners including the private sector, academic institutions, TVET Commission and Centres, the Ministry of Entrepreneurship, Employment Fund and Cooperation Commission to develop market-driven academic programmes. Focus will be on high quality, inclusive and gender responsive **Technical and Vocational Education and Training (TVET)** prioritizing young men, women, and adults and youth with disabilities, and increasing access to finance, markets and networks for women and young men**.** Effective skills enhancement, workplace learning and labour market activation programmes in partnership with the private sector, will focus on ensuring labour supply adequately meets market demands, particularly in priority sectors and industries with growth potential. The ICT sector and skills for green jobs in key sectors will be prioritised. Throughout the UN will make efforts to ensure:

1. Productive, sustainable and digital transformation of jobs and businesses;
2. address the underlying causes of geographic and gender-based disparities in employment opportunities;

3. Transform social norms to promote labour force participation and leadership of women in the labour market and the economic sector including the unequal distribution of care work and unpaid care work and domestic responsibilities; and
4. address social norms that impede women's full participation and leadership in the economic sector at all levels of decision making.

The UN will provide support to **MSMES and start-ups** in key sectors such as farming, herding, fishing, and other agribusiness, as well as manufacturing, including through financial and non-financial incentives and services and access to markets and networks, so that business particularly those led by women and youth can be more competitive, productive, inclusive and generate sustainable income.

The UN will continue to provide **gender and shock-responsive social protection** and safety nets, as a means of increasing the economic participation and leadership of men and women in the most vulnerable households. Support will be given to active labour market programmes and investment incentives, gradually connecting immediate and emergency livelihood support (e.g., cash transfers, cash for work) with longer-term and more sustainable income generation opportunities for the most vulnerable, including through market-driven skilling, reskilling, and upskilling.

In line with Leave No One Behind and gender equality principles the UN will target its support to those most adversely affected by economic drivers of vulnerability as highlighted in the common country analysis: namely, female-headed households, those living

Partnerships

The implementation strategy for Outcome 1 will be founded on strong partnership with the Government of Palestine, national institutions, including state and non-state actors (see below), promoting their role as key drivers for inclusive growth and sustainable development. Coordination and partnership with regional/ neighbouring and international partners will also be leveraged to facilitate cross-border trade and promote growth of the private sector ensuring that the private sector is stewarded toward contribution to the public good.

TABLE: OUTCOME 1: PARTIAL LIST OF STAKEHOLDERS AND PARTNERS

Stakeholders/Partners	Forms of Collaboration
Agencies of the Government of Palestine Ministry of Finance, Ministry of National Economy, Ministry of Social Development, Ministry of Labour, Ministry of Women's Affairs, Ministry of Agriculture, TVET Commission, Ministry of Education, Ministry of Higher Education and Scientific Research, Cooperative Works Agency, Palestinian Employment Fund, Palestinian Monetary Authority, Prime Minister's Office, Ministry of Telecommunications, and Information Technology.	Strategy and policy development, introduction of measures conducive to private sector growth, introduction of new technologies, targeting of beneficiaries, capacity building.
Private Sector and Associations Business Associations, Federation of Palestinian Chambers of Commerce, Industry and Agriculture (FPCCIA), Association of Banks in Palestine, Palestinian Information Technology Association of Companies (PITA), Palestinian Federation of Industries (PFI)	Capacity building, introduction of norms and standards, training, development of new products, consultation on priority issues for development of sustainable jobs, introduction of new technologies, analysis of bottlenecks, etc.
Federation of Palestinian Chambers of Commerce, Industry and Agriculture (FPCCIA), Palestinian Federation of Industries (PFI), Trade Unions, Palestinian General Federation of Trade Unions (PGFTU), Pal Trade,	Training for social dialogue, training on norms and standards.
Academia, media institutions, other civil society organizations for advocacy, watchdogs, and support to women, disabled and vulnerable groups. Relevant INGOs working to support of private sector development and job creation.	Policy advocacy, collaboration on provision of soft skills and financial literacy training
Financial Institutions MFIs, Banks, BDS providers, IBRD, IFC, MIGA, IMF, European Investment Bank	Collaboration on programmes, grant funding, technical support on legislation, regulatory frameworks, macroeconomic policies, specific measures and instruments for business growth, resource mobilization.

Outcome 2 Palestinians, including the most vulnerable, have equal access to sustainable, inclusive, gender responsive and quality social services, social protection, and affordable utilities

SDGs and National Development Priorities supported by outcome 2

SDG 1. No Poverty; **SDG 2.** No Hunger; **SDG 3.** Health and Wellbeing; **SDG 4.** Quality Education; **SDG 5.** Gender Equality; **SDG 6.** Clean water and sanitation; **SGD 7.** Affordable Clean Energy; **SDG 10.** Reduced Inequality; **SDG 16.** Peace, Justice and Strong Institutions.

National Development Plan Priorities: 2.4. Citizen Centered Government; 3.8. Inclusive quality education for all; 3.9. Inclusive Quality Health Coverage for all

Despite improvements in several social indicators, access to and utilization of basic social services and affordable utilities for the most vulnerable men, women, girls, and boys, faces significant challenges due to insufficient and inadequate infrastructure, inadequate quality of services and care, including insufficiently trained personnel, significant access issues, entrenched and patriarchal social and gender norms and inequalities, and other factors.

Under this Outcome, UN efforts and interventions will be directed towards strengthening institutional arrangements, legislation, regulatory frameworks and budgets, and technical capacities of professionals and service providers for improved inclusive, equitable and gender responsive quality social services (including health and education) and social protection, including multisectoral, essential services to combat and respond to violence against women and children (girls and boys).

Focusing on monetary and multi-dimensional poverty alleviation, the UN will support the development of comprehensive, adequate, sustainable and gender and **shock-responsive national Social Protection systems**, including through building out capacities of the National Cash Transfer Programme and supporting establishment of social allowances in line with Social Protection Floors, support platforms for coordination of efforts by humanitarian and development actors in social protection along the HDP nexus and supporting the establishment of a National Social Security system.

For Protection of the most vulnerable individuals, the UN will support improved access and utilization of quality protection services through the development of the **national case management system** and referral mechanisms, to eliminate gender-based violence against women and girls and violence against children.

The UN will support to achieving **Universal health coverage** and other health related Sustainable Development Goals, through strategic support to multisectoral actions that support health and well-being, including sexual and reproductive health, child and adolescents health, mental health, support to strengthen health systems based on primary health care, health system recovery after COVID-19 pandemic, direct provision of health services, and supporting preparedness and response to health emergencies. The UN will also continue to monitor attacks on health, including obstructions to health access.

Increased access to inclusive**, quality education, including affordable and gender responsive vocational training, and tertiary education opportunities** will be prioritized by the UN. The focus will be on improving the quality of learning outcomes and addressing the socioeconomic, gender and geographic disparities in educational achievement. The UN will support efforts to create a safer and more inclusive school environment, in which boys, girls, young men and women are provided with the skills needed to cope with life challenges and to better align with market needs through provision of high quality, relevant, and gender-responsive **technical and vocational education and training.**

Improving sustainable and equitable access to and utilization of **safe drinking water and safely managed sanitation services, including solid waste management,** will remain a priority. The UN will support efforts to improve equitable access to sustainable, affordable, and reliable energy and power for businesses, public institutions as well as residential buildings. Alternative energy sources, particularly solar plants and wind energy connected to grids will be promoted to help reduce energy dependency and overcome access restrictions in Palestine.

Prioritizing those most vulnerable and left behind, the UN will maintain continuous engagement with duty bearers and key stakeholders to advocate for unimpeded equal access to and utilization of quality social services as well as affordable, safe and appropriate housing and utilities.

Partnerships

TABLE: OUTCOME 2: PARTIAL LIST OF STAKEHOLDERS AND PARTNERS

Stakeholders/Partners	Forms of Collaboration
Agencies of the Government of Palestine Prime Minister's Office, Ministry of National Economy, Ministry of Finance, Ministry of Health, Ministry of Education, Ministry of Higher Education and Scientific Research, Ministry of Social Development, Ministry of Telecommunications and Information Technology, Ministry of Public Works and Housing, Ministry of Women's Affairs, Ministry of Local Government, Ministry of Labour, TVET Commission, Palestinian Water Authority Municipal governments, local authorities, Energy and Natural resources agency	Strategy and policy development. Financing, sustainability issues, cost recovery strategies, regulations and management, policy dialogue, strategic support, technical assistance, capacity building, targeting of beneficiaries.
Civil Society Organisations National Water Council, Environment Quality Authority, Municipal Corporations tasked with provision of services, NGOs supporting health and education, essential services on ending violence against women, Women associations, and groups, cash transfers/ shock- responsive social protection	Management of utilities and services, awareness raising, community mobilisation and strengthening accountability. Targeting of beneficiaries.
International Financial Institutions IBRD, IFC, MIGA, IMF, European Investment Bank	Collaboration on programmes, grant funding, technical support.
Member states Development partners	Grant funding. Political support
INGOs Relevant INGOs working to support WASH, health care, Education, Social Assistance	Programme implementation and management. Monitoring.
Private Sector Large and medium sized private companies	Public private partnership for the delivery of services and utilities at the municipal level.

Outcome 3 Palestinian governance institutions, processes, and mechanisms at all levels are more democratic, rights-based, inclusive, and accountable.

SDGs and National Development Priorities supported by outcome 3

SDG 3. Health and wellbeing; **SDG 5.** Gender equality; **SDG 10.** Reduced Inequality; **SDG 11.** Inclusive and sustainable Cities and Communities; **SDG 16.** Peace, Justice and Strong Institutions.

National Development Plan Priorities: 1.2. Ending the Divide and Achieving National unity; 2.4. Citizen Centered Government; 2.5. Effective Government; 3.7. Social Justice and Rule of Law

The Israeli occupation and resulting territorial fragmentation and limitations on the exercise of sovereignty by the Government of Palestine, means that the location where people live also heavily determines the extent to which the State of Palestine can fulfil its human rights obligations, including service delivery, access to justice, promotion of women's and children's rights, and protection of vulnerable groups at risk of being left behind. Moreover, weaknesses of Palestinian institutions and the intra-Palestinian political divide also significantly hinder progress towards democratic governance and the equal enjoyment of rights by all Palestinians.

Against this backdrop, the UN will maintain and scale-up its efforts towards strengthening the capacity of **rule of law** institutions, trade and labour unions, non-governmental organizations, and legal aid providers to ensure **greater and inclusive access to justice**, especially for marginalized and at-risk groups of women, girls, men, and boys. The UN will advocate for and support the strengthening of mechanisms for **inclusive and meaningful participation** of Palestinian civil society and citizens in **decision-making and democratic processes** including elections. This will be done across national, local and community levels, with a key focus on youth, women, persons with disabilities and other vulnerable and marginalized groups.

To foster greater government **transparency, accountability, effectiveness, and efficiency**, the UN will also strengthen **institutional capacities**, including through promoting digital transformation and e-governance solutions, as well as advocate for and support the improvement of **enabling policy and regulatory frameworks**. Moreover, the UN will enhance institutional capacity in planning and policy formulation based on evidence, participation, and citizen needs. The UN will contribute towards better management of public resources, for example, through reform of fiscal and budgetary frameworks towards greater financial sustainability.

As part of continued efforts to ensure respect for human rights, the UN will actively advocate and engage with all **duty-bearers and rights-holders** regarding adherence to international Human Rights Law and international Humanitarian law and principles, for greater **accountability and full enjoyment of rights**, including equal and unimpeded access to justice and basic services (including health and education). Moreover, the UN will continue to engage with duty-bearers and advocate for the **protection of civic space**, including through strengthening mechanisms and **safe spaces for dialogue and engagement** between government partners and civil society organizations, human rights defenders, and journalists.

In line with the HDP Nexus, Human rights-based approaches and the principle of Leave No One Behind, the UN will strengthen the capacities of rule of law institutions while providing immediate protection services and legal aid for at-risk groups, as well as complementing protection efforts with strengthened engagement with duty-bearers and rights-holders on adherence to international Human Rights Law and principles.

Programmatic interventions and approaches that enable and strengthen community engagement with relevant partners will be prioritized, with a view to actively contribute to **social cohesion and mutual trust**. **Gender-responsive and gender-transformative approaches**, including through engaging men and boys as agents of change towards gender equality, and challenging unequal gender relations and discriminatory norms and practices will also be mainstreamed across all areas and programmatic interventions. The UN will work with stakeholders to address structural barriers to gender equality, as well as tackle harmful practices, patriarchal social norms and gender stereotypes, to create opportunities for individuals, communities, and institutions to actively challenge and address power inequalities and gradually transition towards equality of opportunities for women and men, girls and boys.

Partnerships

The UN will coordinate, engage and work with a variety of strategic partners to achieve the different objectives under this Outcome, including government agencies and public institutions, civil society organizations, academia and private sector, as well as the international community and other development partners. Under the RC/HC leadership, strengthening strategic partnerships with relevant humanitarian actors and ensuring linkages with the humanitarian programme cycle is key to advance operationalization of the HDP Nexus approach in the Palestine. In the context of Outcome 3, advocacy and engagement with duty-bearers and rights-holders regarding adherence to international Human Rights Law and principles, for greater accountability and full enjoyment of rights, is a clear entry point for HDP Nexus programming – building on and complementing protection efforts from humanitarian partners.

TABLE: OUTCOME 3 - LIST OF KEY STAKEHOLDERS AND PARTNERS

Stakeholders/Partners	Areas of Collaboration
Government agencies and rule of law institutions, *including* Prime Minister's Office; Ministry of Foreign Affairs, Ministry of Justice, Ministry of Local Government, Ministry of Social Development, and other relevant line ministries; Governorates, Municipalities, and Village Councils; Municipal Development and Lending Fund (MDLF); Higher Judicial Council; Attorney General Office; Palestinian Anti-Corruption Commission (PACC); Central Elections Commission (CEC), Higher Council for Youth & Sports, Prime Minister's Office, Ministry of Women's Affairs, Palestinian Security Forces,	Support adherence to human rights, including coordinating national reports and submissions to Human Rights Treaty Bodies and ensuring continued operationalization of the national action plans to follow up on the Concluding Observations; Promote inclusive and meaningful participation of civil society and citizens at large in democratic and decision-making processes; Protection of civic space, political and civic rights; Promote decentralization of public administration and bring service provision closer to the public, strengthening stewardship function of the government on public goods Strengthen the rule of law and improve inclusive access to justice; Improve transparency and accountability, as well as effectiveness and efficiency; Budgetary reform, financial planning and management, including transparent and accountable budget preparation and management; Support the development and implementation of local development plans; Promote and strengthen the work of the Association of Palestinian Local Authorities (APLA)
National Human Rights Institutions (NHRIs – incl. ICHR).	Human rights reporting and advocacy, including on protection of civic space, political and civil rights. Promote inclusive and meaningful participation of civil society and citizens at large in democratic and decision-making processes;
International Community / Member States and their Development Agencies / International Organizations	Human rights reporting and advocacy, including on protection of civic space, political and civil rights; Promote inclusive and meaningful participation of citizens in democratic and decision-making processes, including national and local elections; Improve transparency and accountability; Budgetary reform, financial planning and management, including transparent and accountable budget preparation and management
Civil Society National NGOs Women's associations and groups Youth movements/associations Organisations of Persons with Disabilities Grassroots coalitions and CBOs Legal aid providers Palestinian Bar Association University-based legal service incubators	Human rights advocacy, including on protection of civic space, political and civil rights; Monitoring and reporting on human rights violations; Support to specific at-risk groups, in terms of access to justice and basic services as well as civic engagement; Promote inclusive and meaningful participation of citizens in democratic and decision-making processes; Project implementation esp. in Gaza; Complementing the reach of the PA; Improve transparency and accountability; Strengthen rule of law and inclusive access to justice.
Media Press, Media, Social media	Human rights advocacy, including protection of civic space, political and civil rights. Promote inclusive and meaningful participation of citizens in democratic and decision-making processes, including through public awareness.
Academia Universities, think tanks, research institutions	Evidence gathering, comparative analysis (governance structures and strategies, public administration reform, transparency, accountability, efficiency).
Private Sector Business Associations, Federation of Palestinian Chambers of Commerce, Industry and Agriculture (FPCCIA), Association of Banks in Palestine, Palestinian Information Technology Association of Companies (PITA), Tech companies, computer engineering firms, coders.	Digital transformation and e-governance. Improve transparency and accountability;

Outcome 4 Palestinians have better access to and management of natural and cultural resources, higher resilience, and adaptation to climate change and more sustainable food systems

SDGs and National Development Priorities supported by outcome 3

SDG 2. No Hunger; **SDG 3**. Health and wellbeing; **SDG 5.** Gender Equality **SDG 11.** Sustainable Cities and Communities; **SDG 13.** Climate Action; and **SDG 15.** Life on Land.

National Development Priorities:

3.10 Resilient communities (Climate dimension)

Palestine faces substantial environmental challenges as a result of, *inter alia*, its geographical location, growing population, limited financial assets and limited access to, control over and ability to independently manage natural resources coupled with Israel's exploitation of natural resources in Palestine. It is also prone to natural disasters and hazards including earthquakes, floods, droughts, and landslides. The threats of climate change are affecting rights to life, food, water, health, an adequate standard of living and culture and the CCA identifies farmers, children, adolescents, Bedouins, pastoralists, and expectant mothers are disproportionately impacted by environmental harms and risks. Discriminatory social norms and practices also hamper women's adaptive capacity and places women and girls at a high risk of suffering loss and damage from climate change. Access for Palestinians to cultural landscapes is also severely restricted, placing the preservation and sustainable management of Palestinian cultural heritage at risk.

Under this outcome, the United Nations will promote **resilient and environmentally sustainable land tenure, spatial planning and management** and advance a rights-based approach to **culture and environmental protection**. It will also work on strengthening the capacity of communities, and local and national authorities, to rehabilitate natural habitats, and to preserve and manage of cultural heritage and landscape.

The UN will support the strengthening of **inclusive green and climate-smart agri-food systems** to enhance food security and nutrition and promote **sustainable and resilient livelihoods**. This will be done through initiatives aimed at strengthening the **climate change resilience** of at-risk groups and communities, primarily women, men, girls, and boys in underserved and vulnerable communities to improve the food and nutrition security and livelihoods of these populations

The UN will promote sustainable and resilient livelihoods and reinforce systems, policies, and plans for a more sustainable management of **conventional and non-conventional water resources**. Gender-sensitive policy and institutional support towards **clean energy,** greener food systems and sustainable production and consumption will be promoted focusing on reducing consumption and waste and by adopting upcycling and recycling approaches and promoting sustainable solid waste and wastewater management systems.

Measures will be introduced to promote **greening of public and private investment** in natural resource-intensive sectors, including capacitating relevant actors to promote sustainable practices and policies. The UN will support efforts to advance **sustainable urban management and development through rights-based** approaches to attain inclusive, safe, affordable, and adequate housing, public transportation, climate-friendly health-systems and green urban spaces and encourage urban farming practices which is responsive to environmental conditions and climate change. Integrated natural resource management, participatory and **climate-sensitive spatial planning** interventions to safeguard housing, land, and property rights and unlock economic potentials will be supported.

UN agencies will also seek to enhance capacities in communities and local authorities, as well as the national government, for gender-responsive and disability inclusive disaster preparedness**, early warning and risk reductions and managemen**t measures, emphasising the creation of disaster resilient communities.

The UN will adopt a collaborative approach, with focus on **strengthening the capacity of national and local authorities**, facilitating **private and public partnerships** with clear area-based social and environmental safeguard, along with supporting community-led initiatives with full and meaningful participation of those disproportionately affected by environmental hazards inclusive of the most vulnerable groups. It will support the continuation of existing coordination structures and mechanisms through technical and policy support, including joint bilateral technical committees between the PA and the Government of Israel on transboundary environmental issues and shared natural resources.

The UN aims to scale-up and capacitate green innovation, strategically incorporate the informal sector, and promote public and private-partnerships with a focus on **land-based financing tools** that consider environmental and social safeguards. This will include enhancing good traditional practices to **conserve biodiversity and protect cultural assets** making available financial instruments and incentives to local communities, with a focus on marginalized groups and communities (including Bedouin and female headed) households, women, and young men and women. In addition, the UN will promote the digitization of services, establishment of urban observatories and the leadership and participation of women and young men in clean energy solutions and practices.
Finally, under this Outcome, the United Nations will **support sustainable tourism** through the safeguarding, rehabilitation and promotion of ecological and cultural landscapes and heritage sites, as well as through museums reaffirming the Palestinian identity and narrative.

Partnerships

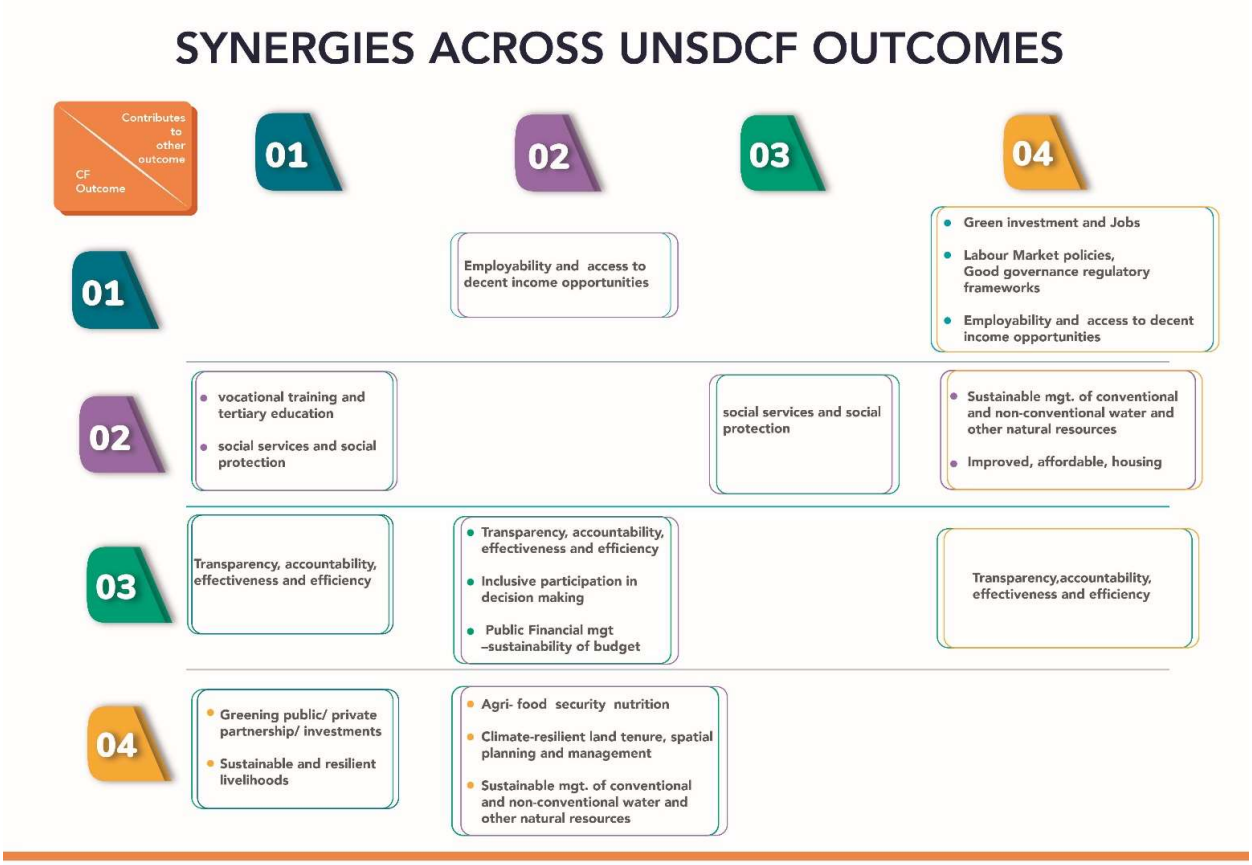
The United Nations seeks to build on existing humanitarian cluster groups and Sector Working Groups under the LACS structure, where governmental, UN, and resource partners meet in support of environmental issues. In doing so, the United Nations will work on exploring opportunities with the Nationally Determined Contribution (NDC) Partnership and other funds such as Green Climate Fund, the Global Environment Facility, the Nationally Appropriate Mitigation Actions Facility, among others. Strategic partnerships will also be sought with the Palestinian Central Bureau of Statistics, academia, civil society for research to improve availability and use of disaggregated data, and evidence generation to better understand gendered impacts of climate changes.

TABLE: OUTCOME 4: PARTIAL LIST OF STAKEHOLDERS AND PARTNERS

Category Stakeholders/Partners	Forms of Collaboration
Agencies of the Government of Palestine Ministry of Finance Environment Quality Authority, Ministry of Local Government, Ministry of Public Works and Housing, Palestinian Land Authority, Land and Water Settlement Commission, Ministry of National Economy, Ministry of Agriculture, Ministry of Higher Education and Scientific Research, Ministry of Social Development, Ministry of Women's Affairs, Prime Minister's Office, Ministry of Telecommunications and Information Technology, Ministry of Tourism and Antiquities, Ministry of Culture, Nationally Appropriate Mitigation Actions Facility, Higher Council for youth and sports and PCBS	Strategy and policy development, targeting of beneficiaries, capacity building. Development of cost recovery strategies and regulations. Introduction of norms and standards
Local Government Municipal Councils, Sectoral Departments, Village Councils, local/district planning committees.	Capacity building, introduction of norms and standards, training, development of new products, consultation on priority issues, application of cost recovery strategies.
Community Based Organizations Local NGOs, farmer's associations, steering committee for World Heritage sites management	Extension work, access to beneficiaries.
Civil Society Organizations Academia, other civil society organizations for advocacy, Philanthropic organizations and support to women, disabled and vulnerable groups.	Application of new technologies, publicizing models, approaches, technologies, integration of women and vulnerable groups. Research to improve availability and use of disaggregated data, and evidence-generation to better understand the gendered impacts of climate change.
International Financial Institutions World Bank Group, IMF, EBRD, GEF, Green Climate Fund, Adaptation Fund, IFAD.	Access to grant funding, technical support on legislation, regulatory frameworks, macroeconomic policies, specific measures and instruments for business growth, resource mobilization.
Member States: Key western and regional development partners	Resource mobilization. Political support as necessary., Triangular cooperation and South-South Cooperation

2.4. Synergies Between Cooperation Framework Outcomes

The UN will prioritize diversified, complementary, and mutually reinforcing interventions and implementation modalities across all priority areas, combining *inter alia* advocacy, policy dialogue and support, and capacity development. The four Cooperation Framework outcomes are interlinked and have considerable synergies, which will be leveraged for integration and accelerated achievement of SDGs and the national priorities. Outcomes 1, 2 and 4 will together develop an agri-food system that generates jobs and leverages export potential contributing to economic growth and food-security, making communities more resilient. Utilizing technology, digitization, and green solutions will, under Outcomes 1, 2 and 4, create green jobs for young women and men, and combat climate change. Public- private partnerships under outcome 2 and 4 will serve to introduce new technologies and raise the financial sustainability of essential utilities and services contributing to results under Outcomes 1, 2 and 4. Under Outcome 3, good governance, inclusive decision-making processes and enabling policy and regulatory frameworks cut across all sectors, thus contributing to and facilitating progress towards inclusive economic development, quality basic and social services, as well as sustainable management of natural resources. Transparency and accountability as well as improved public resources management under Outcome 3 lead to more efficient and sustainable delivery of services under Outcome 2. Activities in support of human rights under Outcome 3 contribute to all other outcome areas, including through treaty body reporting and follow up on national action plans. Outcome 4 has strong synergies with Outcome 2 on access to sustainable, inclusive, quality social services and affordable utilities. In terms of management and administration of natural and cultural resources, Outcome 4 will strengthen systems, policies, and plans for a more sustainable management, while Outcome 2 will focus on the delivery of social services through public and private partnerships. This outcome will support in redefining the hierarchy of social services at the local, regional, and national levels to ensure equitable distribution of basic services.



2.5. Key Principles and Cross-cutting Themes

Leave No One Behind

The protracted occupation and recurrent crises and conflicts have created deeply rooted inequalities. As identified in the Common Country Analysis (CCA), vulnerability in Palestine is multidimensional, intersectional, compounding, and driven by combinations of economic, social, cultural, political, security, geographic, legal, environmental, and institutional factors. Palestinians living in areas such as the Gaza Strip, Area C, the Seam Zone, and Hebron, have more multidimensional vulnerability, as do marginalised demographic groups such as women and girls, the elderly, persons with disabilities and Bedouin communities. These context specific and historical vulnerabilities combine and create intersecting forms of marginalization, discrimination, and oppression. Consequently, the UN will prioritize leaving no one behind in implementation of the Cooperation Framework and reaching the furthest behind first, as identified in the CCA. This includes persons with disabilities, children (boys and girls), women (particularly rural women, female-headed households, and survivors of gender-based violence), young men, the refugee population, Bedouin communities, and those living in geographically vulnerable areas who suffer disproportionately from both natural and man-made hazards. Leaving no one behind also requires the creation of effective monitoring mechanisms, and the UN will support the collection of disaggregated data, at a minimum by sex, age, and disability, to allow an in-depth look at trends across different population groups and to improve targeting of programmes

Disabilities

Despite the progress made, prejudice and systemic discrimination against persons with disabilities continues, and they often face extreme violations of their rights. Social and gender norms, misconceptions and negative attitudes around disability are some of the leading causes for marginalization of persons with disabilities. The UN will continue to advocate for and support policy and legislative reform efforts that are in line with/conducive to disability inclusion principles, including access to justice, basic services and social protection. In its efforts to promote greater access to inclusive and sustainable economic opportunities, the UN will ensure that programmatic interventions are tailored to address specific challenges/barriers to economic empowerment faced by persons with disabilities, particularly those in marginalized areas and facing intersecting layers of vulnerability (e.g., women with disabilities being GBV survivors).

Gender quality and women's empowerment

The SDGs seek to realize the human rights of all and to achieve gender equality and the empowerment of all women and girls. The 2030 Agenda recognizes that for societies to fully grow and prosper, talents and skills of all genders and ages are needed. As per the General Assembly's 2020 resolution on the Quadrennial Comprehensive Policy Review (QCPR, A/75/233), accelerating progress on gender equality is a core function of UN Country Teams. Throughout the implementation of the UNSDCF, the UN will assess the implication of any planned action, including legislation, policies and programmes, for all genders at all levels, ensuring that all genders equally benefit and that inequality is not perpetuated. Gender-transformative and intersectional approaches will be mainstreamed across the four outcomes, such as by addressing the structural barriers facing women and men, young and old, by actively challenging gender norms and by addressing power dynamics and inequalities between persons of different genders at different levels.

Youth empowerment and inclusion

66 percent of the Palestinian population being under 30, there is an opportunity to reap demographic dividends from investing in young people's education, health, well-being, and productive capacities. Young people from across the fragmented Palestine must be provided with the space and opportunities to participate as active citizens in society, to access gainful employment and economic opportunity and to improve their mental and

physical health. Across the four UNSDCF outcomes, the UN will target youth as political and civic actors capable of initiating and implementing meaningful change and articulating a vision for the future of Palestine. It will work to provide mechanisms and safe platforms for meaningful youth engagement with Palestinian institutions, including through volunteerism, as well as initiatives to promote cultural awareness and young people's role in combating violence and peacebuilding, in accordance with UN Security Council Resolution 2250 (2015) on Youth, Peace and Security. Training and upskilling opportunities for Palestinian youth will be prioritized to improve their employability and ability to exercise control over their resources and life choices, leading to improved health and wellbeing. A UN Theme Group (UNTG) on young people will provide an opportunity to ensure the UN's work on youth issues is pursued in a coordinated, coherent, consultative, and holistic manner.

Humanitarian, Development and Peace (HDP) Nexus

While continuing to address the most critical immediate needs, UN programmes under this UNSDCF will endeavour to reduce future humanitarian need by building resilience. Direct food and cash assistance would, over time, transition towards supporting livelihoods, and enhanced local capacities for food production and distribution. Those who remain vulnerable and monetarily poor will be supported to transition to the national social protection system for long-term support. Education, WASH and health activities would also strengthen systems of Palestinian service delivery. Meanwhile, interventions in the human rights sphere would strengthen the capacity of local accountability mechanisms, while also continuing international monitoring of the human rights conditions.

While political efforts continue to target the root causes of the conflict, programmes under this UNSDCF will contribute to addressing intermediate drivers of conflict and instability, such as geographic infrastructural fragmentation, low democratic legitimacy, poverty and unemployment, as well as governance gaps, and gender inequality. Strengthening the accountability and effectiveness of Palestinian Government institutions, in line with SDG 16, contributes to maintaining and strengthening the conditions necessary for Palestinian statehood—a sustainable, growing economy and the institutions of a strong, democratic, accountable, and effective state.

In line with the integrated nexus approach outlined in the overall theory of change, the UN will prioritize under this UNSDCF interventions that are designed to, *inter alia*:

- Contribute to addressing the main drivers of conflict
- Help reduce humanitarian need, support sustainable livelihoods, as well as improve preparedness, and foster resilience
- Strengthen systems of Palestinian service delivery
- Strengthen the capacity of local accountability mechanisms
- Address governance gaps and low democratic legitimacy
- Strengthen adherence to human rights obligations by all duty bearers
- Strengthen the accountability and effectiveness of national institutions
- Address fragmentation; strengthen linkages between Gaza and the West Bank
- Advance the Women and Youth, Peace and Security agenda in OPT
- Help build trust and foster social cohesion at all levels

As outlined above, the strategy in this UNSDCF is complementary to the humanitarian operations in Palestine as articulated in the Humanitarian Response Plan (HRP). Targeting some of the same vulnerable groups, the HRP addresses immediate needs and protection concerns as well as life-threatening shocks, while the UNSDCF will focus on medium term and longer-term structural drivers of vulnerability. An important area of intersection between humanitarian and development efforts aims to improve the resilience of vulnerable groups and enhance coping strategies.

Rights-Based Programming

The human rights obligations of Israel within the OPT stem from the jurisdiction and effective control exercised by Israel. As a party to most of the core international human rights conventions, the national authorities of Palestine are responsible for implementing its human rights obligations to the extent of their jurisdiction. The authorities in Gaza also bear human rights obligations, given their exercise of government-like functions and territorial control in the Strip.

In the implementation of the UNSDCF, the UNCT will adopt a human rights-based approach that empowers people to know about and claim their rights and increases the duty bearer's capacity to understand their obligations and to respond through effective government programming and reform.

The UNCT thereby aims to increase the ability and accountability of individuals and institutions who are responsible for protecting and fulfilling fundamental human rights. All UN programmes of development co-operation, policies and technical assistance should further the realization of human rights derived from the Universal Declaration of Human Rights and other international human rights instruments. Alignment with human rights norms and standards and the meaningful participation of groups left behind are essential for accountability. Furthermore, and in all aspects of its technical assistance, the UN will integrate gender equality and women's and girls' empowerment recognizing that human rights are universal, indivisible, and interrelated

2.6. Sustainability

The Cooperation Framework will support the most sustainable development choices for Palestine identified by the Common Country Analysis (CCA). Sustainability is at the center of all the Cooperation Framework's planned results, and all UN collaboration will be undertaken in a manner that increases the resilience of communities, strengthens governance and institutional capacities, and reduces risks, vulnerabilities, and inequalities. The Cooperation Framework priorities represent a response to Palestine's development priorities and are aligned with the national development plan and priorities that are set with a view of achieving the 2030 Agenda. This Cooperation Framework recognizes that sustainable development is owned nationally and will be implemented jointly with national, local, and international partners. The alignment of the Cooperation Framework with national priorities and the emphasis on development of national capacity will contribute to the sustainability of results under the outcomes. The UN and partners will consolidate efforts to enhance the capacity of national institutions to integrate SDGs in their planning process, monitoring and reporting.

2.7. UNCT Comparative Advantage and Configuration

The strength of the UN is its comparative advantage as a trusted, impartial partner for development and humanitarian initiatives and convenor of multi-stakeholder engagement and partnership at all levels. The UN has a unique strength in its distinct approach to development, including its people-centric programming principles that focus on leaving no one behind, human rights, gender equality and women's empowerment, environmental sustainability, transparency, and accountability.

Through its unique role as the custodian of international treaties and conventions, the UN brings value supporting Palestine in internalising international norms and standards and for the fulfilment of its duties and obligations through recommendations arising from the respective treaties and conventions to which Palestine is party. The UN can draw on global, regional, and national expertise to support the State-wide spectrum of international standards, ranging from human rights, education, health, nutrition, justice and rule of law, labour practices, government, and the environment, among many others. As such, UN operations in Palestine are undertaken within a normative framework of international law, internationally recognized positions and principles, relevant General Assembly and Security Council resolutions, agency mandates, and positions taken by the UN Secretary-General.

The UN can respond to emergencies in Palestine to deliver not only life-saving assistance, but also to support the rebuilding and revitalisation of systems so that the humanitarian response contributes to long-term development. In this context, the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) plays a key role in the development landscape. Following the 1948 Arab-Israeli war, UNRWA was established by the United Nations General Assembly Resolution 302 (IV) of 8 December 1949 to carry out direct relief and works programmes for Palestine refugees. These services include education, health care, relief and social services, microfinance, infrastructure and camp improvement, emergency assistance, and the protection of refugees' rights under international law.

The Cooperation Framework Outcomes are ambitious and span a broad range of development issues that are interrelated in nature. To deliver on these, the UN will draw on the capacities across the UN system and will be configured to include all entities, both resident and non-resident, that have committed through signature to contributing towards at least one of the Cooperation Framework Outcomes.

While the main responsibility for the implementation of the Cooperation Framework will rest with the UN signatories, additional expertise from across the broader system, including its regional and global levels, will be mobilised to support as necessary. Resources from the broader UN system will be utilised on a needs basis, with the triple hatted Deputy Special Coordinator/Resident Coordinator/Humanitarian Coordinator playing a key role in mobilising expertise.

The Resident Coordinator's Office is housed within the Office of the United Nations Special Coordinator for the Middle East Peace Process (UNSCO) and led by a triple hatted Deputy Special Coordinator/Resident Coordinator/Humanitarian Coordinator. As the political mission, UNSCO leads the UN system in all political and diplomatic efforts to resolve the conflict by ending the occupation and realizing a two-State solution on the basis of the 1967 lines, in line with relevant United Nations resolutions, international law and previous agreements.

The United Nations Country Team (UNCT) comprises all heads of the 23 resident and non-resident UN Agencies, Funds and Programmes operating in Palestine, the majority of which are also members of the Humanitarian Country Team: ILO, FAO, UNDP, UNFPA, UNESCO, UN-HABITAT, UNICEF, UNIDO, UNOCHA, OHCHR, UNOPS, UNRWA, UN Women, WFP, WHO, UNFPA, UNMAS, UNDSS, UNEP, ITC, UNCTAD, UNODC. Fifteen of these AFPs or offices are also on the HCT supporting a nexus approach. The UNCT ensures inter-agency coordination, coherence and collective decision making in support of individual agencies to plan and work together for the delivery of tangible results that enhance the development prospects for the people of Palestine. The UNCT offers a broad range of specialized experience and expertise spanning both humanitarian, human rights and development activities leveraging on its collective mandates, capacities, expertise, assets, and convening role in the delivery of the UNSDCF outcome.

CHAPTER 3: COOPERATION FRAMEWORK IMPLEMENTATION PLAN

The Cooperation Framework is the framework under which the United Nations delivers its collective vision and response to support the national development priorities and efforts to achieve the SDGs and advance the 2030 Agenda. This framework is anchored in the principle of partnerships seeks to apply the UN's comparative advantage based on its extensive global knowledge base, best practices and lessons learned; strong normative mandate, as well as its ability to attract financing resources and coordinate development partners. The UN will ensure all programmatic interventions and implementation approaches are human rights and **evidence based**, as well as contextualized and tailored to address geographic disparities and **location-specific** challenges and needs (e.g., Area C, H2, Seam Zone, East Jerusalem, Gaza Strip).

3.1. Joint Workplans

The Cooperation Framework will be operationalized through the development of joint workplans. Annual joint workplans will be developed by the respective Results Group, building on existing programmatic success, normative and operational expertise and the comparative advantage of Agencies, Funds and Programmes. The joint work plans will ensure greater alignment with national proprieties, support local capacities to deliver development results, and ensure transparency and accountability in their implementation. The joint work plans will include all UN development contributions delivered jointly or by individual entities, with a view to maximizing synergies, ensuring coherence, avoiding duplication and better defining division of labour. They will also indicate resources required and available as well as funding gaps. The joint work plans will demonstrate how the measurable outputs, for which UN entities will be accountable and responsible, contribute to the achievement of the Cooperation Framework outcomes.

Developed using a results-based management framework with specific, measurable, attainable, results-based, and time-bound indicators, the joint work plan will ensure a coordinated and consistent response, advancing the harmonisation and simplification of UN operations in Palestine. The joint work plans, along with agency-specific work plans and project documents, will form an agreement between the UN and each implementing partner on the use of resources. To the extent possible, the UN and partners will use the minimum documents necessary, namely the signed Cooperation Framework and signed joint or agency-specific work plans and project documents to implement programmatic initiatives. As necessary and appropriate, joint programme documents can be prepared using relevant text from the Cooperation Framework.

3.2. Flagships and Joint Programmes

To minimise programme fragmentation, improve coherence and benefit from economies of scale, important activities that are central to each the four outcomes will be deployed as relatively large flagship programmes rather than projects. Where appropriate and possible, the successful model of joint programmes applied in the last cycle will be replicated as an effective framework for the optimal division of labour and effectiveness based on agency mandates, missions, and capacity. The detailed list of joint programmes for the period of the cooperation will be elaborated as part of the Joint Workplan and further opportunities for joint programming will be seized throughout the implementation period.

3.3. Resource Mobilisation

The UN system agencies will provide support to the development and implementation of activities within the Cooperation Framework, which may include technical support, cash assistance, supplies, commodities and equipment, procurement services, transport, funds for advocacy, research and studies, consultancies, programme development, monitoring and evaluation, training activities and staff support. Part of the UN system entities' support may be provided to non-governmental and civil society organizations as agreed within the framework of individual workplans and project documents.

Additional support may include access to UN organization-managed global information systems, the network of the UN system agencies' country offices and specialized information systems, including rosters of consultants and providers of development services, and access to the support provided by the network of UN specialized agencies, funds, and programmes. The UN system agencies shall appoint staff and consultants for programme development, programme support, technical assistance, as well as monitoring and evaluation activities.

Subject to annual reviews and progress in the implementation of the programme, the UN system agencies' funds are distributed by calendar year and in accordance with the Cooperation Framework. These budgets will be reviewed and further detailed in the workplans and project documents. By mutual consent between the Government and the UN development system entities, funds not earmarked by donors to UN development system agencies for specific activities may be re-allocated to other programmatically equally worthwhile activities.

The Government will support the UN system agencies' efforts to raise funds required to meet the needs of this Cooperation Framework and will cooperate with the UN system agencies including: encouraging potential donor Governments to make available to the UN system agencies the funds needed to implement unfunded components of the programme; endorsing the UN system agencies' efforts to raise funds for the programme from other sources, including the private sector both internationally and in Palestine.

Upon signature of this Cooperation Framework, the UNCT will develop a Funding Framework to consolidate the agreed, costed results of the UNSDCF including operations and communications. The Funding Framework will provide an overall picture of the amount, type, source, duration, and sequence of financial resources, including the required amounts, available resources and resource mobilization needs. Resources needed under the UNSDCF will be catalytic in nature and used to pursue other innovative and non-conventional sources of funds. The Funding Framework will map the financial and donor landscape, identify priority programmatic interventions and financing. To most effectively mobilize resources to achieve this UNSDCF objectives, the UNCT will explore a mix of instruments to finance the UNSDCF, these may include core funding, donor project-specific funding, joint programming and inter-agency pooled funds (e.g., Joint SDG Fund, UN-Partnerships of the Rights of the Persons with Disability (PRPD) Fund (through MPTF).

3.4. Strategic Partnerships and Coordination

The Palestinian Government is the UN's principal partner for implementation of the Cooperation Framework, throughout Palestine, with the Office of the Prime Minister serving as primary interlocutor for coordination and strategic guidance. The UNCT will leverage partnerships with line ministries, the national women's machinery, and a range of non-State actors (including Civil Society Organizations, women-led CSOs, National NGOs, community-based organizations and the Private Sector), as well as international development partners (Member States, International NGOs networks, International Financing Institutions), for implementation of the Cooperation Framework. The UN will also work alongside the World Bank, using its programming expertise to complement the research and analysis, policy advice, and technical assistance. Regular and sustained dialogue with and facilitation by the Government of Israel, including direct engagement with its line ministries, will also be required to create the necessary conditions for, and help address some of main constraints to, the strategic objectives of this Cooperation Framework across the four outcomes.

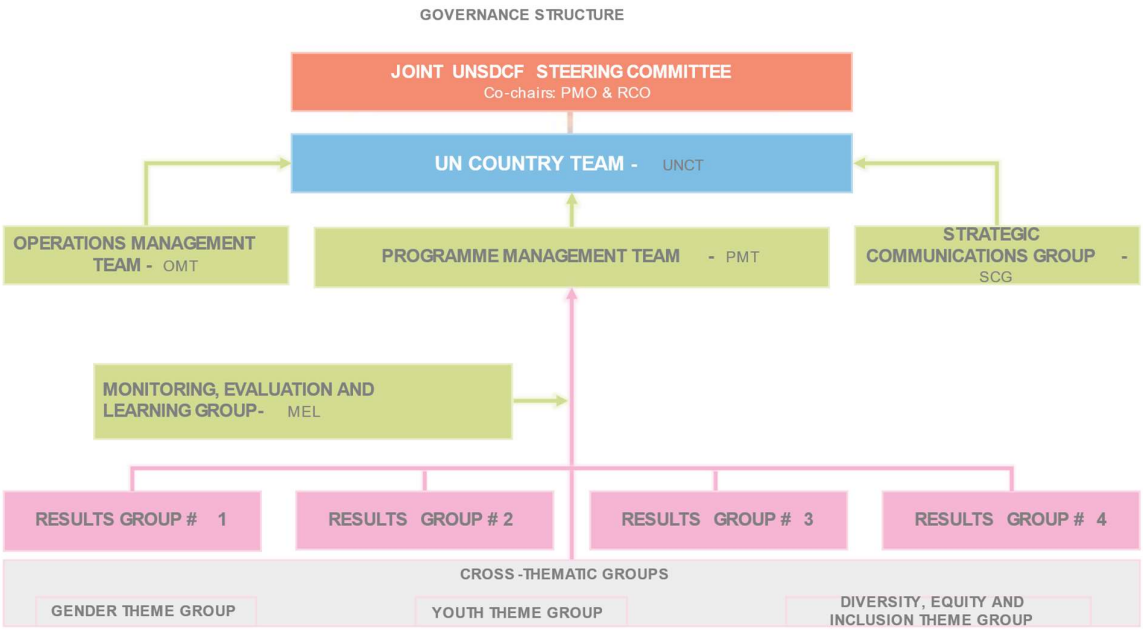
The UN will coordinate its work with the Government of Palestine, national stakeholders, other multilateral institutions, and the international community, through the existing coordination architecture. The Ad Hoc Liaison Committee (AHLC), established in 1993, which serves as the principal policy-level coordination mechanism for development assistance to the Palestinian people and works to promote dialogue between donors, the Government of Palestine and the Government of Israel for this purpose. As a member of and author of regular reports to the AHLC, the Office of the United Nations Special Coordinator for Middle East Peace Process (UNSCO) works with AHLC members and the parties to advance progress on issues on the AHLC's agenda and to promote synergies between those priorities and activities of the United Nations on the ground, including those foreseen under this Cooperation Framework.

The UN is also an active partner of the Government's Local Aid Coordination Secretariat (LACS) and its aid coordination structures. The Resident Coordinator's Office, housed within UNSCO, is a member of the LACS Steering Committee, while members of the UN Country Team are represented in the LACS sector working groups, which bring together line ministries and development actors working within each sector, including donors and civil society. LACS sector working groups provide the platform where synergies and gaps at the sector level will be identified throughout the implementation of the UNSDCF. Where possible, the development coordination platforms managed by LACS will be promoted to coordinate actions with humanitarian partners through the humanitarian clusters or working groups as part of the HDP Nexus.

3.5. Governance Structure

In line with UN Development System reform objectives, the overarching principle for the UNSDCF Governance structure is that it should serve as a mechanism that promotes greater collaboration between UN agencies, the PA and national partners. The governance mechanism covers the design, implementation, monitoring, evaluation, and reporting phases of the cooperation framework. It will also cover the strategic communication, advocacy and enhancing the efficiency of UN programmes. The UNCT will continuously assess, as part of the annual review exercise of the Cooperation Framework, the functioning of the governance mechanisms to ensure that they add value to all stakeholders and remain relevant for delivering results during the CF cycle.

The below sections elaborate roles and responsibilities, convening arrangement, accountability, and reporting of additional UNSDCF coordination mechanisms, to be elaborated in separate terms of reference.



Joint UNSDCF Steering Committee

In addition to the LACS structures outlined in the partnerships section above, which provide the platform through which the PA, donors and the UN engage in policy dialogue and coordination on development programming under the overall umbrella of the AHLC, the **UNSDCF steering committee**, will serve as platform for dialogue on implementation of the UNSDCF in alignment with and support to the SDGs and the national development plan. The committee will have a function of leadership, monitoring of progress, and identifying, and resolving bottle necks in the framework's implementation. Co-chaired by the PM and DSC/RC/HC the joint Steering Committee will meet twice a year to discuss issues and provide overall strategic guidance.

United Nations Country Team (UNCT)

The UNCT is the main inter-agency mechanism for inter-agency collaboration, coherence, and decision-making. It is led by the DSC/RC/HC and it is composed of UN entities (resident and non-resident), which are signatories to the UNSDCF. The responsibility for the implementation of the UNSDCF rests with the UNCT, which will provide oversight and guidance on the strategic direction of the UNSDCF. In line with the Management and

Accountability Framework, UNCT Members, at Head of Agency level, remain accountable to their respective entities on individual mandates and to the DSC/RC/HC for their contribution to joint results of the UNSDCF.

Programme Management Team (PMT)

The PMT consists of deputy heads of UN agencies or equivalent and is convened by the Head of the Resident Coordinator's Office. It is responsible for the overall interagency programme management of the full UNSDCF and advises the UNCT on overall Programme management. It provides substantive support, prepare strategic inputs and guidance, and develop recommendations to facilitate decision-making by the UNCT. The PMT facilitates UN system-wide programme coherence, internal coordination, and oversight for the implementation, planning, review, monitoring and reporting on the Outcomes, including joint programmes. The PMT oversees/facilitates integrated context analyses; identifying and analysing policy-level constraints and opportunities to the implementation of UN programmes, recommending possible actions/responses reviewing performance of the plans, actions are coordinated or undertaken jointly, and any significant, programmatic, or operational bottlenecks are identified and addressed promptly.

Monitoring, Evaluation and Learning Group (MEL)

A MEL Group will consist of M&E focal points from the agencies and will support the UNCT in regular monitoring and results reporting of the UNSDCF. The group will have a responsibility of the internal UNSDCF monitoring function and will work with external government structure especially with the PCBS on SDG data. The Thematic Groups will support monitoring the impact of UN programming on vulnerable and marginalized groups including women and girls in accordance with the UNCT System-wide Action Plan on Gender Equality, through disaggregated reporting against outcome indicators. The MEL group will report to the PMT.

Results Groups (RGs)

The implementation of the UNSDCF will be technically supported by the Results Groups (RGs), one for each of the four outcomes of the Cooperation Framework. The RGs will be co-chaired by Heads of UN Agencies that are contributing to results in the outcome area. The RGs will also be primarily responsible for preparing and updating Joint Work Plans and funding framework for achieving the UNSDCF. They will regularly monitor results, evolving country context, and risks and recommend course corrections to the UNCT for delivery of results in the UNSDCF. The results groups will establish linkage and engage with the respective line ministries on a regular basis to discuss technical and sectoral issues and progress in implementation under the four outcome areas.

Cross-Thematic Task Forces and Working Groups

Existing and relevant new working groups and task forces will be activated and operationalized around the cross-cutting themes and key principles identified under the UNSDCF, as needed. These inter-agency mechanisms will be composed of agency technical staff and co-chaired by Heads of Agencies and reporting to the UNCT. The Thematic Task Forces and Working Groups will work closely with the Results Groups and ensure that the UNSDCF has a clear LNOB focus. In line with the new UNSDG standards and procedures, the Gender and the Youth task forces will provide strategic support and advice to the UNCT in enhancing gender mainstreaming and youth engagement and empowerment through all stags of the UNSDCF programming cycle and promote accountability in this regard. Disabilities will be integrated to ensure cross sectional approach. These Groups will also guide the Gender Equality SWAP, Youth Score Card, and Disabilities Scorecard assessments, and support the UNCT's systematic application of the UNSDG markers. The UNCT treaty group will support and advise the UNCT to ensure that the CF implementation takes into consideration the normative commitments of the state of Palestine in line with the international human rights frameworks and the human rights treaties' recommendations to the State of Palestine.

Operation Management Team (OMT)

The OMT comprises operations focal points from the UN entities and provides support and advice to the UNCT to improve efficiency in operations by harmonizing business operations. The OMT has developed a Business Operations Strategy (BOS) which provides the UNCT and OMT with a strategic outline reduce transaction costs,

eliminate duplication, and contribute to identify cost-effective initiatives for linking business operations with programmatic needs. In addition, enhanced operational focus can provide the UNCT with elements to identify and prioritize high impact initiatives and facilitate the measurement of results/impact against joint targets, including disability inclusion and gender responsive procurement in UNSDCF implementation, among others.

UN Strategic Communications Group (SCG)

The SCG comprises communications focal points from the UN entities and is chaired by the RCO. It prepares and implements a communication strategy for the UNSDCF on behalf of the UNCT, which highlights and promotes the UN's contribution to the achievement of the SDGs in a coherent, powerful, and non-siloed way. The UN SCG coordinates joint strategic communications and advocacy initiatives through various platforms, including the UNCT Palestine website and related social media accounts as well as through those of individual UN entities.

CHAPTER 4: MONITORING, REPORTING AND EVALUATION PLAN

4.1. Monitoring Plan

The Cooperation Framework Results Matrix and annual joint work plans are the main tools against which progress will be measured. The selection of outcome indicators was informed by considerations of their prioritisation at the national level (SDG targets) and their mainstreaming into official statistics. In operationalising the monitoring plan, the UN will maximise the use of the existing national data and information systems. The UN will also support national data systems and national statistical initiatives, national evaluation capacity, through capacity development for disaggregated data collation, analysis and use and SDG monitoring. In development of the joint work plans, the UN will propose additional output indicators (where baselines and targets have been established) for inclusion within respective Cooperation Framework Outcomes.

Data collection instruments and sources expected to be used for measuring progress at Outcome and Output level will include the UN Common Country Analysis (CCA), Government-commissioned data generation activities (including surveys, census, the SDG Voluntary National Reviews), Government Ministries management information systems and administrative data, national reports to human rights mechanisms, recommendations and concluding observations of the UN Treaty Bodies, and other assessments undertaken by UN agencies and partners.

4.2. Monitoring of activities and finical management

Joint monitoring visits will be one of the main tools for joint collection of field level monitoring information (qualitative and quantitative) on results, processes, and activities.

Implementing Partners agree to cooperate with the UN entities in monitoring of all activities supported by the UN and will facilitate access to relevant financial records and personnel responsible for the administration of support provided by the UN entities. To that effect, Implementing Partners agree to the following:

1. Periodic on-site reviews and spot checks of their financial records by the UN agencies or their representatives, as appropriate, and as described in specific clauses of their engagement documents/contracts with the UN
2. Programmatic monitoring of activities following the UN entities' standards and guidance for site visits and field monitoring; and
3. Special or scheduled audits: Each UN entity, in collaboration with other UN entities (where so desired and in consultation with the respective coordinating Ministry) will establish an annual audit plan,

giving priority to audits of Implementing Partners to which UN entities provide large amounts of cash assistance, and those whose financial management capacity needs strengthening.

4.3. Cooperation Framework review and reporting

The complex and volatile context in which the UN operates requires an agile system able to respond to changing needs informed by integrated, forward-looking, and evidence-based joint analysis. The Outcome Results Groups (RGs) and Monitoring, Evaluation & Learning (MEL) Group, on behalf of the Resident Coordinator and UNCT, will undertake annual reviews of the Cooperation Framework to measure overall progress towards planned results, monitor risks, identify key opportunities and challenges, and reflect on learning to inform decisions and course correction in the evolving context of Palestine.

The UN online planning, monitoring, and reporting platform, known as UN INFO, will be the main platform used to track progress and monitoring of the Cooperation Framework. The platform digitises the Cooperation Framework and corresponding joint work plans and provides an overview of progress made towards the four Outcomes.

Based on the annual reviews, the One Country Results Report will be prepared annually and shall provide evidence to explain to government and other partners any necessary adaptations in UN programming for continued relevance. The report will also generate information to inform the periodic updating of the UN Common Country Analysis (CCA) as necessary and course-correcting the Joint Work Plans to make sure the implementation of the Cooperation Framework remains relevant and effective. The One Country Results Report describes the outputs delivered for which the UN is directly responsible and also the Cooperation Framework Outcomes for which the UN is one of the contributors.

The CCA will be updated regularly to reflect changes in the underlying structures and drivers of inequalities, vulnerability, human rights violations, and crisis to better inform UN programming. The CCA will continue to draw upon expertise, information and knowledge across the development, peace and security, human rights, and humanitarian pillars of the UN system working in Palestine. The CCA will be drafted under the overall guidance of the Resident Coordinator and the UNCT. All resident and non-resident UN entities working in Palestine will support periodic updating of the CCA.

4.4. Evaluation Plan

An evaluation of the Cooperation Framework will be conducted by an independent consultant(s) in the penultimate year of the cycle (2024/5). Prior to the commencement of implementation of the Cooperation Framework, an Evaluability Assessment will be conducted with the support of the Regional United Nations Development Coordination Office to determine that the Cooperation Framework's objectives are adequately defined and its results verifiable and therefore can be evaluated in a reliable and credible fashion.

The evaluation Terms of Reference will ensure an inclusive and participatory approach involving all stakeholders as well as the independence and impartiality of the evaluation team. The Cooperation Framework evaluation will adhere to UN Evaluation Group norms and standards, follow OECD-DAC evaluation criteria, and utilise a gender equality and human rights-based approach. The evaluation process should also refer to and meet relevant minimum requirements agreed upon by the United Nations Sustainable Development Group (UNSDG) in the UNCT System-wide Action Plan (SWAP) Gender Equality Scorecard, the UNCT Accountability Scorecard on Disability Inclusion, and the Youth 2030 UNCT Scorecard.

The UNCT may decide to undertake a joint approach of Cooperation Framework and UN entity country programme framework evaluation to reduce financial and transaction costs for the UN Country Team and partners and to help assess agency-level contributions within the overarching framework of the Cooperation Framework. Where this is not possible, UN entities will make sure that their evaluations are sequenced and coordinated to ensure their contribution to the Cooperation Framework final evaluation. The final independent evaluation will engage a wide range of stakeholders. The evaluation will follow the UNEG Norms and Standards for Evaluation.

The final evaluation will be undertaken concurrently with a periodic update of the CCA to ensure that data collected as part of the CCA process can inform the evaluation as well as preparation of the next Cooperation Framework.

4.5 Risks

Based on the Common Country Analysis, the major risks that may impact the implementation of the Cooperation Framework and its support towards achievement of the SDGs cut across all the Outcome areas. Some of the principal risks include the ongoing occupation, political instability, conflicts and violent extremism, economic and financial instability.

ANNEXES

Annex I: Results Framework

1. PROSPERITY

OUTCOME 1 Palestinians have greater access to economic opportunities that are inclusive, resilient, and sustainable, including decent employment and livelihoods opportunities in an empowered private sector.

National Development Plan Priorities	Sustainable Development Goals & Targets	UN Agencies & Partners
3.6. Economic Cluster Development 3.10. Resilient communities (Economic dimension)	**SDG 1.** No poverty **SDG 2.** Zero Hunger **SDG 4.** Provide Quality Education **SDG 5.** Gender Equality **SGD 7.** Affordable Clean Energy **SDG 8.** Decent work and Economic growth **SDG 9.** Industry, Innovation, and Infrastructure **SDG 10.** Reduce inequalities **SDG 12**. Responsible Consumption and Production **SDG.13.** Climate Action	*UNDP, ILO, FAO, ITC, WFP, UNESCO, UNCTAD, WHO, UNIDO, UNWOMEN, UNRWA, UNICEF, UNOPS*

Results	Performance Indicators (disaggregation)	Baseline (Year)	Target (2025)	Data source/MoV	Reporting agency
OUTCOME 1 Palestinians have greater access to economic opportunities that are inclusive, resilient, and sustainable, including decent employment and livelihoods opportunities in an empowered private sector.	1.1. Annual growth rate of real GDP per capita.	7.1% (2021)	15%	PCBS, National Accounts	ILO/WFP
	1.2 Unemployment and **underutilization** rate, by sex, age and persons with disabilities ((Relevant SDG Indicator 8.5.2)	26.4%, **34.3%** (2021) Men: 22.4%, **27.7%** Women: 42.9%, **56.3%** Youth aged 15-24: 41.7%, **49.6%** Disabilities: N/A	23%	PCBS, LFS ILO calculation on the basis of PCBS LFS, as provided in the annual DG report	ILO
	1.3. Proportion of youth (aged 15–24 years) not in education, employment, or training (**NEET**) by sex and region (Relevant SDG Indicator 8.6.1)	31.5% (2021) Men: 26.6% Women: 36.6% West Bank: 26.4% Gaza: 39.3%	28%	PCBS, Annual LFS	ILO, UNESCO
	1.4. GDP generated in tradable sectors (exposed to foreign competition)	Agriculture 8.4% Manufacturing 12.6% Mining and Quarrying 0.4% Information and Communication 4.1% Total: 25.6%	25%	FAO/PCBS National Accounts (2015 constant prices)	FAO
	1.5. Existence of a developed and operationalized national strategy for youth employment, as a distinct strategy or as part of a national employment strategy (Relevant SDG Indicator 8.b.1)	NES exists (2021)	NES operationalized	National employment Strategy (2021-25)	ILO

	1.6. Prevalence of moderate or severe food insecurity. (Relevant SDG indicator 2.1.2.1)	Palestine 37.9% (2020)	35.9%	PCBS	WFP/FAO

2. PEOPLE

OUTCOME 2 Palestinians, including the most vulnerable, have equal access to sustainable, inclusive, gender responsive and quality social services, social protection, and affordable utilities.

National Development Plan Priorities	Sustainable Development Goals & Targets	UN Agencies & Partners
2.4. Citizen Centered Government 3.8. Inclusive quality education for all 3.9. Inclusive Quality Health Coverage for all	**SDG 1.** No Poverty - End poverty in all its forms everywhere SDG **2.** No Hunger **SDG 3.** Good Health and Wellbeing **SDG 4.** Quality Education SDG **5.** Gender Equality **SDG 6.** Clean water and sanitation SGD **7.** Affordable Clean Energy SDG **10.** Reduced Inequality	*UNICEF, WHO, UNFPA, UNDP, ILO, UNWOMEN, WFP, UNESCO, UNRWA, OCHA, UNODC, UNOPS*

Results	Performance Indicators (disaggregation)	Baseline (Year)	Target (2025)	Data source/MoV	Reporting agency
OUTCOME 2 Palestinians, including the most vulnerable, have equal access to sustainable, inclusive, gender responsive and quality social services, social protection, and affordable utilities.	2.1 Proportion of children and young people (a) in grades 2/3; (b) at the end of primary; and (c) at the end of lower secondary achieving at least a minimum proficiency level in (i) reading and (ii) mathematics, disaggregated by sex. (SDG indicator 4.1.1.1 & 4.1.1.1.2)	**Maths:** 5th grade: 38.6% M 45.8% F; 9th grade: 24.1% M; 34.2% F **Arabic:** 5th grade: 43.7% M 53.3% F; 9th grade: 43.3% M; 60.2% F	**Maths:** 5th grade: 49% males/ 56% females and 9th grade 34% males/44% females **Arabic**: 5thgrade: 54% M/63%F and 9th grade: 53%M, 70% F	MoE	UNICEF, UNRWA, UNESCO
	2.2 Completion rate (primary education, lower secondary education, upper secondary education), disaggregated by sex.	P 99.2%- F-99.5% &M98.9% (2021) LS93.3%-F97.5% & M89.5% (2021) US 63.3%-F75.3% & M52.2% (2021)	P 100%- F-100% &M100% (2025) LS100%-F100% & M100% (2025) US 80%-F90% & M70% (2021)	MoE & PCBS	UNICEF, UNESCO
	2.3 UHC Coverage Index (SDG 3.8.1)	64 (2017)	70	MoH Annual Report	WHO, UNICEF, UNFPA, NRWA
	2.4 Maternal mortality ratio (SDG 3.1.1)	MM ratio 47.7 (2021)	25	MoH annua report	WHO, UNFPA,
	2.5 Unmet need for family planning (SDG3.7.1).	12.9 (2019)	11	MICS	UNRWA, UNFPA
	2.6 Proportion of children aged 6-23 months fed minimum diversified diet	45%	51%		UNICEF, UNRWA

	2.7 Proportion of population using safely managed sanitation services	67% (2019)	73%	MICS	UNICEF
	2.8. Proportion of population covered by social protection floors/systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, newborns, work-injury victims and the poor and the vulnerable (SDG 1.3.1).	16.6% (209/20)	18%	MOSD	UNICEF, ILO, WFP
	2.9. Proportion of currently married or ever married women and girls aged 15 years and older subjected (at least once) to one type of violence by their husbands in the previous 12 months	59.3% (2019)	44% (2025)	PCBS	UNFPA, UNWOMEN
	2.10. Number of people receive MHPSS services at primary level in primary care and specialty care	TBC	tbc	MoH	WHO, UNICEF, UNFPA

3. PEACE

OUTCOME 3: Palestinian governance institutions, processes, and mechanisms at all levels are more democratic, rights-based, inclusive, and accountable.

National Development Plan Priorities	Sustainable Development Goals & Targets	UN Agencies & Partners
1.2. Ending the Divide and Achieving National unity 2.4. Citizen Centered Government 2.5. Effective Government 3.7. Social Justice and Rule of Law	**SDG 10.** Reduced Inequality **SDG 11.** Inclusive and sustainable Cities and Communities **SDG 16.** Peace, Justice and Strong Institutions	*UNDP, OHCHR, UN-Habitat, UNOPS, ILO, WHO, UNESCO, UNODC, UNWOMEN, UNICEF, UNFPA, UNMAS*

Results	Performance Indicators (disaggregation)	Baseline (Year)	Target (2025)	Data source/MoV	Reporting agency
OUTCOME 3 Palestinian governance institutions, processes, and mechanisms at all levels are more democratic, rights-based, inclusive, and accountable.	3.1 Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group. (SDG Indicator 16.7.2.3)	33.5% (2021)	tbc	PCBS	UNDP
	3.2 Proportion of population satisfied with their last experience of public services - administrative services. (SDG Indicator 16.6.2.4)	94.2% (2018)	tbc	PCBS	UNDP
	3.3 Proportion of women in managerial positions (in public institutions). (SDG indicator 5.5.2)	22.2% (2020)	tbc	PCBS	UNDP, UN Women

	3.4 Percentage of Palestinian public who are satisfied with the performance of Security and Justice institutions (disaggregated by type of institutions).	(2021) Sharia courts: 72%; Tribal justice: 63%; Public prosecution: 60%; Police: 54%; Regular courts: 51%	tbc	PCBS (Rule of Law and Access to Justice Survey; public perception surveys)	UNDP, UN Women, UNICEF
	3.5 Proportion of recommendations by UN Treaty Bodies implemented by SoP.	To a very low degree (2022)	To a medium degree	MoFA	OHCHR
	3.6 Proportion of victims of violence in the previous 12 months who reported their victimization to competent authorities or other officially recognized conflict resolution mechanisms. (SDG Indicator 16.3.1):	52.3% (2020)	tbc	PCBS	UNFPA, UNDP
	3.7 Whether or not legal frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex. (SDG indicator 5.1.1)	54.6 points in a 0-100 scale (2018)	tbc		OHCHR, UNDP, UN Women

4. PLANET

OUTCOME 4: Palestinians have better access to and management of natural and cultural resources, higher resilience and adaptation to climate change and more sustainable food systems

National Development Plan Priorities	Sustainable Development Goals & Targets	UN Agencies & Partners
3.10 Resilient communities (Climate dimension)	**SDG 2.** No Hunger. **SDG 3.** Good health and wellbeing SDG **11**. Sustainable Cities and Communities SDG **13.** Climate Action **SDG 15.** Life on Lan	*FAO, UN-Habitat, UNESCO, UNDP, UNEP, WFP, WHO, ILO, IFAD, UNICEF, UNOPS, UNRWA, OHCHR, UNODC, UNFPA, UNMAS, UN Women,*

Results	Performance Indicators (disaggregation)	Baseline (Year)	Target (2025)	Data source/MoV	Reporting agency
OUTCOME 4	Proportion of urban population living in slums, informal settlements, or inadequate housing (11.1.1)				
	4.1.1 Number of people residing in informal settlements (refugee camps, West Bank and the Gaza Strip)	42.3% (2022) **West Bank:** 276,332refugees **Gaza Strip**: 631,759 refugees	40%	PCBS, UNRWA	UN-Habitat, UNRWA

Palestinians have better access to and management of natural and cultural resources, higher resilience and adaptation to climate change and more sustainable food systems	4.2 Total per capita expenditure on the preservation, protection and conservation of all cultural and natural heritage, by source of funding (public, private), type of heritage (cultural, natural) and level of government (national, regional, and local/municipal) (11.4.1)				
	4.2.1 Proxy indicator (primary): Number of heritage and cultural landscape sites safeguarded/partially safeguarded including sites inscribed on the World Heritage List and the Tentative List of Palestine	9 (2020)	12	UNESCO, Ministry of Tourism and Antiquities	UNESCO
	4.3 Proportion of land that is degraded over total land area (15.3.1)	14.9%	14%	UNCCD report (1015)	UNEP
	4.4 Number of countries that have communicated the establishment or operationalization of an integrated policy/strategy/plan which increases their ability to adapt to the adverse impacts of climate change, and foster climate resilience and low greenhouse gas emissions development in a manner that does not threaten food production (including a national adaptation plan, nationally determined contribution, national communication, biennial update report or other) (13.2.1) **Proxy indicator:** Number of national policies/strategies/plans established or operationalized and/or capacity areas developed by the government with UN support which increase the country's capacity to adapt to the adverse impacts of climate change, and foster climate resilience and low greenhouse gas emissions development.	0[4]	9	UN stocktaking exercise to be conducted	FAO, UNICEF
	Proxy indicator: Country has involved adolescents and youth, including youth with disabilities and those affected by other core factors that leave them furthest behind, in the	0[5]	2000 (50% females)	UNFPA, UNICEF	UNFPA UNICEF

[4] Baseline year of 2023 at the start of the UNSDCF
[5] Baseline year of 2023 at the start of the UNSDCF

	formulation and implementation of policies and programmes related to climate change				
	4.5 (a) Proportion of total agricultural population with ownership or secure rights over agricultural land, by sex; and (b) share of women among owners or rights-bearers of agricultural land, by type of tenure (5.A.1)	(a) 30.3% (2021) 53.2% men 5.1% women (b) 7.9% (2021)	(a) 35% (b) 8.5%	Land and Water Settlement Commission, PCBS	UN-Habitat UNWOMEN
	4.6. Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale (FIES) (2.1.2)	Palestine 37.9% (2020) West Bank 16.6% Gaza Strip 65.9%	35.9%	PCBS	WFP FAO

UNCT Vision Statement

Palestinians have access to equal opportunities to prosper and realise their human rights in a cohesive, democratic and inclusive society through progressive achievement of the 2030 Agenda and the Sustainable Development Goals.

Outcome 1	Outcome 2	Outcome 3	Outcome 4
Palestinians have greater access to economic opportunities that are inclusive, resilient and sustainable, including decent employment and livelihoods opportunities in an empowered private sector.	Palestinians, including the most vulnerable, have equal access to sustainable, inclusive, gender responsive and quality social services, social protection, and affordable utilities.	Palestinian governance institutions, processes, and mechanisms at all levels are more democratic, rights-based, inclusive, and accountable.	Palestinians have better access to and management of natural and cultural resources, higher resilience and adaptation to climate change and more sustainable food systems.
• Policies, legal frameworks and enabling business environment are in place to promote decent work for all men and women, create confidence and incentivise private investments, competitiveness, product diversification and value-chains development. • Public and private investments increased in financially and environmentally sustainable infrastructure and tradeable sectors, including high and green technologies. • Enhanced employability and improved access to decent, green, and sustainable income opportunities for furthest behind populations, prioritizing Palestinian young men and women in the agri-business and food sector. • Productivity, competitiveness, and sustainability of MSMEs, startups and social enterprises is increased so that individual entrepreneurs – especially women and youth – and small and medium enterprises have greater opportunities to innovate and grow with better access to finance. • The value of unpaid care and domestic work is recognized through the promotion of shared responsibility within the household and between family members	• Institutional arrangements, legislations and basic systems are strengthened for inclusive, equitable and gender responsive quality social services and social protection. • Improved universal access to and utilization of quality health and nutrition services. • Improved access to and utilization of inclusive, quality education, affordable vocational training and tertiary education opportunities. • Improved access to and utilization of quality protection services and social protection and essential services to eliminate gender-based violence against women and girls. • Improved sustainable and equitable access to and utilization of safe drinking water and safely managed sanitation services, including solid waste management. • Improved access to and utilization of sustainable, affordable and equitable energy sources. • Improved and equitable access to and utilization of affordable, safe and appropriate housing. • Communities and individuals, in particular women and girls and persons with disability, are empowered to adopt positive practices to address structural barriers, and contribute to a more equitable, inclusive, and cohesive community.	• Strengthened capacities of rule of law institutions, trade unions, CSOs and the legal aid system to ensure greater access to justice and security for the most vulnerable groups • Strengthened mechanisms and measures for inclusive participation of marginalized groups in decision making and democratic processes including elections, policy making and reforms • Strengthened capacities and policy/regulatory frameworks for greater transparency, accountability, effectiveness and efficiency including through e-governance and digital transformation • Strengthened engagement with duty-bearers and rights-holders regarding adherence to international Human Rights Law and principles, for greater accountability and full enjoyment of rights, including equal and unimpeded access to services. • Fiscal and budgetary frameworks are reformed for greater financial sustainability and efficient allocations of budget, including for basic services and social protection. • All duty-bearers are aware of and fulfill their obligations in relation to protecting civic space, with civil society able to respond to the needs of citizens unimpeded by arbitrary restrictions.	• Climate resilience and environmental sustainability are integrated in gender-inclusive land tenure, spatial planning and management, including for cultural heritage, landscape and natural habitat. • Strengthened systems, policies and plans for a more sustainable management of conventional and non-conventional water resources • Inclusive green and climate-smart agri-food systems are strengthened to enhance food security and nutrition and promote sustainable and resilient livelihoods • Capacities of communities, local authorities and national government in disaster preparedness and disaster risk reduction and management are strengthened • Measures introduced to promote greening of public and private investment in natural resource-intensive sectors, including capacitating relevant actors to promote sustainable practices and policies

Annex II. A Harmonised Approach to Cash Transfers

As relevant for UN agencies and as per their internal rules and regulations- cash transfers to an Implementing Partner are based on the workplans agreed between the Implementing Partner and the United Nations system agencies. Cash assistance for travel, stipends, honoraria, and other costs shall be set at rates commensurate with those applied in the country, but not higher than those applicable to the United Nations system (as stated in the ICSC circulars). Cash transfers for activities detailed in the joint workplans can be made by the United Nations system agencies using the following modalities:

- Cash transferred to a national institution for forwarding to the implementing partner
    a. Prior to the start of activities (direct cash transfer), or
    b. After activities have been completed and verified (reimbursement)
- Direct payment to vendors or third parties for obligations incurred by the implementing partners based on requests signed by the designated official of the implementing partner
- Direct payment to vendors or third parties for obligations incurred by United Nations system agencies in support of activities agreed with implementing partners.

Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. The United Nations system agencies shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts. Following the completion of any activity, any balance of funds shall be refunded or programmed by mutual agreement between the Implementing Partner and the United Nations system agencies.

Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities shall depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-United Nations Implementing Partner. A qualified consultant, such as a public accounting firm, selected by the United Nations system agencies may conduct such an assessment, in which the Implementing Partner shall participate. The Implementing Partner may participate in the selection of the consultant. Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised during programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits. In case of direct cash transfer or reimbursement, the United Nations system agencies shall notify the Implementing Partner of the amount approved by the United Nations system agencies and shall disburse funds to the Implementing Partner within 14 days. In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners based on requests signed by the designated official of the Implementing Partner, or to vendors or third parties for obligations incurred by the United Nations system agencies in support of activities agreed with Implementing Partners, the United Nations system agencies shall proceed with the payment within 14 days. The United Nations system agencies shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third-party vendor. Where the United Nations system agencies provide cash to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those United Nations system agencies.

A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of joint workplans will be used by Implementing Partners (IPs) to request the release of funds, or to secure the agreement that the United Nations organization will reimburse or directly pay for planned expenditure. IPs will use the FACE to report on the utilization of cash received. The Implementing

Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the IP. Cash transferred to Implementing Partners should be spent for the purpose of activities and within the timeframe as agreed in the WPs only. Cash received by the Government and national NGO Ips shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the WPs and ensuring that reports on the utilization of all received cash are submitted to the relevant United Nations organization within six months after receipt of the funds, unless prescribed differently by agency requirements. Where any of the national regulations, policies and procedures is not consistent with international standards, the United Nations system agency financial and other related rules and system agency regulations, policies and procedures will apply. In the case of IPs that are international NGOs, CSOs, and IGOs, cash received shall be used in accordance with the international standards, in particular ensuring that cash is expended for activities as agreed in the WPs, and ensuring that reports on the full utilization of all received cash are submitted to the United Nations organization within six months after receipt of the funds, unless prescribed differently by agency requirements.

To facilitate scheduled and special audits, each IP receiving cash from a United Nations system agency will provide the United Nations system agency or its representative with timely access to:

a) All financial records which establish the transactional record of the cash transfers provided by a United Nations system agency, together with relevant documentation.
b) All relevant documentation and personnel associated with the functioning of the Implementing Partners' internal control structure through which the cash transfers have passed. The findings of each audit will be reported to the IP and United Nations system agency.

Each IP will furthermore:

- Receive and review the audit report issued by the auditors;
- Provide a timely statement of the acceptance or rejection of any audit recommendation to the United Nations organization that provided cash, and to the SAI, before submitting it to the United Nations system agency;
- Undertake timely actions to address the accepted audit recommendations;
- Report on the actions taken to implement accepted recommendations, to the United Nations system agencies and to the SAI, on a quarterly basis or as locally agreed.

The audits will be commissioned by the United Nations system agencies and undertaken by third party audit services.

Annex III: Monitoring, Evaluation and Learning Plan

Description of Activities	Frequency	Lead UN Agencies	Contributors/Support	Timeline		
				2023	2024	2025
Monitoring						
Baseline data collection per Cooperation Framework outcome/output indicators	Beginning of CF cycle	ME&L focal points, RGs	RG Chairs/ Co-chairs, RCO, UN entities			
Collection & analysis of monitoring data against each Cooperation Framework outcome/output indicators	Quarterly, depending on the type of indicators	ME&L focal points	UNCT, RCO, UN entities			
Update of the Common Country Analysis (CCA)	Annually	RCO	UNCT, RGs, Agencies			
Develop and monitor Joint Work Plans	On a rolling basis	RGs/UNCT	UNCT, ME&L FPs, RCO			
Conduct joint research, assessments, special studies, and diagnostics.	Annually/once every 2 years	Relevant UN agencies	RGs, ME&L FPs, RCO, UN entities			
Regularly consolidate, update existing assessments and data with relevant counterparts.	Ad hoc basis	RCO / ME&L focal points	UNCT, Youth, Gender Working Groups			
Monitor and manage risks	Annually	RCO / ME&L FPs	UNCT, RGs, UN entities			
Conduct joint field monitoring visits to joint programmes/ interventions per geographic area or sector.	One visit per joint programme or as needed	ME&L FPs, UN entities	ME& FPs, UN entities, RCO			
Collect, update, and reflect quality assured, agency specific and/or joint agency progress, Joint Work Plan data on UN-INFO.	Quarterly	ME&L FPs, RGs	RG -chairs, RG Members, UNCT, RCO			
Review and Reporting						
Cooperation Framework Annual Performance Review (APR)	Annually	ME&L focal points, RGs, RCO	UNCT, UN entities			
Develop a UN Annual Results Report	Annually	RCO/UNCT	RGs Co-chairs and members, PMT			
Support Voluntary National Review (VNR) of progress toward SGDs	As needed	Relevant UN agencies	UNCT, RGs, ME&L FPs, RCO			
Review, adjust and update Joint Workplans	Annually / as needed	Results Groups, UNCT	M&E focal points, RCO			
Review and update MEL plan during implementation.	Annually	ME&L focal points Chair	ME&L focal points, RCO, RGs			
Reporting requirements in UN Info	Annually / as needed	RCO, ME&L focal points	UNCT, Results groups, RCO			
Convene Results Groups meetings	Monthly/ as needed	RG Co-chairs	RG Members, UNCT, RCO			
Evaluation						
Conduct final independent evaluation of UNSDCF	Penultimate year of the CF cycle	Independent evaluation team	RCO, UNCT, RGs, ME&L FP			
Independent evaluation of UN Joint Programmes	End term	Independent evaluation team	Implementing UN entities			
Learning						
Collect and collectively analysis lessons gathered throughout programme cycle	Annually	ME&L FPs	ME&L FP, RGs, RCO			
Establish a learning mechanism/process through which lessons are made available across the UN system	1st year of implementation	ME&L focal points	UNCT, RGs, RCO			
Technical training for the M&E focal points and Result Group chairs on UN-INFO	First year of implementation	ME&L focal points Chair, RCO	ME&L focal points members, Result Group Chairs, RCO			