



THE OPERATIONALIZATION OF TRIPLE NEXUS CHALLENGES AND OPPORTUNITIES

THE CASE OF PALESTINE



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ABBREVIATIONS

UN	United Nation
PCBS	Palestinian Central Bureau of Statistics
UNWRA	The United Nations Relief and Works Agency for Palestine Refugees in the Near East
OCHA	United Nations Office for Coordination of Humanitarian Affairs
HNO	Humanitarian Needs Overview
oPt	Occupied Palestinian Territory
SDGs	Sustainable Development Goals
PA	Palestinian Authority
EU	European Union
WB	West Bank
WHS	World Humanitarian Summit
PNGO	Palestinian Non-Governmental Organizations Network
SDC	Swiss Agency for Development and Cooperation
DAC	The Development Assistance Committee
HDPN	The Humanitarian-Development-Peace Nexus
HDP	Humanitarian-Development-Peace
DRR	Disaster Risk Reduction
LRRD	Linking Relief Rehabilitation and Development
TTF	Thematic Task Forces
OECD	The Organisation for Economic Co-operation and Development
UNDS	UN Development System
NWoW	New Way of Working
DFID	UK’s Department for International Development
FCO	Foreign and Commonwealth Office

UNICEF	United Nations International Children's Emergency Fund
UNDP	United Nations Development Programme
CSOs	Civil Society Organizations
INCAF	International Network on Conflict and Fragility
ODA	Official Development Assistance
EJS	European Joint Strategy
ECHO	European Civil Protection and Humanitarian Aid Operations
MFF	Multi Annual Financial Framework
NDICI	Neighbourhood Development International Cooperation Instrument
COGAT	Coordination of Government Activities in the Territory
EUREP	The Office of the European Union Representative
DG-NEAR	The Directorate-General for Neighbourhood and Enlargement Negotiations
UN HC/RC	UN Humanitarian Coordinator/ Resident Coordinator
WASH	Water, Sanitation and Hygiene
MENA	Middle East and North African
CO	Country Office
NGOs	Non-Governmental Organizations
INGOs	Intranational Non-Governmental Organizations
VSLAs	Village Saving and Loans Association's
NPA	Norwegian People Aid
AIDA	The Association of International Development Agencies
UNCT	United Nations Country Team
MoI	Ministry of Interior
EJ	East Jerusalem

ICA	Israeli Civil Administration
GDP	Gross Domestic Product
IHL	International Humanitarian Law
MoH	Ministry of Health
PRCS	Palestine Red Crescent Society
MHPSS	Mental Health Prevention, Response and Rehabilitation Services
GBV	Gender Based Violence
HR	Humanitarian Response
RMNCAH	Reproductive, Maternal, Neonatal, Child and Adolescent Health
PLO	Palestinian Liberation Organization
M&E	Monitoring and Evaluation
IT	Information Technology
PARC	The Agricultural Development Association
UAWC	Union of Agricultural Work Committees
LRC	Land Research Centre
ESDC	Economic and Social development Centre of Palestine
PHG	Palestinian Hydrology Group
MoA	Ministry of Agriculture
WFP	World Food Programme
IOM	International Organisation for Migration
UNFPA	United Nations Population Fund
UNICEF	UN Children's Fund
UNDP	United Nations Development Programme

EXCLUSIVE SUMMARY

53-year-old Israeli occupation continues to be the source of profound human rights violations against the Palestinian people. These violations include land confiscation, settler violence, discriminatory laws, the confiscation of natural resources, home demolitions, forcible population transfer, excessive use of force, targeting farmers including women and children, the detention of children, poisoning by exposure of toxic wastes, forced evictions and displacements, economic deprivation and extreme poverty, lack of freedom of movement, food insecurity, discriminatory enforcement and imposition of a two-tier system of disparate political, legal social, cultural and economic rights based on ethnicity and nationality.

Humanitarian needs increase while the state building is not advancing in Palestine. Palestine's humanitarian assistance per capita is the highest in the world. There is a need to change gear, overcome the silos, increase efficiency and effectiveness by linking the political and peace to operational Humanitarian-Development interventions. H-D-P is not a continuum, but still parallel processes to be linked to reinforce collaborative impact. The biggest challenge will be linking the peace.

Humanitarian Development Peace Nexus (Triple Nexus): refers to the aim of strengthening collaboration, coherence and complementarity. The approach seeks to capitalize on the comparative advantages of each pillar – to the extent of their relevance in the specific context in order to reduce overall vulnerability and the number of unmet needs, strengthen risk management capacities and address root causes of conflict. (Please ref section 4 page 10)

The Development Assistance Committee (DAC) Recommendation on the Nexus adopted on 22nd February 2019, reiterating that at the centre of strengthening the coherence between humanitarian-development-peace efforts, is the aim of effectively reducing people's needs, risks and vulnerabilities, supporting prevention efforts and thus, shifting from delivering humanitarian assistance to ending need. (Please ref section 5.1 page 12)

The Peace dimension considers the notion of “conflict prevention, diplomacy, mediation, stabilization, conflict resolution and peacebuilding at large with each type of actor tackling elements of it according to their mandate and comparative advantages”.

The PA has limited or no influence over key areas of a future Palestinian state, including East Jerusalem, the Gaza Strip and Area C. In addition, PA governance has become increasingly authoritarian. The rule of law and the separation of powers have been gradually eroded. The PA leadership and its institutions are lacking democratic legitimacy. The Palestinian Authorities, both in West Bank and Gaza, seem to be, for big extent, missing in the ongoing endeavours to set-up and to operationalize the Triple Nexus in Palestine. This situation put the concept of local ownership of the development processes at risk. (Please ref section 5.7 page 16)

Within the context of this study, a survey has been conducted to find out set of information from local CSOs prospective. 17 PNGO members CSOs from Gaza and West Bank and from different sectors as well, have responded the structured questionnaire. Additionally, 7 key informant interviews were conducted as well.

The survey has shown that 82% of the respondent CSOs work in both humanitarian Assistance and Development Aid. While 18% of CSOs work in Developmental. This result indicates that Palestinian CSOs strive for sustainable development rather than unsustainable, short-term aid.

The survey has shown that 49% of the projects of the respondent CSOs are financed by European Donors. Then comes the Arabic donors with 15%, American Donors and funding from/ through UN Agencies 13% each. 4% of the projects are funded by Canadian donors and the rest 6% are financed by other donors. National and local NGOs directly received only 0.4% of all international humanitarian assistance in 2017¹. The fact that, almost half of the of PNGO members' projects are financed by European Donors, should direct the focus of PNGO's lobbying and advocacy efforts toward the EU member states and INGO to apply triple nexus, respect local ownership, provide core funding and long term investment, since almost half of the of PNGO members' projects are financed by European Donors. (Please ref section 5.8 page 18)

49% of the projects implemented by CSOs have short life span which makes it very unlikely to achieve long term impact through these projects. It seems that projects durations are decided, mainly, based on funding regulations of the donors. However, the DAC recommendations calls on shifting to predictable, flexible, multi-year financing interventions.

The survey has shown 14% of the CSOs projects are fully Humanitarian projects vs 40% of the projects are fully developmental ones. 6.5% of the projects has been reported as Peace projects.

On the other hand, 28% of the projects have combination of both Development and Humanitarian components and 5% have combination of both Development and Peace components. The respondent CSOs reported that 6.5% of their projects have Peace, Development and Humanitarian Components.

¹ Development Initiatives. (2018). Global Humanitarian Assistance Report 2018.

The above results indicate that about 40% of projects implemented by Palestinian CSOs have at least 2 out of the 3 elements of triple nexus pillars.

Only 7% of the respondent PNGO members have received training on applying Triple Nexus Approach while the vast majority of them have not received any training on the topic. 100% of the respondent CSOs have confirmed that they need training on the Triple Nexus Approach in order to implement it effectively and efficiently in their operations. PNGO members have many capacities but not set up in a way that qualify them to apply the Triple Nexus. They need intensive capacity building on applying the new approach and they need to change their mind-set”

PNGO is an independent Civil Society Platform with more than 140 member institutions all over Palestine, that has strong attachment to Palestinian Rights and acts on that through collective advocacy campaigns. PNGO has proven record of leading collective work through sectors, coalitions (Women, HR, etc.) at all levels including grassroots (internal and external at all levels). PNGO push back against Palestinian Government and working towards solving issues with Ministry of Interior (Mol) and other Ministries. PNGO is a strong Palestinian network that has the ability to organize dialogue with Government and has already strong record of policy dialogue with PA. PNGO pushes back against conditional funding, including EU funding.

PNGO perceive the ongoing endeavours, and the willingness of donors and other stakeholders, to set up and to operationalize the Triple Nexus in Palestine as a very important opportunity for Palestine. PNGO and its members are willing to apply the Triple Nexus and have been advocating for this for a long time. PNGO strives for sustainable development rather than unsustainable, short-term aid. It is consistent with PNGO position promoting linking Humanitarian, Development and peace efforts to stop Israeli violations against Palestinians. (Please ref section 6-a. page 21)

PNGO foresees several threats for operationalizing Triple Nexus in Palestine, these includes but not limited to: the whole aspects of Palestinian lives are under threat by the Israeli occupation policies in addition to the COVID-19 spread of the pandemic. The escalation of Israeli-led attacks against Palestinian and international human rights defenders and civil society. PNGO believes that it is a serious threat that Israel continues using of criminal, legal, and security tools to obstruct the legitimate work of human rights defenders, including the use of arbitrary arrests and detentions to silence them. (Please ref section 6-a. page 22)

A very serious threat is escalating shrinking civic space, including but not limited to: i) Israeli measures that disable civil society to mobilize with and for the vulnerable groups throughout the oPt (Attacks against CSOs that work in Area C, EJ increasing, closure of CSOs operating in E.J), ii) the new NGOs law amendments Ratified recently by the President Mahmoud Abbas iii) and measures imposed by authorities in Gaza. Another important threat is that the civic peace is not stable and tribal rule of law undermining rule of law. (Please ref section 6-a. page 23)

The proposed framework to operationalize the Triple Nexus in Palestine is structured into the following elements:

1. Setting the Strategic Direction
2. Coordination
3. Adaptation of Financing Arrangements
4. Joint Analysis
5. Collective Outcomes
6. “Joined Up” Implementation Plan
7. Implementation
8. Monitoring and Evaluation
9. Capacity Building

Key Recommendations to Palestinian CSOs and Palestinian Government

- Palestinian CSOs should be included in the “Nexus Steering Committee” and active members in the “Nexus Sector Working Groups”.

- Palestinian CSOs need to engage with all humanitarian, development and peace actors. In addition, they should engage with the Palestinian Gov. and private sector and must comply with development effectiveness commitments, including country ownership, transparency, accountability and inclusivity, and focus on results.
- Palestinian CSO networks, especially PNGO need to support its members and other Palestinian networks in adopting and implementing the new triple nexus approach. This can be done by developing a capacity building program at all stages including management and programmatic levels.
- Palestinian CSOs are recommended to launch long-term policy studies programme and to partner with those existing policy institutions for the aim of enhancing CSOs policy work through performing evidence-based advocacy campaigns. The political work should cover those internal aspects and those related to the occupation and IHL violations. New advocacy techniques that create more pressure on the targeted stakeholders are needed.
- Need to conduct a joint context analysis by the teams of different programmes and plan next steps and agree on collective outcomes plus “Joined Up” Implementation Plan.
- The Government of Palestine recommended to fulfil their obligations toward respecting civil, economic and political rights of Palestinian people.
- The Government of Palestine is recommended to show better adherence to accountability, transparency and efficiency principles within the Public Institutions, build back the segregation of authorities among the Executive, Legislative and Legal Authorities in Palestine and reunite the West Bank and Gaza Strip Governmental, legislatures and Legal Institutions (Legislative Council is responsible too).

Key Recommendations to International Donors, UN Agencies, AIDA and INGOs:

- While International Donors, UN Agencies and INGOs have the right to devise their own country strategies, still, they need to be aligned with national strategies. They also have a responsibility to organize systematic dialogue consultations with Palestinian Government and Palestinian Civil Society while setting their strategies for Palestine.
- Need to reform aid and adapt their financing tools to “Triple Nexus Approach”. UN Agencies and INGOs should apply effective and efficient utilization of funding / High Value of Money and co-implement interventions with Palestinian CSOs as per OECD DAC recommendations.
- The International Donors and the UN Agencies are strongly recommended to take action and hold Israel as the occupying power accountable, to never allow actors to further violate international law nor restrict the civic space, and to become more of a player than a payer.

Other Recommendations to All Actors (Cross cutting)

- Joint analysis must be conducted collectively with specific assessment on vulnerabilities, risks, needs, capacities and resilience in Palestine.
- Clear definition of Collective Outcomes for the next 5 years should be agreed upon.
- Agree on Common Measurable Indicators of the Collective Outcomes. Progress should be monitored in collective systematic manner.
- Develop/customize and run efficient Nexus M&E interactive IT-solution platform based on common nexus indicators.
- Agree on shared multi-year implementation plan with the aim of ensuring that all actors and agree on how to jointly achieving collective outcomes.
- Donors should support Palestinian NGOs capacity building initiatives tailored and building on people’s experience and needs.
- It is highly recommended that PNGO and AIDA materialize their agreement on “Principles of Partnership” through more actions in the ongoing process in setting up the Triple Nexus Approach in Palestine. (Please ref section 6-a. page 38)



BACKGROUND AND RATIONALE

53-year-old Israeli occupation continues to be the source of profound human rights violations against the Palestinian people. These violations include land confiscation, settler violence, discriminatory laws, the confiscation of natural resources, home demolitions, forcible population transfer, excessive use of force, targeting farmers including women and children, the detention of children, poisoning by exposure of toxic wastes, forced evictions and displacements, economic deprivation and extreme poverty, lack of freedom of movement, food insecurity, discriminatory enforcement and imposition of a two-tier system of disparate political, legal social, cultural and economic rights based on ethnicity and nationality.

Palestine is home to 5.2 million people according to the PCBS projection for 2021, of which around 3 million in the West Bank (including East Jerusalem) and 2 million in the Gaza Strip. 1.07 million Palestine refugees live in the West Bank, 1.6 million in the Gaza Strip (source: UNWRA). According to OCHA's draft Humanitarian Needs Overview (HNO) 2021, 2.45 million people require humanitarian assistance.

The draft strategy 'Reducing humanitarian need, accelerating development, and building peace: A nexus approach in the Occupied Palestinian Territory' (October 2020) of the UN Country Team summarizes that "Many of the root causes and drivers of conflict and instability in the Occupied Palestinian Territory are fundamentally political: the unresolved status of Palestine, the Israeli occupation, the status of Palestinian refugees, internal Palestinian divisions, and the conflict with armed groups situated in Gaza, among others.

The Palestinian Authority adopted the 2030 Agenda and Sustainable Development Goals (SDGs) aiming not only to meet the growing needs, but also to reduce risk, vulnerability and improve the overall resilience. Palestinians have a long way to go in order to overcome challenges and to contribute to a common vision of leaving no one behind.

Council of the European Union conclusions on the Middle East Peace Process stated that the "EU will continue to provide financial assistance for the Palestinian development in Area C and expects such investment to be protected for future use." In addition, strengthening the humanitarian-development nexus is also a priority based on the outcomes of the World Humanitarian Summit (WHS) which received more commitments in 2016 than any other area. However, localization and reinforcing the role of national actors in the prevention and delivery assistance and their role in development work especially remain in acute need for improvement, especially within the occupied Palestinian territory (oPt) context (in Area C, East Jerusalem and the Gaza Strip).

Humanitarian needs increase while the state building is not advancing in Palestine. Palestine's humanitarian assistance per capita is the highest in the world. There is a need to change gear, overcome the silos, increase efficiency and effectiveness by linking the political and peace to operational Humanitarian-Development interventions.

During the past four years, PNGO Network succeeded to enhance the role of Palestinian society as a driver for change, mainly within the humanitarian sphere while making small linkage between humanitarian to development through conducting dialogue with Donors and the Palestinian Authority. PNGO Network aims to provide strategic direction for Palestinian CSOs to bridge humanitarian, development and peace (Triple Nexus). This report will contribute to public debate and invite continuous feedback on development, humanitarian policy and root cause issues.

ABOUT TRIPLE NEXUS

Humanitarian Development Peace Nexus (Triple Nexus - HDPN) is not a continuum, but still parallel processes to be linked to reinforce collaborative impact. The biggest challenge will be linking the peace. Nexus is coherence of approach and trying to ensure that the sum of interventions should give more positive output than the sum of its parts. The aid architecture is complex, and in Palestine, problems are complex, so aid management becomes quite dysfunctional.

H-D-P: refers to the aim of strengthening collaboration, coherence and complementarity. The approach seeks to capitalize on the comparative advantages of each pillar – to the extent of their relevance in the specific context in order to reduce overall vulnerability and the number of unmet needs, strengthen risk management capacities and address root causes of conflict.

The Triple Nexus is not a linear process with two clearly identifiable phases. The HDPN is not about a mere shifting financial resource from humanitarian to development budget lines. Instead, it is about collaborating and ensuring complementarity, synergies and opportunities.

The idea is not new. The nexus is a continuation of long-running efforts in the humanitarian and development fields, such as ‘disaster risk reduction’ (DRR); ‘linking relief rehabilitation and development’ (LRRD); the ‘resilience agenda’; and the embedding of conflict sensitivity across responses. Nexus is not a new issue; the newer element is the peace dimension to have more impact and work more efficiently together.

The nexus approach has similarities to, but goes beyond, many organizations’ long-standing One Programme Approach. However, delivering a humanitarian-development-peace (‘triple’) nexus approach will involve rethinking finance mechanisms, ways of working, the expertise needed and reflection on how we set standards and define success. Notably, more deliberate and consistent integration of conflict sensitivity and enhancing local capacities for peace is needed.

The broader changes to the system, and to some extent the way in which donors deliver funding, indicate that the nexus framework is more likely than previous initiatives to impact how aid is coordinated, funded and delivered. Achieving the right mix of humanitarian, development and peace approaches, and how they are integrated, is critical. A nexus approach should never be a reason not to deliver timely humanitarian assistance where needed, nor a reason to scale back development assistance.

Importantly, several actors believe that the nexus is not supposed to be a third “area of work” that sits next to humanitarian and development activities, but is rather an approach intended to integrate existing programmatic, coordination, and funding mechanisms.

The Peace dimension considers the notion of “conflict prevention, diplomacy, mediation, stabilization, conflict resolution and peacebuilding at large with each type of actor tackling elements of it according to their mandate and comparative advantages”. The Peace dimension is also seen as a key cross cutting issue within the sectoral priorities identified, and as such synergies between the peace and the Sectoral Thematic Task Forces (TTF) is expected and should be ensured during the joint analysis and the implementation phases.

Gender sensitive approach is explicit in the DAC recommendations. Gender inequality, conflict and fragility are inextricably linked. Women play a key role in conflict prevention and resolution. Addressing gender inequalities can have large economic benefits. The volume of gender focused aid to West Bank and Gaza has increased steadily over the past ten years, reaching USD 673M in 2017 – 18².

The West Bank and Gaza is also the largest fragile recipient of per capita aid to gender equality (USD149). The DAC recommendation on the HDP nexus recommends mainstreaming a gender perspective. The gender equality principles should be implemented in practice

such as: a) conduct gender sensitive analysis of root causes and structural drivers of conflict, b) as well as positive factors of resilience; c) put people at the centre, d) tackling exclusion and promoting gender equality and do no harm, e) develop and unpack political economy factors.

The operationalization of the nexus requires the commitment of all the key institutions, both at policy and operational level, based on their comparative advantages and seeking the opportunities to enhance the process.

The Organisation for Economic Co-operation and Development (OECD) has made the nexus a priority and members of the Development Assistance Committee (DAC) are showing some signs of changing how they fund programmes. It also has strong relevance to the Grand Bargain and the UN Development System Reform (UNDS Reform). For example, the UN and the World Bank set up the New Way of Working (NWoW) to deliver the nexus approach.

Some DAC members have reflected this in their structure e.g., recent merge of UK's Department for International Development (DFID) with the Foreign and Commonwealth Office (FCO) is a manifestation of that trend. UNICEF, UNDP, WFP, IOM and UNFPA adhered to the DAC definition of triple nexus. Crises are often political in nature and need a political response.

Why Triple Nexus is important?

It is important for many reasons, including but not limited to, a) associating nexus to development actor's expectation to achieve longer term impact, b) deliver more efficient assistance, c) narrow the internal administrative divide d) opportunity to apply different or new tools (national and global), e) deliver better on the Agenda 2030, e) harmonize and look on the same direction.

Will this change the way CSOs operate?

Yes. CSOs and the other actors involved in H-D-P have to work together to develop different tools to move in the same direction, seeking coherence, better planning, strategic dialogue, act and implement plans you agree upon together.



STAKEHOLDER ANALYSIS

5.1. OECD-Development Assistance Committee (DAC)

The Development Assistance Committee (DAC) Recommendation on the Humanitarian-Development-Peace Nexus was adopted by the DAC at its Senior Level Meeting on 22 February 2019. At the centre of strengthening the coherence between humanitarian, development and peace efforts, is the aim of effectively reducing people's needs, risks and vulnerabilities, supporting prevention efforts and thus, shifting from delivering humanitarian assistance to ending need.

This will be critical in reducing the humanitarian caseload, and ensuring that we meet our collective pledge of “leaving no-one behind”. This requires the engagement of a diverse range of actors, based on their respective comparative advantage, a shared understanding of risk and vulnerability and an approach that prioritises ‘prevention always, development wherever possible, humanitarian action when necessary’. This approach should also be supported by the right kind of financing, drawing from diverse funding sources to ensure that the right resources are in the right place at the right time.

A global call for strengthened policy and operational coherence

The DAC Recommendation was developed in response to the call for strengthened policy and operational coherence by humanitarian, development and peace actors, reflecting commitments across key global frameworks including Agenda 2030, the Sustaining Peace resolutions and Agenda for Humanity, among others.

An inclusive process for developing the DAC Recommendation

Recognising these challenges, the DAC committed to more comprehensive and coherent approaches to humanitarian-development and peace actions during its 2017 High Level meeting through INCAF, the DAC's subsidiary network on conflict and fragility, and at the 2017 Director Level meeting.

Likewise, the DAC High Level Roundtable held in November 2018 on “Operationalising the nexus: Principles and approaches for strengthening and accelerating humanitarian, development and peace coherence,” and brought together over 100 senior representatives from OECD Members, the multilateral system and civil society. It built on significant efforts made by the DAC and INCAF, over the previous two years to develop stronger policy frameworks and operationalise coherent actions across the ‘nexus.’

Building more complementarity between humanitarian, development and peace actions

The DAC Recommendation aims to provide Adherents with a comprehensive framework that can incentivise and implement more collaborative and complementary humanitarian, development and peace actions, particularly in fragile and conflict-affected situations. It provides a common set of eleven principles to guide and support Adherents, in their capacity as donors, development cooperation actors and stakeholders in the international community. The DAC Recommendation also aims to strengthen coordination, programming and financing to address risks and vulnerabilities, strengthen prevention efforts and reduce need in order to ensure that we reach the furthest behind.

5.2. EU Palestine Perspective.

The operationalization of the nexus from an EU perspective requires the commitment of all the key EU institutions both at operational and policy level in HQ and in the field. DG NEAR, DG ECHO and EEAS, including FPI should be jointly engaged based on its comparative advantages.

The involvement of EU Member States and European like-minded donors should be envisaged from the very beginning of the Nexus process in Palestine. The productive experience already established during the past years framing the European Joint Strategy (EJS) as basis for multi-year development programming is a conducive milestone for upgrading the partnership to the whole spectrum of aid and cooperation (H-D-P Nexus).

In case a critical group of donors, EU++, would be willing to join forces together to institutionalize an H-D-P Nexus strategic dialogue, in order to prioritize a set of issues to be agreed, it would be key from the early stages to identify a clear understanding of what and how the process could be operationalized in Palestine, especially in the event of annexation. For instance, in 2020 the current coordination between humanitarian and development donors is still limited in-country, no specific forum foreseen a regular and inclusive strategic/programming H-D-P donors' dialogue.

The two-state solution remains the main EU political objective in Palestine. The complexity of the Palestinian context and the Covid -19 pandemic tested the limits of cooperation and humanitarian assistance, and it was evident, that it's not possible to operate without the peace and security dimension. In September 2020, the EU and like-minded countries at Heads of Mission level, discussed the triple Nexus in Gaza and saw in it a comprehensive and coherent framework for future support to Palestine. The momentum for nexus operationalization seems opportune, coinciding with the drafting of the European Joint Strategy (EJS) 2021-24 and providing for a coordination platform from the very outset. Addressing the lack of sustainable operational solutions for Gaza will be a top EU priority for the coming period.

5.3. EU Brussel

DG ECHO Brussels

The concept of the triple Nexus was endorsed by EU Development Ministers in 2017 with the aim to ensure better coherence and complementarity between Humanitarian-Development-Peace (H-D-P). Four Commission services and the EEAS issued guidance in August 2020, for the operationalization of H-D-P. This is not a process which can be driven by humanitarian donors/community, rather a collective effort is needed. Palestine's, history and context, might be unique, but lessons learned and experiences from other countries in Africa, Asia and Middle East and North Africa (MENA) region can serve as references.

The "Great March of Return", in 2018, was an emergency situation where H-D actors were stretched to the limit and the need for "P" became evident. To recall the Development Assistance Committee (DAC) recommendations "prevention always, development wherever possible, humanitarian action when necessary". While the humanitarian needs in Gaza increase, there is increasing reluctance to continue investing without political engagement for Peace. There is need to identify ways of integrating the "P". Humanitarian, Development and Peace actors have different mandates and tools identifying ways in which we can intervene.

DG NEAR Brussels

The concept of Nexus is similar to its predecessor, Linking Relief, Rehabilitation and Development (LRRD), the old idea that for humanitarian donors (e.g., ECHO) would hand over programmes to development actors evolved over the years in bridging strategies and programming to enhance synergies and complementarities. Peace was the missing link for years vis-à-vis H and D. This is not an easy task for the different actors in Palestine where the situation was aggravated by the pandemic and affected further the viability of institutions and the implementation of sector policies.

Looking at the lack of impact evidence, the mid-term review of the EJS 2017-2020, recommended the application of nexus in future programming. This exercise comes right on time. Multi Annual Financial Framework (MFF) and Neighbourhood Development International Cooperation Instrument (NDICI) discussions are not completed yet. EUREP and DG-NEAR will maintain the flexibility that showed during the pandemic with extra allocations (East Jerusalem hospitals) and political engagement in that particular case in the health sector (advocacy to Coordination of Government Activities in the Territory (COGAT) and Israel on referral of patients).

At Brussels level there is an exercise in which draft legislation is being proposed for a new funding instrument – NDICI, which foresees a conflict analysis which will bring institutions to define conflict upfront before programming starts. Palestine will be included in the list of the pilot countries to conduct a conflict analysis in 2021. For the operationalization of Nexus, it is recommended to remain flexible, easily adapt to situation on the ground, focusing on geography, both for ECHO and NEAR. Important to remain nimble, adjust the focus, financial resources, etc. as required, and apply an inclusive, rights-based approach for visible and concrete results.

5.4. United Nations Palestine Prospective.

The office of the UN Resident Coordinator in February 2020 has recently launched a stakeholder consultation to envisage if/how the Nexus approach could be operationalized in Palestine. It seems the UNs are willing to promote a stronger complementarity between humanitarian and development programmes in order to optimize the limited financial resources available. The dual (H-D) Nexus to be framed in Palestine in 2020 could generate additional interests amongst the international donors, including potentially a stimulus to increase its financial commitments to cover the protracted and underfunded annual appeals.

The UN HC/RC office is proposing to identify the water sector (WASH, the humanitarian acronym) as an entry point to start to join forces to operationalize the Nexus in Palestine. At this stage, it's not clear the donors' role and support to this UN initiative.

Meanwhile, a few specialized UN agencies seem willing to support the Nexus process. Moreover, they are confident of implementing the Nexus under the current programmes, seeking to complement short-term humanitarian needs to longer term development investments.

5.5. THE WORLD BANK (Global level)

The (New Way of Working) NWoW was in part set up to better facilitate access to World Bank financing in protracted crises. The World Bank has recognized that it will not achieve its goals of ending extreme poverty and promoting shared prosperity unless it works directly in fragile and conflict-affected contexts.

Key elements of the World Bank's new framework around the triple nexus include:

- more money available to national governments and the private sector in fragile and conflict-affected states;
- a \$2bn fund dedicated to countries hosting refugees, for host and refugee populations;
- increased funding for rapid response to natural hazards, economic crises and health emergencies;
- a new Global Risk Financing Facility to support governments to plan better for disasters;
- a Global Concessional Financing Facility, which fills a funding gap for middle-income countries currently hosting large numbers of refugees, such as Lebanon and Jordan; and
- the Famine Early Action Mechanism, which will seek to provide funding to prevent countries descending into famine.

5.6. International NGOs

Many INGOs locally and globally have passed long way of working on conceptualizing, operationalization and internalization of the Triple Nexus approach, Care International and Oxfam are very strong examples on that.

Care WB and Gaza perceives the Triple Nexus as a way for gender equality and poverty reduction. They believe that PNGO, and Palestinian CSOs in general, should have a fundamental and leadership role in the new Triple Nexus System. Care WB and Gaza believes that PA should have a driving seat side by side with CSOs, international actors and the private sector in the new system as well.

"Palestinian CSOs needs Capacity Building on applying Triple Nexus Approach, Care may consider supporting some activities in this regard (but not as a separate programme) in the future" (Interview with Dr Ayman Shuaibi, Programme Coordinator at Care WB and Gaza)

CARE's Regional Applied Economic Empowerment Hub in the Middle East and North Africa (MENA) region, ..., is examining the challenges around efforts to bridge the gap between humanitarian assistance, development, and peace, to effectively eradicate poverty and achieve social justice, with a particular emphasis on empowering women and girls. The team is undertaking this process with two fundamental objectives;

1. To strengthen the evidence of delivering impactful Nexus programming and contribute to collective voice and constructive discussion among (I)NGOs and donors.
2. Promote organizational and programmatic innovation both internally and externally, through opportunistically advancing Doing Nexus Differently at several levels (Country Offices (COs), program leaders, regional offices, donors, national governments, etc.) and through exchanging lessons and best practices in the sector.

In its Discussion Paper, THE HUMANITARIAN-DEVELOPMENT-PEACE NEXUS, June 2019, Oxfam concluded that in order to develop a nexus approach, colleagues must be brought together, and new behaviours learned. This will require consensus-building, brokering and building new partnerships; navigating and communicating complex ideas; using systems thinking; facilitating open dialogues; and co-creating ideas. Investment is needed to develop joint tools, analysis and language, and to ensure that the views of people affected by crises are integrated at every step, and local leadership comes to the fore.

All of this will require flexible funding instruments and changes in programme management structures. The approach also requires humility, mutual respect and compromise. A consistent, high-level, cross-departmental conversation and space for co-creation is needed to ensure that the value of each sector is recognized and learning can happen. While leadership is critical, the nexus cannot 'belong' to any one discipline – an ongoing conversation on the basis of complementarity and equality is essential.

As for the Norwegian People Aid (NPA), PNGO should have a central role and even more important than the INGOs, they should be part of "Nexus Steering Committee in Palestine". "However, they need intensive capacity building on applying the new approach and they need to change their mindset", The word peace is so sensitive in the Palestinian Context. (Interview with NPA Office in Gaza).

It worth mentioning that AIDA representative had mentioned, during the Humanitarian, Development, Peace Nexus roundtable discussions organized on Thursday, 26 November 2020, that they have been involved in the consultation and development processes of the new Triple Nexus settings in Palestine side by side with UNCT and EU agencies working in Palestine. However, AIDA did not help in bringing PNGO to the discussions at that early point.!

Despite the last said, it is believed that AIDA and PNGO, as two civil society platforms belonging to the same NGO community in Palestine have crucial role to play in operationalization of the Triple Nexus Approach in Palestine. Additionally, have signed an agreement on "Principles of Partnership" in 20019 which may give them better stand and more influential role in setting up and operationalize the Triple Nexus Approach in Palestine. They agree to base their partnership on the following principles of partnership: INTERNATIONAL LAW as a guiding principles, EQUALITY and mutual respect between members of the partnership irrespective of size and power, TRANSPARENC, RESPONSIBILITY, and COMPLEMENTARITY

They've also agreed on a set of guiding principles as a foundation of any and all partnerships between INGOs and PNGOs in the occupied Palestinian territory (oPt): Conflict-sensitivity and respect for Palestinian culture and values, AIDA and PNGO consider social justice, gender equality/equity and rule of law, Coordination, Accountability, Conflict resolution, Gender Equality, Respect for Palestinian Human Rights and International Law, Responsible partnerships and the position on Conditional Funding.

5.7. Palestinian Authorities

The PA has limited or no influence over key areas of a future Palestinian state, including East Jerusalem, the Gaza Strip and Area C. In addition, PA governance has become increasingly authoritarian. The rule of law and the separation of powers have been gradually eroded. The PA leadership and its institutions are lacking democratic legitimacy.

The Palestinian Authorities, both in West Bank and Gaza, seem to be, for big extent, missing in the ongoing endeavours to set-up and to operationalize the Triple Nexus in Palestine. This situation put the concept of local ownership of the development processes at risk, and raises questions on the motivations, the EU and UN have behind going this way. However, informal interpretations referred “delaying the involvement of the PA” in the ongoing discussions, and limiting their role to the technical level (Technical Working Groups), to “the Bureaucracy and Centralization of the Government while not advancing the agreed upon plans with the International Actors”.

PNGO and its Consultant, who has conducted this study, did not succeed to get inputs from Palestinian Prime Minister Office on Triple Nexus and the ongoing process to operationalize it. While PNGO still calling the PA to take over its responsibilities and to fulfil its obligations, PNGO calls on the UN, EU and other key International Donors to respect the local ownership and to, immediately, involve the PA in the ongoing efforts of setting-up and operationalization of the Triple Nexus in Palestine.

5.8. Palestinian Civil Society Organizations/ PNGO Members

PNGO has developed an introductory document on Triple Nexus in 2020, furthermore, PNGO has contracted a consultant in November of the same year to develop a guiding material on the application of Triple Nexus to help their member to adapt their working methods as per the new Triple Nexus approach. Before the round table discussion organized by OCHA, ECHO and AIDA on November 26th, PNGO and the Palestinian CSOs in general were not involved nor consulted by the big actors while the late have been working on conceptualizing, operationalization and internalization of the Triple Nexus approach to extent some of them reached advanced steps toward piloting the new approach.

The semi-absence of PNGO and any other Palestinian CSOs actors from the ongoing discussions and preparatory processes does not comply with the DAC recommendations that strongly call for local involvement and participation.!

Within the context of this study, a survey has been conducted to find out set of information from local CSOs prospective. 17 PNGO members CSOs from Gaza and West Bank and from different sectors as well, have responded the structured questionnaire. Additionally, 7 key informant interviews were conducted as well.

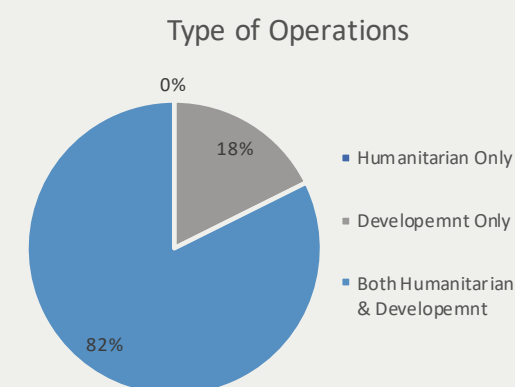
The key results of the survey are the following.

The survey has shown that 82% of the respondent CSOs work in both humanitarian Assistance and Development Aid. While 18% of CSOs work in Developmental Aid.

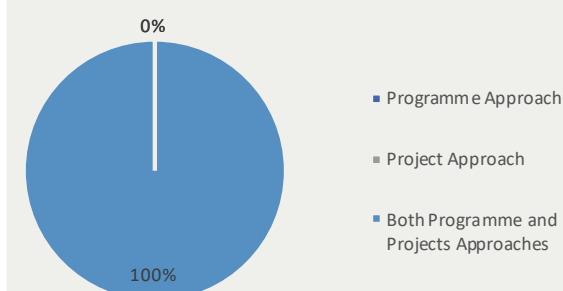
It is very remarkable here that none of the respondent CSOs works in humanitarian Assistance only

This result indicates that

Palestinian CSOs strive for sustainable development rather than unsustainable, short-term aid.



Operational Approach



As for the operational approach, the survey has shown that 100% of the respondent CSOs have a combination of programme/s and project/s approaches

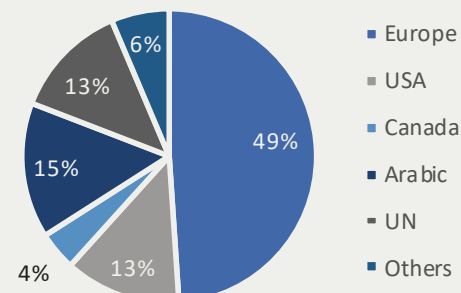
In this context, it worth to shed highlight that the nexus goes beyond projects, and will require structural and operational shifts at a programme level, including how programme teams work with business support and policy colleagues.

The survey has shown that 49% of the projects of the respondent CSOs are financed by European Donors. Then comes the Arabic donors with 15%, American Donors and funding from/ through UN Agencies 13% each.

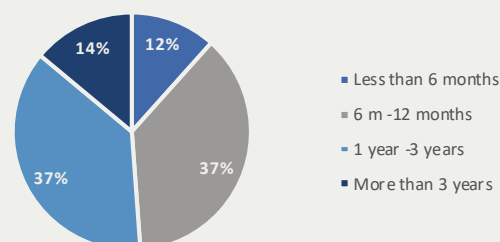
4% of the projects are funded by Canadian donors and the rest 6% are financed by other donors. National and local NGOs directly received only 0.4% of all international humanitarian assistance in 2017.

The above result should direct the focus of PNGO lobbying and advocacy work toward the EU and its member states and the European Civil Society actors since almost half of the of PNGO members' projects are financed by European Donors.

Donors Per Country



Projects' Duration



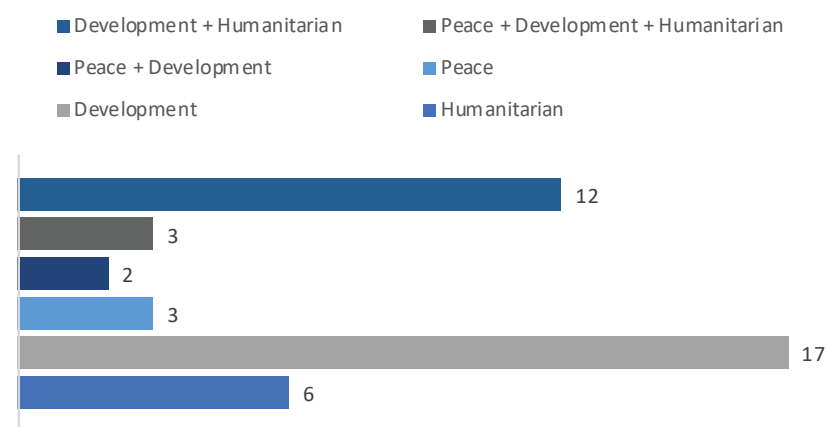
The survey has shown that 12% of projects has duration of less than 6 months in addition to 37% of projects has a duration between 6 and 12 months.

37% of projects have duration between 1-3 years while only 14% of projects have 3 years or more duration

This means that 49% of the projects has short life span which makes it very unlikely to achieve long term impact through these projects.

It seems that projects durations are decided, mainly, based on funding regulations of the donors. However, the DAC recommendations calls on shifting to predictable, flexible, multi-year financing interventions.

Projects' Classification

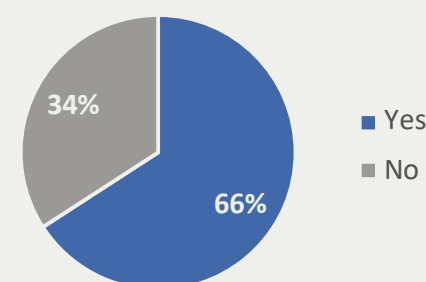


The survey has shown 14% of the CSOs projects are fully Humanitarian projects vs 40% of the projects are fully developmental ones. 6.5% of the projects has been reported as Peace projects.

On the other hand, 28% of the projects have combination of both Development and Humanitarian components and 5% have combination of both Development and Peace components. The respondent CSOs reported that 6.5% of their projects have Peace, Development and Humanitarian Components.

The above results indicates that about 40% of projects implemented by Palestinian CSOs have at least 2 out of the 3 elements of triple nexus pillars.

Donors Political Role



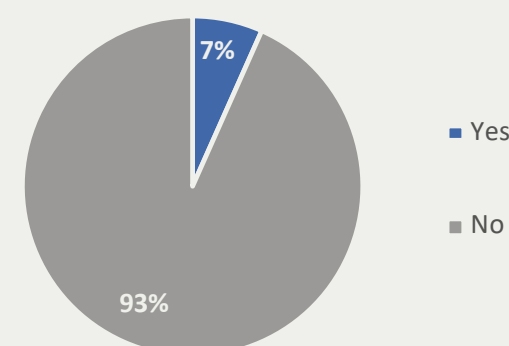
A very interesting result of the survey is that 66% of the respondent PNGO members have reported that their donors play political role to enable them perform their project activities vs 34% do not get similar support from their donors.

This reparent a very promising starting point toward the application of the Triple Nexus Approach.

The Peace dimension shed lights on a) the need to apply an inclusive, Rights Based Approach, b) the need to capitalize on and explore further the political presence of women in Palestine, c) the need to explore and address the drivers of

Negative and Positive peace, d) as well as the need to further discuss and agree upon what "Do no harm" and "Conflict sensitivity" means in the current context

Received training on Triple Nexus Approach

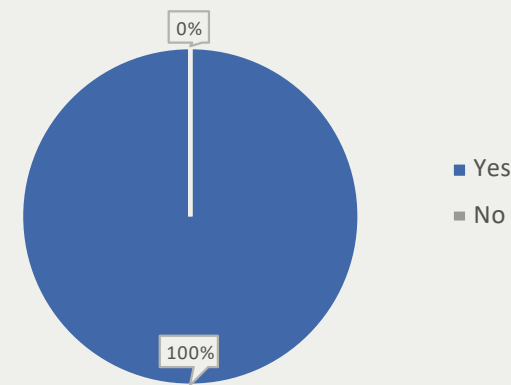


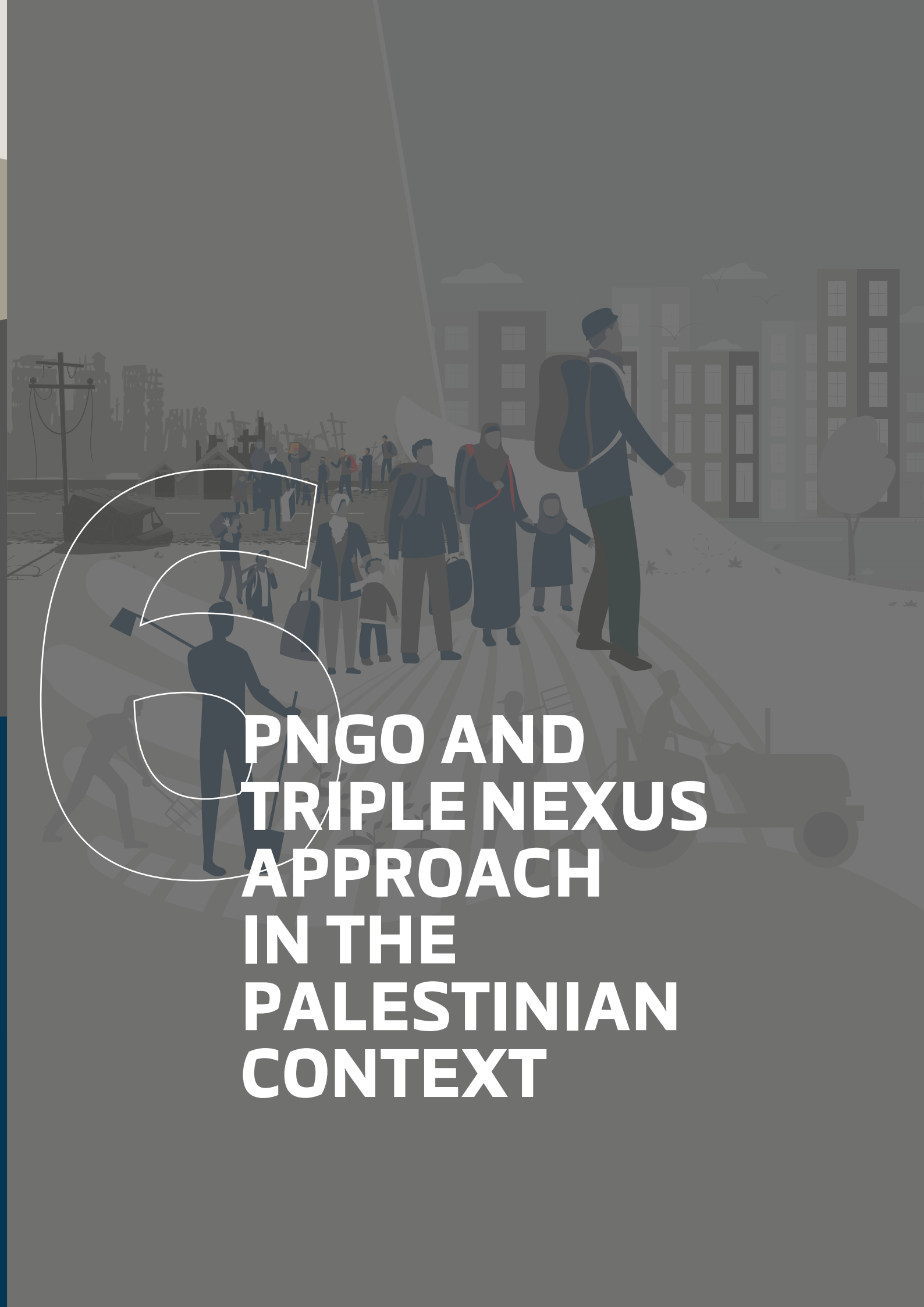
Only 7% of the respondent PNGO members have received training on applying Triple Nexus Approach while the vast majority of them have not received any training on the topic.

100% of the respondent CSOs have confirmed that they need training on the Triple Nexus Approach in order to implement it effectively and efferently in their operations.

PNGO members have many capacities but not set up in a way that qualify them to apply the Triple Nexus. They need intensive capacity building on applying the new approach and they need to change their mindset"

Training Need





PNGO AND TRIPLE NEXUS APPROACH IN THE PALESTINIAN CONTEXT

A. SWOT Analysis

PNGO has identified several “Strengths” that qualify PNGO to play a key leading role in operationalizing Triple Nexus in Palestine, key strengths are:

- PNGO is an Independent Civil Society Platform, that has strong attachment to Palestinian Rights and acts on that through collective advocacy campaigns. PNGO has proven record of leading collective work through sectors, coalitions (Women, HR, etc.) Palestinian Coordination Council) at all levels including grassroots (internal and external at all levels). PNGO push back against Palestinian Government and working towards solving issues with Ministry of Interior (MoI) and other Ministries. PNGO is the only Palestinian network that has the ability to organize dialogue with Government and has already strong record of policy dialogue with PA. PNGO pushes back against conditional funding.
- PNGO, as an umbrella, has joint goals and common stands among its members on key important aspects, ex. Two state solution. At the same time, as Civil Society Platform, PNGO has diversified political point of views among their members but still united towards protection of Palestinian people.
- PNGO has excellent understanding of the context. PNGO represents a pioneer democratic model in Palestine. PNGO can play a vital role in the ongoing internal Palestinian political dialogue. PNGO maintained united work in WB, Gaza Strip, EJ; PNGO is one of few Networks that continue to work collectively under one structure, rules and responsibilities, one steering committee despite the internal political split between West Bank and Gaza.
- PNGO members are very active CSOs with strong understanding of the context and very active on the ground. PNGO members have long history and diversified experience, and accumulated huge lessons learnt in delivering aid in Palestine (this is embedded in CSOs’ mission and ownership). PNGO members have proven record of ability to adapt, and to persist in delivering aid no matter what restrictions occur. Vast Majority of PNGO members CSOs have proven record of linking Humanitarian and Development works.

On the other hand, PNGO has identified some “Weaknesses” that need to be strengthened in order to maintain the vital role of PNGO and its member CSOs in operationalizing Triple Nexus in Palestine. Key weaknesses are:

- PNGO members have many capacities but not set up in a way that qualify them to apply the Triple Nexus. Most of the members lack resources and they are unsustainable with absolute dependency on foreign funding: for example: not enough staffing especially long-term staffing.
- PNGO and its members are not sufficiently represented in leading positions in coordination structures of their respective sectors/clusters and need to use different means to advocate and pressure INGOs, UN agencies, EU to give them space and influential role as per aid effectiveness, DAC recommendations etc.
- PNGO and its members CSOs must improve their performance in Monitoring and Evaluation for accountability of humanitarian and development aid in Occupied Palestine; this refers to several factors, on top of them is that PNGO does not have access to adequate flow of information from the Government, INGOs, Donors and even from its own members.

PNGO foresee the following “Opportunities” for operationalizing Triple Nexus in Palestine:

- a) PNGO believes there is a unique opportunity to capitalize on the current active calling for reconciliation process between WB and Gaza Strip and the momentum associated with agreement between political parties on organizing Local, Legislative and Presidential Elections. PNGO has to play a vital role as a “watch dog” in the election while the Civil Society should not spare any efforts to build alliances and take part of nomination and election.
- b) PNGO perceive the ongoing endeavours, and the willingness of donors and other stakeholders, to set up and to operationalize the Triple Nexus in Palestine as a very important opportunity for Palestine. PNGO and its members are willing to apply the Triple Nexus and have been advocating for this for a long time. PNGO strives for sustainable development rather than unsustainable, short-term aid. It is consistent with PNGO long-lasting calls on linking Humanitarian to Development and Political works in light of the continued Israeli occupation of Palestine.
- c) The Organisation for Economic Co-operation and Development (OECD) has made the nexus a priority and members of the Development Assistance Committee (DAC) are showing some signs of changing how they fund programmes. The 11 principles agreed by OECD: Coordination, Programming and Financing are almost fully in line with PNGO internally agreed upon principles and advocacy campaigns.
 1. Undertake joint risk-informed, gender-sensitive analysis on root causes and structural drivers of conflict (...)
 2. Provide appropriate resourcing (...)
 3. Utilise political engagement (...) to prevent crises, resolve conflicts and build peace (...)
 4. Prioritise prevention (...), investing in development whenever possible while ensuring immediate humanitarian needs continue to be met (...)
 5. Put people at the centre, tackling exclusion and promoting gender equality (...)
 6. Ensure that activities do no harm, are conflict sensitive to avoid unintended negative consequences and maximise positive effects (...)
 7. Align joined-up programming with the risk environment (...)
 8. Strengthen national and local capacities (...)
 9. Invest in learning and evidence (...)
 10. Develop evidence-based humanitarian, development and peace financing strategies (...)
 11. Use predictable, flexible, multi-year financing (...).

On the other hand, PNGO foresee the following “Threats” for operationalizing Triple Nexus in Palestine:

- a) The whole aspects of Palestinian lives are under threat by the Israeli occupation policies in addition to the COVID-19 spread of the pandemic. More importantly prolonged occupation including the isolation of and closure of the Gaza Strip and old/new Annexation of the West Bank is a severing threat and extension of the long-planned de jure annexation. Annexation is not the first unilateral move of the Israeli occupying state, which has been taking countless unilateral moves for decades (such as building settlements, disengagement from Gaza, building the Apartheid wall, not respecting Oslo agreements and protocol) with complete disregard for Palestinian self-determination, right and perspective.
- b) The escalation of Israeli-led attacks against Palestinian and international human rights defenders and civil society. I.e., the Israeli campaign against Palestinian human rights defenders and civil society organizations, which aims to delegitimize, intimidate, silence, and de-fund their organizations, as well as legislation adopted by Israel in contravention with international law, democratic principles, and EU guidelines on freedom of expression. PNGO believes that it is a serious threat that Israel continues using of criminal, legal, and security tools to obstruct the legitimate work of human rights defenders, including the use of arbitrary arrests and detentions to silence them.
- c) PNGO believes that it is a major threat if the EU and other key actors of the International Community continue refraining from taking actions and holding Israel, as the occupying power, accountable and continue allowing it to further violate international law.
- d) Foreign Agendas, Donors, i.e., EU, EU member states and INGOs increased conditioning of funding on the relinquishment by Palestinians of their right to resist foreign domination, exploitation, oppression and occupation by the means permitted under international law;
- e) Another threat is escalating shrinking civic space, including but not limited to: i) Israeli measures that disable civil society to mobilize with and for the vulnerable groups throughout the oPt (Attacks against CSOs that work in Area C, EJ increasing, closure of CSOs operating in E.J), ii) the new NGOs law amendments Ratified recently by the President Mahmoud Abbas iii) and measures imposed by authorities in Gaza.
- f) Another important threat is that the civic peace is not stable and tribal rule of law undermining rule of law.
- g) The internal split between West Bank and Gaza, that has badly affected Legal, Legislative and Executive Institutions in West Bank and Gaza Strip is one of the major threats for linkages and social cohesion between Gaza, the West Bank and East Jerusalem.
- h) The changing geopolitical situation in the Middle-East shifts the focus from the Palestinian cause to the other emerging crises. The new condition has implication on the political interest and volume of funding allocated to Palestine.
- i) The imposed permit requirements by the “Israeli Civil Administration” hinder the work of civil society work in Area C. There is a concern of increasing this threat by applying the Triple Nexus Approach where Humanitarian Work will be linked to Development and Political Work, this concern is applicable to Gaza Strip and East Jerusalem. I.e., according to Area C framework policy, the occupation should allow Humanitarian Aid in Area C without permit, while in practice even Humanitarian Aid needed permits. This situation had a negative impact on the ability of actors to do any work including humanitarian and development aid in Area C.
- j) The semi-exclusion of the Palestinian Authorities, both in West Bank and Gaza, from the ongoing endeavours to set-up and to operationalize the Triple Nexus in Palestine threatening the local ownership of the development processes.

B. PNGO Stand

PNGO and its members pledge that their activities will be in line with the priorities of the Palestinian Development and in harmony with its Strategic Plan. They also abide by the right to reject funding with politically-conditioned strings, since that is bound to distort the development process and/or undermine the legitimate struggle for independence and self-determination according to UN principles.

PNGO Strongly emphasis the fact that a functioning, empowered civil society is essential to promote democratic and international human rights standards, tolerance dialogue and peace building

PNGO and its members also undertake to be in line with the national agenda without any normalization activities with the occupier, neither at the political-security nor the cultural or developmental levels. No endeavour would be carried out if it undermines the inalienable Palestinian rights of establishing statehood and the return of the refugees to their original homes, according to the Security Council Resolution 194. PNGO calls for following a principled approach of Human Rights. IHL is still of value and relevant as well as UN Security Council Resolutions.

PNGO calls for lifting restrictions imposed on Palestinian's access to Area C as a Key to Economic Recovery and Sustainable Growth. As per World Bank Study in 2013, allowing Palestinians to put resources in Area C to work, would provide whole new areas of economic activity and set the economy on the path to sustainable growth." In sum, the total potential value added (direct and indirect as a result of the alleviation of today's restrictions on access to, and activity and production in Area C is likely to amount to about USD 3.4 billion -- or 35 percent of Palestinian GDP. According to the same study, the volume of increased economic activity would greatly improve the PA's fiscal position. It is estimated that government revenues would increase by US\$800 million, which would cut the fiscal deficit by half, hence reduce the need for donor support, and reduce unemployment and poverty rates. "Access to Area C will go a long way to solving Palestinian economic problems,"

PNGO strives for sustainable development rather than unsustainable, short-term aid. PNGO calls for flexible and simplified funding will be essential to continue the mobilization of front-line local actors to deliver assistance rapidly and effectively and should be provided as directly as possible. PNGO calls on all donors and intermediaries providing essential support for civil society to adopt approaches that offers as much flexibility, certainty, and stability towards grantees and partners as soon as possible. Decisions on Programs should not benefit the Occupying power and subsidize occupation.

PNGO calls to take action and hold Israel as the occupying power accountable and to never allow actors to further violate international law nor restrict the civic space. PNGO calls on the EU to become more of a player than a payer.

PNGO encourages third States to maintain their support in respecting and fulfilling human rights of Palestinians, including by facilitating the work of CSOs in the pursuit of justice and respect of human rights and rule of law in the oPt.

PNGO also calls third States to promptly and effectively respond to the escalation of Israeli-led attacks against Palestinian and international human rights defenders and civil society by:

- Condemning and rejecting the Israeli campaign against Palestinian human rights defenders and civil society organizations, which aims to delegitimize, intimidate, silence, and de-fund their organizations, as well as legislation adopted by Israel in contravention with international law, democratic principles, and EU guidelines on freedom of expression;
- Protecting and providing support to human rights defenders working on and in Palestine, in line with international law and EU guidelines on human rights defenders;
- Refraining from conditioning any funding on the relinquishment by Palestinians of their right to resist foreign domination, exploitation, oppression and occupation by the means permitted under international law;
- Ensuring accountability for Israel's use of criminal, legal, and security tools to obstruct the legitimate work of human rights defenders, including the use of arbitrary arrests and detentions to silence them.

PNGO will continue to advocate for Palestinian rights and push back against civic space, including Israeli measures that disable civil society to mobilize with and for the vulnerable groups throughout the oPt. PNGO calls to support civic space and its resourceful actors especially the health workers and Human right defenders, but expanding relevance and resilience, not reducing it.

PNGO calls for responsible partnership is based on equality, mutual respect, mutual accountability, trust and understanding, and a sharing of capacities and information (rather than a one-way flow). PNGO calls for supporting local leadership, enable systematic local participation and active engagement in Nexus coordination mechanisms and decision-making processes at national and sub-national levels. Humanitarian leadership should advocate for local and national NGOs, including women's rights and women-led local organizations and other marginalized groups of CSOs, to be fully included in balanced and impartial pooled funding decisions on allocations.

PNGO calls for Establishing a nexus platform or a sounding board with representatives of Palestinian Government, Donor Countries, International NGOs and Palestinian CSOs. PNGO calls for ensuring that the partnership is based on cooperation rather than competition. The role of international and UN agencies should be to complement, support, and strengthen the work of PNGOs and the PNA, not to replace them.

PNGO calls on Palestinian Governments to respect Freedom of Association, Operational Space of CSOs, Freedom of Assembly in Palestine, Freedom of Expression, and Access to Resources/Information. PNGO calls for resumption of democratic life in Palestine through holding Presidential, Legislative and Municipal elections. The dissolution of the Palestinian Legislative Council, in its capacity as a monitoring body on the practices of the government, has created a gap in holding the government accountable for any malpractice or infringement of rights particularly for CSOs.

PNGO calls for re-uniting and unifying the Legal, Legislative and Executive Institutions in West Bank and Gaza Strip. CSOs can play a central role in preserving and promoting linkages and social cohesion between Gaza, the West Bank and East Jerusalem. PNGO calls for Building back better the segregation of authorities among the Executive, Legislative and Legal Authorities in Palestine.

C. Guiding Notes for PNGO members on applying Triple Nexus Approach in the Palestinian Context

The following are proposed steps to operationalize the triple Nexus in Palestine. Kindly see also the matrix in point (e): “Operationalization Matrix of Triple Nexus Approach in the Palestinian Context”, that summarizes the roles and responsibilities of the key stakeholders.

1. Setting the Strategic Direction

The Government of Palestine is responsible for leading and devising different National Strategies in transparent and participatory manner. PNGO and its member CSOs have to participate actively in national devours of devising different national strategies, and then devise their own strategies and Position Papers on the National Strategies and share them with relevant actors.

While both international Donors and UN Agencies have the right to devise their own country strategies, still, it is expected they consider the national strategies and organize systematic dialogue and consultations with Palestinian Government and Palestinian Civil Society while setting their strategies for Palestine.

AIDA and its member CSOs are expected to devise their own strategies and Position Papers on the National and Donors Strategies and policies and share them with relevant actors.

Israel, as Occupying Power, has to refrain from restraining Humanitarian and Development Efforts and has to fulfil its obligations as per the International Humanitarian Law (IHL)

2. Coordination

Coordination is very crucial for the success of the Triple Nexus Approach. This guideline proposes having two levels of coordination structures for operationalizing Triple Nexus in Palestine: “Nexus Steering Committee” and the different “Nexus Sector Working Group”.

PNGO recommends all of its members to be active in their respective coordination/ sectors working groups. There are enormous benefits of CSOs participation in relevant coordination/ sectors working groups, this includes but not limited to: giving the Palestinian CSOs the opportunity to stay up-to-date on all aspects related their area of work, additionally, that gives Palestinian CSOs the opportunity to influence sectors’ coordination/ sectors working groups’ decisions and keep pushing for alignments with Palestinian national Priorities.

The Government of Palestine should lead dialogue with relevant International actors and should lead “Nexus Steering Committee” and the different “Nexus Sector Working Group”.

PNGO and its member CSOs should contribute to holding the Palestinian Government accountable

to their decisions and acts. PNGO is a legitimate party to represent the Palestinian Civil Society in the “Nexus Steering Committee” while its member CSOs should actively participate in “Nexus Sector Working Group” upon nomination by PNGO.

The International Donors and UN Agencies are expected to participate in strategic dialogue with the Palestinian Government in parallel with continuous engagement with the Israeli Occupying Power. AIDA is expected to participate in multi stakeholder dialogue when organized. The International Donors, UN Agencies and AIDA should participate in “Nexus Steering Committee” and co-lead and actively participate in “Nexus Sector Working Group” upon each sector members agreement while INGOs are expected to participate in “Nexus Sector Working Group” upon nomination by AIDA

Israel, as Occupying Power, has to engage, at continued manner as long as the occupation itself continued, in dialogue with Key International Donors (EU and member states donors, World Bank, Canada, Japan, etc). Israel, as per its obligations as per the International Humanitarian Law (IHL), shall facilitate Humanitarian Aid and Development Support delivery and has to fulfil its other obligations as per the International Humanitarian Law (IHL).

3. Financing

The OECD DAC calls on developing evidence-based humanitarian, development and peace financing strategies (...) and to use predictable, flexible, multi-year financing (...). Based on that, the International Donors are expected to adapt their financing tools to “Triple Nexus Approach”. UN Agencies and INGOs should apply effective and efficient utilization of funding / High Value of Money and co-implement interventions with Palestinian CSOs as per OECD DAC recommendations.

The Government of Palestine has the obligation of at least co-financing National Strategies. PNGO should act as a “Watch Dog” of State Budget. PNGO and its members CSOS should present a model of effective and efficient utilization of funding (High Value of Money).

There is a need for a comprehensive picture of international aid to Palestine including National NGOs, INGOs, UN agencies. Mapping external aid to Palestine will assist all various stakeholders in consensus building, brokering and building partnership; navigating and communicating complex ideas; better planning; measuring impact of aid, redirecting aid if needed; facilitating open dialogue is needed to move forward. It aims to improve aid system in the oPt, which is overstretched and operates with little coordination between project-based development and humanitarian interventions, resulting in reverse nexus and little impact on the most vulnerable people. This comes at the right time where the Multi-Annual Financial Framework (MFF) and Neighborhood Development International Cooperation Instrument (NDICI) discussions are not completed yet and discussion on new funding mechanisms are underway.

4. Joint Analysis

A Joint Analysis shall be prepared. This shall cover a joint assessment of vulnerabilities, risks, needs, capacities, and resilience in Palestine. The goal of the joint assessment should be to “identify and understand the drivers and root causes of protracted crises, risks and vulnerabilities and their humanitarian consequences, conflict drivers, fault lines and stakeholders. The analysis should use the evidence collected to determine those groups at greatest risk of being ‘left behind’ and the priority short, medium and long-term actions to eliminate humanitarian needs and reduce future vulnerabilities in all three pillars” (IASC Light Guidance). The analysis should be review/updated annually.

The Nexus Steering Committee shall develop and endorse the Joint Analysis Guidelines, review and endorse Sectoral Joint Analysis and consolidate Sectoral Joint Analysis and produce Country Joint Analysis. The Nexus Sector Working Group should prepare Sectoral Joint Analysis and submit the analysis to the “Nexus Steering Committee”

A Joint Analysis has been conducted by Health Sector Working Group illustrate how Triple Nexus can Operationalized at sector level. The analysis covered the following aspects:

Situation analysis: It explains the main achievements and challenges in the sector. Under challenges, it highlights the main factors (demography, geography, bureaucracy, institutional capacities, technology, budget, political economy, etc.). It incorporates a rights-based capacity gap analysis of the sector and considerations concerning the humanitarian-development nexus in the sector.

Stakeholder Analysis: It describes the stakeholders that govern the sector and their individual weight on the policy/regulatory framework. It highlights also which stakeholders are important to engage with to have an impact on the sector.

Current sector response. At CSO level, at least a joint analysis by the teams of different programmes within the same CSO should participate in the joint analysis and the next steps of identifying collective outcomes and “Joined Up” Implementation Plan. Ideally the CSO own analysis should be based on the sectoral joint Analysis “when available”.

5. Collective Outcomes

Based on the “Joint Analysis”, Collective Outcomes should be agreed upon among the relevant actors to reduce risk and vulnerability and to enhance concrete and measurable contribution towards Palestinian Agenda 2030 over the next 3-5 years. This should include Common Measurable Indicators for the Collective Outcomes. The Collective Outcomes shall be reviewed/updated Annually.

The Nexus Steering Committee should develop and endorse the Collective Outcomes development guidelines based on the Joint Analysis, review and endorse Sectoral Collective Outcomes and their Common Measurable Indicators, consolidate Sectoral Collective Outcomes and produce Country Collective Outcomes and their Common Measurable Indicators. On the other hand, the Nexus Sector Working Group should prepare Sectoral Collective Outcomes their Common Measurable Indicators and submit them to the “Nexus Steering Committee”

For exemplification purpose, the following are Collective Outcomes that were drafted by the Health Sector Sectoral Thematic Task Forces (TTF), where they were able to capture actions encompassing prevention/preparedness, relief, recovery and advocacy.

Collective Outcome 1: The Gaza health system is more resilient to emergencies and strengthened its capacity to provide health services inside the Gaza Strip (incl. MNCAH and NCDs). Examples of sub-results:

- Result 1: Emergency Preparedness is strengthened in Gaza and new crisis are dealt efficiently (incl. packages of essential services to be maintained during emergencies)
- Result 2: Supply chain management is strengthened, access of drugs and medical supplies is improved, making the health system more resilient
- Result 3: Health infrastructures in Gaza are upgraded and made more sustainable (incl. energy supplies, fuel, WASH)
- Result 4: Joint demarches to lift/ease restriction of health supplies/drugs and patients in/

out Gaza (e.g., NCDs/oncological services & treatments, increase capacities and movement of specialized staff, access to essential equipment & drugs)

- Result 5: Strengthening of coordination systems among Health actors (PA, MoH, PNGOs, UN Agencies, INGOs, PRCS, Donors)
- Collective Outcome 2: Reproductive, Maternal, Neonatal, Child and Adolescent Health (RMNCAH) services in the Palestine are strengthened and their accessibility is improved, including in hard-to-reach area. Examples of sub-results:
 - Result 1: Infrastructural development and equipment in hard-to-reach area
 - Result 2: Communities and women are informed and aware of preventive measure and available services
 - Result 3: RMNCAH and GBV services are extended to hard-to-reach area of the West Bank and Gaza
 - Result 4: Women, youth, LGBT community and persons with disabilities are empowered and protected by law (e.g., Family Law, Reproductive rights, Policy development, etc.)
 - Result 5: Family Planning is developed including through tackling gender norms and supply chain management & procurement of contraceptives
 - Result 6: Through Family Approach, child and youth friendly services are improved and integrated at all levels
 - Result 7: Coordination between authorities in Gaza and in the WB is strengthened at technical level and constitutes an entry point to foster Palestinian reconciliation
- Collective Outcome 3: Mental Health prevention, response and rehabilitation services are better integrated in health facilities and at community level. Examples of sub-results:
 - Result 1: MHPSS services are accessible and integrated into the general health services, including early detection
 - Result 2: Hotlines are strengthened and deliver inclusive services for girls, boys, persons with disability
 - Result 3: Community- based services and initiatives to tackle Mental Health are fostered
 - Result 4: Data are systematically collected regarding the impact of violence and abuse and used to foster the rights and the protection of Palestinians
 - Result 5: Leading cause of MHPSS needs are raised by Peace actors to Duty-bearers, including the excessive use of force and long-term consequences
 - Result 6: MHPSS preventive and responsive services are targeted to adolescent needs
- Collective Outcome 4: Human workforce is available and qualified to provide services to the Palestinian population, including to the most vulnerable. Examples of sub-results:
 - Result 1: The Palestinian Government is supported in understanding gaps and priorities of HR and optimization of resources
 - Result 2: The Palestinian Government facilitates the technical assistance to HR through the collaboration with Partners and the inclusion of International expertise
 - Result 3: Health workers are integrated and retained in the Palestinian Health sector and the job market is fairly regulated
 - Result 4: Health workers movement for capacity building purposes is facilitated and their safety is systematically protected by duty-bearers
 - Result 5: Cash for work modalities are used to supply HR in case of emergency
 - Result 6: EJHN function as knowledge-sharing platform for medical staff across Palestine
 - Result 7: The fiscal disputes are solved and fair allocation of resources are attributed to the Health sector

6. “Joined Up” Implementation Plan

A shared multiyear Implementation Plan should be prepared with the aim of ensuring that actors and stakeholders agree on how to work towards achieving jointly agreed collective outcomes. The “Joined Up” Implementation Plan should be reviewed/updated annually. The Nexus Steering Committee should develop and endorse the “Joined Up” Implementation Plan development guidelines based on the Collective Outcomes over the next 3-5 years, review and Endorse Sectoral “Joined Up” Implementation Plan over the next 3-5 years, and consolidate Sectoral “Joined Up” Implementation Plans and produce Country “Joined Up” Implementation Plan over the next 3-5 years. The Nexus Sector Working Group should prepare Sectoral “Joined Up” Implementation Plans over the next 3-5 years and submit them to the “Nexus Steering Committee”

7. Implementation

Once “Joined Up” Implementation Plans has been agreed upon and endorsed by the “Nexus Steering Committee”, the process moves to implementation. Multiple partners should cooperate based on comparative advantages and address humanitarian, recovery and resilience need in Palestine.

Humanitarian Assistance

Israel as occupying power, should fulfil their obligation as per the IHL as a duty bearer and should facilitate Humanitarian Aid delivery.

The Government of Palestine has to fulfil their obligations as a duty bearer addressing humanitarian needs in Palestine as per their respective roles and responsibilities as agreed upon in the Joined Up” Implementation Plan. The Palestinian CSOs should take part of providing the basic humanitarian needs as per their respective roles and responsibilities as agreed upon in the Joined Up” Implementation Plan

Development Support

The Government of Palestine has to fulfil their obligations as a duty bearer addressing recovery and resilience needs in Palestine as per their respective roles and responsibilities as agreed upon in the Joined Up” Implementation Plan. The Palestinian CSOs should take part of providing the recovery and resilience needs in Palestine as per their respective roles and responsibilities as agreed upon in the Joined Up” Implementation Plan.

Israel as occupying power, should fulfil their obligation as per the IHL as a duty bearer and should facilitate Development Support delivery

Political works (Peace)

The Palestinian Liberation Organization (PLO) is the legitimate party to lead the Palestinian Struggle to gain back the Palestinian Rights. The Government of Palestine has to fulfil their obligations toward respecting civil, economic and political rights of Palestinian people. The Government should also maintain Security, Democratic Life and Civic Peace. They should secure rights of women, people with disabilities and other marginalized Palestinian groups and maintain and broaden space for CSOs.

The Government of Palestine should show better adherence to accountability, transparency and efficiency principles within the Public Institutions, build back better the segregation of authorities among the Executive, Legislative and Legal Authorities in Palestine and reunite the West bank and Gaza Governmental, legislatures and Legal Institutions (Legislative Council is responsible too).

PNGO shall lead and co-lead Collective Advocacy Campaigns on IHL violations by Israel and produce position papers and other relevant materials. PNGO should also act actively as a “Watch Dog” on Government of Palestine acts and decisions and lead collective advocacy campaigns. Palestinian CSOs can contribute to Collective Advocacy Campaigns lead or co-lead by PNGO. Palestinian CSOs should comply with their respective roles and responsibilities as agreed upon in the Joined Up” Implementation Plan.

The International Donors and the UN Agencies are expected to engage with Palestinian Government and to provide technical support as needed to the P. Government as per their respective roles and responsibilities as agreed upon in the Joined Up” Implementation Plan.

8. Monitoring and Evaluation

The Common Measurable Indicators of the Collective Outcomes should be monitored collectively in a systematic manner. The Systematic Monitoring and Evaluating facilitates should cover the review and, where necessary, update of the nexus, workplans and programs, and supports the implementation of the mutual accountability framework.

The Nexus Steering Committee should develop and endorse the Collective Nexus M&E system, assign competent party to develop/customize and run efficient Nexus M&E interactive IT-solution platform based on the Common Nexus Indicators. On the other hand, the Nexus Sector Working Group should follow up on their sector members tabulating their M&E information into the Nexus M&E interactive IT-solution platform

9. Capacity Building

This is about building capacities of different stakeholders involved in applying the Nexus Approach. Donors are encouraged to finance capacity building initiatives to INGOs and Palestinian CSOs. Training programmes can be delivered effectively through Networks like PNGO and AIDA to their members also through Nexus Working groups to their members.

D. Other Prospective of Operationalization of the Triple Nexus “for further studying”

- Triple nexus can be operationalized in a sectorial (as explained above) or in a geographical approach. Some actors believe that proceeding with sectors approach may limit the achievement of outcomes. Keeping in mind the “Two State Solution” as the entry point for the Peace leg of the triple Nexus, how does the UN see the geographical operationalization of the triple Nexus in Area C, East Jerusalem, Hebron and Gaza? Is the UN willing to take risks associated with working in Area C without a permit as an example?
- In which way the (UN) considers the nexus approach, in a sectorial or multi-sectorial way?

E. Operationalization Matrix of Triple Nexus Approach in the Palestinian Context

Roles and Responsibilities	Palestinian Government	PNGO and/or other CSOs Network	Palestinian CSOs	Key International Donors	UN Agencies	AIDA	INGOs	Occupying Power-Israel
1. Strategic Direction	Lead devising different National Strategies in transparent and participatory manner	Actively Participate in devising different national strategies	Devise own strategies and Position Papers and share with relevant actors	Devise own strategies for Palestine	Devise own strategies for Palestine	Devise own Position Papers and share with relevant actors	Devise own strategies and Position Papers and share with relevant actors	Refrain from restraining Humanitarian and Development Efforts
2.Coordination	Lead dialogue with relevant International actors	Contribute holding the Government accountable	X	Participate in strategic dialogue with the Palestinian Government		Participate in dialogue multistakeholder dialogue when organized	X	Dialogue with Key International Donors (EU and member states donors, World Bank, Canada, Japan, ..., etc.
	Lead “Nexus Steering Committee”	Participate in “Nexus Steering Committee”	X	Participate in “Nexus Steering Committee”			X	Facilitate Humanitarian Aid and Development Support delivery
	Lead “Nexus Sector Working Group”	Actively Participate in “Nexus Sector Working Group”	Actively Participate in “Nexus Sector Working Group” when nominated by PNGO	Co-lead and Actively Participate in “Nexus Sector Working Group” upon each sector members agreement			Actively Participate in “Nexus Sector Working Group” when nominated by AIDA	X
3.Financing	Co-financing National Strategies	Act actively as a “Watch Dog” of State Budget	Effective and Efficient utilization of funding / High Value of Money	Adapt their financing tools to “Triple Nexus Approach”	X	Effective and Efficient utilization of funding / High Value of Money Co-implement interventions with Palestinian CSOs	Effective and Efficient utilization of funding / High Value of Money Co-implement interventions with Palestinian CSOs	Fulfil its obligation as per IHL
4.Joint Analysis	A 3-5 Years Joint Analysis to be Prepared This shall cover a joint assessment of vulnerabilities, risks, needs, capacities, and resilience in Palestine. The goal of the joint assessment should be to “identify and understand the drivers and root causes of protracted crises, risks and vulnerabilities and their humanitarian consequences, conflict drivers, fault lines and stakeholders. Use the evidence collected to determine those groups at greatest risk of being ‘left behind’ and the priority short, medium and long-term actions to eliminate humanitarian needs and reduce future vulnerabilities in all three pillars” (IASC Light Guidance). Annual Review/update of the Joint Analysis							
Nexus Steering Committee	Develop and Endorse the Joint Analysis Guidelines							
	Review and Endorse Sectoral Joint Analysis							
	Consolidate Sectoral Joint Analysis and produce Country Joint Analysis							
Nexus Sector Working Group	Each Sector Nexus Group: Prepare Sectoral Joint Analysis and submit the analysis to the “Nexus Steering Committee”							

Roles and Responsibilities	Palestinian Government	PNGO and/or other CSOs Network	Palestinian CSOs	Key International Donors	UN Agencies	AIDA	INGOs	Occupying Power-Israel
5. Collective Outcomes	Collective Outcomes to reduce risk and vulnerability and to enhance concrete and measurable contribution towards Palestinian Agenda 2030 over the next 3-5 years							X
	Common Measurable Indicators for the Collective Outcomes							
	Annual Review/update of the Collective Outcomes							
Nexus Steering Committee	Develop and Endorse the Collective Outcomes development Guidelines based on the Joint Analysis							X
	Review and Endorse Sectoral Collective Outcomes and their Common Measurable Indicators							
	Consolidate Sectoral Collective Outcomes and produce Country Collective Outcomes and their Common Measurable Indicators							
Nexus Sector Working Group	Each Sector Nexus Group: Prepare Sectoral Collective Outcomes their Common Measurable Indicators and submit them to the “Nexus Steering Committee”							X
6. “Joined Up” Implementation Plan	A shared multiyear Implementation Plan, with the aim of ensuring that actors and stakeholders agree on how to work towards achieving jointly agreed collective outcomes.							X
	Annual Review/update of the “Joined Up” Implementation Plan							
Nexus Steering Committee	Develop and Endorse the “Joined Up” Implementation Plan development Guidelines based on the Collective Outcomes over the next 3-5 years							X
	Review and Endorse Sectoral “Joined Up” Implementation Plan over the next 3-5 years							
	Consolidate Sectoral “Joined Up” Implementation Plans and produce Country “Joined Up” Implementation Plan over the next 3-5 years							
Nexus Sector Working Group	Each Sector Nexus Group: Prepare Sectoral “Joined Up” Implementation Plans over the next 3-5 years and submit them to the “Nexus Steering Committee”							X
7. Implementation	Once “Joined Up” Implementation Plans has been agreed upon and endorsed by the “Nexus Steering Committee”, the process moves to implementation.							
	Multiple partners should cooperate based on comparative advantages and address humanitarian, recovery and resilience need in Palestine							
Humanitarian Assistance	Fulfil their obligations as a duty bearer							Fulfil their obligation as per the IHL as a duty bearer
	As per their respective roles and responsibilities as agreed upon in the Joined Up” Implementation Plan	As per their respective roles and responsibilities as agreed upon in the Joined Up” Implementation Plan						Facilitate Humanitarian Aid and Development Support delivery
Development Support	Fulfil their obligations as a duty bearer							
	As per their respective roles and responsibilities as agreed upon in the Joined Up” Implementation Plan	As per their respective roles and responsibilities as agreed upon in the Joined Up” Implementation Plan						
Political works (Peace)	PLO: Negotiate the Occupying Power to gain back the Palestinian Rights	Lead and Co-lead Collective Advocacy Campaigns on IHL violations Produce position papers and other relevant materials	Contribute to Collective Advocacy Campaigns	Through their governments: engagement with both parties, positively contribute to reconciliation process Protect interventions financed by them from confiscation and demolitions Hold Israel accountable for breaching the IHL obligations	Through UN Resident and/ or Special Coordinator: engagement with both parties, positively contribute to reconciliation process Protect interventions financed by them from confiscation and demolitions Hold Israel accountable for breaching the IHL obligations	Lead and Co-lead Collective Advocacy Campaigns	Contribute to Collective Advocacy Campaigns	Negotiate the PLO to give back the Palestinian Rights and to reach political reconciliation Refrain from restraining Humanitarian and Development Efforts

Roles and Responsibilities	Palestinian Government	PNGO and/or other CSOs Network	Palestinian CSOs	Key International Donors	UN Agencies	AIDA	INGOs	Occupying Power-Israel
	<div>Fulfil their Obligations toward respecting civil, economic and political rights of Palestinian people</div> <div>Maintain, Security, Democratic Life and Civic Peace</div> <div>Secure rights of women, people with disabilities and other marginalized Palestinian groups</div> <div>Maintain and broaden space for CSOs</div> <div>Better adherence to accountability, transparency and efficiency principles within the Public Institutions</div> <div>Build back better the segregation of authorities among the Executive, Legislative and Legal Authorities in Palestine</div> <div>Reunite the Westbank and Gaza Governmental, legislatives and Legal Institutions (Legislative Council is responsible too)</div>	<div>Act actively as a “Watch Dog”</div> <div>Lead collective advocacy campaigns</div> <div>As per their respective roles and responsibilities as agreed upon in the Joined Up” Implementation Plan</div>	<div>Contribute to Collective Advocacy Campaigns</div> <div>As per their respective roles and responsibilities as agreed upon in the Joined Up” Implementation Plan</div>	<div>Engagement and dialogue with P. Government</div> <div>Provide Technical Support as needed to the P. Government</div> <div>As per their respective roles and responsibilities as agreed upon in the Joined Up” Implementation Plan</div>	<div>Engagement and dialogue with P. Gov.</div> <div>Provide Technical Support as needed to the P. Government</div> <div>As per their respective roles and responsibilities as agreed upon in the Joined Up” Implementation Plan</div>	<div>As per their respective roles and responsibilities as agreed upon in the Joined Up” Implementation Plan</div>	<div>As per their respective roles and responsibilities as agreed upon in the Joined Up” Implementation Plan</div>	
8.Monitoring and Evaluation	<div>Common Measurable Indicators of the Collective Outcomes to be monitored collectively in a systematic manner</div> <div>The Systematic Monitoring and Evaluating facilitates the review and, where necessary, update of the nexus, workplans and programs, and supports the implementation of the mutual accountability framework.</div>							X
Nexus Steering Committee	<div>Develop and Endorse the Collective Nexus M&E system</div> <div>Assign competent party to develop/customize and run efficient Nexus M&E interactive IT-solution platform based on the Common Nexus Indicators</div>							X
Nexus Sector Working Group	<div>Each Sector Nexus Group: follow up on their sector members tabulating their M&E information in Nexus M&E interactive IT-solution platform</div>							X
9.Capacity Building	<div>This is about building capacities of different stakeholders involved in applying the Nexus Approach</div> <div>Donors are encouraged to finance capacity building initiatives to INGOs and Palestinian CSOs</div> <div>Training programmes can be delivered effectively through Networks like PNGO and AIDA to their members</div> <div>Training programmes can be delivered effectively also through Nexus Working groups to their members</div>							X

F. Lessons learnt- Articulation of Good Examples from Previous Works

Case Study 1: The Agricultural Development Association (PARC)

The Agricultural Development Association (PARC) was launched as an initiative by a small group of pioneer agronomists and farmers that emerged from the Palestinian voluntary movement in late 1970s. PARC aims to achieve resilience and sustainable development overcoming the crises through economic and social strategies.

After 2014 Israeli war on Gaza, PARC had set a plan to respond to the crises resulted from that war and the continued blockade on Gaza since 2007. The plan had Humanitarian, Development and Political elements with key involvement and contributions from other local and International partners. The three components (HDP) were interlinked and were set to complement each other to achieve common goal of the three elements “Enhancing Resilience Capacities of Palestinians in Gaza Strip while Addressing the Urgent Humanitarian Needs”. The plan had several projects with funding from different donors. Still PARC had succeeded to assure the complementarity among the different projects toward achieving the aforementioned objective.

Humanitarian Component (H): As immediate relief action, PARC had provided seedlings and other agricultural inputs to farmers in order to resume their production processes after the war. To this end, PARC had also supported those farmers, whose farms were partially or fully destroyed during the war, to rehabilitate them.

In parallel, and in a fast-track manner, PARC had implemented “From Poor Farmer to Poor Families Campaign” where PARC had provided food basket to internally displaced people (IDP). By doing this, PARC had provided urgently-needed food for poor people on one hand (H Component) and helped farmers to market their products and sustained their farming businesses on the other hand (D component).

Development Component (D): At income generation level, PARC had supported young youth (both men and women) by constructing new greenhouses for them accompanied with extension and technical support activities, in order for them to initiate agricultural production activities to generate income as a mean for to improving their livelihoods.

PARC had also supported the targeted communities in Gaza strip to strengthening their communities’ firefighting system. Additionally, PARC had built their floods fighting capacities and by enhancing their technical capacities and improving their community infrastructure.

Political Component (P): The Norwegian Refugees Council (NRC) was responsible for working with relevant stakeholders to save lives of farmers through safe handling of rockets and other military lethal debris of the war in farming areas.

On the other hand, EU had engaged with COGAT which has fruited in introducing the needed project materials and seedlings to Gaza Strip. The role the EU played was very crucial for implementing the other planned activities under H and D components of PARC project.

These days, PARC is about to launch an Independent International Facts Finding Mission (with support from We Effect) on Environmental Justice for Palestinians in Gaza Strip

Case Study 2: Union of Agriculture Work Committees

The Union of Agricultural Work Committees (UAWC) is one of the largest agricultural development institutions in Palestine as it was established in 1986 by a group of agronomists. When established, UAWC depended on volunteers completely and formed agricultural committees in the West Bank and Gaza to set the priorities of farmers and help the Union in implementing its programs and community activities.

UAWC has been implementing the project titled “Inclusive Access to and Sustainable Management of Land and Water Resources” with funding from Netherlands, in coordination with MoA and in partnership with other three Palestinian CSOs; PHG, ESDC and LRC. The Overall Objective of the project is “Improve sustainable access and management of land and water resources for food production of Palestinian agricultural producers, including smallholders, and their organizations, and promoting women’s land rights”.

The project has strong Development and Political components with some Humanitarian elements. The three components (HDP) were interlinked and were set to complement each other to achieve project objectives.

Development Component (D): The project aims at Improving inclusive sustainable agricultural production through land resource management, enhancing ISFM, and creating platform knowledge of climate change adaptation. The project works to improve efficiency collective water resource management and increase inclusive access to water resources to enhance the productivity of the agricultural lands.

The project aims also at improving local seed varieties conservation and promotion in the West Bank through upgrading the local seed bank, opening a new branch in the north, and promoting the use of local seed varieties among local farmers. Additionally, the project has set of activities that are directed to improve farmers’ capacities to adapt to climate change, through identifying different types of local seeds, and studying local crop productivity in cooperation with local Palestinian universities, and the Palestinian Authority. And lastly, the project works to provide data related to the food security situation in Palestine at household level, in continuity with the previous surveys, allowing trend analysis.

Political Component (P): The project works with different Stakeholders including the PA, consortium member organizations, and civil society organizations, to promote and lobby for an inclusive and sustainable Agricultural Policy through Lobbying and advocacy activities are conducted to promote farmers’ rights and environmental awareness. I.e., through: Lobbying and advocating for VAT exemption for farmers, by working with different stakeholders, working to farmers to help them represent themselves with farmers’ committees, coordinating farmers Efforts by conducting an annual conference for all farmers, and advocating to influence national policies including establishing a fair selling price for water to farmers and for domestic use.

The project works on providing legal assistance for farmers to help protect their lands and stop the demolition and confiscation orders, and through Helping Women to claim their rights in Land ownership. The Representative Office of Netherland has been very supportive to UAWC and the other project partners, i.e., providing political support through engagement with the COGAT in case of confiscation.



RECOMMENDATIONS

Recommendations are given in each respective section of the report; however, the following are key ones:

1. Recommendations to Palestinian CSOs and Palestinian Government

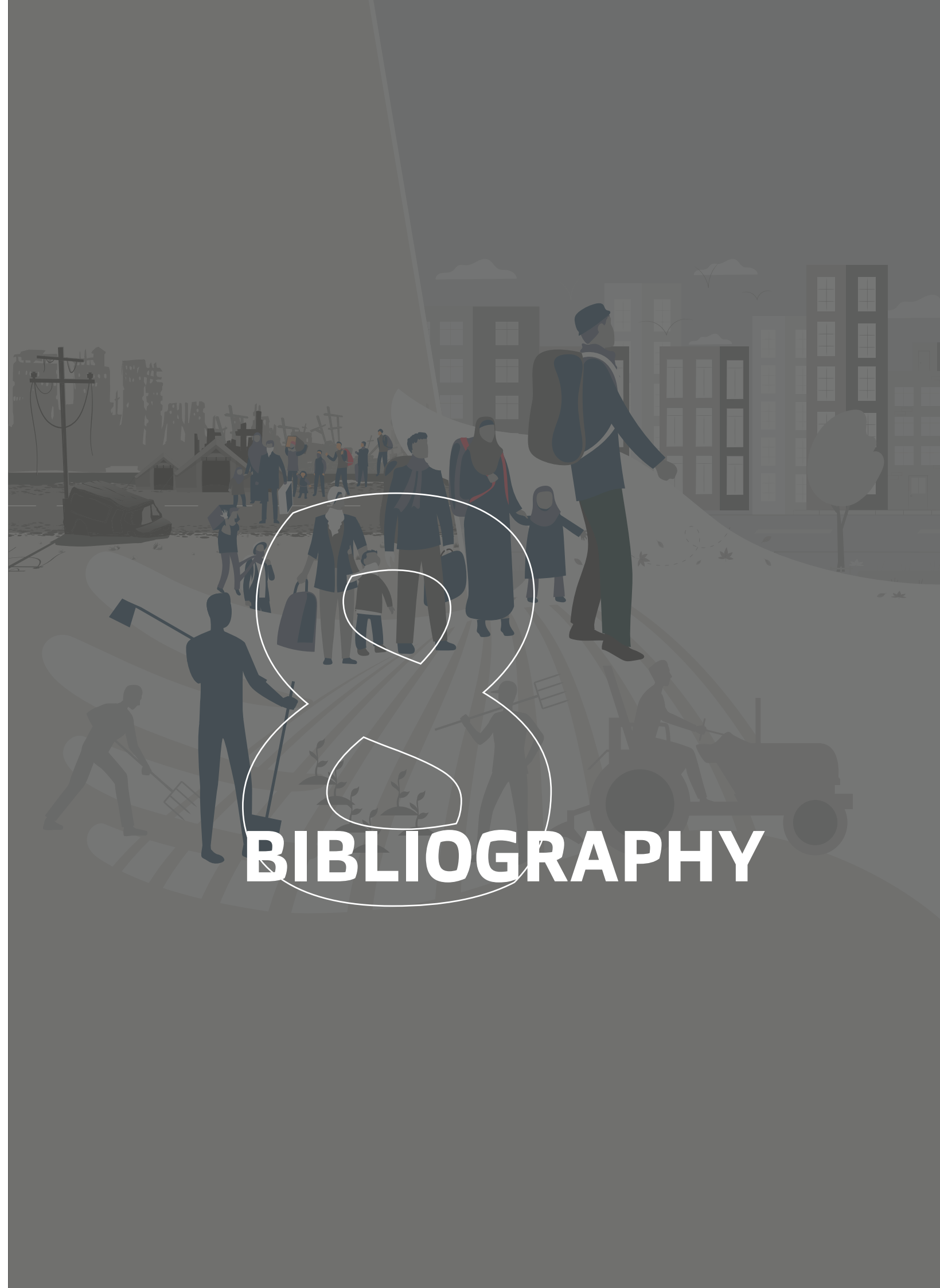
- Need to capitalize on ongoing endeavours, and the willingness of donors and other stakeholders, to set up and to operationalize the Triple Nexus in Palestine as a very important opportunity for Palestine.
- Palestinian CSOs should be included in the “Nexus Steering Committee” and active members in the “Nexus Sector Working Groups”.
- Palestinian CSOs need to engage with all humanitarian, development and peace actors. In addition, they should engage with the Palestinian Gov. and private sector and must comply with development effectiveness commitments, including country ownership, transparency, accountability and inclusivity, and focus on results.
- Palestinian CSO networks, especially PNGO Network need to support its members and other Palestinian networks in adopting and implementing the new triple nexus approach. This can be done by developing a capacity building program at all stages including management and programmatic levels.
- Palestinian CSOs are recommended to launch long-term policy studies programme and to partner with those existing policy institutions for the aim of enhancing CSOs policy work through performing evidence-based advocacy campaigns. The political work should cover those internal aspects and those related to the occupation and IHL violations. New advocacy techniques that create more pressure on the targeted stakeholders are needed.
- Overall improvement of accountability mechanisms of humanitarian, development and peace need to be set up.
- The Palestinian Government need to allow Palestinian CSOs adequate access to information.
- Capitalize on the current active calling for reconciliation between ruling governments in the West Bank and the Gaza Strip.
- Palestinian Civil Society play a vital role as “watch dog” on the performance of the government and hopefully the election process. They should not spare any efforts to build strong alliances and take part in the nomination and election process.
- Need to conduct a joint context analysis by the teams of different programmes and plan next steps and agree on collective outcomes plus “Joined Up” Implementation Plan.
- The Government of Palestine recommended to fulfil their obligations toward respecting civil, economic and political rights of Palestinian people.
- The Government of Palestine is recommended to show better adherence to accountability, transparency and efficiency principles within the Public Institutions, build back the segregation of authorities among the Executive, Legislative and Legal Authorities in Palestine and reunite the West Bank and Gaza Strip Governmental, legislatures and Legal Institutions (Legislative Council is responsible too).

2. Recommendations to International Donors, UN Agencies, AIDA and INGOs:

- While International Donors, UN Agencies and INGOs have the right to devise their own country strategies, still, they need to be aligned with national strategies. They also have a responsibility to organize systematic dialogue consultations with Palestinian Government and Palestinian Civil Society while setting their strategies for Palestine.
- Need to reform aid and adapt their financing tools to “Triple Nexus Approach”. UN Agencies and INGOs should apply effective and efficient utilization of funding / High Value of Money and co-implement interventions with Palestinian CSOs as per OECD DAC recommendations.
- The International Donors and the UN Agencies are strongly recommended to take action and hold Israel as the occupying power accountable, to never allow actors to further violate international law nor restrict the civic space, and to become more of a player than a payer.

3. Recommendations to All Actors (Cross cutting)

- Joint analysis must be conducted collectively with specific assessment on vulnerabilities, risks, needs, capacities and resilience in Palestine.
- Clear definition of Collective Outcomes for the next 5 years.
- Agree on Common Measurable Indicators of the Collective Outcomes. Progress should be monitored in collective systematic manner.
- Develop/customize and run efficient Nexus M&E interactive IT-solution platform based on common nexus indicators.
- Agree on shared multi-year implementation plan with the aim of ensuring that all actors and agree on how to jointly achieving collective outcomes.
- Donors should support Palestinian NGOs capacity building initiatives tailored and building on people’s experience and needs.
- It is highly recommended that PNGO and AIDA materialize their agreement on “Principles of Partnership” through more actions in the ongoing process in setting up the Triple Nexus Approach in Palestine.



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تم إصدار هذا الكتاب "أو التقرير" بدعم من الاتحاد الأوروبي، وإن محتويات هذا الكتاب "أو التقرير" هي من مسؤولية المؤلف، الناشر، المؤسسة الشريكة" ولا تعكس بأي شكل من الأشكال وجهة نظر الاتحاد الأوروبي.

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