COVER PAGE

PAL 10 Proposal # 44878 Project # 52919
PAL 50 Proposal #44879 Project # 52920
Country: occupied Palestinian territories

UNDAF Outcome(s)/Indicator(s)[1]:   N/A
(Link to UNDAF outcome.. If no UNDAF, leave blank)

Expected Outcome(s)/Indicator (s)[2]:   N/A
(CP/CPAP outcomes linked to the MYFF goal and service line)

Expected Output(s)/Annual Targets[3]:   UNDPs Platform for Development
                                               established, UNDP, Strategy &
                                               Programming Framework for *Seeds of*
                                               Development formulated,

(CP/CPAP outputs linked to the above CP/CPAP outcome)

Implementing partner: UNDP Programme Of Assistance to the
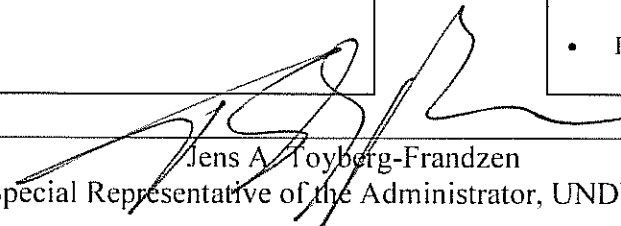   Palestinian People
(Executing entity)

Responsible parties: UNDP
*(Implementing entities)*

This project is designed to implement UNDPs PAPPs strategy formulation process coupled with accompanying internal institutional change which will define the future role and programme of work for UNDP-PAPP over the next few years in relation to the Palestinian development environment. Through the project, the main outputs are a transformational and dynamic process of change initiated within UNDP PAPP resulting in; establishing UNDPs Platform for Development ; a UNDP Strategy and Programming Framework *"Seeds for Development"* guiding the future work of the Programme, and an Atlas and CEDAR harmonized implementation structure for relief & development, in line with the strategy.

Programme Period: ___1ˢᵗ August 2006 to 1ˢᵗ August 2011___
Programme Component: Management Project
Project Title: <u>UNDP PAPP Seeds for Development</u>
Project ID: ___00052919___
Project Duration: 5 years
Management Arrangement: UNDP implementation
Under Direct Execution
	Total Budget $ 15 Million
	Allocated resources:
	• Government _____
	• Regular _____
	• Other: _____
	     o Donor Interest/TRAC -
	       UNDP
	• In kind contributions_____
	    • Unfunded budget:

Agreed by / Date:

Jens A. Toyberg-Frandzen
Special Representative of the Administrator, UNDP/PAPP

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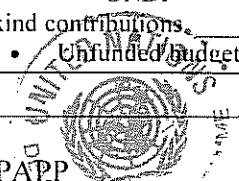
COMPONENT 1: SITUATION ANALYSIS

UNDPs Programme of Assistance to the Palestinian People is faced with the strategic imperative of transforming itself into the Programme of Development and increasingly assuming a more active role, in accelerating the development dynamic for the future of the Palestinian People. Political constraints not-withstanding, this imperative has emerged from three increasingly important factors. Firstly, UNDPs internal thinking of its role, contribution and limitations within the development context in the oPt over the last decade, creeping deterioration in the Palestinian human development profile, coupled with increasing articulations of external Palestinian partners about the need for UNDP to change in order fully deliver its mandate in the Palestinian development context.

A preliminary mission to begin the process of strategic thinking has been initiated by the Programme. The missions dialogue with partners has uncovered three overarching points of consensus that UNDP-PAPP needs to consider about the Palestinian development context. The first is that over the past five years, Palestinian society has suffered from steep erosion in its human capital, social fabric and economic structure. Secondly that the relief approach has been adopted by all actors to arrest this decline. At the best this approach has mitigated the decline while capacities on all three fronts have been steeply affected and make take years and decades to replace. Lastly the relief & needs orientation, reactive rather than proactive has created the dependency cycle within Palestinian society, and UNDP is part of this context.

Through the missions dialogue with partners the primacy of the needs and relief orientation in the Palestinian context is apparent. The needs concept is problematic for UNDP, as there are no agreed definitions, no prioritization, no assessments and no sustainable concept behind this orientation.

The mission, through its dialogue also uncovered the "dependency cycle in Palestinian development" as a central paradigm of the context articulated by many actors. In Gaza a prominent Palestinian intellectual opined that "a single extra dollar to relief is criminal". Many articulated the need to break the dependency cycle. Other partners pressed UNDP to not add to the cycle of dependency which exists. Some articulated that UNDP through its overriding focus on implementation for relief may actually be contributing to perpetuation of this cycle.

COMPONENT 2: STRATEGY

The consensus that emerged from partners during the mission on the role of UNDP, was that UNDP should play the role of *facilitating* a genuine development dialogue for sowing the seeds of development. This would mean moving its operations out of the dependency thinking to an empowerment strategy which will support the self determination aspirations of the Palestinian people. UNDP-PAPP needs to orient itself on the premise *that planting the seeds for development is a key dimension for the Palestinian people to break the cycle of dependency and go towards the path of self empowerment.* Therefore the way forward for UNDP is to maintain this level of implementation for relief, and *build a new higher tier of conceptualizing and programming which is focused on programming for development while incorporating this lower layer.*

In order to actualize the framework for the *Seeds for development*, the project will develop UNDP-PAPPs architecture of development thinking and acting through processes and product development at **three** levels, and implement a relevant organizational structure and processes to actualize this architecture.

The first level is to build a component – the *Platform for development* which contains several elements. Primarily this process for building a Platform is a non liner inductive process where elements are interdependent, dynamic and mutually affected by developments in other elements in different parts of the platform. The first element is Information and codification of information. The second element of this platform is collection and analysis of ideas and concepts in the Palestinian development reality. The third element of this platform is to institutionalize a development dialogue with national and international stakeholders to constantly feed back into the programme and ensure that PAPPs stays relevant and responds adequately to the Palestinian development reality. These three elements of the platform have to result in a product which is the UNDP Conceptual Framework for the Seeds of development. This product has to define broadly 1) What needs to be done (ie. Themes") and 2) How it needs to be done, and lastly how it relates to the Implementation for Relief level.

The second level is to define the *Programming for Development framework*, This conceptual arrangement will use the Results Based Management approach and will define each sub-component ie, **What** themes and sub-themes will be finally selected, **how** Seeds of Development will apply programme approaches on these themes, and **geo-referencing - which** locations or areas will be selected. The Programming for Development will also define a mechanism for joint development of the framework, monitoring of impact and engagement with the Palestinian Authority. Each theme of this framework will present an outcome to be achieved for UNDP-PAPP with outputs, baselines and indicators defined and all three dimensions. Each sub-component will have a conceptual framework explaining these three dimensions as well as Tools for Programming for Development to achieve defined results. These tools will be a policy manual, conceptual papers for each themes, programming tools, Baseline monitoring tools and Diagnostic tools.

The third level is the Implementation for Relief and Development which has to be harmonized with Results Based Guide, Atlas and Prince II streamlined management processes but also integrated within the architecture of development thinking & programming for development. The implementation for relief and development level is strongly linked not only to the conceptual arrangement and tools but also strong capacity development and programme and project management change processes, within UNDP-PAPP through the CEDAR initiative and the implementation of Atlas as a project management tool

This harmonization between the implementation for relief, and programming for development level will be forged using the synergy of CEDAR process. At both these levels the CEDAR process will run in synchrony increasing staff capacity for results based management on the PRINCE2 model as well as providing tools for RBM and programming tools specific to the PAPP operation. Key tools include a PAPP implementation guide, which includes project management, a monitoring framework, internal control framework, internal communications framework, and Atlas helpdesk.

COMPONENT 3: MANAGEMENT ARRANGEMENTS

The strategy formulation process has been organised as a project with various sub-products and outputs extending for duration of five years. The project is a UNDP-PAPP in-house directly executed project and will be managed under the direct oversight of a Project Executive Group constituting the UNDP Special Representative, and the Head of the UNDP Gaza Office.

The UNDP Deputy Resident Representative, will be the acting Project Manager of this project with the UNDP Executive Officer assuming the Project Support role The project manager with the project support is responsible for day to day decision making of the project, ensuring that that appropriate technical, and financial resources are deployed to achieve the sub-products within scheduled time and expected budget.

The project manager will report on a monthly basis to the Project Executive Group and will liaise frequently with the Project Assurance team to ensure that products are in line with the evolving strategic vision through the Palestinian development dialogue through the entire strategy formulation process.

Project Assurance will be provided by a team reviewing the project at specific milestones through three – four joint missions composed of a Senior contracted Change Management Advisor, a notable Palestinian independent development expert and a Senior UNDP nominated Policy Advisor. (It is probable that Senior Policy Advisor from SURF-Panama, Mr. Juan Manuel Salazar, will undertake this role as Senior UNDP policy Advisor).

Each of the sub-products envisaged under the project will be treated as products with teams supervised by the project manager with the project support and composed of independent short term consultants, short term national and international senior experts and selected programme staff responsible for delivering the sub-products.

COMPONENT 4: MONITORING AND EVALUATION

The PRRF contained in this pro-doc, defines the broad deliverables and the time frame for achievement of outputs. The Project manager will provide monthly and quarterly progress updates to the PEG to be reported according to this matrix, and a project work-plan formulated in line with the PRRF at project start up. Project Assurance will assess results at the strategic level and advise the Project Executive Board at project start-up, mid point and end-stage. Due to the sensitive and strategic nature of this project, the senior Change Management Advisor will be also required to assess the quality of some of the outputs. For specialized sub-products the Project Executive Group and project Assurance may request the project management team to arrange for external experts for assessing the quality of certain products.

A mid term evaluation at the six month mark

COMPONENT 5: LEGAL CONTEXT

"The project document shall be the instrument envisaged in the Supplemental Provisions to the Project Document, attached hereto."

COMPONENT 6: RESULTS AND RESOURCES FRAMEWORK

PROJECT RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets.
Applicable MYFF Service Line:
Partnership Strategy
Project title and ID (ATLAS Award ID):

UNDP-PAPP Strategy Formulation "Seeds for Development"

Intended Outputs	Output Targets for (years)	Indicative Activities	Responsible parties	Inputs
1. Platform for Development Established	1.1 Policy framework for development dialogue prepared May 2007 1.2 Palestinian Development Dialogue running July 2007	1.1.1 Analysis of relevant national/local development concepts and approaches 1.1.2 Sanduq "Treasure Chest" of Think pieces produced in selected areas using directions emerging from Palestinian dialogue 1.2.1 Round table consultations on think pieces with PA, & NGO partners and other stakeholders on	Project Board + Project Manager (UNDP Deeputy Special Representative) + Development Economist + Palestinian development partners	A4 -Development Economist Annual Salary + Entitlements - Fund: 40500 BL 71100 Project Assurance Team: (2 x SSA for 21 Days@ 750 per day + DSA for Senior Change Management advisor + Senior Palestinian Advisor + Travel + DSA for Policy Advisor Fund:40500 BL 71400 International Consultants:

Activity/Output	Target	Activity detail	Responsible	Fund
				Fund: 40500 BL 71200
				Mission travel for UNDP experts (DSA's & Travel) Fund: 40500 BL 71600
				Hospitality Costs for Roundtables : Fund:40500 BL 71500
2. Programming for Development Framework	2.1 Online UNDP programme & project knowledge work-space established & online – September 2006	2.1.1 Information about development engine collected	Knowledge Management Expert	A3 – Executive Officer & Project Support function Annual Salary + entitlements Fund: 40500 BL 71100
	Completed November 2006	2.1.2 Categorization & analysis of UNDP projects & main outputs for past five years + evaluative evidence for past ten years & link to GIS	With National Consultants	Knowledge management expert consultant $6000
				3 Team Leaders Annual Salary
		2.1.3 Collection of Statistical & qualitative baseline data about Palestinian human development linked to project areas		Fund: Admin
	2.2 Programming for Development Strategy prepared	2.2.2 Programme formulation teams set up for 3 theme areas	Project Manager + UNDP Deputy Representative manages programme formulation teams for	Programme Formulation facility for technical resources (consultants & research institutions) for each theme:
				Fund: a. qualitative &

	2.3 Diagnostic Tools for each sub-theme and output prepared June 2006	March 2007	quantitative analysis
			b conceptual frameworks for each theme
		2.2.2 Detailed contextual analysis + sector specific discussions defining themes & sub-themes	themes and sub-themes
			c. diagnostic tools & policy tools for each theme
			Programme formulation teams for each sub-theme Include national expert + national economist + UNDP focal point + PA focal point for that sector & knowledge management expert
		2.2.3 Conceptual framework for each Theme	
		2.2.4 Each theme defined with outputs, strategy baselines, output targets per year targets & geo-referencing	
		2.3.1 Diagnostic tools for each theme & compendium of policy options for each theme	National Consultants supervised by Team Leaders for preparation of diagnostic tools
3. Implementation for Relief & Development streamlined	3.1 Minimum CEDAR for all ongoing projects by September 2006	3.1.1 Programme staff capacity built on PRINCE 2	In-house programme staff, PMOs, Atlas
			Helpdesk
			In house staff resources
			Prince Certification for Project Managers

		Selected Consultants	Fund: Consultants Fund: Atlas Helpdesk Fund: Admin Budget
	3.1.2 Atlas harmonization of Programme Staff on Project Management Module		
3.2 All projects maximum CEDAR/ATLAS/ Prince II compliant by February 2006	3.2.1 Project Management Capacity enhanced along Results Based Management		
	3.2.2 Atlas helpdesk set up		
Total Cost (excluding Output 3 which should be funded for separate budget earmarked to CEDAR + Theme Team Leaders funded by Unit Head Admin budget line)			
Donor contributions (pipeline)			
TRAC Contribution			