

## Division of labour in Palestine

### Roles and responsibilities of European lead and active donors

December 2016

#### 1. Purpose

The purpose of this document is to **update the division of labour** amongst European donors, as well as help clarifying the **roles and responsibilities of European lead and active donors in Palestine**. This document has been updated to take into consideration recent progress on the EU Joint Programming (EU JP), in particular the development of the first-ever **European Joint Strategy 2017-2020**, the finalisation of five Pillar Fiches<sup>1</sup> and the mainstreaming of key cross-cutting issues in our work. The previous version of this document dates back to October 2014.

The current **division of labour** reflects the "**Pillar Approach**" **adopted in April 2016**, and the main priorities and interventions of EU/MS and like-minded donors. It can be updated when needed. Based on this division of labour, five Pillar Fiches have been developed by the relevant lead donor in the concerned sectors, in close consultation with other EU/MS and like-minded countries active in this sector, but also the Palestinian Authority (PA) and institutions, civil society organisations and other key national and international players (such as the UN Family, etc.). These five Pillar Fiches replace the 16 EU/MS Sector Strategy Fiches endorsed by Heads of Mission in December 2014 and valid until end of December 2016.

The **five Pillar Fiches** (which include 12 sectors in total) are in line with the new **National Policy Agenda 2017-2022** and the new **21 sectoral strategies** (which are still work in progress and which are expected to be finalised during the 1<sup>st</sup> Quarter 2017). The five Pillar Fiches are closely interrelated and are seen to best represent the confluence of European and Palestinian priorities. **Cross-cutting issues** are mainstreamed in the five Pillar Fiches and include: Gender (led by IT); Environment (led by SE); Civil Society (co-led by EUREP and ES); and Human Rights (co-led by CH and SE).

**PILLAR 1 – Governance Reform, Fiscal Consolidation and Policy:** this Pillar is divided into three sub-sectors: (i) Macroeconomic Support and Public Financial Management (led by EUREP); (ii) Public Administration Reform (led by the UK); and (iii) Local Government Reform (led by DK).

**PILLAR 2 – Rule of Law, Justice, Citizen Safety and Human Rights:** this Pillar is divided into two sub-sectors: (i) support to the Justice Sector (led by the NL); and (ii) support to the Security Sector (led by the UK).

**PILLAR 3 – Sustainable Service Delivery:** this Pillar is divided into three sub-sectors: (i) support to the Education Sector (led by FI); (ii) support to the Health Sector (led by IT); (iii) support to Social Protection (led by EUREP).

**PILLAR 4 – Access to Self-Sufficient Water and Energy Services:** this Pillar is divided into two sub-sectors: (i) support to the Water Sector (led by DE); and (ii) support to the Energy Sector (led by FR).

**PILLAR 5 – Sustainable Economic Development:** this Pillar is divided into two sub-sectors: (i) Private Sector Development (led by EUREP); and (ii) Agriculture (led by ES).

The current division of labour in Palestine allows **less aid fragmentation** and increasingly ensures a "**joint voice**". It also attempts to ensure that all sectors are covered. This is however not yet the case as **youth remains an orphan cross-cutting issue**.

All EU/MS and like-minded lead and/or active donors included in the division of labour are committed to work and finance the concerned sector during the coming four years (2017-2020).

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<sup>1</sup> A "**Pillar approach**" has been adopted in Palestine in April 2016, with five Pillar Fiches summarising the main areas of interventions and priorities of the EU, its MS and like-minded donors. Each Pillar has between 2 and 3 sectors.

## 2. Roles and responsibilities

In line with the **flexible and pragmatic approach** adopted in Palestine since 2011, the following has been agreed upon:

1. A **three-level governance structure** has been approved for the work related to EU JP, which includes:
  - The **overall coordination** process of EU JP in Palestine: to be fulfilled by EUREP;
  - The **coordination of each Pillar Fiche**: to be fulfilled by each lead per Pillar Fiche (i.e. five leads for the five Pillar Fiches). The lead per Pillar Fiche should be designated by the leads of each sector of the concerned Pillar Fiche; Pillar Fiche leads could lead on a rotational basis to be decided by the leads in the various pillars according to the needs of the sector and resources of EU/MS;
  - The **coordination of each sector of a Pillar Fiche**: to be fulfilled by each lead per sector. There are between two and three sectors per Pillar Fiche. At the moment, there are 12 sectors in total (for the five Pillar Fiches). This means that there are currently 12 sector leads in total. There are also six leads of the four cross-cutting issues (there are co-leads in two cross-cutting issues).
2. **Rotation over time<sup>2</sup>** and **co-leadership arrangements** are encouraged, so as to ensure a fair distribution of work amongst EU/MS and like-minded countries;
3. **EU/MS Informal Working Groups (IWG) and Interest Groups (IG)**: for the time being there are five IWG on: Gender (led by IT), Civil Society (co-led by EUREP and ES), Environment (led by SE), East Jerusalem (led by EUREP) and PEGASE DFS (led by EUREP – this IG will phase out and be replaced in 2017 by a new IG following the implementation of the new RoF which will be extended to the five Pillar Fiches). A new IWG on Advocacy will be established in 2017. The added-value of these IWG should be re-discussed annually, preferably during the HoCs Annual Retreats. With regards IG, there are four of them on UNRWA, the Gaza Strip, Area C and East Jerusalem. The one on UNRWA is led by EUREP. With regards to the other three Interest Groups (on Area C, on East Jerusalem and on Gaza), they are convened by decision at Heads of Mission when deemed as relevant and needed.

More specifically, the roles and responsibilities of each EU/MS and like-minded **lead** donor will be to:

- (i) **Update** – regularly and when needed (and at least once a year) – **the Pillar Fiche**. This should be done at the level of both the Pillar Fiche (this role will be fulfilled by the five leads of the Pillar Fiches) and of the sectors. A particular focus in 2017 will be on updating the indicators in view of the extension of the RoF.

The following should be ensured by the EU/MS and like-minded lead donor: organise meetings with relevant EU/MS and like-minded active donors at the level of the sector to ensure that they are consulted and fine with the proposed changes and organise meetings with the other leads of Pillar Fiche to ensure synergies and consistency at the level of the Pillar Fiche;

- (ii) **Address** the main key issues, jointly identified in the five Pillar Fiches, in the various sectors covered by the five Pillar Fiches and in the cross-cutting themes, with relevant Palestinian and international counterparts. This should notably be done during the following coordination fora: relevant sector coordination structures (notably the various Sector Working Groups within the LACs structure); donors informal meetings, bilateral meetings; meetings with civil society; etc.

It is important that during these meetings and consultations with relevant counterparts, EU/MS underline that they raise EU/MS shared views and priorities. This should allow EU/MS donors to have more influence (and visibility) *vis-à-vis* national counterparts (and other players) as they speak with a common voice;

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<sup>2</sup> Recent examples include: BE/FI for the Education Sector and EUREP/FR for the Energy Sector.

- (iii) **Monitor the progress (or lack of)** of each relevant sector and Pillar Fiche (with a focus on the key issues identified and included in the Pillar Fiches) – against agreed indicators. This will also require work during the preparation of the Annual Monitoring Reports;
- (iv) **Propose** joint action/demarches/consultations if needed – this could also involve close coordination with the Informal Working Group on Advocacy that will be established in 2017;
- (v) **Report** regularly – and accordingly – to HoCs (see also below under 3. *Reporting requirements*).

The roles and responsibilities of each EU/MS and like-minded **active** donor will be to:

- (i) **Provide feedbacks** when consulted on review of the five Pillar Fiches (at the level of the sectors);
- (ii) **Address** the main key issues, jointly identified in the five Pillar Fiches (and related sectors), with relevant Palestinian and international counterparts. This should notably be done during the following coordination fora: relevant sector coordination structures (notably the various Sector Working Groups within the LACs structure (in support of the EU/MS and like-minded lead donor); bilateral meetings; civil society consultations; HoCs sub groups; etc.;
- (iii) **Inform** proactively EU/MS and like-minded lead donor of any important event/progress on the sector; and of any relevant bilateral policy dialogue that has taken place;
- (iv) **Participate** in technical meetings led by the EU/MS and like-minded lead donor.

### 3. Reporting requirements

- (i) Each EU/MS and like-minded **lead** donors should report to the HoCs on a yearly basis on progress in the implementation of the Pillar Fiches and cross-cutting themes (and if necessary, on an *ad hoc* basis). This reporting will be made through an oral presentation during a HoCs meeting with a short factsheet (max 2 pages report), covering achievements/challenges/next steps. There are currently five Pillar Fiches (and 4/5 cross-cutting themes). Oral reporting of each EU/MS and like-minded lead donor per sector will be included in the EU HoCs workplans in the 2<sup>nd</sup> Semester of each year;
- (ii) A contribution to the Annual Monitoring Reports on the progress made on our joint work (including the work related to the Pillar Fiches and related sectors), possible achievements and challenges, as well as lessons learned. This should be submitted towards the end of year with a view to the Annual Monitoring Report to be finalised in the first quarter of N+1. The overall process related to the Annual Monitoring Report will be coordinated by EUREP.

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