

## Project Document

United Nations Development Programme  
&  
Netherlands Ministry of Development Cooperation

Programme: Support for Peace Initiatives in Local Governance  
Project Title: Logistical Support for the Secretariat of the Municipal Alliance for Peace (MAP)

### Brief narrative:

The Municipal Alliance for Peace (MAP) was established in June 2005, following increasingly louder calls from both Palestinian and Israeli citizens for proactive steps to be taken towards a just and lasting peace in the region. Through joint initiatives of the Association of Palestinian Local Authorities (APLA) and the Union of Local Authorities in Israel (ULAI), with support from international municipal authorities, MAP seeks to instigate joint Palestinian and Israeli projects at the municipal level to tackle urgent problems within corresponding Israeli and Palestinian municipalities, as well as promoting peace and encouraging greater dialogue between the two sides.

This project document outlines how will UNDP /PAPP contribute to the support of peace initiatives in the Local Governance sector through providing the logistical support for the Municipal Alliance for Peace (MAP) secretariat, hereafter referred to as **the Secretariat** and through contributing to the capacity building of the Secretariat staff.

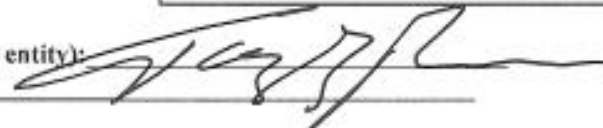
The financial support for this project will be covered jointly by UNDP/PAPP and the Netherlands Ministry of Development

Programme Period: One year  
Programme Component: Support for peace Initiatives in Local Governance  
Project Title: Logistical Support for the secretariat of the Municipal Alliance for Peace (MAP)  
Project ID: \_\_\_\_\_  
Project Duration: 12 months  
Management Arrangement: \_\_\_\_\_

Budget: Total budget minus the General Management Support Fees : US\$ 85,600  
General Management Support Fee: \$ 1792  
Total budget: 87,392  
Allocated resources:  
• Government 22,300 (€17,000)  
• Regular \_\_\_\_\_  
• Other:  
    ○ Donor \_\_\_\_\_  
    ○ Donor \_\_\_\_\_  
    ○ Donor \_\_\_\_\_  
• In kind contributions \_\_\_\_\_  
Unfunded budget: US \$ 65,092

Agreed by (Implementing partner/Executing entity):

Agreed by (UNDP):



---

## Section I - Elaboration of the narrative

### Part I. Situation Analysis – MAP Initiative

The Municipal Alliance for Peace (MAP), is best described as a cooperation framework to promote, facilitate and implement local initiatives between Palestinian, Israeli and international municipalities to promote peace and mutual cooperation. It was initiated by the Association of Palestinian Local Authorities (APLA) and the Union of Local Authorities in Israel (ULAI) after years of dialogue and increasingly louder calls from citizens for peace, security and prosperity. The MAP was officially established in a launching conference in June 2005, in the city of the Hague, with the support of the Association of Netherlands Municipalities (VNG). As part of the vision to expand the initiative, it was decided to set up a MAP office which would initially constitute of two local coordinators, one Palestinian and one Israeli, representing both local associations and carrying out the required coordination tasks. The MAP office is consolidated by an international board in which UNDP/PAPP is a member.

The UNDP/PAPP was approached by the founding associations APLA and ULAI to assist in setting up a MAP office and heeded the call by proposing to act as an incubator to host the Secretariat and build the capacities of its two coordinators for the first two years of operations (December 2005 – December 2007). A strong and operational Secretariat would be capable of linking Israeli and Palestinian municipalities in trilateral partnerships with international counterparts and channel resources to implement concrete and practical projects. The overarching aim of MAP is to generate a broad based network of Israeli, Palestinian and international municipalities that will encourage mutual understanding and dialogue and lobby national governments to work towards a negotiated, fair and peaceful resolution.

The end beneficiaries of MAP will be the citizens represented by their local authorities. In addition to the dialogue component of the projects, MAP projects will offer a development component that will assist Palestinian municipalities to answer to the needs of their local communities. Along the way, the Palestinian municipalities can benefit by learning the know-how and best practices from the Israeli and international municipalities which will encourage the dialogue aspect of the project. The themes of cooperation are priority areas decided upon by APLA and ULAI in the launching conference in the Hague and are titled as follows:

- Youth & Culture
- Environment
- Economic Development
- Municipal Management

### Part II. Strategy

APLA and ULAI are committed to the principle of MAP through a signed memorandum of understanding. Regardless of the ferocity of the conflict, APLA and ULAI have decided to keep an open channel of communication and constantly work through the MAP secretariat to link Palestinian and Israeli municipalities in trilateral partnerships. With the overall vision to put an end to the violent conflict, both associations decided to embark on a bottom-up peace initiative without going against national principles and in respect of the political surrounding. The MAP with its optimistic approach is in fact a realistic initiative with achievable objectives.

---

The UNDP/PAPP has provided the MAP secretariat with logistical support for the first year of operations and has assisted the Secretariat with technicalities as well as built the capacity of the two local coordinators to better perform their required tasks. In the second international MAP board meeting held in Perugia in October 2006, the members of the MAP board asked the UNDP/PAPP to extend its support to the MAP initiative by continuing to host the MAP secretariat for a second year of operations (2007). UNDP/PAPP, as agreed in the launching conference, has no influence on the policy and decision making of the Secretariat and merely acts as an incubator which serves the general output of supporting peace initiatives within the local government sector.

Continued support from the UNDP/PAPP to the Secretariat in its second year of operations is crucial. The first year of operations has seen the partnership with the LOGO South programme of the Netherlands Ministry of Foreign Affairs en route to the implementation of the MAP pilot projects. Other partnerships with many prominent municipalities such as Rome and Cologne are on the way, and the need to have an operational MAP secretariat to carry on with the coordination work is important for the initiative's success. Within this framework, the UNDP/PAPP is creating this project document to formalize its relations with the MAP secretariat and to define the expected responsibilities.

The Netherlands Ministry of Development Cooperation through the Association of Netherlands Municipalities (VNG) has committed a total amount of €17,000 for the year 2007 for the staffing and transportation cost, which will be managed by UNDP/PAPP.

### **Part III. Management Arrangements**

The UNDP/PAPP will be the executing agency for this project which aims at supporting the MAP secretariat. The following literature summarizes the UNDP/PAPP roles and responsibilities, as well as the roles and responsibilities of the major actors involved in supporting the MAP secretariat.

#### **Actor 1: UNDP/PAPP**

Within this project, the responsibility of the UNDP/PAPP is strictly limited to providing operational support to the MAP secretariat. The UNDP/PAPP will materialize its support by recruiting and contracting two local coordinators (one Palestinian and one Israeli) and providing them with all necessary logistical and administrative support.

As part of its support, UNDP/PAPP may provide capacity building support to the secretariat to enable it to better perform its professional duties. It will also involve the coordinators in the relevant training courses held for its staff as well as support their participation in relevant conferences and workshops.

UNDP/PAPP is not accountable for any political decisions, positions or acts taken by the hired local coordinators nor is it accountable for the Secretariat's strategic plan, technical decisions, or policy development. Consequently, the Secretariat is not permitted to use UNDP logo on any of published or shared documentations. Nonetheless, UNDP/PAPP can offer its recommendation/advice on the aforementioned topics.

In the case of donor funding, the initial proposal is that the donor will channel any relevant funds through the UNDP/PAPP. Assuming that the donor will approve the role of UNDP/PAPP as a channel, in such a case it will be the responsibility of the UNDP/PAPP to manage the funds, whether intended to support the MAP secretariat or contribute to the MAP projects, and report back to the donor.

---

**Actor 2: VNG**

During the first year of operations, the VNG have provided the MAP secretariat with technical assistance and capacity building. VNG facilitated the partnership of the MAP with the Good Local Government programme (LOGO South) of the Netherlands Ministry of Development Cooperation and involved the two coordinators in a workshop on the topic of "Monitoring" in the Hague.

For year 2007, the Ministry of Development Cooperation through the VNG has decided to contribute a total sum of €17,000 to assist the UNDP/PAPP in covering the operational costs of the MAP secretariat. The VNG will also be hosting the kick-off meeting of the MAP pilot projects in the Hague in January 2007 as well as carry on with providing technical assistance to the secretariat if the need arises.

**Actor 2: MAP Secretariat**

The MAP Secretariat is responsible for fulfilling the set objectives and carrying out the set activities in the plan of action approved by the MAP board, which UNDP/PAPP is part of.

Generally, the Secretariat should focus on developing trilateral municipal partnerships with feasible projects, either initiated by the Secretariat or proposed by the municipalities, and fundraise for such projects. The local coordinators should care to raise funds for the operational costs and expansion plans of the MAP secretariat and work under the umbrella of the founding associations APLA and ULAI to devise a strategy to legalize the MAP secretariat as an independent entity for year 2008.

Under the consent of APLA and ULAI, the MAP Secretariat should work on promoting the MAP initiative in relevant global venues and based on the advertisement strategy set in the plan of action. It should also coordinate between trilateral municipalities involved in the formulation phase of the projects. Timely progress reports and annual reports will be submitted to MAP board for feedback, input, and guidance.

In the case of failure to fulfill set objectives, the Secretariat is responsible to provide the board with exception reports to explain the cause of shortcoming and propose alternative strategies. The Secretariat is not accountable for policy framework or political mandate.

**Actor 3: APLA/ULAI**

The responsibility of APLA and ULAI is to develop a clear policy framework based on previously signed agreements. As the political reference to the initiative, both should manifest political and technical guidance for the Secretariat and to advise throughout the development and implementation of the work plan and overall strategy for 2007. APLA and ULAI should monitor the progress of the two local coordinators and insure that the two coordinators meet the set objectives in reference to the devised plan and timeframe. Periodic meetings with APLA and ULAI are to be held to insure that there are no political or technical digressions from the overall strategy and plan of action.

The MAP coordinators are accountable to formulate an annual work plan with clearly defined prerogatives, activities, expected results and timeframe to be reviewed by APLA and ULAI for approval.

**Part IV. Reporting**

---

The secretariat team will submit quarterly progress report about the process of institutionalization of MAP. Additionally, MAP team should submit trip report for any official trip the take place on the expense of UNDP/PAPP.

#### **Part V. Results and Resources Framework**

The overall goal of this project is to support peace initiatives in the local government sector. The project will have one main output, mainly the establishment of a functional secretariat for the MAP initiative capable of carrying out its tasks and responsibilities as defined in the MAP action plan. The project involves two main activities as follows:

Activity 1: Provide logistical and financial support for housing the secretariat

This includes the physical hosting of the secretariat on UNDP premises, payment of salaries, communication costs and provision of other relevant needs.

Activity 2: Provide technical assistance and contribute to the capacity building of the secretariat's staff as needed and when possible

## PROJECT RESULTS AND RESOURCES FRAMEWORK

<b>Intended Outcome as stated in the Strategy/Results and Resource Framework: NA</b>				
<b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: NA</b>				
Support peace initiatives within the local government sector				
Partnership Strategy: NA				
Project title and ID (ATLAS Award ID): <b>Logistical support for MAP Secretariat 000 -----</b>				
<b>Intended Outputs</b>	<b>Output Targets for (years)</b>	<b>Indicative Activities</b>	<b>Responsible parties</b>	<b>Inputs</b>
Establishment of a functional secretariat for the MAP initiative capable of carrying out its tasks and responsibilities as identified in the MAP action plan		<ol style="list-style-type: none"> <li>1. Logistical &amp; financial support to the MAP secretariat</li> <li>2. Provide technical assistance and contribute to the capacity building of the secretariat's staff as needed and when possible</li> </ol>	UNDP/PAPP & VNG	<ul style="list-style-type: none"> <li>• Contractual agreements</li> <li>• Logistical &amp; Administrative support</li> <li>• Access to UNDP experience through UNDP network</li> <li>• Periodic meeting with responsible PMO</li> <li>• Financial coverage for trainings</li> </ul>

## Section III—The total work plan and budget

Project Title:

Proj. ID	Expected Output	Key Activities	Timeframe				Respon. Party	Planned Budget		
			Q1	Q2	Q3	Q4		Fund	Donor	Budget Description
	Provide logistical support to MAP secretariat to be able to achieve its objectives	1. Logistical & financial support	X	X	X	X		UNDP	Staffing <sup>3</sup>	33,500
								VNG	Staffing (EXPECTED-€17000) <sup>4</sup>	14,500
							VNG	Local Travel <sup>5</sup> & Transportations(EXPECTED)	6,100	
							UNDP	Miscellaneous (including Telecommunications <sup>6</sup> , Meetings & workshops)	7,000	
							UNDP	Administration & Facilitation	1792	
		2. Technical assistance/ capacity building of the secretariat's staff	X	X	X	X			Travel & Transportations <sup>7</sup>	24,500
<b>Grand Total US \$</b>										<b>87,392</b>

<sup>3</sup> Two coordinators \* US\$ 2000 monthly\*12 months

<sup>4</sup> Expected contribution from Netherlands Ministry of Development Cooperation through the Association of Netherlands Municipalities (VNG) (12\*€1000) +€ 5000)

<sup>5</sup> To cover local transportation for coordinators including home –office & vice versa

<sup>6</sup> Telecommunication cost: (2\*100)+(2\*50\*12)+(2\*50\*12)

<sup>7</sup> International travel to attend conferences & workshops: (2\*5\*4\*250) + (2\*5\*1000) + (1\*2\*1000) + (1\*2\*5\*250)

**ANNEX 2**

**"Peter  
Knip"  
<Peter.Kn  
ip@VNG.  
NL>**

To<shifa.jayousi@undp.org>

cc"Alexandra Sizoo" <Alexandra.Sizoo@VNG.NL>

11/30/200  
6 08:18  
PM

SubjectVNG International contribution to the MAP Secretariat  
2007

Dear Shifa,

I herewith confirm that VNG International has allocated € 12.000 for fees and € 5.000 for operational costs to the MAP Secretariat out of our LOGO South Programme, which is financed by the Dutch Minister for Development Co-operation. This will be arranged in a Cost Sharing Agreement between VNG International and UNDP before January 1, 2007. Alexandra Sizoo will contact you about further arrangements soon.

Best regards,

Peter Knip

Peter Knip

Director VNG International

Phone: +31 70 3738386

Fax: +31 70 3738660

[www.vng-international.nl](http://www.vng-international.nl)