



Assessment of National Capacities for Implementing Climate Change Adaptation and Mitigation Measures and Development of a National Capacity Development Program for the Palestinian Authority

- Capacity Development Program Report -

by

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Table of contents

Abbreviations	3
Executive summary	5
1 Introduction	10
2 Governance structure, institutions and required capacity development	17
3 Amending the legal and regulatory framework	34
4 Establishing and enhancing climate finance readiness	39
5 Establishing and enhancing general awareness, communication, education, research & knowledge management	47
6 Coordination and partnerships	53
7 Proceedings of capacity development workshop	60
8 Capacity development action plan and log frame	65
Annex I – References	93
Annex II – Participants list of the capacity development workshop	94
Annex III – List of interviewees	96

Abbreviations

ARIJ	Applied Research Institute of Jerusalem
CA	Capacity Assessment
CBA	Community-based adaptation
CCU	Climate Change Unit
CDM	Clean Development Mechanism
CDP	Capacity Development Program / Plan
CPEIR	Climate Public Expenditure and Institutional Review
DNA	Designated National Authority
DoM	Department of Meteorology
DRR	Disaster Risk Reduction
EE	Energy efficiency
EIA	Environmental Impact Assessment
EQA	Environment Quality Authority
FAQ	Frequently Asked Question
FTE	Fulltime employee
GEF	Global Environment Facility
GD DRR&CC	General Directorate of Disaster Risk Reduction and Climate Change
GHG	Greenhouse gas
GIS	Geographic Information System
I&FF	Investment and Financial Flows Assessment
INC	Initial National Communication
IPCC	Intergovernmental Panel on Climate Change
HWE	House of Water and Environment
LECRDS	Low Emissions Climate – Resilient Development Strategies
LRC	Land Research Centre
M&E	Monitoring and Evaluation
MEA	Multilateral Environmental Agreement
MIS	Management Information System
MoA	Ministry of Agriculture
MoE	Ministry of Education and Higher Education
MoF	Ministry of Finance
MoH	Ministry of Health
MoNET	Ministry of National Economy and Trade
MoPAD	Ministry of Planning and Administrative Management
MoU	Memorandum of Understanding
MoT	Ministry of Transportation
MRV	Measurement, reporting and verification
NAD	Negotiations Affairs Department
NAMA	Nationally Appropriate Mitigation Action
NAP	National Adaptation Plan
NAPA	National Adaptation Programmes of Action
NCCC	National Climate Change Committee

NCF	National Climate Fund
NDP	National Development Plan
NFP	National Focal Point
NIE	National Implementing Entity
NIFCC	National Institutional Framework on Climate Change
NGO	Non-governmental organization
PA	Palestinian Authority
PALAST	Palestine Academy for Science and Technology
PPU	Palestine Polytechnic University
PCRS	Palestine Red Crescent Society
PCBS	Palestinian Central Bureau of Statistics
PEA	Palestinian Energy Authority
PEC	Palestinian Energy & Environment Research Center
PEnRA	Palestinian Energy and Natural Resources Authority
PHG	Palestinian Hydrology Group
PoA	Programme of Activities
PWA	Palestinian Water Authority
RE	Renewable energy
SGP	Small Grants Program
SOP	Standard operating procedure
ToR	Terms of Reference
UN	United Nations
UNEP	United Nations Environment Programme
UNDP/PAPP	United Nations Development Programme/Programme of Assistance to Palestinian People
UNFCCC	United Nations Framework Convention on Climate Change
WMO	World Meteorological Organization

Executive summary

The State of Palestine is impacted by climate change through expected rainfall decline and temperature increases, which will aggravate the problem of land deterioration and desertification - compromising the agricultural production and endangering food security. This may have socioeconomic implications in terms of increased poverty and social instability. Internal dislocation and migration to the urban areas and internal disputes on the use of the very limited water resources are expected. Other possibilities include an increased frequency of natural disasters resulting from draught or extreme climatic events, such as storms, floods, sea level rise, heat waves and drought.

This report contains the National Capacity Development Program (CDP) on climate change mainstreaming for the Palestinian Authority, which is part of a project financed by the Government of Belgium and implemented by the United Nations Development Programme/Programme of Assistance to the Palestinian People (UNDP/PAPP), with the United Nations Environment Programme (UNEP) providing technical and financial resources in support of the project. This project aims at enhancing capacities of institutions of the State of Palestine to mainstream and address the challenges of climate change in the areas of reporting, mitigation and adaptation.

Key government institutions such as the Environment Quality Agency (EQA) as the lead agency on climate change, the Ministry of Planning and Administrative Management (MoPAD), the Ministry of Agriculture (MoA), the Palestinian Water Authority (PWA), the Ministry of Transportation (MoT) and the Palestinian Energy and Natural Resources Authority (PEEnRA) are constrained by inadequate or non-existent systems and tools and a low level of awareness and competencies on climate change. Under this assignment, the national capacities of those institutions with regard to the short and long-term environmental and climate change needs are assessed, priorities identified and a CDP is proposed.

The emerging priority capacity development needs identified during the capacity assessment are the basis for the development of the CDP. The CDP includes an integrated competency development program, its accompanying instruments and tools and the near-, medium- and long-term planning horizon. The implementation of the assignment relied on the review of relevant background material, interviews, focus group meetings and roundtable discussions, conference calls and self-assessments to determine capacities of selected key government agencies and prioritize needs. A CDP workshop was conducted in Ramallah to share and discuss the outcomes of the analysis and the proposed CDP with the members of the National Climate Change Committee (NCCC) who endorsed the key components and related activities of the proposed CDP.

In the following, the main elements of the proposed actions for increasing the capacities in the State of Palestine are summarized:

Governance structure, institutions and required capacity development

The improvement of the National Institutional Framework for Climate Change (NIFCC) is a key requirement for a successful capacity development in Palestine. The identified priority needs, i.e. a clear policy foundation, sectoral organization, territorialization, national scientific and technical expertise, capacity building, communication, United Nations Framework Convention on Climate Change (UNFCCC) negotiations, a regulatory framework and climate finance readiness will only be addressed through a revitalized and amended NIFCC. Due to practical limitations with the implementation of a territorial approach the overall national and sectoral levels are currently prioritized. Operating the amended NIFCC requires adequate resourcing and capacities at the climate change lead agency, EQA, and at the sector ministries and agencies.

A prerequisite for the resourcing is the establishment and application of terms of reference for the General Directorate of Disaster Risk Reduction and Climate Change (GD DRR&CC) at EQA, including functioning as the NCCC Secretariat, and for the Climate Change Units (CCU) currently established or planned to be established as General Directorates or Departments at the sector ministries and agencies of the priority sectors. This is followed by the acquisition of the human resources with the relevant skills sets at EQA and the sector ministries and agencies. Specific training modules have been designed and proposed to enable the CCU staff of GD DRR&CC at EQA as the climate change lead agency and of the relevant General Directorates and Departments at the other sector ministries and agencies representing the priority sectors to properly mainstream climate change into the sector strategies and policies.

Amending the legal and regulatory framework

Improving the recognition and addressing climate change in Palestine requires amendments to the legal and regulatory framework and the national strategies and policies. A research study on the enabling national climate change regulatory framework and an analysis of the legislative context will provide crucial guidance for the required amendments to the framework. In addition, dialogue forums and platforms will allow for the exchange of views on the national policies related to climate change further informing the reform process. The Environment Law of Palestine needs to be amended or an own Climate Change Law considered to establish the legal basis with the objectives, the institutional framework and related processes therein.

Comprehensive research making use of the continuously growing research bodies in Palestine, a structured basis for this process being incorporated in this CDP, and related science and technology studies as well as other outputs such as 'issue papers' will continuously inform policy formulation and decision making and interventions. In parallel, further dialogue and advocacy work is enhanced and encouraged to contribute to political prevision and government leadership.

The mainstreaming of climate change at the priority sector level is achieved through the implementation of workshops at the sector ministries and agencies on the findings of the CDP and with a view to better position them to mainstream climate change into the sectors.

In addition, training workshops on environmental management and to enhance policy dialogue on climate change among key stakeholders are conducted to further prepare for and strengthen bottom up strategies. The NCCC will facilitate the centrality of a National Climate Change Action Plan through enhancing related meetings and collaboration.

Another crucial aspect of the regulatory component of the CDP is the development and establishment of economic development and sectoral policy incentives and opportunities for all stakeholders concerned, such as tax incentives, subsidies, debt financing or feed-in-tariffs, amongst others. This will improve the recognition of and addressing economic incentives and technology diffusion.

Establishing and enhancing climate finance readiness

An overall national climate finance and good financial governance structure needs to be established to lay the foundation for climate finance readiness in Palestine. This includes the establishment of a national climate finance architecture and the integration of climate change into the public finance system, which is important with regard to sourcing the government institutions as well as to attract further donor funding. Furthermore, a National Climate Fund (NCF), or a National Climate and Environment Fund, needs to be established and operationalized. In particular, the NCF and the sector ministries and agencies as implementing and executing bodies - channeling mainly international climate finance to climate action in Palestine - will need to demonstrate sound fund management, access and blend (climate) funding and make effective investment decisions.

Financial oversight with regard to auditing and evaluating the proper and efficient use of climate finance is a key responsibility of the NCF. This is related to the development of effective and transparent spending and implementation processes, involving the NCF and the sector ministries and agencies. Internal integrity management systems and internal control mechanisms of the involved organizations need to be improved.

The national institutions receiving international climate finance through bi- and multilateral channels will have to have the appropriate administrative and technical capacities in place to access these sources. The various funds and programs have specific requirements that need to be fulfilled to access and manage disbursed funding. Information about the international climate finance landscape needs to be provided to the relevant government stakeholders and the understanding of the specific requirements of individual international funds to be established or improved.

Some key measures are proposed to promote private sector engagement. In particular, special financial sector regulations have to be designed, implemented and monitored to improve the overall investment climate. The development of green financial products, building on the leadership of the Bank of Palestine in this field, should be furthered among the financial sector institutions in Palestine. EQA should look into the development of products and services to implement sustainable value chains and organize awareness raising campaign among financial institutions on the integration of climate and environment risks in corporate risk management schemes together with the Ministry of Finance.

Establishing and enhancing general awareness, communication, education, research & knowledge management

Strengthening the overall information sharing and awareness on climate change in Palestine can be achieved through a couple of measures that can use reports, studies and material that are already available, currently be prepared or planned to be prepared in the future. Annual reports and a website on “Climate Change in Palestine” can use the material and data produced as part of the preparation of the Initial National Communication of the State of Palestine to the UNFCCC. Later on the work of the NCCC, the GD DRR&CC at EQA, the CCUs in the sector ministries and agencies and the related monitoring and reporting will produce the required information for the regular updates of the report and the website. The same proceedings can be applied for the implementation of the annual information and awareness raising activities on climate change in Palestine.

Seminars and media activities for different local actors, particularly focusing on the nexus climate-water-soil-biodiversity, require more targeted approaches and interventions and related implementation arrangements and support. The participation of Palestine and different Palestinian stakeholder groups in various international events on climate change, in particular under the UNFCCC and the Intergovernmental Panel on Climate Change (IPCC) needs to be strengthened as well.

A key element with regard to strengthening the national capacity and research on climate change in Palestine is the creation of a Center of Excellence on Climate Change. This Center will host a dedicated technical team to implement and update the greenhouse gas inventory and the National Communications on Climate Change of Palestine on a regular basis. The organization of structured and coordinated support to the various government ministries and agencies in need of technical and scientific advice and support requires the establishment of agreements between the various ministries concerned and the Center of Excellence on Climate Change. In addition, a Climate Change Technical Pole is created to establish a proper link to the engineering, industry and business communities.

The identification of relevant universities and schools, some of them partly integrating climate change aspects in some of their courses already such as the Birzeit University, for example, is required to train teachers from universities and schools in climate change aspects. This will ensure the supply of the university courses and schools in Palestine with the required human and educational resources to fully integrate climate change aspects. Next to these training modules the Center of Excellence could also coordinate the establishment of a national study and research program on climate change around socio-economic and ecological systems and their evolution under climate change.

Last but not least, the Center of Excellence together with other local expert organizations, including from the technical pole, could establish two further key training programs. First, an ongoing, general climate change training program for key government institutions and the staff of the relevant General Directorates, Departments or CCUs and further implementing organizations. Second, a climate change capacity building program on adaptation and mitigation for consultants and specialist NGOs working on climate change.

Coordination and partnerships

The Climate Change Coordination Department at EQA's GD DRR&CC fulfills a key role in the coordination and partnership component of the CDP: A centralized entity responsible for coordinating the response of multiple state agencies, governorate and local government units and relevant NGOs with the purpose of supporting local communities in meeting climate change challenges related to emergency responses, impact and changes in adaptive and resilience practices as well as related to mitigation actions. The fulfillment of this role will require the development of a process for prioritizing and addressing climate challenged communities. Due to the dependence of this component on the territorial approach its implementation will mainly focus on the national and sectoral level during the initial CDP phases.

The Climate Change Coordination Department at EQA has to facilitate the effectiveness of the communications and interactions of government agencies and other relevant entities working on climate change in Palestine. Furthermore, the Department should provide substantial technical assistance, helping relevant working groups and task forces at the community level to organize their responses to climate change issues. In doing so, it should seek ways to streamline communication, interaction with and among communities and to reduce the burden on the communities.

Proceedings of capacity development workshop

The workshop was an opportunity to present the main outcomes of the initial capacity assessment and the key elements of the proposed CDP for climate change in Palestine, mainly to the present NCCC members. The NCCC endorsed the outlined key elements and proposed actions and will propose the full-fledged CDP for approval by the Cabinet. All sector ministries/agencies requested additional support with regard to jointly formulating detailed ToRs, job profiles, action plans and present related activities and background information to their respective ministers. In addition and complementary to the above activities, the CDP will be presented to senior government representatives and selected donors.

1 Introduction

1.1 Background

Climate change is the greatest global driver for environmental change and degradation that will have substantial implications on our planet, economic development, livelihoods and prosperity of human wellbeing. In recognition of its global dimensions, the Human Development Report of 2008 (UNDP 2007) was dedicated to highlight the emerging risks and vulnerabilities associated with climate change and to recommend policies, strategies and actions to limit, mitigate and adapt to its effects. According to the Human Development Report, the early warning signs of climate change are already visible and we are witnessing what could be the onset of a major human development reversal in our lifetime. Therefore, and in an effort to keep Palestine linked to the global changing environment, the United Nations Development Programme/Programme of Assistance to the Palestinian People (UNDP/PAPP) took the initiative and worked closely with the Environment Quality Authority (EQA) of Palestine to: 1) conduct an assessment of the climate change situation in Palestine, 2) develop a climate change adaptation strategy and 3) formulate a climate change adaptation programme.

These documents, which were also referred to in the recent National Environment Strategy (EQA 2014), concluded that Palestine is impacted by climate change in the following ways:

- Rainfall decline and temperature increases are expected, which would aggravate the problem of drought and water scarcity in Palestine. The temperature increase is estimated to range between 2.2-5.1°C and the decline in annual rainfall is estimated to be at 10% by 2020 and at 20% by 2050 (UNDP 2009).
- Climate change is expected to aggravate the problem of land deterioration and desertification, which will compromise the agricultural production and endanger food security. This may have socioeconomic implications in terms of increased poverty and social instability. Internal dislocation and migration to the urban areas and internal disputes on the use of the very limited water resources are expected.
- Other possibilities include an increased frequency of natural disasters resulting from drought or extreme climatic events, such as storms, floods, sea level rise, heat waves and drought.

Key government institutions such as the EQA, the Ministry of Planning and Administrative Management (MoPAD), the Ministry of Agriculture (MoA), the Palestinian Water Authority (PWA), the Ministry of Transportation (MoT) and the Palestinian Energy and Natural Resources Authority (PEEnRA) are constrained by inadequate or non-existent systems and tools and a low level of awareness and competencies on climate change. In this context, UNDP/PAPP supports the State of Palestine to respond to the challenges of climate change, develop the relevant Low-Emissions Climate Resilient Development Strategies (LECRDS) and policies - creating technical capacity to collect, and analyze related data to monitor and address the effects of climate change on different development sectors. The aim is to contribute to improve the national and local capability to respond and adapt to climate change through focusing on the following key activities:

1. Develop a strategic and programmatic road map for Palestine to implement LECRDS and policies as well as identify the need for implementing a Climate Change Territorial Based Approach vis-a-vis the LECRDS;
2. support institutional and financial capacities to address the impacts of climate change;
3. support regional, national and local approaches to climate change mitigation and adaptation; and
4. enhance resilience of the most vulnerable communities affected by climate change.

The three priority areas for climate change interventions in Palestine are:

1. Water and food security,
2. sea-level rise and coastal erosion, and
3. sustainable energy.

The Government of Belgium and UNDP/PAPP signed an agreement worth over Euro 1.45 million in May 2013 for enhancing capacities in mainstreaming environment and climate change in Palestine. This project aims at enhancing capacities of institutions of the State of Palestine to mainstream and address the challenges of climate change in the areas of reporting, mitigation and adaptation, with the United Nations Environment Programme (UNEP) providing technical and financial resources in support of the project.

Throughout the project, the Initial National Communication (INC) on climate change to the United Nations Framework Convention on Climate Change (UNFCCC), including a greenhouse gases (GHG) inventory, will be prepared and the capacity of institutions of the State of Palestine will be assessed and further enhanced to be able to mainstream the environment and climate change in their policies, plans and projects. Selected on-the-ground pilot adaptation projects in the most affected areas in Palestine will be implemented. Projects will address water resources and food security, sustainable land management, efficient and sustainable use of energy and sea level rise. The capacities of Palestine to access environmental finance - with a focus on the Small Grants Programme (SGP of the Global Environment Facility, GEF) - and engage in multilateral environmental agreements (MEAs) and conventions will be enabled.

1.2 Objectives of this assignment

UNDP/PAPP aims at enhancing the capacities of governmental institutions of the State of Palestine to mainstream and address the challenges of climate change in the areas of adaptation, mitigation and reporting. Under this assignment, the national capacities of such institutions with regard to the short and long-term environmental and climate change needs are assessed, priorities identified and a Capacity Development Program / Plan (CDP) for these institutions is proposed.

The particular objectives of the assignment are as follows:

- Conduct a Capacity Assessment (CA) of an agreed upon group of government institutions - looking into the areas of performance, stability and adaptability – with a

view to planning, formulation, management, implementation and monitoring and evaluation of climate change adaptation/mitigation programs on behalf of UNDP/PAPP. The main six institutions in this context are, i.e. the key or primary stakeholders: EQA (lead agency on climate change), PWA, MoA, MoT (including the Department of Meteorology, DoM), PENRA and MOPAD. Based on a wider stakeholder assessment secondary stakeholders are identified that are also to be taken into account during the implementation of the assignment, i.e. the CA and CDP, but at a less intensive level. The CA and related outcomes and recommendations can be found in the CA report, which has been produced in phase 1 of the project.

- Develop and recommend a CDP for climate change adaptation based on the emerging priority capacity development needs identified during the CA, addressing also mitigation aspects where there are overlaps and synergies. The CDP should include an integrated competency development program and its accompanying instruments/tools. The medium and long-term planning horizon needs to be taken into account and addressed by the outline and design of the CDP. The general background and guidance needs to be provided by this assignment so that Palestine can build on this and develop and implement the CDP based on the outcomes of the assignment. The CDP is described in the present report.

A team consisting of Triple E Consulting – a policy advisory services provider in the fields of energy, environment, climate change and sustainability - as the lead consultancy together with Climatekos - an international specialist climate change consultancy - and a local Palestinian institutional development expert implemented this assignment and prepared this report. The work is defined in the Terms of Reference as part of the request for proposals issued March 4, 2014, reference: project PAL 10-00082361 - Enhancing the Capacities of Palestine in mainstreaming environment and climate change in Palestine and based on the methodology and work plan laid out in the Inception Report (see Inception Report from 28th August 2014).

1.3 Summary of the proceedings and methodology of Phase I – Capacity Assessment

The CA was the first step and analysis of the current situation in Palestine with regard to climate change awareness and governance at central, sectoral and local levels, focusing on the identified key stakeholder institutions (i.e. the six abovementioned ministries and agencies). The assessment looked at institutional, technical, legislative, financial and operational aspects at the national and sub-national levels. The implementation of the assignment followed a three-pronged approach from preparation through to completion:

1. Orientation: The team agreed on a list of institutions to be assessed and involved in consultation with UNDP/PAPP and EQA.
2. Assessment: The team conducted the actual data collection through field visits and round table discussions, interviews with decision- and policymakers, focus group meetings and similar means.
3. Analysis preparing the program development plan: The team analyzed, synthesized and presented a country climate profiling and institutional mapping for climate change

of the six key stakeholder institutions, determined current gaps and reflected on the results of the assessment with a view to prepare a CDP.

The assessment relied on different diagnostic tools – looking into internal governance and financial aspects - to arrive at proper findings for the different target areas of interventions from strategic processes to institutional, programmatic, technical, financial and operational aspects. This was done through individual meetings and a combination of other tools and techniques – triangulation - to collect information from the main stakeholders. A CA scorecard had been developed and applied during phase 1, looking into the following three key criteria:

1. Performance: Climate change adaptation/mitigation measures incorporated into or considered in all national, governorate and local level strategies, plans and programs.
2. Stability: Adequate financial and human resources allocated to address climate change challenges at national, governorate and local levels.
3. Adaptability: Ongoing and continued innovative research and development as well as adoption of climate change adaptation technology.

During the CA the functional capacities of shortlisted key employees from the six main institutions in Palestine relevant to the institutional setup related to climate change matters were assessed – using the relevant questionnaire and the scorecard. This and the elaborated discussions during semi-structured interviews helped to shed light on streamlining their duties with the institutional setup related to climate change within each of the key institutions and, hence, align the development of their technical and functional capacities as part of the implementation of the CDP, appropriately.

Assessing the functional capacities provided further insights into potentially overlapping roles with other institutions, sectors or joint committees on climate change matters and related data flows. Furthermore, past and current climate change related trainings, as well as past, ongoing and planned climate change projects, studies and programmes the selected employees have been, or are involved in were considered as part of the CA. As part of the Assessment Phase a 2-day workshop was conducted to present the project in more detail, share first results and gather further insights and information relevant to the CA.

In summary, the following tools and means are applied throughout the assignment:

- Review of relevant background material, in particular the reports and studies provided by UNDP/PAPP and EQA;
- interviews, focus group meetings and roundtable discussion using the questionnaires and other formats to collect data;
- conference calls with concerned departments to complete and regroup information;
- self-assessments using questionnaires, including qualitative and quantitative indicators to determine capacities of selected key government agencies and prioritize needs;
- workshops during phases 1 and 2 involving all key stakeholders to enrich and complete the assessment and prioritization of needs;
- benchmarking against climate change governance in other countries; and

- expert knowledge of the consultants.

1.4 Phase 2 - overall capacity development program structure and approach

1.4.1 Overall approach

Building on the results of phase 1, the CA Phase, in particular addressing the identified gaps and related capacity needs, the 2nd phase of the project is dedicated to the elaboration of the CDP – focusing on adaptation actions whilst addressing mitigation needs where possible at the same time. Priority is given to the capacity needs of the key sectors in Palestine and the related six line ministries and agencies. Improving the situation against the three key criteria – performance, stability and adaptability – is the main aim elaborating the CDP around four pillars:

1. Institutional, policy and legal framework (including institutional capacity/institutional strengthening);
2. planning and implementation (including financing, monitoring and evaluation, M&E);
3. knowledge management; and
4. community engagement/participation - focusing on functional capacities.

The consultants developed a draft CDP based on an analysis of the gaps and needs identified in phase 1, the CA, which was then presented and discussed with selected representatives from the six key government institutions. Another round of interviews and face-to-face meetings with complementing and follow-up remote interviews with the key stakeholder institutions were conducted. In addition, a couple of interviews or meetings with selected secondary stakeholders were conducted as well, although the focus of the assignment is on the six key stakeholder institutions.

Aligning the duties of the selected positions within the six institutions with the functional capacity related to climate change is an important part of the CDP. The follow up meetings and interviews with selected government officers and the analysis of relevant background material paid particular attention to:

- Document the current and future consideration for an efficient and effective Climate Change Unit (CCU) setup within key institutions in Palestine;
- document and propose effective and efficient collaboration mechanisms among the relevant institutions, including related data flows;
- pinpoint the training needs of the relevant units within the six institutions; and
- make sure the generated knowledge of past, ongoing and planned climate change projects, studies and programmes and consultations is captured and disseminated, accordingly; and
- create an enabling environment that helps implementing the CDP, which is considered highly important and is properly addressed in this report.

A 1-day capacity development program workshop was conducted with selected representatives from the abovementioned ministries and agencies and other selected secondary stakeholders in Ramallah on 18 February 2015. The workshop shared and discussed the outcomes of the analysis and the proposed CDP with the participants.

Furthermore, the workshop was used to thrash out some details and discuss certain aspects or needs of key departments in more detail. Last but not least, the National Climate Change Committee (NCCC) endorsed the key components and related activities of the proposed CDP during the workshop.

1.4.2 *Structure of the Capacity Development Program report*

Overall governance structure and institutions – including Climate Change Units at the Environment Quality Authority, the sectoral and territorial levels – and related capacity needs

We start with a revision of the overall organization and functioning of the governance structure for climate change in the State of Palestine in Chapter 2 – looking at the systemic and organizational levels. Building on the existing structure we proposed amendments to the role and function of the NCCC – including proposals to elevate the standing of climate change and climate policy matters in Palestine. Furthermore, we introduce a third component or layer that had not existed to date, the inclusion of a territorial component in addition to the sectoral component by CCUs in the governorates. Due to practical limitations with implementing the territorial approach in Palestine right away this component will have to be implemented at a later stage, not as part of the activities implemented during the initial phases.

This is followed by the proposed terms of reference (ToR) for EQA's Climate Change Directorate and the required human resources and skills set – addressing the organizational and individual levels. The same applies to the sector ministries and agencies as well as the CCUs at the regional level in the governorates¹. Again, with a view to implementing an effective climate change strategy and related policies in Palestine a territorial approach will be required in the long run. The difference between EQA and the other sector ministries and agencies is that EQA requires more human resources for its Climate Change Directorate as the leading government institution on climate change matters. The other key ministries and agencies are: MoA, PWA, PENRA, MoT (incl. the Department of Meteorology, DoM) and MoPAD. The specific training requirements of the CCUs are presented as well.

Legal and regulatory framework

Chapter 3 looks again at the systemic level by introducing the underlying and complementary improvements and amendments to the legal and regulatory frameworks in Palestine – proposing a set of required concrete actions and measures.

Climate finance readiness

Climate finance readiness, looking at both the systemic and individual levels, is addressed in Chapter 4. Here, we also propose a set of concrete actions to address gaps and capacity needs with a view to improve the access and management of climate finance in Palestine.

¹ The term CCUs is used hereafter for different forms of units within the ministries and agencies of the State of Palestine. In some cases these units are already foreseen to be full-fledged General Directorates or Departments, whereas in other cases these will be units within another Directorate or Department first before own Climate Change Directorates or Departments can be established. The situation in the ministries or agencies is described in more detail in Chapter 2 of this report.

General awareness, education, communication and knowledge management

General awareness, education, communication and knowledge management is taken up in Chapter 5 presenting the particular training requirements of various stakeholders in Palestine. Next to strengthening information sharing and awareness raising and related capacities of stakeholder groups research capacities and educational measures are addressed.

Coordination and partnerships

Chapter 6 presents capacity building needs to enhancing coordination and partnerships across all stakeholder groups and levels (i.e. national down to the local level) with a particular focus on engaging the local level and the communities.

Capacity development program workshop

Chapter 7 summarizes the proceedings and outcomes of the capacity development program workshop.

Monitoring, reporting and verification: The log frame and action plan

Finally, the action plan with a prioritization or sequencing and responsibilities, as well as a logical framework matrix with objectives, activities and indicators for measuring progress are presented in Chapter 8.

2 Governance structure, institutions and required capacity development

Climate change requires more and more a structure that anticipates a proactive approach, organized and effective in the different national and subnational policies and programs in Palestine. Dealing with strong climatic fluctuations and extreme events caused by these fluctuations has become an important and permanent feature that is very costly for the economy of the country. The management and the performance of most socio-economic sectors are affected, including agriculture, housing, transport, health sectors, water and infrastructure. They experience increasingly severe weather conditions like flooding, drought episodes and heat waves and unprecedented frost and snow events in recent years.

Addressing the climate challenge, Palestine needs strong and proactive approaches with regards to adaptation and mitigation programs and development projects. Hence, there is a need for an integrated, dynamic policy to deal with climate change. The success of such policies in Palestine requires good governance through the adoption of a National Institutional Framework for Climate Change (NIFCC) - laying the foundation for successful capacity development - that is operational and performs.

2.1 Action plan for improving the National Institutional Framework for Climate Change in Palestine – laying the foundation for successful capacity development

2.1.1 *Address the priority needs through a revitalized and amended National Institutional Framework for Climate Change*

Considering the results of the assessment report, Palestine needs to stay abreast and continue to move forward with the NIFCC initiative of recent years. A more developed and precise NIFCC needs to be established to accurately and better address the following priorities and cornerstones:

- The need for a NIFCC that integrates the different bodies with a view to synergistically define, implement and monitor a comprehensive and integrated policy on climate change in Palestine: **Climate change policy foundation**.
- The need to anticipate and integrate climate change risks in the approaches, programs and sector policies, in particular within sector ministries and agencies². There is a need for a climate change governance system in which those ministries and agencies work in alignment with the mandate given to EQA at the national level: **Sectoral organization on climate change**.
- The need for a territorialization of climate change concerns and the approaches to address them is needed at the subnational and local levels: **Territorial climate change action in the governorates**³.

² Mainstreaming of climate change into the sector policies and related programs and projects will, inter alia, be achieved through the application of relevant tools and guidelines such as Climate Proofing, integrating climate change aspects into all environmental planning approaches and Environmental Impact Assessments.

³ Due to practical limitations the Government of Palestine will focus on the national level first before initiating the territorial approach in the governorates.

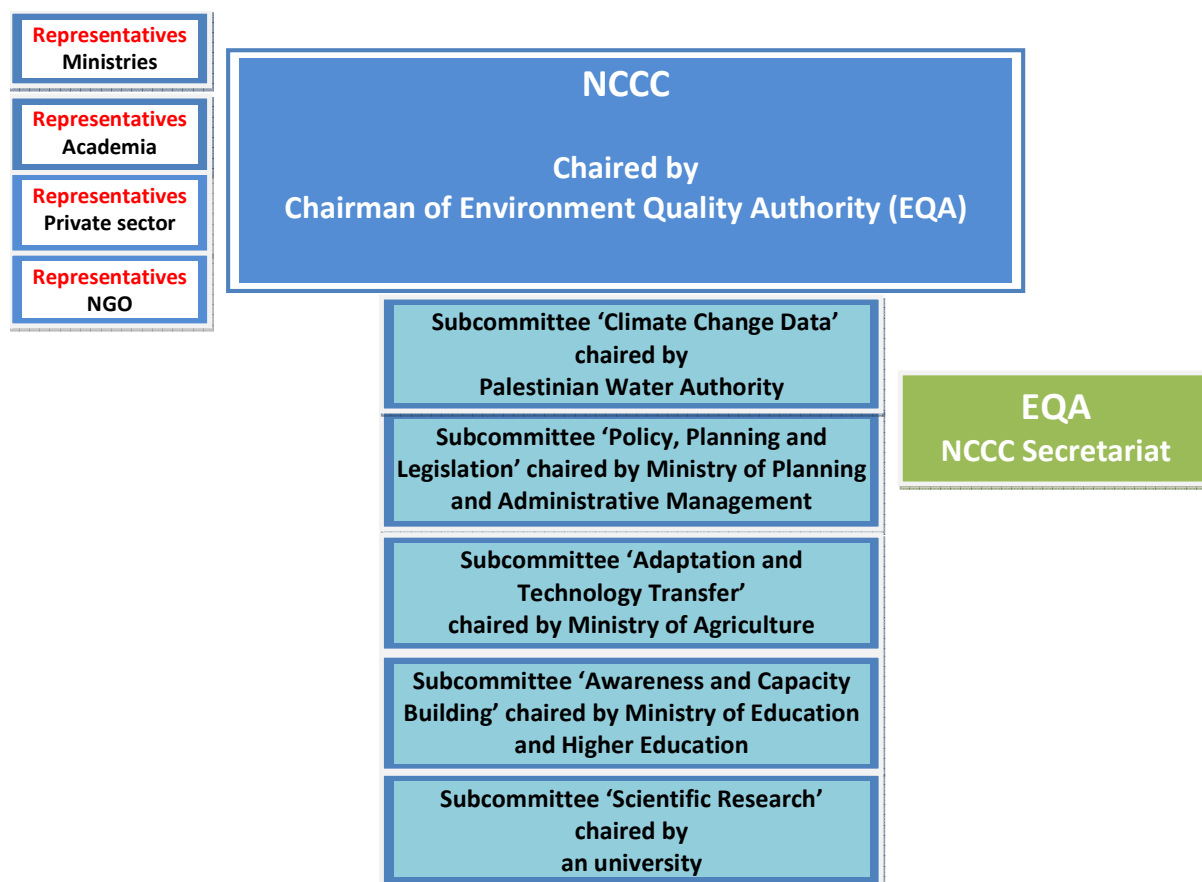
- The need for organizational and structural integration of the scientific and technical institutions and communities in this area to follow the global developments and integrate the ecological and socio-economic perspectives in Palestine in relation to climate change into the policies in this field: **National scientific and technical expertise in climate change.**
- The need for enhanced capacity building at the national level on the various aspects of climate change: **Climate change capacity building.**
- The need for raising awareness and information sharing on climate change in order to achieve greater involvement of everybody: **Climate change communication.**
- The need for a NIFCC that allows Palestine to closely follow the UNFCCC negotiations and enables Palestine to deal with related obligations (inventories, national communications, finance, technology transfer, amongst other) and make the most of the opportunities that may arise in the context to dealing with climate change challenges: **UNFCCC negotiations.**
- The need for a regulatory framework addressing the fight against climate change which is in line with the national regulatory framework on environment/sustainable development: **Climate change regulatory framework.**
- The need for a NIFCC that allows Palestine to mobilize financing for both mitigation and adaptation, allowing it to successfully implement its climate policy: **Climate finance readiness.**

2.1.2 *Operate an amended National Institutional Framework for Climate Change*

The NIFCC in Palestine proposed here is a continuation and integrates the current institutional framework seeking to strengthen it with a view to its operationalization. Two levels and bodies are required (see Figure 1 below)⁴:

- **An advisory body**, comprising of representatives of the ministries/agencies, the private sector, academia and the civil society, the National Climate Change Committee (NCCC) - supporting the government in the development, implementation and successful achievement of its climate policy (see Fig. 1) (PA 2010). The NCCC is chaired by EQA which also acts as the permanent NCCC Secretariat (see below). The NCCC Secretariat is responsible for the coordination between the NCCC and the executive bodies as defined below.
- **The executive bodies**, i.e. the ministries are responsible for climate policy in Palestine as part of their assigned mandates, including outsourcing and overseeing the implementation of related activities by the local governments and service providers at the national and local levels, and in coordination and consultation with EQA – recognizing the lead and key coordination role of EQA in this matter.

⁴ A key element for this approach being successful requires two things: 1. The NCCC will need to report directly to the Palestine Council of Ministers with EQA taking on and actually fulfilling the role of the NCCC Chairmanship. 2. The Council of Ministers and/or EQA – depending on the pending matter - need to be the ultimate decision body on the climate change governance structure and related processes, including the legal and regulatory framework. This in turn requires relevant high-level representation of the ministries and agencies in the NCCC. The NCCC members from the government are either senior officials or directors of the relevant Directorates or Departments dealing with climate change matters within their ministries or agencies. They will involve or delegate certain responsibilities to other officers or staff on an as-needed basis.



Palestinian National Committee for Climate Change (NCCC)

Figure 1: Organizational structure and composition of the NCCC

2.2 The National Committee for Climate Change

The NCCC is to be seen as an advisory committee with expertise, which supports the government in the implementation and evaluation of its climate policy and advises on where attention is required with regard to risks and what are the GHG mitigation and adaptation needs. Therefore, preparing all climate policy related decisions by the Cabinet and monitoring of their implementation thereafter on behalf of the Palestinian government is the responsibility of the NCCC (PA 2010). Fundamental decisions and approval of climate policy evaluations are done at the quarterly NCCC meetings (see indicators and verification means in the log frame in Chapter 8), attended by ministers or deputy ministers, prepared during interim meetings and by the subcommittees with the support of the NCCC Secretariat.

The NCCC's particular role is to support the government on the following aspects:

- Enhancing the establishment of a scientific/technical and technological mechanism on the climate change developments in Palestine and the impacts and the possible challenges faced in the fight against climate change – enhancing the organization of scientific and technical research and studies concerning these aspects and with a view to adaptation and mitigation programmes and projects;

- proper execution of the GHG emission inventories and preparation of the National Communications of Palestine that should be submitted to UNFCCC through EQA as the National Focal Point (NFP);
- development and monitoring of the implementation of the National Strategy on Climate Change and the related mitigation and adaptation programs of action, plans and policies⁵;
- enhancement of research and solicitation and creation of financing mechanisms that will facilitate and allow Palestine to succeed in its endeavors in relation to climate policy;
- implementation of a broad communication strategy, including an awareness raising, information and education campaign and development of scientific and technical research and studies on climate change in Palestine; and
- making sure Palestine regularly participates and is strongly represented in the international negotiations on climate change.

Composition

The NCCC is chaired by the Chairman of EQA and consists of appointed representatives from the different sector ministries/agencies, academia, non-governmental organizations (NGO), private sector, including the following (see also Figure 1):

- All ministerial government agencies responsible for the following areas: Economic and industrial affairs, agriculture and agro-industry (including forestry, sea and marine life), planning and development, *foreign affairs*, local government, water supply and sanitation, energy and power, higher education, environment, finance, *infrastructure and public works and housing*, health, *tourism*, transportation, information and communication technology, *gender and human capital development*, etc.⁶
- Representatives of the private sector
- Representatives of the civil society and NGOs
- Representatives of the academic research institutions

Operations and functioning

To fulfill its mission and mandate, 5 subcommittees have been established under the NCCC⁷:

1. Subcommittee on 'Climate Change Data' (chaired by PWA)
2. Subcommittee on 'Policy, Planning and Legislation' (chaired by MoPAD)
3. Subcommittee on 'Adaptation and Technology Transfer' (chaired by MoA)
4. Subcommittee on 'Awareness and Capacity Building' (chaired by the Ministry of Education and Higher Education, MoE)

⁵ This includes the implementation and monitoring of the implementation progress of the National Climate Change Adaptation Strategy of the State of Palestine through the development, implementation and progressively updating of a National Adaptation Plan (NAP) in Palestine.

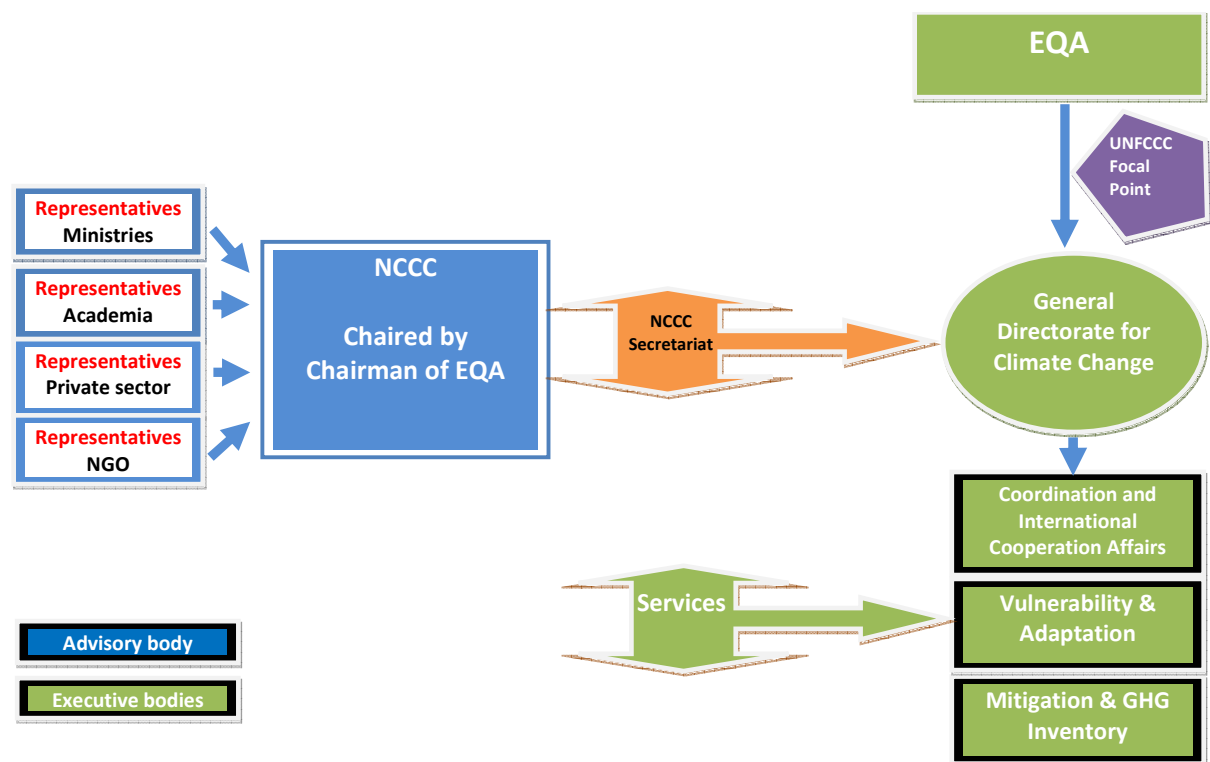
⁶ In particular, the following ministries have requested NCCC membership, or have otherwise been proposed and are considered by the NCCC Secretariat to be put forward to the NCCC for official invitations to become NCCC members (in *italics*): Ministry of Foreign Affairs, Ministry of Local Governments, Ministry of Housing and Public Works, Ministry of Tourism and Antiquities, Ministry of Social Affairs, Ministry of Woman Affairs and Ministry of Interiors (responsible for Civil Defense and Disasters related matters). All new members need to be approved by the NCCC.

⁷ The Palestinian Government, led by EQA, currently prepares its Initial National Communication (INC) to the UNFCCC. In this context the current overall setup of the subcommittees and their composition are reviewed and may be modified and restructured. The NCCC Secretariat serves also the subcommittees.

5. Subcommittee on ‘Scientific Research’ (chaired by a university)

Those different NCCC subcommittees will work on specific topics and thematic issues. They will report the results of their work to the NCCC through EQA, in its function as the NCCC Chair and Secretariat, which approves them and makes them available to the government. These subcommittees work in parallel with the identified members and focused on their respective mandates.

Special NCCC sessions can be organized, especially for monitoring and evaluating the work of certain subcommittees and at the request of the president of the NCCC, the Chairman of EQA. The permanent NCCC Secretariat is provided by the Climate Change Directorate of EQA (see below on EQA’s requirements to function as the NCCC Secretariat).



National Institutional Framework for Climate Change in Palestine

Figure 2: Operation and management of the NCCC and relation to the coordinating main executive body for climate change (i.e. EQA)

2.3 The executive bodies of the National Institutional Framework on Climate Change

The country’s climate policy is implemented by the different ministries and agencies whose work is coordinated and supported by EQA, in its role as lead agency on climate change, NCCC Chair and Secretariat as well as UNFCCC Focal Point. The main purpose and mission of the executive bodies in relation to climate change can be summarized as follows:

- Define a National Strategy on Climate Change followed by national adaptation plans and action plans for mitigation and ensure their effective implementation⁸ - including an appropriate governance structure and related processes, delegation of authority, participation and engagement of non-state actors;
- follow very closely climate change developments and their ecological and socio-economic consequences, both at the national and local levels, and prepare appropriate responses to problems, challenges and opportunities that this phenomenon could lead to;
- communicate, educate, inform and promote knowledge sharing and research in this area; and
- actively participate in international negotiations on these issues and monitor the commitments made in this area (including reporting on climate actions in accordance with international standards).

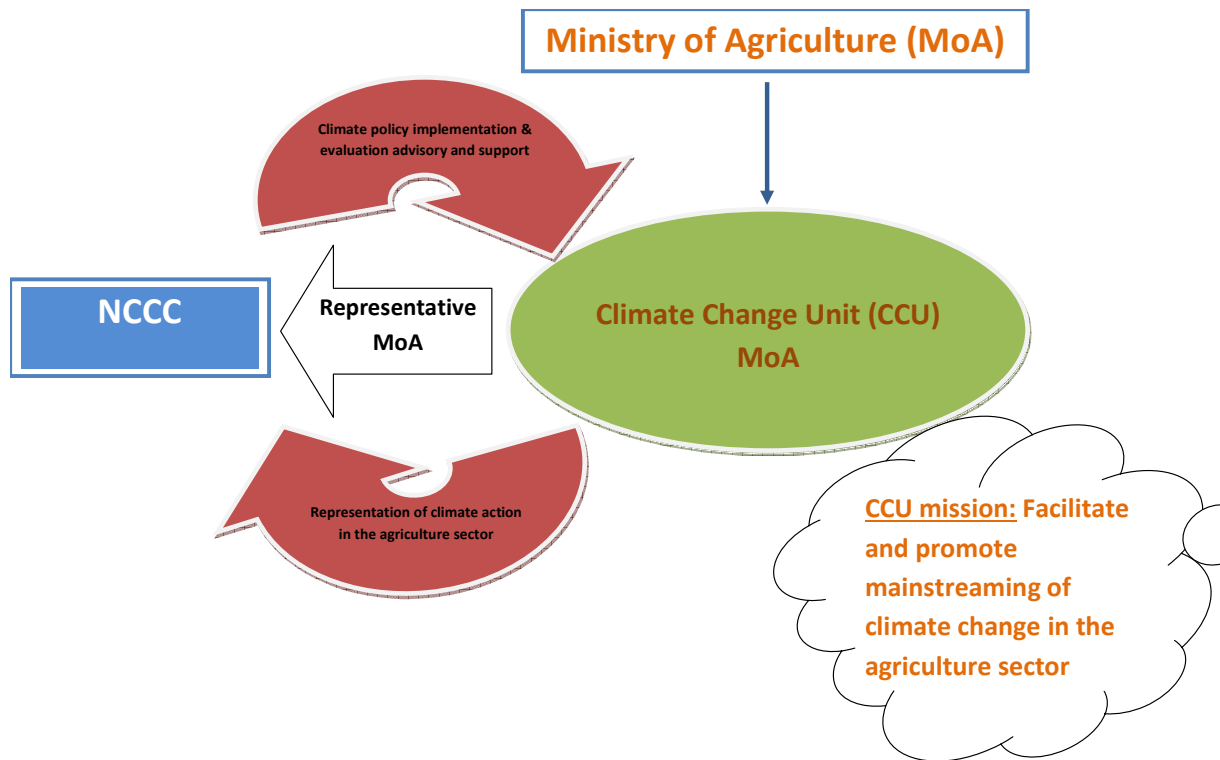
To fulfill these tasks the following institutional framework for the executive bodies is proposed:

- **Each sector ministry/agency** concerned with climate change must have a CCU in charge of climate change in its sector. This CCU may be reduced to a nominated focal person in charge of climate change for certain ministries/agencies⁹, at least in the current first stage (see Figure 3). However, most ministries or agencies are already in the process of establishing or preparing for the establishment of full-fledged Climate Change Directorates or Departments. In some cases they are merged with other, related thematic areas such as drought or disaster management and reduction.
- **EQA** and its Climate Change Directorate are in charge of the overall management and monitoring of the different crosscutting key aspects of climate change: Vulnerability/adaptation to climate change, GHG inventory/mitigation and the general coordination of other climate change aspects (negotiations, finance, information, science and technology etc.) (see also Figure 2).

This executive level is guided and supported by the NCCC in carrying out its duties.

⁸ Palestine developed a national adaptation strategy in 2010 based on the concept and guidelines for National Adaptation Programmes of Action (NAPA).

⁹ However, the six priority sectors require units with capable staff.



Institutional Framework for Climate Change for the sectors

Example: Agriculture sector

Figure 3: Interplay between the sector ministries/agencies and the NCCC with regard to promoting and mainstreaming climate change in the sectors (example: Agricultural sector)

2.4 Action plan for the Environment Quality Authority at the national level

2.4.1 Apply terms of reference for the General Directorate of Disaster Risk Reduction and Climate Change (GD DRR&CC) at the Environment Quality Authority, including functioning as Secretariat of National Committee on Climate Change

Its primary function is to ensure the proper coordination of the implementation of the national climate policy. The tasks that EQA must fulfill are supported by the NCCC in close consultation with the CCUs in charge of climate change in the respective, concerned ministries/agencies and include the following, in addition to the other tasks with regard to the DRR mandate (see footnote 13 on merging climate change with disaster risk reduction under the GD DRR&CC):

- Monitoring of climate change in Palestine, its prospects and its potential impacts (i.e. observation). An annual report needs to be prepared on this issue with support of DoM (Focal Point for the World Meteorological Organization, WMO), taking into consideration that GD DRR&CC is to be appointed as the IPCC NFP.
- Monitoring the ecological and socio-economic vulnerability to climate change in Palestine. The preparation of plans and programmes for adaptation (portfolio of

adaptation projects) and seeking the necessary financial means for the implementation of these programmes/projects¹⁰.

- Monitoring of GHG emissions in Palestine (preparation of regular inventories)¹¹, preparation of mitigation plans/programmes (portfolio of emission reduction projects/programmes) and finding the necessary funding means for the implementation of these programmes/projects¹².
- Following the international climate change negotiations, in close consultation with other relevant ministries, especially those negotiations conducted under the UNFCCC framework (UNFCCC and IPCC).
- Elaborating the National Communications on Climate Change, the Biennial Update Reports and other reports in the context of the UNFCCC, as well as annual national reports on climate policy and related activities in Palestine in collaboration with DoM and the other sector ministries/agencies.
- Promoting the development and implementation of a communication strategy, awareness programs, capacity building and research on climate change.
- Organizing and monitoring of the work of the NCCC and its various subcommittees: All those advisory bodies (i.e. the subcommittees) need to have a permanent secretariat (the NCCC Secretariat) or otherwise serviced by a group or an institution.
- Promoting and supporting the mainstreaming of climate change in the sectors and subnational regions in Palestine can be achieved in close consultation with the CCUs in the ministries/agencies at the subnational level – bearing in mind the CCUs at the subnational levels will only be established at a later stage.

2.4.2 *Acquire climate change human resources and skills set at EQA*

The proposed reorganization of climate change matters at EQA consists of a General Directorate for Climate Change with three distinguished departments (see Figure 2)¹³:

- A general Coordination Department (in charge of coordination with sectoral departments and others actors in relation to climate policies, access to climate finance, international cooperation related to UNFCCC matters, amongst other). See also Chapter 6 on the specific tasks related to coordination and partnerships.
- A GHG Inventory and Mitigation Department (in charge of mitigation project portfolio and inventories, amongst other). This service will particularly act as 'Single National Entity' for the elaboration of the GHG Inventories with the support of PCBS as 'Inventory Agency'¹⁴.
- An Adaptation Department (in charge of vulnerability assessments, adaptation project portfolio, amongst other).

¹⁰ This is done in collaboration with the proposed National Climate Fund (NCF) and the sector ministries and agencies.

¹¹ The Palestinian Government currently prepares its INC as well as establishes a proper system and related procedures for the data gathering and analysis to produce regular GHG inventories. The overall process is led and administered by EQA and supported by the Palestinian Central Bureau of Statistics (PCBS) with regard to the data gathering and analysis.

¹² See above footnote 10.

¹³ It is expected that merging climate change with the newly approved Disaster Risk Reduction Directorate forming a GD DRR&CC will allow to move forwards quickly. This would result in three additional departments in charge of climate change to be added to the three for DRR. In the long run this joint directorate structure should be revisited and evaluated to decide whether two separate Directorates are a better solution.

¹⁴ See above footnote on GHG inventory system and procedures.

Table 1: Overview of required human resources and skills set to fill position at EQA's Climate Change Directorate and Departments

Job title	Role/Individual level capacity	Profile
Director General of Climate Change	Director with two particular roles: <ul style="list-style-type: none"> • Permanent NCCC Secretary • UNFCCC Focal Point • IPCC Focal Point 	<ul style="list-style-type: none"> • Master in environment or similar relevant field with 8 years of climate change related experience, at least • Diploma in Management is preferable
Head of Climate Change Coordination and International Cooperation Affairs	Coordination services	<ul style="list-style-type: none"> • Engineer or equivalent • A plus would be a degree in environment and management
Head of Vulnerability & Adaptation	Management of adaptation portfolio	<ul style="list-style-type: none"> • Engineer or equivalent • A plus would be a degree in environment and management
Head of Mitigation & GHG Inventory	Management of GHG inventory activities and mitigation portfolio	<ul style="list-style-type: none"> • Engineer or equivalent • A plus would be a degree in environment and management

2.4.3 Train EQA's General Directorate of Climate Change staff

The following are key climate change adaptation, mitigation and other, cross-cutting training interventions specifically required to address the knowledge gaps at EQA:

Climate change adaptation training interventions

- Climate change impact assessment
- Climate change scenario analysis (coordinated with DoM)
- Climate change forecasting/projection (coordinated with DoM)
- Climate change adaptation awareness (raising)
- Advanced training in disaster assessment & management
- Environmental Impact Assessment (EIA)
- Geographic Information System (GIS)
- Hazard mapping
- Flood forecasting system (coordinated with DoM)
- Early warning systems (coordinated with DoM)
- DRR mainstreaming
- Land cover and land use diagnostics
- Limitations of ecological and biological sustainability/stability under climate change

- Ecological resilience and land use studies – identification of costs and benefits to rehabilitation, and/or adaptation into other land uses
- Environmental economics of payment for environmental services
- Perception surveys – adaptation needs
- Evaluation of the applicability of the policies adopted in disaster preparedness
- Socio-economic subsidies that reduce the impact of adaptation strategies on the population

Climate change mitigation training interventions

- Climate change mitigation awareness (raising)
- GHG inventories management¹⁵
- Waste and pollution management
- Clean Development Mechanism (CDM) & voluntary carbon projects/Nationally Appropriate Mitigation Actions (NAMA)

Other & cross-cutting training interventions

- Climate change mainstreaming in policies, strategic plans, budgets, projects and monitoring and evaluation (M&E) systems
- Policy analysis and formulation
- Climate change economics & cost-benefit analysis
- Climate change project formulation, development and implementation (& monitoring)
- Climate change data collection and analysis
- Management Information System (MIS)
- Community-based climate change management
- Understanding of ‘incentives’ for States and the private sector to implement initiatives and to comply with national policies and objectives on environmental sustainability in a climate change context
- Understanding of local government (top-down) process and procedures for cross sector and vertical collaboration
- Entry points on how to move policy and information sharing within/between a sector and or established platform towards implementation
- Policy effectiveness studies
- Creation of long-term climate-conscious mindsets
- Climate change negotiations

¹⁵ Here the current technical shortfalls of EQA and other sector ministries in the establishment, data collection and monitoring activities related to the GHG inventory of Palestine with regard to increasing the level of accuracy/precision need to be addressed. E.g.: Records of air conditioning usage or refrigeration gas and related monitoring procedures are currently not available (see also the reports on GHG mitigation, inventory and monitoring issues prepared for EQA and relevant sector ministries/agencies).

2.5 Action plan for the sector ministries and agencies at the national level

2.5.1 Establish and apply terms of reference for Climate Change Units in the sector ministries/agencies

These CCUs are either nominated focal points at this point in time or at best full-fledged Directorates or Departments in the ministries/agencies (see also Figure 3)¹⁶. Their mission is to:

- Facilitate and promote the integration of climate change risk approaches in the sector policies;
- raise awareness and share knowledge on the national and international positions and visions of the sector to cope with climate change;
- play the role of a one-stop-shop concerning climate change issues in the sector at the national level;
- identify a sector spokesman on these issues at the national level (i.e. the NCCC);
- monitor the inventory of GHG emissions in the sector¹⁷ and identify eligible mitigation programmes/projects that can get financed (carbon project portfolio & NAMAs);
- support the integration of low carbon technologies in the sector;
- monitor the vulnerability of the sector to climate change and identify adaptation programmes/projects that are eligible for funding (adaptation project portfolio per sector) while attention is given to the integration of technologies and new adaptive and innovative approaches in the sector;
- participate in awareness raising and enhancing the capacities of actors and operators in the sector in the fight against climate change; and
- participate in the elaboration of the GHG emission inventory and the National Communications on Climate Change of Palestine, covering their respective sectors as part or member of the national inventory team.

2.5.2 Acquire human resources and skills set at the sector ministries/agencies

¹⁶ Note: MoA has already established a dedicated Department of Climate Change and seeks to fill the two proposed positions right now. PWA undergoes a restructuring process but a new Drought Department has been approved and will be established. Moving forwards on the integration of climate change in the water sector it is recommended to proceed in a similar way as proposed for EQA, i.e. attaching or merging the Drought Department with climate change forming a Drought and Climate Change Department. Similarly, the creation of a General Directorate on Sustainable Energy & Climate Change is proposed for PENRA, which also undergoes a restructuring process. This Directorate should already be operational by now. MoT has also confirmed its principal willingness to establish a CCU and will allocate the necessary resources for climate change matters in the transport sector based on decision of the Minister of Transport. The establishment of DoM as an own independent authority with its own budget, DoM does currently not have an own budget as a Department of MoT, has been proposed to the Cabinet and the Prime Minister of Palestine.

¹⁷ Here the current technical shortfalls of the sector ministries/agencies in the establishment, data collection and monitoring activities related to the GHG inventory of Palestine with regard to increasing the level of accuracy/precision need to be addressed. E.g.: Records of official coal production quantities or quantities of input materials for the main industrial activities or mileage data of licensed transport and related monitoring procedures are currently not available (see also the reports on GHG mitigation, inventory and monitoring issues prepared for EQA and relevant sector ministries/agencies).

Table 2: Overview of required human resources and skills set to fill position at the Climate Change Units at the sector ministries/agencies

Job title	Role/Individual level capacity	Profile
Director General of Climate Change or Director of Climate Change Department (national level)	Director with two particular roles: <ul style="list-style-type: none"> • Sector representative to the NCCC • Sector representative for climate change at the international level 	<ul style="list-style-type: none"> • Master in environment or similar relevant field, at least • Diploma in management
Head of Climate Change Coordination and International Cooperation Affairs (national level)	<ul style="list-style-type: none"> • Coordination services (incl. on GHG inventory, adaptation and mitigation activities in the sector) 	<ul style="list-style-type: none"> • Engineer or equivalent • A plus would be a degree in environment and management

2.5.3 Train staff of Climate Change Unit at the Ministry of Agriculture

MoA has already established a CCU but lacks finance, which could be addressed either via a dedicated item in the core budget administered and coordinated by the Ministry of Finance (MoF), or via donor funded positions. The following are key climate change adaptation, mitigation and other, cross-cutting training interventions specifically required to address the knowledge gaps at MoA:

Climate change adaptation training interventions

- Climate change impact assessment
- Climate change adaptation awareness (raising)
- EIA
- GIS
- Adaptation cost assessment
- Integrated soil and water management
- Climate change and nutrition
- Land cover and land use diagnostics
- Crop yield and crop suitability
- Disaster management at subnational level
- Food sufficiency: stress on food production due to anticipated rise in temperature and prolonged periods of drought
- Perception surveys – adaptation needs
- Policy effectiveness studies

Climate change mitigation training interventions

- Climate change mitigation awareness (raising)
- GHG inventories management in the sector
- CDM & voluntary carbon projects/NAMAs
- Carbon sequestration assessment

- Adaptive and low-carbon (climate smart) agriculture

Other & cross-cutting training interventions (sector-specific)

- Climate change economics & cost-benefit analysis
- Climate change project formulation, development and implementation (& monitoring)
- Climate change data collection and analysis
- Community-based climate change management
- Using and training its field staff in the governorates acting on the ground
- Research on adaptation and mitigation options provided by ecological agriculture, taking into account context and location specificities such as soil types, crop types, management practices and climate conditions
- Networks and platforms for knowledge transfer between governance, intermediaries, and community entities – including the private sector
- Knowledge management arrangements for sharing of information and experiences, transfer of and training in good practices that constitute adaptation and mitigation in ecological agriculture, including through extension services
- Action research on the benefits and profitability of ecological agriculture
- Research on market entry points and profitability of using alternative commercial farm spaces for ecological agriculture
- Radical analysis and reformation of agricultural production systems
- Understanding localized research and extension for the development and sharing of ‘best practices’
- Research in the context of ‘Fair Trade’ to promote ecological agriculture and small rural farm holders
- Creation of long-term climate-conscious mindsets
- Enhancement of efficiency in agriculture
- Serious analysis and coordination of initiatives adopted in agricultural management
- Financial assistance to farmers
- Scientific assistance to research
- Application of projects for development and farmers’ assistance by micro-credit
- Climate change negotiations related to sector

2.5.4 Train staff of Climate Change Unit at the Palestinian Water Authority

The following are key climate change adaptation, mitigation and other, cross-cutting training interventions specifically required to address the knowledge gaps at PWA:

Climate change adaptation training interventions

- Improved climate impact modeling that would allow for the integration of water resources management with other sector elements, e.g. health vector management, biodiversity, localized food production
- Development of efficient water harvesting techniques for water conservation, e.g. reservoir and distribution efficiency
- Introduction of urban wastewater recycling systems
- Regulation on water and land use
- Rationalization of water consumption

- Improvement of the net efficiency of irrigation
- Knowledge about the status, projections, technological and advancements relevant to climate change adaptation in the sector
- Improvement of research activities
- Analysis, improvement and eventual adoption of the measures adopted for the water sector
- Regulation of river flows through ecosystem-based and engineering solutions
- Perception surveys – adaptation needs
- Policy effectiveness studies

Climate change mitigation training interventions

- Mitigation in the water sector (hydropower)
- GHG inventories management in the sector
- CDM & voluntary carbon projects//NAMAs

Other & cross-cutting training interventions (sector-specific)

- Climate change mainstreaming in policies, strategic plans, budgets, projects and M&E systems
- Policy analysis and formulation
- Climate change economics & cost-benefit analysis
- Climate change project formulation, development and implementation (& monitoring)
- Climate change data collection and analysis
- Environmental law, policy and governance
- MIS
- Networks and platforms for knowledge transfer between governance, intermediaries, and community entities – including the private sector
- Knowledge management arrangements for sharing of information and experiences, transfer of and training in good practices
- Entry points on how to move policy and information sharing within/between a sector and or established platform towards implementation
- Creation of long-term climate-conscious mindsets

2.5.5 Train staff of Climate Change Unit at the Palestinian Energy and Natural Resources Authority

The following are key climate change adaptation, mitigation and other, cross-cutting training interventions specifically required to address the knowledge gaps at PENRA:

Climate change adaptation training interventions

- Perception surveys – adaptation needs
- Policy effectiveness studies

Climate change mitigation training interventions

- Mitigation in the energy sector
- GHG inventories management in the sector
- CDM & voluntary carbon projects//NAMAs

- Policy instruments for climate mitigation, i.e. existing and available policy tools, choice of policies to address different objectives and sectors and how to best combine policy instruments
- Review of renewables/energy efficiency policies – effectiveness, cost-efficiency, scope for improvement and wider implementation
- Deployment opportunities and challenges & renewables technology roadmaps
- Cross-sectoral energy efficiency
- Evaluation, compliance and enforcement of energy efficiency policies
- Financing energy efficiency
- Energy technology modelling
 - Input requirements - sources of energy and economic statistics, assumptions used
 - Scenario development – parameters, accuracy and sensitivity, business-as-usual vs. climate-friendly scenarios
 - Country-wide energy demand modelling – by sector and fuel
 - Power generation modelling - technologies and fuel mix needed to meet future demand
- Energy technology policy and collaboration
 - Scenarios with regional level detail and commentary on the role of new technologies
 - Policy challenges and opportunities in each energy-using sector
 - Barriers and solutions to enhanced deployment of key clean technologies
 - Benefits of participating in international collaborations
 - Case studies on technology (co-operation) initiatives
- Energy modelling
 - Energy modelling - model types, benefits and limitations
 - Power sector modelling - load curves, storage technologies, reserve capacity, CHP plants
 - Building multi-regional models and describing energy trade between regions

Other & cross-cutting training interventions (sector-specific)

- Climate change mainstreaming in policies, strategic plans, budgets, projects and M&E systems
- Climate change economics & cost-benefit analysis
- Climate change project formulation, development and implementation (& monitoring)
- Climate change data collection and analysis
- MIS
- Networks and platforms for knowledge transfer between governance, intermediaries, and community entities – including the private sector;
- Knowledge management arrangements for sharing of information and experiences, transfer of and training in good practices
- Entry points on how to move policy and information sharing within/between a sector and or established platform towards implementation
- Creation of long-term climate-conscious mindsets
- Management/project management

2.5.6 *Train staff of Climate Change Unit at the Ministry of Transport (incl. Department of Meteorology)*

The following are key climate change adaptation, mitigation and other, cross-cutting training interventions specifically required to address the knowledge gaps at MoT and DoM:

Climate change adaptation training interventions (MoT)

- Knowledge about the status, projections, technological and advancements relevant to climate change adaptation in the sector
- Improvement of research activities
- Perception surveys – adaptation needs
- Policy effectiveness studies

Climate change adaptation training interventions (DoM)

- Climate change impact assessment
- Forecasting system for floods and other events
- Early warning systems
- Localized information related to climate hazard risk and vulnerability mapping – including localized climate risk reduction/vulnerability needs assessments
- Research on the development and delivery of such assessments for effectively and efficiency by local level researchers/facilitators
- Research on storm surges to help establish quantitatively the trends of storm surges and wave patterns, therefore facilitating the understanding of long term coastal evolution (Gaza)
- Research on coastal reforestation to develop optimal planting methods and the creation of robust coastal forests that can strengthen the stability of coastlines and contribute to biodiversity enhancement (Gaza)

Climate change mitigation training interventions (MoT)

- Mitigation in the transport sector
- GHG inventories management in the sector
- CDM & voluntary carbon projects/NAMAs

Other & cross-cutting training interventions (sector-specific) (MoT)

- Climate change mainstreaming in policies, strategic plans, budgets, projects and M&E systems
- Policy analysis and formulation
- Climate change economics & cost-benefit analysis
- Climate change project formulation, development and implementation (& monitoring)
- Climate change data collection, modeling (incl. downscaling) and analysis
- Environmental law, policy and governance
- MIS
- Networks and platforms for knowledge transfer between governance, intermediaries, and community entities – including the private sector;
- Knowledge management arrangements for sharing of information and experiences, transfer of and training in good practices

- Entry points on how to move policy and information sharing within/between a sector and or established platform towards implementation
- Creation of long-term climate-conscious mindsets

Other & cross-cutting training interventions (DoM)

- Atmospheric physics
- Hydrology and water resources monitoring
- Meteorological engineering
- Climate change scenario analysis
- Climate change forecasting/projection
- Climate change modelling
- Climate change data collection and analysis
- MIS
- Knowledge of differences in diagnostic methods and reporting systems, e.g. meteorological knowledge
- Climate change negotiation

2.5.7 Train staff of Climate Change Unit at the Ministry of Planning and Development

The following are key climate change adaptation, mitigation and other, cross-cutting training interventions specifically required to address the knowledge gaps at MoPAD:

Climate change adaptation training interventions

- Climate change impact assessment
- Climate change adaptation awareness (raising)
- Adaptation cost assessment

Climate change mitigation training interventions

- Climate change mitigation awareness (raising)

Other & cross-cutting training interventions

- Climate change mainstreaming in policies, strategic plans, budgets, projects and M&E systems
- Policy analysis and formulation
- Climate change economic analysis
- Climate change project formulation
- Environmental law, policy and governance
- MIS
- Entry points on how to move policy and information sharing within/between a sector and or established platform towards implementation

3 Amending the legal and regulatory framework

The various levels of government and inter-ministerial institutions, in particular the NCCC, have a role to play in facilitating adaptation to climate change through law-making, policy development and implementation of adaptation, mitigation and associated financial regulation and introducing economic incentives to environmental technology diffusion for addressing climate change. Notably, the review and amendment of regulatory and legal frameworks to ensure proper policies and laws exist and are capable of responding to the impact of climate change entails a significant reform agenda, which requires leadership at the national level.

The EQA, as the lead climate change agency, under the guidance of the NCCC and with the assistance of the Council of Ministers and the NCCC, supported by MoPAD and consulting with relevant sector working groups in the localities, districts and governorates, can ideally provide such leadership role and would be best placed to provide much-needed guidance and up-to-date information, promote best practice and ensure consistency and equity across the country. This is important with regard to two aspects:

1. Based on the fact that most of the existing legal and regulatory frameworks have already been developed by the Government of Palestine through MOPAD and sectoral ministries and agencies, these bodies would be best placed to play a crucial role in modifying existing regimes. The technical support and expertise of EQA, together with the political stand and connections of MOPAD can play an important role in tailoring state and sectoral legal and regulatory frameworks with a view to facilitate streamlining climate change adaptation and mitigation. This is also to ensure that these are consistent with any overarching national framework to be adopted under the NIFCC.
2. At the local level, district government units are closer to citizens than the other levels of government. Therefore, field representatives in the different governorates and local community districts, in particular the CCUs in the governorates, would be best placed to design and feed in priority needs of the community to the central government – aiming at the implementation of national and state/sectoral policies addressing the impact of climate change at the local level. However, the territorial approach will only be implemented at a later stage (see Chapter 2 above).

3.1 Approach to a revision and amendment of the legal and regulatory framework

A five-tiered approach to the legal and regulatory framework is proposed for consideration.

1. Look at the overall national legislative process within the context of the applicable and existing Environment Law 7/99, including a revision of the economic incentive policy on climate change for Palestine.
2. Review, amend and harmonize the existing sectoral legislation, i.e. sector laws or bylaws, policies, rules, guidelines and state of affairs to reflect the newly, to be introduced changes to the Environment Law or a new, standalone Climate Change Law.
3. Formulate and streamline specific community and local level (governorate) guidance, tools, policies and regulatory framework affecting the sectoral affairs for working

groups and task forces at the governorate and local level - addressing mechanisms for climate change resilience, mitigation and adaptation. Again, the full-fledged implementation of the territorial approach at the level of the governorates will only come at a later stage.

4. Address climate change through a hybrid approach working in tandem by combining the review of the legal frameworks and policies in place in the sectors with providing the foundation for the future institutional and legal framework for climate change governance in the country. This is establishing the improved and amended NIFCC (see Chapter 2) and preparing the amendment of the main national legislation, the Environment Law, to reflect and address climate change appropriately¹⁸.
5. Review, develop and formalize economic incentives and related policies or programs for the private sector and other stakeholders.

3.2 Action plan

To reform the legal and regulatory policy framework on climate change in Palestine it is important to consider employing a legal preparedness process and a policy dialogue mechanism on climate change that enhances coordination between ministries, sectors, localities. Proceeding in such a manner will put Palestine in a good position to benefit from further technical and financial assistance offered by the international community with a view to the formulation of the national environmental policies and laws¹⁹.

This will help the State of Palestine to explore how the legislative framework and enforcement of the laws can be strengthened, to set up a national comprehensive policy framework that improves and contributes to the legal foundation and documentation and the implementation of climate change policy in Palestine. This requires political will and commitment of the Palestinian government to:

1. Establish a clear reform process in the legal and regulatory framework at the national level to address
 - a. the core functions and the overarching impacts of climate change that matches the adaptive management skills required, knowledge and resources of decision-maker needed,
 - b. the compliance mechanisms and processes required to effectively enforce revised policies and environmental law good governance practices on climate change,
 - c. the iterative monitoring and evaluation of regulatory frameworks on climate resilient and low emission development, enhancing adaptation and mitigation capacity, and
 - d. strengthen the national government institutions to complement capacity-building by ensuring cooperation frameworks, partnerships and their

¹⁸ The elaboration and introduction of an own climate change law like in other countries may be another option to be consider as part of this process.

¹⁹ In particular, PENRA is in an advanced stage with regard to the legal process, because PENRA, through the Palestinian Energy Authority (PEA), has already introduced law on renewable energy targets in relation to GHG mitigation based on a related strategy.

integration in the priorities and work programmes of all government agencies and institutions - providing assistance and other development efforts, within their existing mandates and resources.

2. Prepare either a consolidated, revised nationally coherent climate change policy enshrined in the Environment Law and/or - depending how far the amendment of the Environment Law may go with regard to objectives, targets, implementation and compliance and monitoring means - prepare a long term approach towards a coherent, standalone Climate Change Law in Palestine. The related, amended NIFCC to coordinate and manage the required miscellaneous amendments at the sectoral levels and institutional reforms is introduced and described in the current report.

The following concrete measures are to be taken to launch the amendment of the legal and regulatory framework in Palestine.

Improving recognition and addressing climate change in the Environment Law and national strategies and policies

3.2.1 Prepare a research study for an enabling national regulatory framework on climate change legislation

This study should depict gaps and deficiency in the existing environment law and among the relevant legal regulations of the sectors. This includes but is not limited to:

- a) Identify national policy gaps and harmonization issues with the proposed revised environment law;
- b) propose reform amendments to the political frameworks of the sectors; and
- c) review and propose updates to the existing Environmental Law in Palestine - bearing in mind the potential introduction of an own Climate Change Law - in addition to the review of all respective binding legal regulations and policies applicable at the sector levels that are influenced and affected by climate change.

3.2.2 Provide the legislative context and guidance to the framework

The recognition and addressing climate change in the Environment Law and strategies needs to be improved and achieved based on the above study and through technical support for the implementation of climate change responses among all sectoral strategies and levels within Palestine.

3.2.3 Adopt a range of continuous dialogues on national policies

Proceeding in such a manner, i.e. implementing dialogues on national policies, will allow for committing, implementing, and setting up special institutional arrangements to address climate change at the national level (see also Chapters 2 and 5).

3.2.4 Reform the existing Environment Law in Palestine

This will become possible with the revitalization and functioning of the Palestinian Legislative Council. Such a reform will build on the above research study and needs to include legal and regulatory policies to address climate change effects and impacts and incorporate articles in

the law that attracts economic incentives and investment opportunities for all domains (public and private businesses, NGOs, academia and science and technology providers) and in the different sectors affected by climate change. This includes but is not limited to areas such as overall economic development, health sector, energy conservation, agriculture and forestry, biofuels, vehicle emission standards, water and waste water, sea and marine life, amongst other.

3.2.5 Produce on-going 'issue papers' and conduct comprehensive researches making use of science and technology studies to inform policy formulation and decision making and interventions

In particular, specific papers should be produced on the following issues²⁰:

- a) Integrating climate change objectives into national strategies and plans;
- b) ensuring national planning processes and documents mainstream climate change response to adaptation and mitigation;
- c) integration of climate change risk and vulnerability and identification of economic opportunities and incentives to incorporate climate resilience into the Environmental Law or a new Climate Change Law in Palestine; and
- d) exploring the various ways in which notions of a 'better' climate modelling can be integrated into decision-making contexts

3.2.6 Enhance and encourage the dialogue and advocacy work to provide the political prevision and government leadership

Dialogue and advocacy work should lead to accessing and ratifying the UNFCCC by the State of Palestine (see also the discussion and deliberations on this matter in Section 7) and adopting a range of national policies to commit, implement, and set up special institutional arrangements to address climate change on the national level (see also Chapter 5).

Improving recognition and addressing climate change at the priority sector level

3.2.7 Conduct workshops at the sector ministries/agencies on the findings of the CDP and with a view better position them to mainstream climate change into the sectors

Individual, separate workshops to present the findings of the CDP to the respective ministries and agencies – starting with the priority sectors during the initial phases - and the important articles that require revisions to harmonize and incorporate climate change mechanisms, tools and policies within the respective sectors and adopted policies.

3.2.8 Conduct training workshops to enhance policy dialogue in climate change among key stakeholders

The following aspects should be covered in these workshops, including preparation of background material and a report on the outcomes:

1. Document best practice on climate change policy dialogue

²⁰ PENRA/the Palestinian Energy & Environment Research Center (PEC), being the responsible agency for the energy sector, already initiated first GHG mitigation pilots in the energy sector, implementing the abovementioned strategy and working towards the targets set in the renewable energy law.

2. Review climate change related national policies for gap identification and harmonization
3. Develop innovative concepts and mechanisms on how to conduct meaningful and high impact policy dialogues
4. Develop a monitoring and evaluation system for policy implementation

3.2.9 *Design a number of training workshops on improving the environmental management framework*

These training workshops should be specifically target senior management at the NCCC and others targeting relevant sector working groups in the different sectors. Such training may be extended to the relevant task forces or working groups at the community level.

3.2.10 *Enhance meetings and collaboration to support centrality to a National Climate Change Action Plan*

All ministries/agencies prepare 3-year social and economic development plans and, hence, need to integrate very specific and detailed climate change objectives into those plans.

Improving recognition of and addressing economic incentives and technology diffusion

3.2.11 *Identify, develop and establish economic development and sectoral policy incentives and opportunities for all stakeholders concerned*

These economic development incentives opportunities should encourage the promotion of actions and clean technologies in all sectors, addressing energy conservation, forestry, air pollution, ozone depletion, biofuels, vehicle emission standards, health, socio-economic factors, amongst other. The following are examples of such incentive mechanisms and policies:

- Direct capital grants
- Equity/ownership positions (by government)
- Operating cost subsidies
- Tax measures
- Debt financing
- Power purchase agreements
- Bonus and malus regimes
- Feed-in-tariffs²¹

3.2.12 *Streamline an economic development strategy for incentives and investment*

Such an economic development strategy should promote incentives, as identified and developed under the above activity, and investments towards actions and clean technologies. Furthermore, it should push the government into effective bilateral and multilateral agreements that are consistent with existing obligations and principles of international environmental and economic law.

²¹ PENRA had introduced feed-in-tariffs but lacks any budget to operationalize this. In the meantime PENRA considers metering targets instead. During the consultations in Palestine the question arose whether new, fresh climate finance sources can assist with the operationalization of feed-in-tariffs, for instance.

4 Establishing and enhancing climate finance readiness

Apart from small, individually or separately donor financed climate actions and the first, more comprehensive programme financed by the Belgian Development Cooperation, of which this assignment is part of, climate finance readiness is currently absent in Palestine. Therefore, Palestine will need to address the systemic level, i.e. the overall governance and architecture for climate finance flows, next to establishing an enabling environment for investments in this field and, most importantly, developing the required capacities at the organizational and individual levels. Key elements of the climate finance readiness component of the CDP are:

1. Allocation of annual climate change budgets to all relevant ministries and agencies.
2. A coordinated approach to access climate finance for adaptation and mitigation projects/programs in Palestine through
 - a. Establishing an overall national climate finance & good financial governance structure
 - b. Developing effective and transparent spending & implementation processes
 - c. Accessing (int.) climate finance
 - d. Promoting private sector engagement

4.1 Action plan for establishing an overall national climate finance & good financial governance structure

4.1.1 *Set up a coherent national climate finance architecture*

The State of Palestine needs to design and establish institutional arrangements for the coordination of public management and decision-making on climate change within government agencies and with local and international cooperation and financial systems (see also Chapter 2), whilst initiating climate finance readiness processes in alignment with initiatives identified by the national climate change strategy (The Nature Conservancy 2012).

The following expertise and skills are required:

- Design of national climate finance governance structure/architecture

4.1.2 *Establish and operate National Climate Fund²²*

Palestine needs to establish and operate a NCF to help Palestine to manage climate finance and achieve its sustainable development goals. A system will need be put in place that efficiently collects, blends, coordinates and accounts for climate finance. This is with a view to taking advantage of the increasing number of available climate funding sources and helping to manage Palestine's climate finance, catalytically supporting low-emission and climate-resilient development.

Some countries have established environmental funds as part of the CDM support process managed or hosted by the environment ministry (e.g. Jordan). However, the second generation of national climate funds being currently developed or established is often

²² The Palestinian government may consider establishing a National Climate Change and Environment Fund to tackle other environmental matters in the future as well.

managed by independent, newly established organizations with related financial management skills and/or are attached to relevant national financial organizations.

We believe Palestine should aim for establishing such an independent, specialized, but small organization, which may be attached to, or hosted by a relevant national financial organization. As an interim solution and during the design phase EQA may lead on the process together with MoF or another national financial player to be identified.

There are key decisions that Palestine will need to consider when designing and establishing the NCF (see UNDP 2011, GIZ 2012 & UNEP 2014):

- Defining the objectives: Development of a framework and a strategy outlining a fund's goals, structure and business model
- Identifying capitalization
- Instilling effective governance: Establishment of an inter-ministerial steering committee with a single or joint chair, a secretariat, a technical or advisory committee(s), an M&E unit, a trustee and an independent financial auditing unit.
- Ensuring sound fiduciary management
- Supporting efficient implementation arrangements: Development of standardized processes for project appraisal and review, procurement and financial management helps control quality and ensures harmonization of a fund's operations
- Facilitating effective monitoring, reporting and verification: Setting up strong monitoring systems, including the use of climate specific tools, is an essential step in setting up a fund. It can lead to better tracking of the climate impacts of the projects, helps assessing the transformational impacts of projects and investments, focusing on the results achieved with the money, and provide transparency and accountability for the fund's operations.

The following expertise, skills and human resources are required:

- A term sheet providing an overview of the objectives, capitalization, governance, fiduciary management, implementation and measurement, reporting and verification (MRV) arrangements
- A fund manager for planning, programming, contract management, monitoring, quality control and reporting:
 - Head of Secretariat (1 FTE)
 - Technical experts in charge of project screening and monitoring, and administrative personnel in charge of issuing contracts, financial controlling of projects, and procurements (about 5-7 experts/FTEs)

4.1.3 *Integrate climate change into public finance systems*

Decision-makers of the State of Palestine need to be able to identify the resource flows required for priority activities and plan the associated sequencing of such flows, based on comprehensive climate strategies. This requires an understanding of the financial baseline, i.e. the resources being used for climate change activities. A periodic financial scan can be used to determine this baseline at the national level (UNDP 2012).

The following activities need to be conducted:

- An investment and financial flows assessment (I&FF) that creates a baseline of existing expenditures at the sectoral scale and maps this on to priority climate-related activities to identify gaps²³;
- A climate public expenditure and institutional review (CPEIR) that assesses current on-budget climate finance expenditures across sectors. Typical activities to support CPEIRs include:
 - Defining climate change expenditures as well as a tracking system
 - Identifying how to mainstream climate change into the budgetary process
 - Budgetary allocation and actual expenditure and budget prioritization

4.1.4 *Improve good financial governance*

Good financial governance and the level of institutional capacity determine the degree of direct access to international climate funds. A functioning chain of activities is needed, from the design of the national strategy and implementation plan at the policy level down to designing and implementing projects, as well as monitoring projects that reflect the national strategies. Enhanced direct access introduces a greater devolution of decision-making where funding decisions and management of funds take place at the national level on the behalf of the international fund. This will be most relevant in the case of Palestine due to the dependence on donor funding for the foreseeable future. The more capacities that are met by national institutions, the more core functions they can fulfil and make funding decisions effectively (UNEP 2014).

The following expertise and skills are required:

- *Sound fund management* (e.g. fiduciary standards risk management/mitigation), which is particularly important for applying and registering with key multilateral climate funds for becoming a National Implementing Entity (NIE), for example
- Effective application management, which is particularly important for applying and registering with key multilateral climate funds for becoming a NIE, for example
- Access and blend funding
- Effective investment decisions
- Project cycle management (e.g. approving activities, channel grants and/or loans on national level)
- Risk management/mitigation
- Environmental and social safeguards
- Fiduciary standards
- Ability to access funding and to make investment decisions at project level
- Project cycle management (e.g. monitoring & evaluation of activities)

²³ Please note that PENRA has performed an I&FF as part of implementing its strategy for sustainable energy spreading.

4.1.5 *Strengthen financial oversight to audit and evaluate the proper use and efficiency of climate finance*

There is a common understanding among those organizations administering international climate finance that a minimum level of skills is required by potential recipient countries such as Palestine to ensure accountability and transparency before they can access finance. In order to mobilize international climate finance (e.g. from the Adaptation Fund, AF, or the GEF), developing countries need to demonstrate robust financial integrity and effectiveness and accountability based on transparent rules and procedures. More specifically, a set of minimum fiduciary standards need to be fulfilled and demonstrated by potential recipient governments/entities to ensure that the funds are transferred to recipient governments with a proper framework in place (UNEP 2014).

The following expertise and skills are required:

1. Financial integrity (audit, financial management and control framework): Regular external financial audits conducted, financial management and control frameworks in place (incl. timely and efficient management and disbursement of funds, forward-looking financial plans and budgets), financial disclosure and code of ethics in place, internal audits and legal status to contract with international climate funds and third parties in place;
2. Institutional capacity (project/activity processes and oversight): Project appraisal standards and procurement processes available, monitoring and evaluation systems and competency to manage or oversee the execution of projects/programmes, including ability to manage sub-recipients and to support project/programme delivery and implementation;
3. Transparency and self-investigations: Competence to deal with financial mismanagement and other forms of malpractice (such as investigation function & hotline and whistleblower protection)²⁴.

4.2 Action plan for developing effective and transparent spending & implementation processes

Improve internal integrity management systems and internal control mechanisms of implementing partners

Implementing entities, such as the NCF in the case of Palestine, are responsible for identifying, overseeing and appraising programmes/projects for the provider of finance. Moreover, implementing entities would normally be expected to hold the resources released by the (public) funding source. This role necessitates robust fiduciary capacities, including self-investigative powers. In addition, implementing entities may be involved in blending and combining finance - combining finance often takes place within individual projects and programmes, and so requires those entities involved in project management to possess much of the financial knowledge (see above) (UNDP 2012).

²⁴ Please note that reports published by the World Bank and the IMF indicate clearly that the Palestinian Government has the capacities to efficiently manage international funds.

Fulfilling a different role, the executing entities (i.e. sector ministries/agencies of the State of Palestine) receive funding to undertake programmes of work and may utilize subcontracting arrangements to complete these activities. They require transparent procurement procedures and must be able to report regularly to implementing entities on progress. Critically, executing entities must have project management capacities.

A particular set of capacities relate to carbon finance in this regard. While carbon finance, as a market mechanism, does not flow through public institutions and so direct project management capacities are not required within public institutions to manage carbon finance, there is often a need to support the wider implementation framework at the national level. For example, under the CDM project proposals must be endorsed by the respective Designated National Authority (DNA) within the developing countries.

In addition, a specific set of capacities relates to domestic public finance that flows through the national budget. Simply adding greater quantity of climate change-tagged finance within national budgets does not by default mean greater quality of spending on climate change. This is also the case for international finance that flows “on-budget” as direct budget support.

Both implementation and execution systems rely on a pool of local skills that can be contracted to undertake various elements of climate projects and programmes, from background analyses to installation and maintenance of technologies and project management skills.

With multiple sources of finance, often in multiple forms, entering the national sphere both within and outside the national budget at both the macro but also micro level, coordination systems at the project level are essential. Such mechanisms should be linked with national low-emission and climate-resilient development strategies to ensure coherence between planning and implementation.

Furthermore, coordination systems at the project level are important to ensure that implementing and executing entities are programming resources in ways that are pro-poor, gender sensitive and respect local rights. In Palestine the main implementing body will be the NCF, but there may be others, and the sector ministries/agencies are the main executing bodies in this context. Such coordination systems could be a multi-stakeholder steering committee, rather than a national level body; what is essential is that systems are in place to ensure marginalized groups are included within the delivery of climate finance.

The following expertise and skills are required:

1. Implementing bodies (see also above under “Improve good financial governance”)
 - a. Identification of projects
 - b. Preparation of project concepts
 - c. Appraisal of project documents
 - d. Preparation of project documents
 - e. Approvals and start-ups of projects
 - f. Supervision of projects

- g. Evaluation of projects
 - h. Accountable to NCF on use of funds
 2. Executing bodies (see also above under “Improve good financial governance”)
 - a. Identification of projects
 - b. Preparation of project concepts
 - c. Appraisal of project documents
 - d. Preparation of project documents
 - e. Management and administration of day-to-day project activities
 - f. Undertaking procurement and contracting of goods and services
 - g. Accountable to implementing bodies for use of funds
 3. For both Implementing and executing bodies (see also see also above under “Improve good financial governance”)
 - a. Access and blend funding
 - b. Effective investment decisions
 - c. Risk management/mitigation
 - d. Environmental and social safeguards

4.3 Action plan for accessing (international) climate finance

4.3.1 Support national institutions with direct access through helping to identify appropriate institutions, building administrative and technical capacities and supporting access to bi-/multilateral climate funds

After the identification of existing financial flows the NCF and the line ministries/agencies will need to be able to identify finance from different sources to fill remaining funding gaps. A central capacity in this process is matching supply to demand. Identifying sources for climate finance can be highly complex given the range of finance available, each of which is appropriate for different activities in particular circumstances. For Palestine the majority of climate finance flows will continue to flow through public channels, i.e. multilateral and bilateral funding. However, national budget expenditures will also need to be used for climate activities (UNEP 2014).

The following expertise and skills are required:

- Matchmaking of supply and demand blending different sources of finance for climate portfolios/projects

4.3.2 Provide information on the landscape of international climate finance

Climate finance cuts across a broad variety of types and sources of financial flows. These flows include both new instruments to address climate change, and shifts in core development aid and private investment finance towards mitigation and adaptation in developing countries. The following types of finance and finance mechanisms need to be understood and assessed with a view to financing climate actions in Palestine: grants, equity, debt, climate and carbon finance, risk reduction and finance enhancement mechanisms such as guarantees and insurances.

The following expertise and skills are required:

- Understanding of climate finance and related programme and project finance skills (including application requirements of international funds)

4.3.3 *Understand the specific requirements of individual international funds*

Since Palestine will continue to rely mainly on multilateral and bilateral funding for the foreseeable future main actors, in particular the NCF and the relevant sector ministries/agencies, will need to understand the requirements for accessing major international bilateral and multilateral instruments and sources that could be used for financing climate actions in Palestine.

The following expertise and skills are required:

- Knowledge and understanding of the project/programme and investment criteria and other application requirements for accessing major international bilateral and multilateral instruments and sources

4.4 Action plan for promoting private sector engagement

4.4.1 *Improve the overall investment climate and designing, implementing and monitoring special financial sector regulation*

Palestine should consider to what extent it can make an effort with regard to providing a supporting investment environment to develop and implement viable and bankable climate actions and allow for the use of (local and/or international) debt and equity finance.

The following expertise and skills are required:

- Assessment of the investment environment for climate-friendly and other environmental projects

4.4.2 *Develop green financial products*

Palestine should seek to further promote green banking and investment opportunities in environmentally-friendly sectors or businesses – building on first initiatives and green products such as offered by the Bank of Palestine. In general these strategies become more prevalent, not only among smaller alternative and cooperative banks, but also among diversified financial service providers, asset management firms and insurance companies.

The following expertise and skills are required:

- Raising awareness and provision of information on green financial products

4.4.3 *Facilitate relevant public-private policy dialogues*

Palestine should consider the establishment of an annual national forum on climate actions bringing together the different state and various private sector actors (not excluding NGOs though) to showcase and exchange experiences in this field and provide the opportunity for direct contact between relevant public and private sector actors.

The following expertise and skills are required:

- Organization and implementation of an annual forum

4.4.4 *Develop products and services to implement sustainable value chains*

(Sustainable) value chains are an integral part of strategic planning for many businesses today - referring to the full life cycle of a product or process, including material sourcing, production, consumption and disposal/recycling processes (World Business Council for Sustainable Development 2011). The State of Palestine needs to support Palestinian industry and businesses in assembling the value chains to design and deliver sustainable end-to-end projects, which is important in the context of reducing ecological/carbon footprints and GHG emissions and leading towards a low carbon economy.

The following expertise and skills are required:

- Development and implementation of sustainable value chains

4.4.5 *Integrate climate and environment risks in corporate risk management schemes*

The State of Palestine should consider supporting the financial sector in Palestine with the integration of climate and environmental risks²⁵, including providing support with overcoming structural barriers that could prevent the financial system from managing such issues.

The following expertise and skills are required:

- Mainstreaming of climate and environment risks in corporate risk management schemes

²⁵ Please note that MoA has established a compensation fund and an insurance mechanism compensating farmers for disaster related losses.

5 Establishing and enhancing general awareness, communication, education, research & knowledge management

In this chapter we present the key elements of a campaign to strengthen general information and awareness as well as the overall national capacities and research on climate change in Palestine – addressing the respective needs as they have been attested in the CA report. The first pillar, i.e. information and awareness, relies on the use of various communication channels consisting of the web based dissemination as well as other means such as media, i.e. other than the internet, events and seminars to approach and engage the different stakeholder groups in Palestine. The preparation of relevant contents and regular updates will be crucial in this context.

The second pillar - building the foundation for the long term implementation of climate action in Palestine based on the developed and improved climate strategies and sector policies – is tailored to address the gaps in the national capacities to develop and implement climate change adaptation and mitigation activities at the national, sectoral and local levels. Aside from the underlying necessary research and technical expertise the design of training programs for government and other stakeholder organizations proactively involved in the implementation of climate actions are proposed (see also Chapter 2²⁶).

5.1 Action plan for strengthening information and awareness on climate change in Palestine

Information and awareness of the different actors of the public administration, the private sector and the civil society on the nature and depth of the problem of climate change, its challenges and prospects for Palestine, especially for the sectors, on ways to deal with it remains a basic step that prepares and allows for ownership and involvement to face this challenge. Looking at the information and education efforts conducted to date, there is a clear need for coordination and structuring activities using the best communication channels adapted to the different target groups (local media, web based, etc.).

An organized, structured and innovative awareness and education process on climate change in Palestine with diverse approaches and tools is required – building on and making use of the Environmental Awareness Strategy (EQA 2013). This approach, reaching out to the society under its various components as well as international donors, can support Palestine in this area and will be anchored in a territorial and sectoral approach (see Section 2 above with regard to the timing of introducing the territorial approach).

The following activities should be planned in this regard²⁷.

²⁶ The training for government organizations outlined in this section is a more general, complementary training to establish common ground and understanding among the government organizations. The trainings presented in Chapter 2 are dedicated and tailored to the individual organizations.

²⁷ Please note that the proposed measures regarding increasing the capacities of government institutions in Palestine first and foremost target the identified priority sectors in Palestine and the related government actors. This does not exclude other secondary government stakeholders such as MoE from such capacity building measures, but takes into account the mandate for the development of the capacity development program and targeting the priority sectors first.

5.1.1 *Implement annual information and awareness activities on climate change*

Such information and awareness activities should focus on the local level in the relevant sectors using various information and dissemination channels: climate change awareness days, dissemination of brochures, radio/TV and movies, amongst other. The implementation of these activities must be largely provided at the subnational level with the support from the NCCC and EQA.

EQA could develop and distribute various information materials on climate change in Palestine at related events focused on possible mitigation and adaptation measures using 'Success Stories'. The target groups would be the general public, civil society, students, private sector or farmers.

Initially and for starters, EQA can use existing, available information from the relevant national strategy documents and currently elaborated reports and documents such as for the INC of Palestine. Building on the trainings laid out in this Chapter and Chapter 2, the information provided can continuously be improved and updated. In certain circumstances the preparation of relevant materials and/or the dissemination may be outsourced to consultants or expert organizations.

5.1.2 *Publish an annual report on "Climate Change in Palestine"*

This report could be a chapter of the National Report on the State of the Environment in Palestine. Initially and for starters, EQA can use existing, available information from the relevant national strategy documents and currently elaborated reports and documents such as for the INC of Palestine. Building on the trainings laid out in this Chapter and Chapter 2, the information provided can continuously be improved and updated. The preparation of specific sections or updates may be outsourced to consultants or expert organizations.

5.1.3 *Establish and maintain a "Climate Change in Palestine" website*

This website would present and integrate the following:

- The NIFCC
- All studies, analyses and actions carried on climate change by the various stakeholders in the sectors and at the subnational levels in Palestine
- Successful experiences to enhance the fight against climate change
- The national adaptation project portfolio
- The national mitigation projects portfolio
- The main contacts from the government and other organizations working on climate change in Palestine

The target groups would be the general public, researchers, government actors, private sector actors and national and international donors and investors. The contents of the website could build on the materials produced under the above two activities and would be maintained and regularly updated by the Climate Change Directorate of EQA.

5.1.4 *Strengthen Participation of Palestine in various international events on climate change, in particular under the UNFCCC & IPCC*

This requires the sustained participation of NCCC members, EQA, sectoral and subnational CCUs, project developers, experts, academics and other relevant actors in Palestine in relevant events.

5.1.5 *Conduct seminars and media activities for local actors, particularly focusing on the nexus climate-water-soil-biodiversity*

These seminars²⁸ and activities should specifically cover the following aspects:

- Climate change and water resources: Prospects for Palestine - vulnerability and adaptation needs
- Water-saving opportunities
- Rainwater capture practices and their efficiencies in extreme weather conditions
- Artificial aquifer recharge techniques
- Opportunities for wastewater treatment and reuse
- Efficient irrigation systems/precision agriculture
- Crop resistance to droughts and floods
- Improved farm management and timing of planting as a result of shifts in the rainy season
- Approaches allowing limitation and mastery of agricultural pollution: Good agricultural practices, preservation of water quality, etc.
- Importance of the collection and treatment of waste for water resource protection
- Sustainable energy and climate change
- Climate-biodiversity nexus

The target groups would be local actors such as NGOs, technicians (climate/water/soil/biodiversity) and farmers. These events would need to be designed and conducted by expert organizations, i.e. local organizations or a combination of local and international organizations in the case the relevant expertise and knowledge of international best practice is not available in-country.

5.2 Action plan for strengthening national capacity and research on climate change in Palestine

In Palestine, the consideration of climate change risks and opportunities in the various socio-economic activities exposed to the climate change risks requires substantial national capacities on climate change (i.e. experts, engineers, economists, amongst other). However, to date and despite first efforts in Palestine, the national capacities are not yet available in significant numbers in the related specialties.

Moreover, taking into account the predominance of scientific and technical aspects in the monitoring of this problem and its environmental and socio-economic consequences, there are clear needs for specialized research in which applied research on different aspects of

²⁸ Such seminars could include or prepare pilot projects by farmer groups which these groups would design with professional assistance. Once implemented or implementation commences the seminars could also be used to develop detailed monitoring plans and monitor implementation.

climate change in Palestine will be conducted (i.e. climate, vulnerability, adaptation, mitigation, carbon markets, amongst other). A Center of Excellence could also facilitate and support access to technologies for mitigation and adaptation by the different stakeholders. In this regard, the following activities can be planned for national capacity building and research on climate change.

5.2.1 Create/accredit a Center of Excellence on Climate Change

Such a center should offer specialized academic training and postgraduate courses with master/PhD courses in climate change (see also below on existing and additional complementary courses). Furthermore, the Center would conduct in-depth technical studies and applied research on climate change and provide Palestine and other players with skilled experts and researchers in climate change for relevant sectors (see below on staffing)²⁹. The Center could be hosted by an existing research organization/university or could be established as a new, independent organization in its own right³⁰.

5.2.2 Establish a dedicated technical team to implement and update the Greenhouse Gas inventory and the National Communications on Climate Change of Palestine on a regular basis

This requires the establishment of an agreement between the EQA, the NCCC and the Center of Excellence on the key aspects related to the GHG inventories and the National Communications, specifying implementation steps, responsibilities of different actors, the necessary resources and their mobilization.

5.2.3 Create a Climate Change Technical Pole

In addition and linked to the Center of Excellence such a Technical Pole should involve the various study and research centers acting in this field (e.g. Birzeit University, The Islamic University of Gaza, Applied Research Institute of Jerusalem, ARJI, etc.). This Technical Pole would provide additional and complementary scientific and technical support to the EQA, the NCCC and the other concerned governmental and non-governmental stakeholders, particularly working on applied technical aspects and engaging with the private sector organizations and their research and development arms.

5.2.4 Establish agreements between the various ministries concerned and the Center of Excellence on Climate Change

These agreements will promote and organize the research activities corresponding to the specific needs of the concerned ministries and agencies.

²⁹ The economic costs and benefits of different adaptation alternatives as they relate to medium- and long-term national, subnational and sectorial development plans, for example, are important aspects when developing and implementing adaptation measures.

³⁰ E.g. the Palestine Academy for Science and Technology (PALAST) expressed an interest in hosting such as center.

5.2.5 *Supply the various existing university courses and schools in Palestine with the required human and educational resources to fully integrate climate change aspects in their curriculums*

Create an academic training module, perhaps under the Center of Excellence (see above) or another suitable institution and train a group of teachers in climate change aspects with the aim to disseminate the climate change module in the various training colleges and universities with related subjects such as engineering, agriculture, medicine, forestry, amongst other³¹. In addition, a dedicated, less sophisticated training module – relying on the academic training module and related resources – should be developed to empower schools and their teachers to disseminate climate change information and share related knowledge in Palestinian schools.

5.2.6 *Establish a national study and research program on climate change around socio-economic and ecological systems and their evolution under climate change*

Such a program should develop a knowledge base and conduct continuing research on the socio-economic and ecological systems and their evolution under climate change, their vulnerability and the opportunities for adaptation and mitigation. In particular, the following topics should be examined³²:

- Modeling of future climate change in Palestine and its ecological and socio-economic potential impacts
- Extreme events, vulnerability and adaptation needs of ecosystems and plantations
- Agriculture and climate change in Palestine
- Opportunities for mitigation of GHG emissions in Palestine
- Vulnerability and adaptation indicators
- Hydro-climatic modeling
- Water quality and climate change
- Desalination of sea water
- Means and techniques of fighting against land degradation/siltation
- Renewable energy possibilities in Palestine
- Climate change and green technology
- Renewable and sustainable energy
- Climate finance
- Other related fields

This national study and research program could be coordinated by the Center of Excellence and be implemented with other relevant research organizations and universities in Palestine. The need for international support to the program will need to be identified during its inception phase.

³¹ This training module should take into account and integrate the few existing (MSc) courses with climate change elements involved (e.g. Birzeit University).

³² Some research on the subject matter has, and is already been carried out in Palestine, such as related to rainfall patterns and changes, social issues, the agriculture sector as well as limited modeling has been conducted.

5.2.7 *Establish an ongoing, general climate change training program for key government institutions and relevant climate change directorates and units and further implementing organizations*

Key staffs at the directorates, departments and units at EQA and the key sector ministries/agencies as well as private sector representatives and NGOs that are going to develop and implement climate actions need to attend a training program which includes the following modules:

- Module 1: The scientific basis of climate change, including climate change modeling
- Module 2: International climate change negotiations
- Module 3: GHG emissions and mitigation
- Module 4: Vulnerability and adaptation to climate change impacts
- Module 5: Territorial approach to climate change
- Module 6: Climate finance
- Module 7: Management courses for the proposed CCUs in the Directorates and Departments

This program could be implemented by the Center of Excellence together with other local expert organizations, including from the technical pole. The need for international support to the program will need to be identified during its inception phase.

5.2.8 *Establish a climate change capacity building program on adaptation and mitigation for consultants and specialist NGOs working on climate change*

This capacity building program will include the following workshops, each two or three days depending on the subject:

- Workshop 1: The scientific basis of climate change and the fight against climate change
- Workshop 2: Vulnerability and adaptation to climate change impacts (national, sectoral and territorial approaches)
- Workshop 3: GHG emissions inventory
- Workshop 4: Mitigating GHG emissions (national, sectoral and territorial approaches)
- Workshop 5: Climate finance

This program could be implemented by the Center of Excellence together with other local expert organizations, including from the technical pole. The need for international support to the program will need to be identified during its inception phase.

6 Coordination and partnerships

Another crucial element of the CDP is the coordination and partnerships component. This aspect of the CDP ties in with and strengthens the other elements of the CDP, in particular connecting the national government and the sectors with the local level and the communities. This is of utmost importance because this is where climate action, adaptation and mitigation activities are implemented. The current, practical limitations and implications with the outreach to and implementation at the governorate level, implementing the territorial approach, need to be taken into account here (see also Chapter 2).

The suggested approach is trifold and relies on three elements:

1. Creation of coordinated and cohesive partnership messages and tools on climate change impacts and adaptation (as the priority in Palestine).
2. Leveraging existing coordination means and partnerships through enhancing outreach networks and integration about climate change.
3. Engagement of the general public in climate change conversations and solutions for addressing its impacts.

The required actions need to be mainly implemented or coordinated by the Climate Change Coordination Department within EQA, which needs to be established and operational for doing so (see Chapter 2). This Department needs to develop a process for prioritizing and addressing climate challenged communities and ensure cross-cultural communication and understanding of climate change priority impact issues.

6.1 Objectives of enhancing capacity for coordination and partnership

Due to the cross-sectoral nature of climate change and recognizing the constraints with regard to the technical and institutional capacities and capacities within the communities to deal with the issue, collaboration and partnerships among all levels of government and with and among NGOs and professional associations in support of the national efforts are critical. Such engagement seeks to establish a coordinated national network of subnational partnerships around themes devoted to increasing the adoption of effective, high quality adaptive knowledge and resources related to the science of climate change and its impacts.

When bringing together the combined expertise of representatives of the communities and practitioners and scientists from government entities, academia and research entities, NGOs and the private sector, all of them can help to reflect on a proper understanding of climate science. This will improve the development of best theoretical approaches to adapt to such a complex topic and the practical means and tools necessary to reduce its impact on the communities. For these reasons, it is believed that the development of an effective national coordination and partnership strategy on climate change actions can achieve the following (see also Chapter 2 on the mandate, role and responsibility of the NCCC in this context):

1. Effectively improved resilience.

2. Increased coordination among the different geographic areas and governorates exposed to similar climate change impacts, or major climate impact themes (e.g., floods, droughts, sea-level rise).
3. A new generation of climate scientists, engineers, and technicians equipped to provide innovative and creative approaches to understanding national and global climate change effects and to mitigate its impact (i.e. in addition to the training outlined in Chapter 5 above, incorporating locally developed approaches together with communities into overall adaptation and mitigation solutions).
4. Citizens and communities understand global climate change and its implications in ways that can inform and incorporate locally developed adaptation/mitigation solutions into national planning processes - providing decision-makers with the information on which to make evidence-based policy and public expenditure choices.
5. Development and embedment of climate change national priority adaptation and mitigation projects at the local level that can incorporate monitoring mechanisms, assist with vulnerability and risk management measures and, eventually, enhance the development of viable, long term and sustainable climate actions in Palestine at the same time.

The capacity building component on coordination and partnership will rely on a tri-folded approach (see below). The focus will be on supporting systematic government-wide increase in climate change awareness and technical understanding (especially across government sectors with climate change responsibilities). As coordination and partnerships evolve, it is anticipated that capacity building activities will extend through government agencies to the community level through linkages with existing programs and through extensionists.

In addition, Palestine needs to engage and collaborate with a range of international partners (i.e. United Nations, academic, scientific, private sector, NGOs, donors and others, etc.) to support and advocate for the protection from climate risks and climate policy processes. This will also strengthen the evidence of the impacts of climate change in Palestine and is needed to build the necessary capacity within all relevant government organizations and sectors at all levels.

6.2 Planning and preparing the action through three parallel schemes, a tri-folded approach

It is important to direct coordination and partnerships towards an environmental science based approach with a view to identify methods to increase coordination, outreach and public awareness of climate change, its projected impacts on the community and to build support for meaningful adaptation strategies and policies. Such a strategy and accompanying actions are intended to contribute to achieving the abovementioned overall objectives by:

- Raising awareness about risks and consequences of changing climate trends on various economic sectors, natural resources and human health within the different governorates of Palestine;
- fostering dialogue between state and local community leaders, scientists, resource managers and policymakers, coupled with integrated international partnerships that

will help with the core adaptation and mitigation functions and on what can be done to prepare for, and respond to the threats of changing climatic conditions;

- engaging and motivating the private sector, NGOs and individuals to take action and facilitating greater national coordination and partnership in adaptive measure in Palestine; and
- exploring opportunities for collaboration among government agencies, the private sector, and NGOs to shape and strengthen future efforts to adapt to climatic conditions and mitigate climate change.

In this respect, and in order to allow Palestine to support and enhance its capacity building and maintain momentum to coordination, partnership and outreach/communication activities, the following three-folded systemic directive approach is required:

6.1.1 *Scheme 1: Creation of coordinated and cohesive partnership messages and tools*

Scheme I: Creation of coordinated and cohesive partnership messages and tools on climate change impacts and adaptation, and ensure they are effectively distributed to a wide variety of people and professionals across all levels of government and the public.

This can be achieved through establishing a clearly defined coordinating entity with the ability to navigate multiple bureaucracies within the Palestinian government and to leverage their resources to support vulnerable communities in emergency response, relocation, subsistence concerns, and other priority issues. Such a policy option should not be treated separately, but should be initiated by the lead agency on climate change, i.e. EQA, that remains responsible to inform other stakeholders and partners and create the most cost effective organizational set up to address the problems identified both at the local and national level.

6.1.2 *Scheme 2: Leverage existing coordination means and partnerships*

Scheme II: Leverage existing coordination means and partnerships through enhancing outreach networks and integration of climate change (locally and internationally).

This second pillar will mainly rely on the means of implementation applied by the abovementioned coordination entity as part of the Climate Change Directorate at EQA, including:

- Developing and upgrading existing and emerging bilateral and multilateral international partnerships on climate change and related issues
- Building on existing networks and integrate climate change into current state agency outreach efforts related to public health, land use, ecosystems, water resources, coastal management, agriculture, forests, and infrastructure, among others
- Increasing partnerships through extension programs and encouraging coordination among all levels of government and with, and among NGOs and professional associations to incorporate climate information into community outreach efforts and programs – building on successful models
- Using a variety of channels to coordinate and partner with various stakeholders on climate change, such as (see also Chapter 5):

- Web sites, agency brochures, newsletters, and news releases
 - Social media, including Facebook, Twitter, and video clips
 - Meetings of climate educator and climate communicator groups
 - Presentations at public events
 - Publications including Frequently Asked Questions (FAQ)
- Promotion of effective coordination and partnership on climate change programmes through (see also Chapters 2 and 5):
 - a. Supporting additional research to identify how people perceive climate risks, what messages resonate with people, and how people learn and respond to information about climate change;
 - b. encouraging coordination and partnership with universities and community colleges to integrate climate considerations and impacts into the design and implementation of vocational and educational training programs; and
 - c. bolstering the network for climate coordination by hosting peer-to-peer networking events, meetings, conferences and summits to share and exchange information, experiences, and best practices.

6.1.3 *Scheme 3: Engagement of the public in climate change conversations and solutions*

Scheme III: Engagement of the public in climate change conversations and solutions for addressing impacts on the local district level. This third pillar of the approach will make use of:

- Developing a framework for citizen engagement and action by identifying key players from relevant stakeholder communities to initiate coordination and partnership network development;
- strengthening, streamlining and harmonizing the governorate/district and national agency partnerships to promote joint planning, implementation and delivery of country focused outcomes (e.g. area profiling of existing climate change effects and identification of available resources, needs and opportunities relevant to particular regions or theme³³);
- partnering with scientists, community leaders and organizations credible to target audiences and those affected directly by the impacts of climate change when delivering messages on climate change to citizens;
- developing 'citizen-science' initiatives that engage the public in making observations, collecting and recording data on climate change and its effects on communities and the environment (community workshops and other community building activities that lead towards the development of a comprehensive climate change coordinated strategic plan for such partnerships may be useful); and
- coordinating and improving climate change adaptation knowledge and information and making it more accessible and easier to understand – building on successful models available and linking to existing tools, case studies, projects and portals.

³³ Such approaches can serve as a test-bed for the development, the customization and the scaling up of standards-based instructional materials, professional development and training models, and other appropriate activities tailored to Palestine's partnership goals.

6.3 Plan of Action

The proposed actions for partnerships and coordination are structured as a set of five inter-linked recommendations that are designed to address the climate related challenges faced. These recommendations are summarized in the following:

6.3.1 *Establish a Climate Change Coordination Department at EQA*

This Department, which is part of the Climate Change Directorate at EQA (see Chapter 2) will serve as the focal point for all coordination and partnership mechanisms relating to climate change in Palestine: A centralized entity responsible for coordinating the response of multiple state agencies, local government units, governorate non-profit entities and relevant NGOs with the purpose of supporting local communities in meeting climate change challenges related to emergency responses, impact and changes in adaptive and resilience practices as well as related to mitigation actions. The mandate or ToRs of the Climate Change Coordination Department entail:

1. Address gaps in and constraints to adaptive capacity and develop multi-agency directives to address impacts of climate change and climatic behaviors in partnership with working groups and task forces within the different governorates.
2. Develop, through the NCCC Secretariat (i.e. EQA), tailor made Memoranda of Agreement or Cooperation between state agencies, local government units, private sector, NGOs and academic institutions that specify how they will be responsive to a given community in order to effectively address their priority climate change needs. To facilitate this endeavor, all government entities are required to identify a contact (focal) person within each government and stakeholder entity, who will coordinate climate change initiatives with other entities at the governorate level. However, due to current, practical limitations and implications the outreach to and implementation at the governorate level, i.e. the territorialization, can only be implemented at a later stage (see also Chapter 2)³⁴.
3. In partnership with appropriate local district, governorate (see above comment), and statewide organizations, develop ongoing forums or dialogues between community leaders, scientists, health professionals, policy-makers and others. These forums or dialogue platforms shall be used to discuss current and projected changes in the climate and the impacts of these changes on aspects of community life that include mental and physical health, economy and culture.
4. Facilitate dialogue and information exchange among all parties concerned at the community level, and provide regularly updated information about measured and projected climate changes. In cooperation with the appropriate state-wide entities at the governorate level (see above comment), the Climate Change Coordination Department at EQA will develop communication schemes and protocols, including:
 - a. proactive forms of communication

³⁴ In addition, these in-house government entities working with the Department of Coordination at EQA's Climate Change Directorate must have the authority to initiate any processes within their agency's decision-making authority needed to change, waive or increase the flexibility of that agency's mandate. The central coordinating entity (e.g., EQA) will be the single point of contact with the working groups and task forces in the field and will serve as the conduit to process information to and from the community.

- b. the climate change website (see Chapter 5) exposing outcomes and key lessons learned from the coordination and partnership's work on national appropriate solutions to climate change in Palestine
- c. social media, radio, newsletters, brochures, etc.

These facilities can promote knowledge sharing among researchers and practitioners within the different Governorates of the State of Palestine and share the experience of analytical work on implemented adaptation and mitigation solutions.

6.3.2 *Develop a process for prioritizing and addressing climate challenged communities*

The following outlines a deliberative process for the Climate Change Coordination Department at EQA to systematically and fairly address the challenges of communities that are most at risk (see above comments on the limitations or timing with regard to reaching out to and using the governorate level³⁵):

1. Enhance the work of working groups or task forces at the governorate level to develop “scenario analyses”, whereby future climate conditions are analyzed to quantify the community impacts that might result. With this scenario analysis, more proactive resilience approaches towards adaptation and mitigation means can be identified and applied.
2. Conduct meetings with working groups, task forces and leaders in at-risk communities to develop an understanding of the risks and challenges from climate change. Focus on personal safety, infrastructure, health threats and population decline and allow the process to be driven by community leaders, private sector and NGO stakeholders with significant support from government agencies.
3. Develop a method for prioritizing communities at risk and the risks within each community. Identify and prioritize the communities at risk, the timeframe for the risk or impacts and what is needed to address those impacts.
4. Make recommendations for addressing specific risks within communities. Revisit these recommendations as well as the prioritized communities annually and revise them subject to new information.
5. Create results-oriented targets and measures that are tailored to the needs of the community and develop alternatives for comparison, particularly when strengthening existing community infrastructure or making changes to community development.
6. Work with work forces within communities to obtain funding for these adaptation measures, including emergency response plans that incorporate specific training and drills, community profiling plans (mapping, hazard analysis and risk mitigation plans), etc. In many or most instances, at least initially, the communities will lack the staff and expertise to apply for and administer funding for programs and activities. Therefore, the relevant government agencies, including the local/governorate levels, will need to do the groundwork to obtain and administer

³⁵ However, some ministries/agencies, i.e. in particular MoA, are already more advanced than EQA and others and would be ready and even wish to address and integrate climate change in their activities at the local level.

such funding working with the NCF as well as contractors (see Chapters 2, 4 and 5 as well). EQA's Climate Change Coordination Department, but also the other two Departments at the Climate Change Directorate dealing with adaptation and mitigation, and EQA's forces and units at the governorate level will need to play a leading coordination role in the context of holistic and cross-sectoral approaches. However, first individual pilot programs and activities such as in the agricultural sector where the required government structures are already in place, and can be used, may go ahead.

6.3.3 *Ensure cross-cultural communication and understanding of climate change priority impact issues*

Government agencies and other entities should work closely to increase the effectiveness of their communications. It is recommended that the Climate Change Coordination Department at EQA provides substantial technical assistance, including through contractors, helping relevant working groups and task forces at the community level to organize their responses to climate change issues. The Climate Change Coordination Department should seek ways to streamline communication, interaction with and among communities and to reduce the burden on the communities, perhaps using network experience to increase efficiency on various issues.

Flexibility and dialogue needs to be improved and interactions between regulatory bodies and local community observations facilitated with a view to provide important data on the quality of the ecosystem within Palestine and beyond to all stakeholders concerned. Eventually, these measures will support the bodies to adaptively and sustainably manage effectively and efficiently a changing climate and environment in Palestine. It is also important for the NCCC, through EQA as its Secretariat, to encourage the establishment of national and interregional (i.e. subnational) education, training, information dissemination and communication platforms. These platforms will facilitate information exchange and cooperation, building on existing information and communication platforms - identifying and applying appropriate good practices as solutions to shared challenges as and when appropriate.

7 Proceedings of capacity development workshop

A one-day capacity development workshop 'Developing National Capacities for Mainstreaming Climate Change and Climate Policy in Palestine' took place in Ramallah on 18 February 2015, mainly targeting NCCC members. The 37 participants included representatives from Palestine, in particular EQA (lead agency on climate change), MoA, MoPAD, PENRA, PWA, MoT/DoM, Ministry of Local Governments (MoLG), Ministry of Health (MoH), Ministry of National Economy and Trade (MoNET), Negotiations Affairs Department (NAD) and other selected stakeholders, including UNDP, Palestinian Hydrology Group (PHG), Land Research Centre (LRC), House of Water and Environment (HWE), Palestine Polytechnic University (PPU) and WHE.

The workshop was an opportunity to present the main outcomes of the CA and the key elements of the proposed CDP for climate change in Palestine. The workshop was moderated and facilitated by the Local Team Leader/Institutional Development Expert (Mr Hanna Theodorie) and the Lead Climate Change Expert (Mr Robert Tippmann) who acted as technical resource persons at the same time.

7.1 Proceedings

Opening session

Mr Jameel Matour, EQA Deputy Chairman, and Mr Husam Tubail, UNDP/PAPP, welcomed the participants and opened the workshop. This was followed by brief introductory speeches from Mr Nedal Katbeh, EQA, laying out the overall background and the objectives of the project and this 2nd phase, as well as latest, related national policy developments and related activities of the Government of the State of Palestine.

Objectives and proceedings

Mr Robert Tippmann, Climatekos, presented the objectives, the proceedings and main messages from the consulting team regarding the implementation of the CDP.

Summary of the recommendations of the CA report

Mr Hanna Theodorie provided a summary of the capacity assessment results of phase 1 of the project. The presentation covered key recommendations with a view to the national climate change governance structure, the legal and regulatory framework, followed by key organizational structures and lead agency arrangements. Then he looked at climate finance readiness needs, the establishment of operational CCUs in the sector ministries/agencies, the better mainstreaming of climate change into the sectors, as well as enabling, engaging and creating capacities among secondary stakeholders (i.e. secondary government organizations, universities and research organizations, NGOs and civil society, the private sector and the general public). This included special attention to and related remarks on the situation in Gaza. The final parts focused on the development of climate change education, awareness and communication programs, improving knowledge management and coordination and partnership mechanisms.

Governance structure and institutions

How the national institutional framework for climate change can meet the priority needs in Palestine and the related proposition for an amended institutional framework and operational executive bodies were presented by Mr Robert Tippmann. Next to the overall improvements of the national institutional framework and the operation of the NCCC the presentation focused on the resource requirements of EQA and the other key government organizations of Palestine representing the priority sectors (i.e. MoA, PWA, PENRA, MoT & DoM and MoPAD) – including the introduction of third component or level, the territorial approach (see Section 2 above on the timing of introducing the territorial approach). Last but not least, he laid out what are the training requirements of the staff of EQA's General Directorate of Climate Change, the CCUs at the sector ministries/agencies, and at the regional level.

Legal and regulatory framework

According to Mr Hanna Theodorie a review of the legal and regulatory framework is required looking into the overall political status of Palestine, the Environment Law, an improved integration of environmental and climate change matters into the current governance structures of the State of Palestine and the consequences of the Israeli occupation. Recommendations for improving the recognition and addressing climate change in the Environment Law and sector strategies and policies were made. This was followed by proposals to improve the recognition and addressing economic incentives and technology diffusion.

General awareness, education, communication & knowledge management

In this presentation Mr Robert Tippmann described proposals and actions of how to strengthen information and awareness as well as national capacity and research on climate change in Palestine. The proposed measures include the implementation of annual information and awareness activities, the publishing of an annual climate change report, a climate change website, the strengthening of the participation of Palestine in various international events and seminars and media activities targeted to local actors and NGOs.

Furthermore, the creation of a Center of Excellence and a Climate Change Technical Pole is proposed, which requires agreements between the various ministries and agencies concerned by climate change with regard to competencies and required support from the Center as well as collaborations with the Technical Pole. The various existing university courses in Palestine (engineering, agriculture, medicine and forestry, amongst others) require human and educational resources to better integrate climate change aspects. A national study and research program on climate change needs to be established as well as an ongoing training program for the NCCC members, the EQA General Directorate of Climate Change and the sectoral and subnational CCUs in charge of climate change. In addition, dedicated capacity building programs on climate change mitigation and adaptation for consultants, specialist NGOs or private sector entities working on climate change and/or supporting the government with the implementation of projects and programmes are required.

Coordination and partnerships

Addressing the current lack of coordination and partnerships requires a three-tiered approach at the central inter-ministerial level, within the sector ministries/agencies, the local or governorate offices and among the major players acting locally on the ground. Mr Hanna Theodorie presented the following implementation strategies for implementation: *Strategy I*: Creation of coordinated and cohesive partnership messages and tools on climate change impacts and adaptation. *Strategy II*: Leverage existing coordination means and partnerships. *Strategy III*: Engagement of the public in climate change conversations and solutions.

Climate finance readiness

Finally, Mr Robert Tippmann described the required key elements of a climate finance readiness strategy in Palestine as this is more or less completely lacking, so far. These key elements consist of the allocation of annual climate change budgets to all relevant ministries and agencies and an overall coordinated approach to access climate finance for adaptation and mitigation projects/programs in Palestine. This requires the establishment of an overall national climate finance and good financial governance structure. Effective and transparent spending and implementation processes need to be developed. The access to (international) climate finance as well as the promotion of private sector engagement needs to be worked on as part of the climate finance part of the CDP.

7.2 Discussion points

Outcomes of the capacity assessment in phase I

The comments from workshop participants circled around the importance of involving the local level and related secondary stakeholders that develop and implement climate actions on the ground. Both PHG and MoT stressed this point.

Governance structure and institutions

MoT asked for the inclusion of cost-benefit analyses in the recommended actions. MoPAD, MoT and other government actors requested further, dedicated workshops at each of the ministries/agencies to elaborate more detailed ToRs, job profiles, action plans and to convince the ministers to approve the implementation.

Legal and regulatory framework

The attendees discussed the advantages and disadvantages of amending the Environment Law in Palestine, creating a new Climate Change Law and looking into related sector laws and policies, in particular with regard to related timelines and political sensitivities or other implementation issues. Another discussion point circled around the question of economic incentives for climate action and the economic law of Palestine.

The question of when the Government of the State of Palestine will be able to sign the UNFCCC and how this relates to reporting and other requirements under the Convention as well as international funding for climate action in Palestine was discussed. The Palestinian NAD shared the latest developments and views of the Government of the State of Palestine on the matter of signing the UNFCCC with the workshop participants.

Currently, the Palestinian Government is not fond of signing further contentious Conventions such as the UNFCCC due to related issues around the international relations of the Palestine and the further acceptance of the State of Palestine by the international community. The State of Palestine is, however, principally prepared to and wishes to sign the UNFCCC and related protocols and agreements, and may move forwards on this matter in the near future and as soon as the political climate is right for doing so.

Mr Tippmann was asked to add his views on the matter of signing the UNFCCC and the implementation of the CDP in Palestine. There are several reasons for Palestine to continue with the further development and implementation of the climate change agenda at the national level and to commence with the implementation of the proposed CDP as soon as possible – assuming the State of Palestine does not intend to withdraw completely from all related international and national processes and to discontinue combating climate change in Palestine.

First, meeting the obligations of signatory parties to the UNFCCC and preparing related submissions and reports is a cumbersome and time-consuming process, in particular when done for the first time and aiming at high quality products. Aside from developing and implementing climate change adaptation and mitigation measures, even without being an official signatory party, observers to the UNFCCC can and do contribute to the UNFCCC process through submissions and reports. Therefore, Palestine can continue with the development and implementation of the climate agenda and related strategies and policies in Palestine and commence reporting on progress, using UNFCCC reporting formats.

Second, the development of adaptation and mitigation projects and programmes, applying related UNFCCC mechanisms and formats such as NAPs or the CDM or NAMAs, takes more than few months and should commence now to start implementation at scale within the next 2-3 years or even later.

Third, climate finance requires the implementation of a related readiness process and the establishment of national climate finance architecture. Preparatory and capacity development measures can be financed by donors, in particular bilateral actors, although Palestine is not a signatory party to the UNFCCC, yet. Once Palestine has signed the UNFCCC and related protocols or agreements the climate finance architecture or infrastructure should be in place at best to tap into all available and emerging climate finance sources, fulfilling all prerequisites and requirements.

General awareness, education, communication & knowledge management

Both NAD and EQA asked for highlighting the importance of following the UNFCCC negotiations and related decisions as well as the importance of climate finance readiness. Other matters such as the scientific basis seem to be largely known among the stakeholders in Palestine. UNDP stressed that a lot of workshops on climate change, adaptation and mitigation and related matters have already been implemented in Palestine, which should be

reflected in the CDP³⁶. In addition, UNDP asked for some more details in the specific sector training needs, i.e. the needs of the individual priority sector ministries/agencies.

Overall approach to CDP implementation

Some government representatives such as from MoE requested an increased focus on the so-called secondary stakeholders. The consultants and EQA explained that they are not excluded, only priority has been given to the government organizations representing the identified priority sectors with other stakeholders being successively involved and engaged in the process.

A comment from MoT caused a discussion around the overall implementation approach, i.e. a piecemeal approach vs. a consolidated programme implemented over 3-4 years, for instance. MoT proposed or requested permanent draw-down expertise accessible to the key government organizations, at best organized under the CDP, as an accompanying support mechanism available to the sector ministries/agencies.

7.3 Main outcomes

The following key requests and main outcomes have been formulated during the workshop:

1. The NCCC endorsed the outlined key elements and proposed actions and will propose the full-fledged CDP for approval by the Cabinet.
2. All sector ministries/agencies requested additional support from the consulting team with regard to jointly formulating detailed ToRs, job profiles, action plans and present related activities and background information to their respective ministers. This could be implemented through a series of workshops with some preparatory and follow-up work.
3. In addition and complementary to the above activities, the consultants are asked to present the final CDP to senior government representatives, this should be one of the regular quarterly NCCC meetings attended by the ministers, as well as present the CDP to selected donors.

³⁶ Please note that this has been addressed in the CA report already.

8 Capacity development action plan and log frame

8.1 Log frame

PROGRAMME ELEMENTS	INDICATORS	MEANS OF VERIFICATION
OBJECTIVE 1		
National climate change institutional framework improved		
<u>Activities</u>		
Address the priority needs through a revitalized and amended NIFCC	<ul style="list-style-type: none"> NCCC decision on amended NIFCC 	<ul style="list-style-type: none"> NCCC meeting report Cabinet directive
Operate an amended NIFCC	<ul style="list-style-type: none"> NCCC decisions on climate policy NCCC subcommittees advice NCCC and prepare decisions NCCC Secretariat operates (managed by EQA) Executive bodies implement NCCC decisions on climate change 	<ul style="list-style-type: none"> NCCC meeting reports (quarterly & additional special sessions) NCCC subcommittee reports Reports from sector ministries/agencies
Apply terms of reference for GD DRR&CC at EQA, including functioning as NCCC Secretariat	<ul style="list-style-type: none"> Climate Change Directorate established as part of the GD DRR&CC ToRs available and implemented 	<ul style="list-style-type: none"> Cabinet/ministerial decision ToRs Activity reports by Directorate and its units (quarterly & annually)
Acquire climate change human resources and skills set at EQA	<ul style="list-style-type: none"> Budget allocation to EQA for Climate Change Directorate 4 FTEs allocated to Climate Change Directorate 	<ul style="list-style-type: none"> Budget line in annual EAQ budget Employment contracts
Train EQA's Climate Change Directorate staff	<ul style="list-style-type: none"> 4 staff members of EQA's Climate Change Directorate attended dedicated trainings 	<ul style="list-style-type: none"> Attendance list
Establish and apply ToRs to CCUs at the sector ministries/agencies	<ul style="list-style-type: none"> CCUs established ToRs available and implemented 	<ul style="list-style-type: none"> Cabinet/ministerial decision(s) ToRs Activity reports by directorate and its units (quarterly & annually)
Acquire human resources and skills set at sector ministries/agencies	<ul style="list-style-type: none"> Budget allocations to Climate Change Directorates/Departments and related CCUs 	<ul style="list-style-type: none"> Budget line in annual budgets Employment contracts

	<ul style="list-style-type: none"> • 2 FTEs allocated to Climate Change Directorates/Departments and related CCUs each 	
Train staff of CCUs at sector ministries/agencies	<ul style="list-style-type: none"> • 2 staff members of CCUs at sector ministries/agencies each attended dedicated trainings 	<ul style="list-style-type: none"> • Attendance lists
Present CDP to ministers/agency heads and international donors	<ul style="list-style-type: none"> • 2 events implemented to present CDP to ministers and donors respectively 	<ul style="list-style-type: none"> • Participants lists
Conduct workshops at sector ministries/agencies to further elaborate ToRs, job profiles, training needs, action plans and present to the ministers/heads	<ul style="list-style-type: none"> • Workshops at MoA, MoT, PWA, PENRA and MoPAD conducted 	<ul style="list-style-type: none"> • Participants lists
Implement territorial approach	<ul style="list-style-type: none"> • CCUs established • ToRs available and implemented • Budget allocations to CCUs • 2 FTEs allocated to CCUs each 	<ul style="list-style-type: none"> • Ministerial decisions • ToRs • Activity reports by units (quarterly & annually)
OBJECTIVE 2		
National climate change legal and regulatory framework improved		
<u>Activities</u>		
Prepare research study for an enabling national regulatory framework on climate change legislation	<ul style="list-style-type: none"> • National policy gaps identified and harmonization with proposed revised Environment Law/new Climate Change Law achieved • Reform amendments to sector political frameworks proposed • Environment Law, in addition to all respective binding legal policies applicable at sector levels reviewed and updates proposed 	<ul style="list-style-type: none"> • Research study
Provide legislative context and guidance to the framework	<ul style="list-style-type: none"> • Recognition of climate change in Environment Law prepared for adoption (unless new Climate Change Law will be 	<ul style="list-style-type: none"> • Report

	<ul style="list-style-type: none"> adopted) Review of climate change regulatory framework policies and applications on national and sectoral level conducted and amendments prepared 	
Adopt a range of continuous dialogues on national policies	<ul style="list-style-type: none"> X dialogues per year on national climate change policies to commit, implement and set up special institutional arrangements 	<ul style="list-style-type: none"> Dialogue agendas and protocols
Reform existing Environment Law	<ul style="list-style-type: none"> Existing Environment Law reformed or own Climate Change Law introduced and adopted 	<ul style="list-style-type: none"> Amended/revised Environment Law
Produce on-going 'issue papers' and conduct comprehensive researches making use of science and technology studies to inform policy formulation and decision making and interventions	<ul style="list-style-type: none"> X issues papers produced 	<ul style="list-style-type: none"> Issue papers/policy briefings
Enhance and encourage dialogue and advocacy work to provide political prevision and government leadership	<ul style="list-style-type: none"> X dialogues on national climate change policies implemented per year 	<ul style="list-style-type: none"> Dialogue agendas and protocols
Conduct workshops at sector ministries/agencies on CDP findings and with a view to better position them to mainstream climate change into the sectors (potentially combined with workshops under Objective 1)	<ul style="list-style-type: none"> Workshops at MoA, MoT, PWA, PENRA and MoPAD conducted 	<ul style="list-style-type: none"> Participants lists
Conduct training workshops to enhance policy dialogue in climate change among key stakeholders	<ul style="list-style-type: none"> X workshops to harmonize and incorporate climate change mechanisms, tools and policies within the respective sectors and policies conducted 	<ul style="list-style-type: none"> Participant lists Background papers Reports
Design and implement a number of training workshops on improving the environmental management framework	<ul style="list-style-type: none"> X training workshops implemented 	<ul style="list-style-type: none"> Participants lists
Enhance meetings and collaboration to support centrality of National Climate Change Action Plan	<ul style="list-style-type: none"> X meetings to prepare and integrate climate change into 3-year social and economic development plans conducted All ministries prepared 3-year social and economic development plans with very specific and detailed climate change 	<ul style="list-style-type: none"> NCCC decision Meeting protocols 3-year social and economic development plans by sector ministries/agencies

	objectives integrated	
Identify, develop and establish economic development and sectoral policy incentives and opportunities for all stakeholders concerned	<ul style="list-style-type: none"> • Sectoral policy incentives, opportunities issues, options identified and developed • Actions and clean technologies in all relevant sectors promoted 	<ul style="list-style-type: none"> • Document(s) on sectoral policy incentives • Incentive mechanisms and programs (by decrees/regulations)
Streamline economic development strategy for incentives and investment	<ul style="list-style-type: none"> • Economic development strategy for incentives and investments in place 	<ul style="list-style-type: none"> • Economic development strategy report
OBJECTIVE 3		
Climate finance readiness established		
<u>Activities</u>		
Set up a coherent national climate finance architecture	<ul style="list-style-type: none"> • Climate finance governance structure/architecture design study 	<ul style="list-style-type: none"> • Report
Establish and operate national climate fund	<ul style="list-style-type: none"> • Design study with term sheet • NCF staff hired 	<ul style="list-style-type: none"> • Report • Employment contracts for NCF Secretariat staff
Integrate climate change into public finance systems	<ul style="list-style-type: none"> • I&FF assessment • CPEIR 	<ul style="list-style-type: none"> • Report • Report
Improve good financial governance	<ul style="list-style-type: none"> • 1-2 dedicated staff members from NCF participated in course on sound fund management, accessing and blending (climate) funding and making effective investment decisions • Report on fulfilling specific requirements of int. climate funds in the context of becoming an NIE • Application(s) with int. climate funds submitted • SOPs for NCF • SOPs for sector ministries & agencies 	<ul style="list-style-type: none"> • Certificate(s) • Report • Submissions • SOPs for NCF • SOPs for sector ministries & agencies
Strengthen financial oversight to audit and evaluate proper use and efficiency of climate finance	<ul style="list-style-type: none"> • SOPs for NCF (see above) or separate standard operating manuals 	<ul style="list-style-type: none"> • SOPs or separate standard operating manuals

	<ul style="list-style-type: none"> • Support in the application of the SOPs during the first financial year of operation and on real-world projects 	<ul style="list-style-type: none"> • Report
<p>Improve internal integrity management systems and internal control mechanisms of NCF & implementing partners</p>	<ul style="list-style-type: none"> • 2 dedicated staff members from NCF working on adaptation and mitigation projects/programmes attended training workshop(s) • Project development and M&E guidelines/manuals prepared for NCF • 1-2 dedicated staff members from each sector ministry/agency and selected subcontractors attended training workshop(s) • Project development and M&E guidelines/manuals for executing bodies prepared • 1-2 dedicated staff members from each sector ministry/agency and selected subcontractors participated in online/remote course on (environmental) project management courses • 1-2 dedicated staff members from each sector ministry/agency and selected subcontractors participated in online/remote course on sound fund management, accessing and blending (climate) funding and making effective investment decisions 	<ul style="list-style-type: none"> • Training workshop report(s) & participant list(s) • Training workshop report(s) & participant list(s) • Project development and M&E guidelines/manuals for NCF • Project development and M&E guidelines/manuals for executing bodies • Certificates
<p>Support national institutions with direct access through helping to identify appropriate institutions, building administrative and technical capacities and supporting access to bi-/ multilateral climate funds</p>	<ul style="list-style-type: none"> • 2 dedicated staff member from NCF working on adaptation and mitigation projects/programmes and 1-2 dedicated staff members from each sector 	<ul style="list-style-type: none"> • Certificates

	<p>ministry/agency participated in online/remote course in (financial) matchmaking</p>	
<p>Provide information on the landscape of international climate finance</p>	<ul style="list-style-type: none"> • 2 dedicated staff member from NCF working on adaptation and mitigation projects/programmes and 1-2 dedicated staff members from each sector ministry/agency attended trainings/workshops on climate finance and project and programme development finance 	<ul style="list-style-type: none"> • Participant lists and certificates
<p>Understand the specific requirements of individual international funds</p>	<ul style="list-style-type: none"> • 2 dedicated staff member from NCF working on adaptation and mitigation projects/programmes and 1-2 dedicated staff members from each sector ministry/agency participated in on-the-job training and hands-on project design and submission preparation workshops for NCF and line ministries/agencies with consultants 	<ul style="list-style-type: none"> • X submissions to international funding instruments/sources
<p>Improve overall investment climate and designing, implementing and monitoring special financial sector regulation</p>	<ul style="list-style-type: none"> • Amendments in financial sector regulations with a view to improving the overall investment climate proposed 	<ul style="list-style-type: none"> • Report
<p>Develop green financial products</p>	<ul style="list-style-type: none"> • X awareness raising events in X years in the financial services business sector implemented • X information sheets on green financial products produced and disseminated 	<ul style="list-style-type: none"> • Participant lists • Information sheets • Distribution lists
<p>Facilitate relevant public-private policy dialogues</p>	<ul style="list-style-type: none"> • Annual forum(s) implemented 	<ul style="list-style-type: none"> • Participant lists • Forum statements
<p>Develop products and services to implement sustainable value</p>	<ul style="list-style-type: none"> • X private sector players from x different 	<ul style="list-style-type: none"> • Participant lists

chains	sectors participated in courses on sustainable value chains	
Integrate climate and environment risks in corporate risk management schemes	<ul style="list-style-type: none"> • X awareness raising events in X years in the financial services sector implemented (see also above) • Guidelines on how financial institutions can manage climate and environment risks elaborated 	<ul style="list-style-type: none"> • Participant lists • Guidelines
OBJECTIVE 4		
General awareness, communication, education, research & knowledge management established		
<u>Activities</u>		
Implement annual information and awareness activities on climate change	<ul style="list-style-type: none"> • X information and awareness raising events implemented per year • X brochures produced and disseminated 	<ul style="list-style-type: none"> • Participant lists • Brochures • Dissemination lists
Publish an annual report on “Climate Change in Palestine”	<ul style="list-style-type: none"> • Annual report or chapter in national report on state of the environment in Palestine 	<ul style="list-style-type: none"> • Annual report or chapter in national report on state of the environment in Palestine published
Establish and maintain a “Climate Change in Palestine” website	<ul style="list-style-type: none"> • Climate change website with detailed information on climate policy and action in Palestine, which is regularly updated 	<ul style="list-style-type: none"> • Climate change website live • Quarterly updates (at least)
Strengthen participation of Palestine in various international events on climate change, in particular under UNFCCC & IPCC	<ul style="list-style-type: none"> • X staff from EQA and sector ministries as well as X members of other stakeholder groups attended X number of UNFCCC and other international climate change events 	<ul style="list-style-type: none"> • Delegation lists
Conduct seminars and media activities for local actors, particularly focusing on climate-water-soil-biodiversity nexus	<ul style="list-style-type: none"> • X seminars and media activities particularly focusing on climate-water-soil-biodiversity nexus implemented per year 	<ul style="list-style-type: none"> • Programs/agendas • Participant lists • Announcements, articles, interviews, reports etc. in newspapers/journals, TV, radio, internet etc.

Create Center of Excellence on Climate Change	<ul style="list-style-type: none"> • X number of postgraduates with Master/PhD degrees in the field of climate change per year • Government of the State of Palestine and other local actors with skilled experts and researchers in climate change for relevant sectors provided 	<ul style="list-style-type: none"> • Issued degrees • Technical studies and research reports
Establish a dedicated technical team to implement and update GHG inventory and National Communications on Climate Change of Palestine on a regular basis	<ul style="list-style-type: none"> • X staff hired to run the Center of Excellence 	<ul style="list-style-type: none"> • Contracts
Create/accredit a Climate Change Technical Pole	<ul style="list-style-type: none"> • Technical pole provides scientific and technical support for EQA, NCCC and others 	<ul style="list-style-type: none"> • Reports, studies and briefings
Establish agreements between various ministries/agencies concerned and Center of Excellence on Climate Change	<ul style="list-style-type: none"> • Agreements between Center of Excellence and each relevant ministry/agency in place 	<ul style="list-style-type: none"> • Agreements
Supply various existing university courses and schools in Palestine with required human and educational resources to fully integrate climate change aspects	<ul style="list-style-type: none"> • Academic & school training modules created • X teachers trained to integrate and disseminate climate change aspects into various fields and related courses in Palestinian universities and schools 	<ul style="list-style-type: none"> • Programmes • Contracts with trainers • Certificates
Establish national study and research program on climate change around socio-economic and ecological systems and their evolution under climate change	<ul style="list-style-type: none"> • National study and research program established 	<ul style="list-style-type: none"> • Research studies and research project reports
Establish an ongoing, general climate change training program for key government institutions and staff of relevant CCUs and further implementing organizations	<ul style="list-style-type: none"> • Dedicated staff members from EQA, each sector ministry/agency (and governorate units at a later stage) attended training program (i.e. when joining CCUs and in regular intervals for updates) 	<ul style="list-style-type: none"> • Participant lists and certificates
Establish a climate change capacity building program on adaptation and mitigation for consultants and specialist NGOs working on climate change	<ul style="list-style-type: none"> • X workshops (series of workshops each year) per year over X years implemented 	<ul style="list-style-type: none"> • Participant lists

OBJECTIVE 5		
Coordination and partnerships at the national and local levels enhanced		
<u>Activities</u>		
Establish Climate Change Coordination Department at EQA (i.e. Climate Change Directorate and officer at the Communications Directorate at EQA allocated to work on climate change)	<ul style="list-style-type: none"> • 1 FTE from Communications Directorate allocated to Climate Change Directorate 	<ul style="list-style-type: none"> • Employment contract or amended job description (depending on whether FTE from Communications Directorate is allocated to Climate Change Directorate)
Develop process for prioritizing and addressing climate challenged communities	<ul style="list-style-type: none"> • “Scenario analyses” developed • Meetings with working task forces and leaders in at-risk communities conducted • Method for prioritizing communities at risk developed • Recommendations for addressing specific risks within communities developed • Funding for adaptation measures obtained 	<ul style="list-style-type: none"> • Scenarios • Meeting protocols • Methodology • Recommendations lists • Approved funding proposals
Provide resources to ensure cross-cultural communication and understanding of climate change priority impact issues	<ul style="list-style-type: none"> • X number of extensionists initiated dialogue processes in x number of communities 	<ul style="list-style-type: none"> • (Meeting) reports on dialogue process

8.2 Action plan (including prioritization, responsibilities and implementation means)

Objectives/activities	High priority (within 1 year)	Medium priority (within 2-3 years)	Low priority (within 3-5 years)	Responsible/involved PA actor(s)	Implementation means	Cost estimates in US\$*
OBJECTIVE 1						
National climate change institutional framework improved						
<u>Activities</u>						
1.1 Address the priority needs through a revitalized and amended NIFCC				NCCC	Cabinet Directive on climate change governance	N/a
1.2 Operate an amended NIFCC				NCCC & EQA/NCCC Secretariat	NCCC meetings and decisions	N/a
1.3 Apply terms of reference for GD DRR&CC at the Environment Quality Authority, including functioning as NCCC Secretariat				EQA & Cabinet	ToRs approved and monitored by Chairman of EQA	N/a
1.4 Acquire climate change human resources and skills set at EQA				EQA and MoF	Annual budget allocation approved by Chairman of EQA	N/a

1.5 Train EQA's Climate Change Directorate staff				EQA	Attendance of dedicated training for EQA staff (i.e. a mix of online/remote training courses and on-the-job/hands-on trainings/workshops by consultants); see also below under 4.12 on newly created regular training course with the different climate change modules	~100-250,000 for development and implementation, i.e. bringing new team up to speed (depends on exact needs of EQA, the use of international vs. local experts as well as the extent of trainings by experts vs online/remote training means; there may also be overlaps with training needs of the other CCUs, see below)
1.6 Establish and apply ToRs to CCUs at the sector ministries/agencies				Sector ministries/agencies & Cabinet	ToRs approved and monitored by the ministers/agency heads	N/a
1.7 Acquire human resources and skills set at sector ministries/agencies				EQA and MoF	Annual budget allocation approved by the ministers/agency heads	N/a

1.8 Train staff of CCUs at sector ministries/agencies				Sector ministries/agencies	Attendance of dedicated training for CCU staff at ministries/agencies (i.e. a mix of online/remote training courses and on-the-job/hands-on trainings/workshops by consultants); see also below under 4.12 on newly created regular training course with the different climate change modules	~100-250,000 per ministry/agency for development and implementation, i.e. bringing new CCU teams up to speed (however, depends on exact needs of each CCU, the use of international vs. local experts as well as the extent of trainings by experts vs online/remote training means; there may also be overlaps with training needs of EQA's CCU, see above)
1.9 Present CDP to ministers/agency heads and international donors				NCCC and EQA	Events for presenting the CDP and implementation support by consultants	~10-15,000
1.10 Conduct workshops at sector ministries/agencies to further elaborate ToRs, job profiles, training needs, action plans and present to the ministers/heads				Sector ministries/agencies	One-/two-day workshops each at key sector ministries/agencies facilitated by consultants	~30-35,000 (workshop series)
OBJECTIVE 2						
National climate change legal and regulatory framework improved						
<u>Activities</u>						

2.1 Prepare research study for enabling national regulatory framework on climate change legislation				NCCC (with support from EQA and sector ministries/agencies)	Research study by legal and environmental policy experts	~15-20,000
2.2 Provide legislative context and guidance to the framework				NCCC, EQA and sector ministries/agencies	NCCC decision and NCCC white paper	N/a
2.3 Adopt a range of continuous dialogues on national policies				NCCC (with support from EQA and sector ministries/agencies)	Dialogue process facilitated by mediation experts	~50-70,000 (for local mediation experts for quarterly events over the course of 5 years)
2.4 Reform the existing Environment Law				NCCC and EQA	NCCC decision and law reform using relevant subcommittee	N/a
2.5 Produce on-going “issue papers” and comprehensive researches and use of science and technology study to inform policy formulation and decision making and interventions				NCCC subcommittees and Center of Excellence	Issues papers, policy briefings and research studies by consultants and researchers	~5-15,000 per issue paper (also linked to and dependent on use of research outputs from Center of Excellence and Technical Pole)
2.6 Enhance and encourage the dialogue and advocacy work to provide the political prevision and government leadership				NCCC (with support from EQA and sector ministries/agencies)	Dialogue process facilitated by mediation experts	~50-70,000 (for local mediation experts for quarterly events over the course of 5 years)

2.7 Conduct workshops at sector ministries/agencies on CDP findings with a view to better position them to mainstream climate change into the sectors (potentially combined with workshops under Objective 1, 2-3 day workshops then)				Sector ministries/agencies	One-day workshops each at key sector ministries/agencies facilitated by consultants	~25-30,000 (workshop series)
2.8 Conduct workshops to enhance policy dialogue in climate change among key stakeholders				NCCC (with support from EQA)	Training workshops facilitated by climate policy and mediation experts	~25-30,000 (local experts for quarterly workshop over the course of 5 years)
2.9 Design and implement a number of training workshops on improving the environmental management framework				EQA	Two-day training workshops conducted by environmental management consultants	~27,000 (6 workshops over the course of 3 years implemented by local experts)
2.10 Enhance meetings and collaboration to support centrality to a National Climate Change Action Plan				NCCC (with from EQA and MoPAD)	Special NCCC and NCCC subcommittee sessions	N/a
2.11 Identify, develop and establish economic development and sectoral policy incentives and opportunities for all stakeholders concerned				NCCC and relevant subcommittee (identification and development) EQA & sector ministries/agencies (establishment)	Consultancy study	~15-20,000

2.12 Streamline an economic development strategy for incentives and investment				NCCC and relevant subcommittee	Strategy document	N/a
OBJECTIVE 3						
Climate finance readiness established						
<u>Activities</u>						
3.1 Set up a coherent national climate finance architecture				NCCC (lead) & EQA	Design study by consultant(s)	~25-35,000
3.2 Establish and operate national climate fund				NCCC (lead) & EQA and MoF	Design study with term sheet elaboration by consultant(s)	~25-35,000
3.3 Integrate climate change into public finance systems				NCCC (lead) & EQA	I&FF and CPEIR by consultant(s)	N/a (UNDP is the leading international agency on climate finance related I&FFs and CPEIRs, therefore best positioned to budget these studies)

<p>3.4 Improve good financial governance</p>				<p>NCF & all sector ministries/agencies</p>	<p>Online/remote course on sound fund management, accessing and blending funding and making effective investment decisions; support by consultant(s) for applications with int. climate funds as NIE and fulfilling related specific requirements; SOPs for NCF and for key sector ministries and agencies elaborated by consultant</p>	<ul style="list-style-type: none"> • ~3-6,000 per fund/financial management course • Required support by consultant(s) for applications cannot be estimated at this point • ~40-65,000 (package of SOPs for NCF & key sector ministries/agencies)
<p>3.5 Strengthen financial oversight to audit and evaluate the proper use and efficiency of climate finance</p>				<p>NCF</p>	<p>Above SOPs for NCF to include standard operating manuals on financial oversight for NCF; on-the-job training of NCF staff applying SOPs during first financial year of operation and on real-world projects by consultant(s)</p>	<p>Required support by consultant(s) for on-the-job training of NCF staff applying SOPs cannot be estimated at this point</p>

<p>3.6 Improve internal integrity management systems and internal control mechanisms of implementing partner</p>				<p>NCF & all sector ministries/agencies (incl. potential/selected subcontractors)</p>	<p>On-site/in-country training workshop(s) and preparation of project development and M&E guidelines/manuals for implementing body (i.e. NCF) by consultants; on-site/in-country training workshop(s) and preparation of project development and M&E guidelines/manuals for executing bodies, i.e. sector ministries/agencies and potential subcontractors (NGOs, private sector companies, consultancies) by consultants; online/remote course on (environmental) project management courses; online/remote course on sound fund management, accessing and blending funding and making effective investment decisions for executing bodies</p>	<ul style="list-style-type: none"> • ~30-40,000 (one-/two-day workshop & preparation of M&E manuals for implementing & executing bodies) • ~3-6,000 per course on (environmental) project management • ~3-6,000 per fund/financial management course
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3.7 Support national institutions with direct access through helping to identify appropriate institutions, building administrative and technical capacities and supporting access to bi-/ multilateral climate funds				NCF & all sector ministries/agencies	Support with financial matchmaking by expert organization	Required support by consultant(s) difficult to estimate at this point (maybe ~30-50,000 for support measures)
3.8 Provide information on the landscape of international climate finance				NCF & all sector ministries/agencies	Training workshop for NCF and executing bodies on climate finance and project and programme development finance by int. consultants	~15-20,000
3.9 Understand the specific requirements of individual international funds				NCF & all sector ministries/agencies	On-the-job training and hands-on project design and submission preparation workshops for NCF and line ministries/agencies with int. consultants	~45-50,000 (incl. one 2/3-day workshop with NCF and CCUs of key sector ministries/agencies and some follow-up support)
3.10 Improve the overall investment climate and designing, implementing and monitoring special financial sector regulation				MoF	Review of financial regulations and assessment of investment environment for climate-friendly and other environmental projects by consultant	~30-35,000

3.11 Develop green financial products				MoF and Palestinian Monetary Authority	Outsourcing of the organization and implementation of awareness raising campaigns and information sharing on green financial products to service provider	~32,000 (for local experts for quarterly events over the course of 2 years)
3.12 Facilitate relevant public-private policy dialogues				NCCC & EQA	Organization and implementation of awareness raising campaigns and information sharing by service provider	~32,000 (for local experts for quarterly events over the course of 2 years)
3.13 Develop products and services to implement sustainable value chains				EQA	Courses on sustainable development chains by service provider	~12-18,000 (2-days course/seminar per year over the course of 3 years, including 25% discount for 2 nd and 3 rd years' courses; depends on use of local or international experts as well)
3.14 Integrate climate and environment risks in corporate risk management schemes				EQA and MoF	Awareness raising campaign among financial institutions and guidelines on how financial institutions can manage climate and environment risks by consultants	~32,000 (for local experts for quarterly events over the course of 2 years)

OBJECTIVE 4						
General awareness, communication, education, research & knowledge management established						
<u>Activities</u>						
4.1 Implement annual information and awareness activities on climate change				EQA and NCCC	Development and implementation of annual information and awareness activities (initially using existing, available information from relevant national strategy documents and currently elaborated reports and documents such as for the INC); information provided can continuously be improved and updated building on trainings (see Chapter 2); preparation of relevant materials and/or dissemination may be outsourced to consultants or expert organizations in certain circumstances	N/a (potential support by consultants for preparation of relevant materials and/or dissemination cannot be estimated at this point)

<p>4.2 Publish an annual report on “Climate Change in Palestine”</p>				<p>EQA and NCCC</p>	<p>Elaboration of report (initially using existing, available information from relevant national strategy documents and currently elaborated reports and documents such as for INC); information provided can continuously be improved and updated building on trainings (see Chapter 2); preparation of relevant materials may be outsourced to consultants or expert organizations in certain circumstances</p>	<p>N/a (potential support by consultants for preparation of relevant materials cannot be estimated at this point)</p>
<p>4.3 Establish and maintain a ‘Climate Change in Palestine’ website</p>				<p>EQA and NCCC</p>	<p>Development and maintenance by EQA with support/input from sector ministries/agencies (contents of the website could build on the materials produced under the above two activities and would be maintained and regularly updated by the Climate Change Directorate of EQA); alternatively, an organization could be identified to facilitate the development of the website</p>	<p>~3-5,000 (IT design and implementation & maintenance for 3 years)</p>

4.4 Strengthen participation of Palestine in various international events on climate change, in particular under the UNFCCC & IPCC				EQA and NCCC	Identification of relevant participants to join State of Palestine delegations to attend events	N/a (DSA rates and other travel expenses depend on country of destination)
4.5 Conduct seminars and media activities for local actors, particularly focusing on the nexus climate-water-soil-biodiversity				EQA and NCCC	Identification of implementation organizations and signing of agreements (i.e. local organizations or a combination of local and international organizations in the case relevant expertise and knowledge of international best practice is not available in-country)	~65-88,000 (11 one-day events over the course of 3 years implemented by local and international expert)
4.6 Create/accredit a Center of Excellence on Climate Change				MOE with EQA support	Identification of hosting institution and signing agreement	N/a (due to uncertainties related to overall mandate and operational budget cannot be estimated at this point)

<p>4.7 Establish a dedicated technical team to implement and update the Greenhouse Gas inventory and the National Communications on Climate Change of Palestine on a regular basis</p>				<p>Climate Change Excellence Center with the support of the NCCC</p>	<p>Agreement with Climate Change Excellence Center after a suitable host is found and provision of (financial) resources</p>	<p>~400-600,000 for salaries per year, in the case the team/Center needs to be established and resourced (depending on team size and ToRs, see also below 4.10-4.13) or 50,000 per year (i.e. 200,000 over 4 years) in the case resources are available and only the (additional) work for the inventories and National Communications needs to be covered</p>
<p>4.8 Create a Climate Change Technical Pole</p>				<p>EQA & MOE, MoNET and Climate Change Excellence Center</p>	<p>Identification of suitable partner organizations and signing of agreements</p>	<p>N/a</p>
<p>4.9 Establish agreements between the sector ministries/agencies concerned and the Center of Excellence on Climate Change</p>				<p>EQA & MOE with the sector ministries/agencies</p>	<p>Support agreements between sector ministries/agencies</p>	<p>N/a</p>

<p>4.10 Supply the various existing university courses in Palestine with the required human and educational resources to fully integrate climate change aspects</p>				<p>MoE & Climate Change Excellence Center</p>	<p>Identification of relevant universities and signing of agreements; academic training module created and implemented by the Center of Excellence</p>	<p>N/a (modules to be implemented by the technical climate change team of the Center of Excellence and covered by the budget for the Center, see above)</p>
<p>4.11 Establish a national study and research program on climate change around socio-economic and ecological systems and their evolution under climate change</p>				<p>Climate Change Excellence Center, EQA and the NCCC</p>	<p>Agreement on national study and research program (could be coordinated by the Center of Excellence and be implemented together with other relevant research organizations and universities in Palestine. The need for international support to the program will need to be identified during its inception phase)</p>	<p>(Due to uncertainties around the institutional and collaboration arrangements related costs cannot be estimated at this point)</p>

<p>4.12 Establish an ongoing, general climate change training program for key government institutions and the staff of the relevant climate change directorates and units and further implementing organizations</p>				<p>EQA and NCCC</p>	<p>Identification of suitable organization(s) for the development and implementation of the training program and signing of agreement(s) (could be implemented the Center of Excellence together with other local expert organizations, including from the technical pole. The need for international support to the program will need to be identified during its inception phase)</p>	<p>(If program would be mainly implemented by the technical climate change team of the Center of Excellence, then this would be covered by the budget for the Center, see above; due to uncertainties around the collaboration needs related costs cannot be estimated at this point)</p>
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<p>4.13 Establish a climate change capacity building program on adaptation and mitigation for consultants and specialist NGOs working on climate change</p>				<p>EQA and NCCC</p>	<p>Identification of suitable organization(s) for the development and implementation of the training program and signing of agreement(s) (could be implemented the Center of Excellence together with other local expert organizations, including from the technical pole. The need for international support to the program will need to be identified during its inception phase)</p>	<p>(If program would be mainly implemented by the technical climate change team of the Center of Excellence, then this would be covered by the budget for the Center, see above; due to uncertainties around the collaboration needs related costs cannot be estimated at this point)</p>
<p>Objective 5</p>						
<p>Coordination and partnerships at the national and local levels enhanced*</p>						
<p><u>Activities</u></p>	<p>*Many of the activities, or parts of the activities, require government action at the governorate level, i.e. the implementation of the territorial approach, therefore these can only be implemented at a later stage</p>					
<p>5.1 Establish a Climate Change Coordination Department at EQA</p>				<p>EQA</p>	<p>Budget and time allocation to Climate Change Directorate at EQA</p>	<p>N/a</p>
<p>5.2 Develop process for prioritizing and addressing climate challenged communities</p>				<p>NCCC and EQA with support from sector ministries/agencies</p>	<p>Climate Change Directorate at EQA, i.e. Office of Climate Change Coordination, to develop prioritization process</p>	<p>N/a</p>

5.3 Ensure cross-cultural communication and understanding of climate change priority impact issues				EQA	Climate Change Coordination office at EQA provides substantial technical assistance, including through contractors, helping relevant working groups and task forces at community level to organize responses to climate change issues	N/a (support by contractors cannot be estimated at this point)
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*Note: The cost estimates can only be ballpark figures at this point and the ranges and uncertainties are related to issues that require further detailed discussions with the beneficiaries and donors such as the use of international vs national experts, in-depth assistance vs accompanying support measures or the use of online/remote trainings vs tailor-made trainings and workshops by experts. These estimates cover costs related to the use of external expertise to implement workshops, trainings, seminars and similar events as well as prepare certain studies or reports. Due to the lack of detailed knowledge about implementation details out-of-pocket expenses may not be fully covered by the estimates either. The estimates do not cover budgetary decisions by the PA related to state budget sovereignty or areas where UNDP is a renowned international expert organization.

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Annex II – Participants list of the capacity development workshop

18 February 2015, Palestinian Red Crescent Society - El-Bireh, Ramallah

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Annex III – List of interviewees

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