



EUROPEAN  
COMMISSION

Brussels, 16.4.2014  
C(2014) 2692 final

**COMMISSION IMPLEMENTING DECISION**

**of 16.4.2014**

**on the Special measure 2014 in favour of Palestine<sup>1</sup> to be financed from the general budget of the European Union**

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<sup>1</sup> This designation does not entail any recognition of Palestine as a state and is without prejudice to positions on the recognition of Palestine as a state.

## COMMISSION IMPLEMENTING DECISION

of 16.4.2014

### on the Special measure 2014 in favour of Palestine<sup>1</sup> to be financed from the general budget of the European Union

THE EUROPEAN COMMISSION,

Having regard to the Treaty on the Functioning of the European Union,

Having regard to Regulation (EU) No 236/2014 of the European Parliament and of the Council of 11 March 2014 establishing common implementing rules and procedures for the implementation of the Union's instruments for external action<sup>2</sup> and in particular Article 2 thereof,

Having regard to Regulation (EU, EURATOM) No 966/2012 of the European Parliament and of the Council of 25 October 2012 on the financial rules applicable to the general budget of the Union and repealing Council Regulation (EC, Euratom) No 1605/2002<sup>3</sup>, and in particular Article 84(2) thereof,

Whereas:

- (1) Since 2002 the Commission has set priorities for co-operation with Palestine on an ad-hoc basis and Article 2 of Regulation (EU) No 236/2014 provides for the adoption of special measures in the event of unforeseen and duly justified needs or circumstances.
- (2) The European Union remains committed to building the institutional capacity of the Palestinian Authority to maintain the viability of the two-state solution. There is a widening gap between the Palestinian Authority's income and its mandatory expenditures that is putting at risk the livelihood of thousands of Palestinian families who depend on Palestinian Authority salaries, as well as the economy of both the West Bank and the Gaza Strip. The financial situation of the United Nations Relief and Works Agency for Palestine Refugees (UNRWA) remains critical.
- (3) The objectives pursued by this special measure, to be financed under the European Neighbourhood Instrument<sup>4</sup>, are to provide urgent financial support to the Palestinian Authority and to UNRWA and therefore to allow the delivery of essential public services to the entire Palestinian population.
- (4) This Decision complies with the conditions laid down in Article 94 of Commission Delegated Regulation (EU) No 1268/2012 of 29 October 2012 on the rules of application of Regulation No 966/2012 of the European Parliament and of the Council on the financial rules applicable to the general budget of the Union<sup>5</sup>.

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<sup>2</sup> OJ L 77, 15.3.2014, p. 95.

<sup>3</sup> OJ L 298, 26.10.2012, p. 1.

<sup>4</sup> Regulation (EU) No 232/2014 of the European Parliament and of the Council establishing a European Neighbourhood Instrument, OJ L 77, 15.3.2014.

<sup>5</sup> OJ L 362, 31.12.2012, p. 1.

- (5) This Decision should provide that the Commission acknowledges and accepts the contribution from other donors pursuant to Article 21(2)(b) of Regulation (EU, EURATOM) No 966/2012, subject to the signature of the relevant agreement, and should decide on the use of such contribution.
- (6) The Commission should authorise the eligibility of costs as of a date preceding that of submission of a grant application for the reasons of extreme urgency in crisis management aid or in situations of imminent or immediate danger to the stability of a country, including by an armed conflict, where an early involvement engagement of the Union may prevent an escalation.
- (7) The maximum contribution of the European Union set by this Decision should cover any possible claims for interest due for late payment on the basis of Article 92 of Regulation (EU, EURATOM) No 966/2012 and Article 111(4) of Delegated Regulation (EU) No 1268/2012.
- (8) The Commission is required to define the term "non-substantial change" in the sense of Article 94(4) of Delegated Regulation No 1268/2012 to ensure that any such changes can be adopted by the authorising officer by delegation, or under his or her responsibility, by sub-delegation (hereinafter referred to as the 'responsible authorising officer').
- (9) The measure provided for in this Decision is in accordance with the opinion of the European Neighbourhood Instrument (ENI) Committee set up by the basic act referred to in Recital 3,

HAS DECIDED AS FOLLOWS:

#### *Article 1*

##### **Adoption of the measure**

The following Special Measure, constituted by the actions identified in the second paragraph and attached as annexes, is approved:

Special measure 2014 in favour of Palestine

The actions constituting this measure are:

- Annex 1: PEGASE Direct Financial Support to Recurrent Expenditures of the Palestinian Authority - 2014;
- Annex 2: Contribution to UNRWA's 2014 Regular Budget

#### *Article 2*

##### **Financial contribution**

The maximum contribution of the European Union authorised by this Decision for the implementation of this special measure is set at EUR 200 million to be financed from budget line 21 03 01 04 of the general budget of the European Union for 2014.

#### *Article 3*

##### **Implementation modalities**

Section 4 of the Annexes referred to in the second paragraph of Article 1 sets out the elements required by Article 94(2) of Delegated Regulation (EU) No 1268/2012.

The Commission authorises the eligibility of costs prior to the submission of grant applications as of the date identified in the Annexes.

The financial contribution referred to in Article 2 shall also cover any possible interests due for late payment.

#### *Article 4*

##### **Non-substantial changes**

Increases or decreases of up to EUR 10 million not exceeding 20% of the contribution referred to in Article 2, or cumulated changes to the allocations of specific actions not exceeding 20% of that contribution, shall not be considered substantial, provided that they do not significantly affect the nature and objectives of the actions.

Done at Brussels, 16.4.2014

*For the Commission*  
*Štefan FÜLE*  
*Member of the Commission*

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**ANNEX 1**

of the Commission implementing Decision on the Special Measure in favour of Palestine<sup>1</sup>  
2014

**Action Document for Palestine**

**1. IDENTIFICATION**

|  |  |        |                         |
|--|--|--------|-------------------------|
| Title/Number                                       | PEGASE: Direct Financial Support to Recurrent Expenditures of the Palestinian Authority – 2014<br>CRIS number: ENPI/2014/024-990 |        |                         |
| Total cost   | Total estimated cost: EUR 130,000,000<br>Total amount of EU budget contribution: EUR 130,000,000                                 |        |                         |
| Aid method / Management mode and type of financing | Project Approach/ Direct management  |        |                         |
| DAC-code   | 16010  | Sector | Social/welfare services |

**2. RATIONALE AND CONTEXT**

**2.1. Summary of the action and its objectives**

Most of the European Union's assistance to the Palestinian Authority (PA) is channelled through PEGASE, the financial mechanism launched in 2008 to support the PA Reform and Development Plan (2008-2010) and the subsequent PA National Development Plan (2011-2013), which aim to build strong governmental institutions as the basis for the future independent Palestinian State. The PA is now elaborating the Palestinian National Development Plan (PNDP) 2014-2016. These national plans set out a medium-term agenda for Palestinian reform and development and contain a framework of goals, objectives and performance targets.

Over the past years, the EU has been providing financial support to the PA and UNRWA to maintain the viability of the two-state solution and sustain the delivery of essential public services to the entire Palestinian population. Through PEGASE Direct Financial Support (DFS), the EU has contributed substantially to the Palestinian National Budget recurrent expenditures (€168 million in 2013), with systematic, predictable and unconditional contributions to the payment of PA civil servant's salaries, pensions and of social allowances to the poorest and most

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vulnerable Palestinians. This contributed substantially to State building as well as to social cohesion, economic and security stabilisation.

Consistently, the EU has been supporting the PA to implement policy reforms in public finance management, and on specific fiscal issues (such as reduction of the net lending), as well as to improve service delivery (social protection and civil service reform). Through a newly set up PEGASE window (2013) for East Jerusalem hospitals, the EU is also able to provide a crucial support to avoiding the collapse of those hospitals, which are amongst the few remaining Palestinian institutions in East Jerusalem and are providing key medical services to the Palestinian population. This support will enable the EU to push for policy reforms in the Health sector, particularly for the PA's health referral system.

## **2.2. Context**

### **2.2.1. Country context**

#### **2.2.1.1. Economic and social situation and poverty analysis**

The economy of Palestine has been marked by the disruption of more than forty years of occupation and conflict, during which the economic development path has paralleled political developments.

Restrictions on movement and access imposed by the Government of Israel (GoI) have deterred socio-economic development and resulted in an economy highly dependent on the Israeli market and donor aid. Obstacles for economic development are multiple and many-sided: limited access to land, water and other natural resources in the West Bank; segregation from the East Jerusalem market and inadequate public investment in East Jerusalem by the Jerusalem Municipality, as well as limited access to Area C (60% of the West Bank); de facto ban on exports from the Gaza Strip; severe restrictions on import of products considered by Israel to be of "dual use"; disrupting effects of settlement activity and settlers, notably in Area C; difficulty and uncertainty of obtaining movement permits for both Palestinian and foreign nationals.

According to a recent report submitted by the International Monetary Fund (IMF) at the AHLC meeting of September 2013, the economic situation in Palestine continues to deteriorate. The consistently strong growth in the West Bank witnessed from 2007 to 2011 (6-9% per year) was largely driven by government spending, in turn, funded by aid flows, and to a lesser degree easing of restrictions on movement and access by Israel. However, since 2012, growth has decelerated and real GDP is expected to further decrease to 1.5% in 2013.

The PA has limited control of its revenues, remaining dependent on clearance revenue transfers from Israel (Israel collects border revenues on behalf of the PA, which represent more than 65% of the PA's national budget revenues). In response to the Palestinian's bid for non-member state status at the UN on 29 November 2012, Israel stopped transferring these clearance revenues in December and January 2013 – worsening the PA's fiscal situation and creating instability in the economy. On 25 March 2013, Israel resumed transfers, but it continues to unilaterally deduct from the sums transferred, in a rather opaque manner, the cost of utilities owned by Palestinian municipalities ('Net Lending') in contravention of the provisions of the Paris Protocol.

In the short term, the PA will continue to depend on donor aid to cover its recurrent deficit, projected at over USD 1.4 billion for 2013. The projected 2013 fiscal gap amounts to around US\$0.3 billion. In spite of some increase in donor aid (USD1.3 billion against 0.8 billion in 2012, but down from USD1.8 billion in 2008), this has been insufficient to cover the deficit in the past years. Consequently, in 2013 the PA has continued to accumulate considerable debts to the banking sector and arrears to the private sector which reach more than USD0.5 million while the accumulated arrears to the pension funds is now estimated at more than USD1.4 billion. Health services have also been greatly affected. As a result of the PA's accumulated unpaid debts/arrears, hospitals in East Jerusalem have recurrent difficulties in paying salaries and are highly indebted to medical suppliers.

#### 2.2.1.2. National development policy

In April 2011, the PA introduced its National Development Plan: Establishing the State - Building our Future (NDP), covering the period 2011-2013. The plan focused on the legal framework, organisational structures and processes, the use of technology in government, the management of financial resources and the management of human resources in civil and security sectors based on 23 sector strategies. The PA is now working on a new Palestinian development plan 2014-2016 (expected to be adopted in March 2014).

#### 2.2.2. *Sector context: policies and challenges*

In spite of the PA's reform effort in institution-building and the delivery of public services, achievements continue to be jeopardized by the lack of progress in the peace process. At this stage is still unknown if the recent Peace initiative of US Secretary of State Kerry will yield any result. The Palestinian reconciliation efforts since 2011 did not achieve any result so far. The lack of progress on these two processes obstructs any perspective of translating institutional achievements into actual Statehood. As a result the PA fiscal sustainability continues to be a serious concern.

Set against a depressed economic and political environment, the outlook remains grim for the near future: a financing gap of approximately USD 320 million is forecast by the end of 2013. In this context, the IMF has appealed to the international community for a further commitment of direct financial assistance.

In 2013, EUR 168 million were provided for recurrent expenditures from the EU Budget through PEGASE DFS programmes. These funds were complemented with funds from EU Member States. Contribution from Member States include :Denmark (DKK 75 million for PA salaries/pensions, out of which DKK 40 million are earmarked for payments in 2014), Sweden (SEK 40 million for PA salaries/pensions), The Netherlands (EUR 2 million for PA salaries/pensions and EUR 1.5 million for salaries to the PA Civil Police/Defence), Finland (EUR 2 million for PA salaries/pensions), Luxembourg (EUR 0.7 million for PA salaries/pensions), Italy (EUR 1 million for PA salaries/pensions) and Ireland (EUR 1 million for PA salaries/pensions and EUR 0.5 million for social allowances). Austria already committed EUR 1.25 million for 2014 contributions.

Other donors, including EU Member States, are also providing support for direct financial assistance through non-PEGASE channels, either directly to the PA budget or via the World Bank Trust Fund.

According to available figures, France contributed EUR 9 million directly to the PA budget in August 2013. Other EU Member States have also contributed to the World Bank Trust Fund, which has delivered a total of over USD 164 million in 2013- including contributions from the UK (US 39 million), Australia (USD 21.3 million), Japan (USD 10 million), Norway (USD 43 million) and Kuwait (USD 50 million). Further support has been received from the United States (USD 350 million) and Arab donors (around USD 234 million in total, including Saudi Arabia (USD 164 million); Algeria (USD 26 million), Qatar (9 million), Iraq (USD 28 million) and Oman (USD 5 million)). India and Russia also contributed around USD 1 million and USD 11 million, respectively.

The EU is actively involved in key fiscal issues, such as net lending, and cooperates closely with the World Bank which is currently conducting a comprehensive review of the PA health referral system.

### **2.3. Lessons learnt**

The implementation of the PEGASE DFS programmes builds upon the successful experience of the Temporary International Mechanism in 2006-2007. PEGASE DFS programmes are implemented in full co-ordination with Palestinian partners and in full co-operation and transparency with EU Member States, the European Parliament and other donors.

It is particularly appreciated by the Palestinian Authority for its alignment with the three years national development plans and the strong sense of ownership on the part of Palestinians, as well as for its flexibility and its catalytic nature in attracting funds from other donors without multiplying transaction costs.

The mid-term review of PEGASE, launched by the Commission in late 2009, highlighted the flexibility in planning and implementation of the programmes, the highly competent and professional staff and the use of well-proven management systems while continuously innovating – which contributed to the success of this mechanism. The final evaluation, covering the period February 2008- February 2011, confirmed these findings.

The present Action Document takes account of those recommendations of the recent European Court of Auditors report on EU Assistance to the Palestinian Authority, which were accepted by the Commission. It is understood that this is an ongoing process.

In line with the evaluation recommendations, the EU, together with the other direct financial assistance donors, has started working towards a 'results-oriented framework' which would cover both fiscal/policy reforms and service delivery. Under this framework, donors intend to further coordinate their support (in term of funding, technical assistance and policy dialogue) to the education, health and social protection sectors, as well as to help the PA in addressing key fiscal issues (such as net lending and health referral system), and policy reforms (such as public finance management and civil service reform). The definition of the results-oriented framework indicators will be fully aligned to the new PNDP 2014-2016 indicators.



## **2.4. Complementary actions**

In 2013, a total of EUR 300 million were committed in support to Palestine from the European Neighbourhood and Partnership Instrument (ENPI), out of which EUR 168 million for PEGASE support to recurrent expenditure of the PA and EUR 80 million for United Nations Relief and Works Agency's (UNRWA) General Fund. A further EUR 52 million were allocated for projects aimed at socio-economic development and to support the institution-building agenda delineated in the Palestinian National Development Plan (2011-2013), under three focal sectors (Governance/Rule of Law; Private Sector Development and Water and Sanitation). UNRWA also received an additional allocation of EUR 10 million from the Food Security Budget Line to support its Social Safety Net Programme in 2012-2013, with the objective to provide nutrition for those refugees living in absolute poverty (95% of the funds were disbursed to date). Support to civil society initiatives was also made available from the European Instrument for Human Rights and Democracy and the thematic line Non State Actors and Local Authorities in Development. The Annual Action Programme 2014 is currently being prepared, in line with the draft new Single Support Framework 2014-2015 which is expected to be in the 2<sup>nd</sup> quarter of 2014.

## **2.5. Donor coordination**

Local donor co-ordination has been streamlined in accordance with the conclusions of the Ad-Hoc Liaison Committee (AHLIC) meeting held 14 December 2005 in London following a proposal by the Commission, the World Bank and Norway to reform the Aid Management Structures. The Commission continues to play a leading role in these structures at all levels. Relevant platforms include: (i) the Fiscal Working Group (co-Chaired by the Ministry of Finance and the International Monetary Fund); (ii) the Public Administration and Civil Service Sector Working Group (co-Chaired by the Ministry of Planning and Administrative Development and the UK/DFID); and (iii) the Social Protection Sector Working Group (co-Chaired by the Ministry of Social Affairs and the EUREP).

The Commission plays a leading role in local EU Member States co-ordination. Complementarity and co-ordination with other EU actions are assured through regular co-ordination meetings at Headquarters and daily contacts between staff working in the European Union Representative Office (EUREP) in East Jerusalem. An EU Informal Group on PEGASE DFS was also set-up in early 2013 as a forum for information sharing and discussions around PEGASE DFS related topics (such as fiscal issues, policy reforms, service delivery). Through 2013, increased coordination with other direct financial assistance donors (mainly the World Bank and the contributors to the Trust Fund) has taken place.

## **3. DETAILED DESCRIPTION**

### **3.1. Objectives**

The overall objective of this temporary EU support is to maintain the viability of the two-state solution by avoiding the fiscal collapse of the PA and sustaining basic living conditions of the whole Palestinian population.

The specific objective is to support the Palestinian national development agenda and in particular:

(1) to support the PA to maintain the functioning of the administration and thus deliver to the Palestinian population (including the Palestinian refugee population) essential basic services;

(2) to improve the economic opportunities of poor, vulnerable and isolated population; and

(3) to support the PA in reducing its budget deficit and implementing its reform agenda while increasing the PA's accountability.

### **3.2. Expected results and main activities**

Three categories of public expenditure are in principle eligible for support under this action, for a total amount of EUR 130 million which follows previous decisions committed on 2008, 2009, 2010, 2011, 2012 and 2013 funds.

#### Component 1: Supporting Palestinian administration and services (Indicative allocation EUR 93 million)

The EU will make available an additional contribution to the payment of salaries and pensions to the PA civil servants in the Occupied Palestinian Territory (West Bank and Gaza Strip). The objective of this activity is to support the PA to maintain the functioning of the administration and thus deliver to the Palestinian population (including the Palestinian refugee population) essential basic services. The regular contribution to the funding of the wages expenditure for civil servants reinforces the PA's public finance management and public finance reform implementation. At the same time, it allows the administration to function and thereby to provide services to the Palestinians in the West Bank and Gaza Strip.

#### Component 2: Supporting the Palestinian social protection system (Indicative allocation EUR 24 million)

The EU will make available at regular intervals direct financial support to poor and vulnerable families in the West Bank and the Gaza Strip through the PA's cash transfer programme (CTP). The objective of this activity is to ensure the continued assistance to Palestinian families living in extreme poverty, who are dependent on financial aid from the PA. This activity also reinforces the reform of the social protection system.

#### Component 3: Support to East Jerusalem Hospitals (Indicative allocation EUR 13 million)

The six Palestinian hospitals in East Jerusalem form an integral part of the network of health provision for the Occupied Palestinian Territory, in particular the West Bank. The Israeli annexation of East Jerusalem, although not recognised by the international community, and the construction of the separation wall/barrier has had the effect of making access to these hospitals particularly difficult for Palestinians living outside the city. In addition to the importance to the health network, these hospitals are also a symbol of continued Palestinian presence in East Jerusalem. The financial difficulties of the Palestinian Authority have resulted in a situation where many of the hospital bills underwritten by the Ministry of Health, and validated by the Ministry of Finance, remain unpaid. The hospitals are therefore, and to differing degrees, themselves in and/or worsen the PA financial crisis.

### **3.3. Risks and assumptions**

It is expected that contributions from Member States and other donors will be made available during the implementation period to complement the proposed funds. Fluctuations in the exchange rate may have an impact on funding needs.

Full co-operation with the Palestinian Authority is essential. This co-operation needs to be maintained, in particular for the identification of eligible beneficiaries and timing of payments and for the identification of eligible expenditure.

All actions under this special measure require that no additional restrictions are imposed by the Israeli Government, for example on financial transactions, including transfer of funds between the West Bank and Gaza Strip.

### **3.4. Cross-cutting issues**

Good governance principles are applied to the implementation mechanism and ownership on the part of the Palestinian Authority is assured. The actions proposed provide services vital to the social and economic rights of the Palestinian population.

### **3.5. Stakeholders**

The direct beneficiary of the action is the Palestinian population.

Eligible beneficiaries and expenses are identified through a system based on strict and objective criteria set by the European Commission and based upon requests and information provided by the Palestinian Authority.

PEGASE DFS programmes will be implemented in close co-operation and full partnership with the Ministry of Finance, the Prime Minister's Office, the technical Ministries and other Departments and Agencies of the PA.

PEGASE DFS programmes will be co-ordinated locally with the EU Member States, other international donors and international organisations. In order to do so, full use will be made of the existing local co-ordination groups already in place such as the Local Development Forum, the AHLC structures, the co-ordination meeting between Member States and the Office of the EU Representative.

All donors supporting the mechanism will also be key stakeholders.

## **4. IMPLEMENTATION ISSUES**

### **4.1. Financing agreement**

In order to implement this action, it is foreseen to conclude a financing agreement with the partner country, referred to in Article 184(2)(b) of the Financial Regulation.

### **4.2. Indicative operational implementation period**

The indicative operational implementation period of this action, during which the activities described in sections 3.2. and 4.3. will be carried out, is 18 months from the date of entry into force of the financing agreement or, where none is concluded, from the adoption of this Action Document, subject to modifications to be agreed by the

responsible authorising officer in the relevant agreements. The European Parliament and the relevant Committee shall be informed of the extension of the operational implementation period within one month of that extension being granted.

#### 4.3. Implementation components and modules

Direct centralised management will be applied for all components.

PEGASE DFS programmes will be implemented by the Commission through the Office of the European Union Representative (EUREP), in East Jerusalem, in close co-ordination with Member States officials and with the Palestinian Authority.

Disbursements will be made by the Commission directly to the eligible beneficiaries of the PEGASE DFS programmes detailed in Section 3.2 above, following eligibility checks and verification and control procedures by external experts and international audit firms.

| Subject in generic terms, if possible   | Type (works, supplies, services) | Indicative number of contracts | Indicative trimester of launch of the procedure |
|---|----------------------------------|--------------------------------|---|
| Support to the recurrent costs of the Palestinian Authority ( <i>PEGASE</i> ) | Direct Financial Support         | 2                              | 1st semester of 2014                            |

#### 4.4. Scope of geographical eligibility for procurement and grants

Subject to the following, the geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act shall apply.

The responsible authorising officer may extend the geographical eligibility in accordance with Article 9(3) of Regulation (EU) No 236/2014 on the basis of urgency or of unavailability of products and services in the markets of the countries concerned, or other duly substantiated cases where the eligibility rules would make the realisation of this action impossible or exceedingly difficult.

#### 4.5. Indicative budget

| Module   | Amount in EUR thousands | Third party contribution |
|--|-------------------------|--------------------------|
| Component 1: Supporting Palestinian administration and services  | 93,000                  | N/A                      |
| Component 2: Supporting the Palestinian social protection system | 24,000                  | N/A                      |
| Component 3: Support to East Jerusalem hospitals                 | 13,000                  | N/A                      |
| <b>Total</b>   | <b>130,000</b>          | N/A                      |

The aforementioned allocations are indicative and may be changed depending on the needs expressed by the PA and the funds received from other donors for specific

areas covered by PEGASE DFS programmes. It is anticipated that, as in earlier years, other donors will make contributions.

Funds for the necessary technical assistance, evaluation, audit and visibility actions have already been made available under separate Decisions.

#### **4.6. Performance monitoring**

A comprehensive monitoring, control and audit system will continue to be applied in the framework of the implementation of PEGASE DFS programmes, to provide reassurance over the use of funds, and the efficient and effective provision of support to the Palestinian administration and population while fully protecting donor interests.

Monitoring arrangements also include reviews to take stock of other donor contributions, reviews by the World Bank on reform progress, reviews by the International Monetary Fund (IMF) on budget execution as well as other relevant political developments.

Payments will be executed in accordance with Commission regulations. A sophisticated and uniform financial reporting system is in place and will continue to be implemented, giving detailed information on all operations processed. Individual beneficiaries as well as businesses will be uniformly checked against international sanctions lists.

#### **4.7. Evaluation and audit**

Financial experts and qualified auditors will be involved in the implementation of PEGASE DFS programmes, which will be complemented by Commission and Member States specialists and international or local experts.

Advanced monitoring, control and audit systems are set up for all of PEGASE DFS programmes. All donors contributing to PEGASE DFS programmes have full access to the corresponding monitoring and audit reports on the basis of which their contributions are disbursed.

In addition to the regular verifications and audits of eligible expenditures to identify and validate payments, annual ex-post audits of PEGASE DFS programmes will be undertaken in accordance with international standards, to provide the maximum level of assurance which will be contracted on other decisions related to the PEGASE DFS activities. Donors will be invited to participate. Contributing donors may also carry out ex-post audits of expenditures covered by their payments.

A comprehensive evaluation report covering the first three years of implementation of the PEGASE DFS programmes (2008-2011) was carried-out in 2012. The recommendations were taken into account in the implementation of the different programmes. An evaluation covering the period 2011-2013 was launched. Mid-term evaluations will be performed every 18 months and final evaluation after a 3-year implementation period in line with the PA development planning cycle.

#### **4.8. Communication and visibility**

The action will follow the EU visibility guidelines.

Progress of implementation will be communicated regularly to all stakeholders, including through a monthly bulletin. Regular meetings are held with Member States in Brussels as well as locally (EU Informal Group on PEGASE DFS).

**ANNEX 2**

of the Commission implementing Decision on the Special Measure in favour of Palestine<sup>1</sup>  
2014

**Action Document for Palestine****1. IDENTIFICATION**

|  |  |        |   |
|--|--|--------|---|
| Title/Number                                       | Contribution to UNRWA's 2014 Regular Budget  |        |   |
| Total cost   | Total estimated cost: EUR 70,000,000<br>Total amount of EU budget contribution: EUR 70,000,000<br>This action is co-financed in parallel co-financing by:<br>Other donors to UNRWA for an amount of around EUR 458.4 million |        |   |
| Aid method / Management mode and type of financing | Project approach<br>Direct management – grants - direct award to United Nations Relief and Works Agency for Palestine Refugees (UNRWA).  |        |   |
| DAC-code   | 72010  | Sector | Material relief assistance and services |

**2. RATIONALE AND CONTEXT****2.1. Summary of the action and its objectives**

The United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) provides education, health, relief and social services, microfinance, housing and infrastructure support to approximately 5 million registered Palestine refugees in Jordan, Lebanon, Syria, the West Bank and the Gaza Strip. Established by the UN in 1949 to carry out direct relief and works programmes for Palestine refugees, the Agency began operations in 1950. In the absence of a solution to the Palestine refugee problem, the General Assembly has repeatedly renewed UNRWA's mandate. Among United Nations Agencies, UNRWA is unique in delivering services directly to beneficiaries.

Over the past years, the EU has been providing financial temporary support to the PA and UNRWA to maintain the viability of the two-state solution and sustain the delivery of essential public services to the entire Palestinian population. The aim of

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this Action is to contribute to the UNRWA's 2014 Regular Budget to sustain the delivery of essential public services to the Palestinian refugees. Continued EU support to UNRWA is an essential element of the EU strategy for the Middle-East Peace Process, in particular EU commitment to keep a close watch on the refugee issue, including during final status negotiations.

Since 1971, the EU has contributed annually to UNRWA's Regular Budget. This funding is used primarily to cover the Agency's crucial core programme services in the areas of health, education, and social services and is essentially used to pay salaries for teachers, doctors and social workers active in the refugee camps. UNRWA has more than 30 600 staff posts to cover for services provided to 5 million refugees. In combination with contributions from EU Member States, EU overall contributions in 2013 accounted for 38% of the total support to UNRWA. Since the year 2000, the EU has provided over EUR 1.6 billion in support of UNRWA's work.

## **2.2. Context**

### **2.2.1. Regional context**

#### **2.2.1.1. Economic and social situation and poverty analysis**

The last years have witnessed growing concern among the refugee community and in the region over the decline in UNRWA services. Successive funding shortages and subsequent austerity measures and cost reductions have prevented programmes from expanding in tandem with the growth in the refugee population. Staff numbers have not been increased to reflect the increased numbers of refugees. This has led to the reduction of on-going programme activities and precluded certain actions which normally would be part of UNRWA's regular programme of work. It also had a direct impact on the increased class size in UNRWA schools, rising patient/staff ratios in the health services, and higher caseloads for social workers dealing with the poorest refugees. An added element of consideration is the increased burden on the Agency imposed by the on-going crisis in Palestine and Syria, and cost increases due to the higher operational charges related to the movement and access restrictions imposed by Israeli authorities as well as the depletion of all reserves .

The ability of the Agency to provide its services is entirely dependent on sufficient voluntary contributions made available annually from donors while UNRWA's General Fund costs are highly fixed (85% of expenditure is allotted to its labour force). The Agency has a very limited margin of manoeuvre when it comes to making decisions over where further cost reductions can be made. Any cuts would have an immediate impact on the level of basic services provided.

Poverty is one of the defining characteristics of many of the Palestinian refugees served by UNRWA in Palestine (the Gaza Strip, the West Bank), Jordan, Lebanon and Syria. In particular for Palestinian refugees in Syria, repeated displacements, plight into neighbouring countries, erosion of social and economic capital and depletion of resilience and coping mechanism in the context of the ongoing emergency means that for all intents and purposes the Agency will need to consider the more than half a million Palestinians normally resident in Syria in need of humanitarian assistance.

It is important to note that not only is poverty definitional in the UNRWA context, it also intersects with the question of refugee rights, social protection, and international



protection. As such, UNRWA is proposing a rights based approach to poverty e.g. poverty addressed not simply in terms of human needs, or of developmental requirements, but in terms inalienable and universal rights of individuals to equality, non-discrimination, participation, and empowerment.

#### 2.2.1.2. Regional development policy

The Regular Budget, including the General Fund and in-kind contributions, is the Agency's primary means of sustaining core services. The UNRWA General Fund shortfall as of 1 January 2014 totalled USD 65,000,000, leading ultimately to stringent austerity measures and cutbacks of basic services. This shortfall would not include funding for emergency appeals, organisational development or specific projects (like Nahr El-Bared or those assisting Syrian refugees).

This substantial anticipated gap is due to several factors: (i) the high birth rate in the refugee population means that, even if funding was maintained or even slightly increased, per capita income would drop; (ii) reduced donations from a number of donors under the impact of the financial crisis; (iii) the increase in commodity prices has adversely affected its food aid programme; (iv) the Agency has been delving into its reserves and effectively living off these in part in recent years. The reserves are gone; (v) the situation has been aggravated by exchange rate losses. The Israeli Shekel has gained strength against both the Euro and the US Dollar; (vi) the situation in Syria has increased the demand for relief services from Palestinian refugees affected by the on-going conflict.

UNRWA's Resource Mobilisation Strategy (RMS) for 2012-2015, endorsed by the Agency's Advisory Commission (AdCom) in November 2011, includes three high-level strategic objectives: to deepen partnerships with traditional donors; to diversify the donor-base; and to develop improved cross-Agency capacity to mobilise resources and manage donor relations. While some progress has been made in broadening UNRWA's donor base, traditional donors have remained the key supporters of UNRWA providing over the past few years what amounts to 80-90 per cent of the Agency's overall funding requirements.

#### 2.2.2. *Sector context: policies and challenges*

Over the past years, the EU has been actively engaged in, and in certain stages leading, a policy dialogue with the Agency, donors, and hosting countries on issues related to budget clarity and accountability, prioritisation, and governance, as well as the efficiency and effectiveness of the Agency's operations. Slowly but surely, progress has been made with almost full consensus among stakeholders on the need to install operational changes to ensure the Agency's survival. Within UNRWA's Advisory Commission (AdCom) - the main forum for policy dialogue with the Agency, there is currently an acknowledgment of the issues of contention, in particular UNRWA's unsustainable financial foundations and the necessity to realign the Agency's interventions based on core competencies and demonstrated effectiveness.

With chronic shortfalls witnessed within the Agency's General Fund supporting core education, health and relief programmes, UNRWA's financial situation is clearly unsustainable and should be strategically addressed. The perception widely shared

within the EU that "more needs equalling more support" is simply not sufficient to address refugees' increasing needs.

The 2016-2021 Medium Term Strategy (MTS) development process currently underway could be as a means of addressing UNRWA's chronic deficits. While the Agency's immediate remedial measures such as adjustments to salary differentials, austerity measures, and a focus on efficiency are necessary, these measures alone would not be sufficient to overcome UNRWA's precarious financial structure. Therefore, the EU is of the opinion that the time has come for the Agency to further prioritise and primarily focus on its core competencies and more specifically on its core activities namely (primary) health and education, while progressively phasing out non-core activities where possible.

With this commitment to UNRWA's General Fund, the EU will continue to be a reliable and predictable supporter of the Agency's core budget, enabling the Agency to reinforce ownership, responsibility, and accountability and to prioritise within its core programmes, while sustaining essential basic services provided by UNRWA.

### **2.3. Lessons learnt**

Since its establishment in 1950, UNRWA has become identified as the "quasi government" structure for Palestinians living in refuge in UNRWA's fields of operation. Its mandate is to provide services to refugees which would otherwise be provided by a government body. Originally, these services encompassed Relief provision and Public Works, but in order to support refugees effectively in the context of long-term political uncertainty, it has become increasingly necessary to adopt a 'long term development' as opposed to a 'relief' approach which has been committed to within the Agency's Medium Term Strategy (2010-2015).

However, the importance of UNRWA's continued assistance to refugees is about more than just its services, but marks the lack of an acceptable solution to the plight of the Palestine refugees. For this reason, attempts to change UNRWA's role are often strongly resisted by the refugee population and by the governments of their host countries. Nonetheless, UNRWA recognises that the resource scarcity resulting from the current global economic climate, growing needs from population growth, as well as inflationary pressures, require the Agency to prioritize services and activities within, and between, its main programmes.

### **2.4. Complementary actions**

Besides supporting UNRWA's Regular Budget, the EU has actively supported UNRWA's management reforms and continues to provide support, including EU humanitarian funding, to a number of extra-budgetary special emergency appeals and projects. The EU and other donors have made known to UNRWA during recent Advisory Commission meetings that there is a need for more clarity on the interface between the General Fund, the Emergency Appeals and project donations, particularly to avoid that the latter two headings impact on the General Fund when the project/donation money runs out.

## **2.5. Donor co-ordination**

Donor co-ordination is ensured through UNRWA's Advisory Commission (AdCom) sessions and through regular meetings organised by EUREP (the Office of the European Union Representative) with local and international stakeholders.

## **3. DETAILED DESCRIPTION**

### **3.1. Objectives**

The overall objective of this Action is to maintain the viability of the two-state solution by sustaining basic living conditions of the whole Palestinian population, including refugees. It is thus to provide support to sustain essential basic services provided by UNRWA within the Agency's 2014 Regular Budget (education, health, relief and social services, infrastructure/camp improvement programmes, and supporting departments and services).

The specific objectives are to: (1) support UNRWA to deliver to the Palestinian refugee population essential basic services; (2) to improve the economic opportunities of poor, vulnerable and isolated population; and (3) increase UNRWA's transparency and accountability.

### **3.2. Expected results and main activities**

The main expected results of the Action are: (1) improved access of Palestinians, including Palestinian refugee population in Gaza Strip, West Bank, Jordan, Syria, and Lebanon, to quality essential public services, with a specific focus on the most poor/vulnerable; (2) increased livelihoods opportunities of poor, vulnerable and isolated population; (3) the improvement of UNRWA's responsiveness to respective Palestine refugees' needs.

Within the Agency's Regular Budget, the main programmes are:

#### Education programme:

Education services are currently provided through around 700 UNRWA elementary, preparatory and secondary schools and nine vocational training centres in all 5 fields of operation staffed by more than 22,800 educational personnel and attended by around 490,000 pupils.

This programme aims to provide, within the framework of the curricula prescribed by the host countries and by the Palestinian Authority, general basic education, teacher education and vocational and technical education for Palestine refugees to enhance their educational opportunities at all levels of the educational system. UNRWA's objectives for the medium term focus on improving the quality of education and ensuring access for all Palestine refugee's children, including those with special educational needs.

Key challenges include (i) In the West Bank and Gaza Strip, the education system as a whole has been severely disrupted by the armed conflict, curfews, closures and access problems since the Intifada. Working conditions for teachers have deteriorated, which has an impact in the staff morale and the difficulty to recruit and

retain competent staff; (ii) Recently in Syria, UNRWA's operations have been increasingly affected by the conflict. Violence has resulted in disruptions of education (and health) services, exacerbating stress and uncertainty in refugee communities. Some of UNRWA's facilities have sustained damage, and staff members have also been among the casualties of the fighting.

#### Health programme:

UNRWA's health programme is community-based, with the emphasis placed on primary health care and with a very selective use of hospital services. Around three million refugees (66% of UNRWA registered refugees) make use of UNRWA health facilities. Primary care is provided through UNRWA's own 139 facilities, serving approximately 9.9 million patient visits per year. Secondary care is provided through contractual arrangements with governmental or non-governmental hospitals or through partial reimbursement of the costs of treatment. Two thirds of the refugee population consist of women in reproductive age and children below 15 years of age, making maternal and child health, including family planning services, a priority area.

This programme aims to protect, preserve and promote the health especially of the registered Palestine refugees by providing access to comprehensive, quality basic health services.

Key challenges include (i) the quality of service delivery is affected by the excessive workloads borne by Agency staff (e.g. agency-wide average of 105 consultations per doctor per day) and chronic staff shortages and difficulties in attracting and retaining qualified staff, deteriorating health infrastructure and outdated equipment as a result of under investment. The cost of medical supplies and hospital care is also rising. UNRWA aims at reinforcing the staffing of the existing facilities, establishing new ones and renovating and updating existing facilities and medical equipment; (ii) Water, sanitation and environmental conditions are poor, particularly in Gaza, the West Bank, Lebanon and in Jerash Camp in Jordan. For this reason, the Agency is working to improve the environmental conditions in the camps in co-ordination with local authorities and with special emphasis on wastewater disposal and solid waste management; (iii) Refugees face the threat of resurging and newly emerging infectious diseases; increased morbidity and mortality from non-communicable diseases; mental and psychological problems; and high prevalence of micronutrient deficiencies. This is leading the Agency to introduce new programmes (mental health, psychosocial counselling) as well as putting in place an active intervention strategy for surveillance, prevention, early detection and management of these diseases in an effort to avoid the high cost of treating their complications/disabling effects at the secondary/tertiary care levels.

UNRWA's strategy for health reform is based on the Family Health Team approach (FHT) which includes forming health teams in all clinics that provide family health services. In addition, there are two critical supportive components, namely the e-health information system and physical improvement of health centre infrastructure. Initial results of FHT implementation have shown signs of quality improvement and potential efficiency. The progress is particularly significant in health centres where the two above critical support components for FHT took place like those in Lebanon and Gaza. In these health centres, doctors are now able to spend more consultation time with patients. Such changes could potentially bring cost savings in the future.

### Relief and social services programme:

The Agency provides eligible refugees with a range of services including food support, shelter rehabilitation, and selective cash assistance for Special Hardship Cases (SHCs). Over 292,000 persons are currently benefiting from the cyclical assistance under this SHCs programme. This assistance is primarily directed to families headed by women, families without a male adult medically fit to earn an income and to the elderly who cannot support themselves.

This programme aims to provide a social safety net for Palestine refugees most affected by poverty promotes the self-reliance of less advantaged members of the refugee community, especially women, children, youth and persons with disabilities.

The Relief and Social Services (RSS) reform contained three key components: consistent application of a targeting system across the Agency (proxy means test formula - PMTF); developing more effective poverty interventions; and, transitioning from food to cash support. While there has been progress in the first two components, the third component has not been implemented due to resource constraints and host countries' reservations. The RSS reform and the Agency's overall role in mitigating poverty remain however a subject of ongoing deliberation within the forum of the UNRWA's Advisory Commission (AdCom).

### Infrastructure/camp improvement programme:

This programme aims to improve the quality of life for camp residents living in substandard habitat. It ensures that all UNRWA facilities are efficiently planned, designed, constructed and maintained in order to meet the physical infrastructure needs of both the Palestine refugees and the Agency.

## **3.3. Risks and assumptions**

The risk that the political environment will deteriorate to an extent that will significantly affect UNRWA's operations was taken into consideration. With the Gaza Strip subject to a blockade by Israel, areas of the West Bank subject to closure without warning and the unrest in the Arab World in general and in Syria in particular being a concern, UNRWA is effectively the only organisation which can ensure delivery in these conditions. Any military operations in the region could have unpredictable consequences and might threaten the operation.

Without any political resolution to the refugee problem, while this population grows at a pace of approximately 4-6% per year, and with a downward trend of donors' contribution, UNRWA faces a huge challenge in terms of fiscal sustainability, and needs to cooperate closely with governmental authorities in the area of services delivery normally provided within the public sector – notably education, health and social protection. Furthermore, new crises in the region affecting the refugee population cannot be excluded thus further straining the Agency's capacity.

Donor fatigue is evidently noticeable with UNRWA's traditional donors. This is occurring in an environment where host and donor countries are facing substantial domestic economic challenges making it more difficult for them to maintain existing levels of support. It is nevertheless expected that contributions from EU Member States and other donors will be made available during the implementation period to complement the proposed funds.

Fluctuations in the exchange rate may have an impact on funding needs.

### **3.4. Cross-cutting issues**

Good governance is integrated through the on-going reform of UNRWA administration and management. Since the Geneva Conference in 2004, UNRWA has engaged in a process of internal reform. The Organisational and Development Process has concentrated on reforming UNRWA's organisation design, management capacity and approach for achieving improved service delivery. The latter is currently being addressed through the Agency's new phase of programmatic reforms.

In addition, UNRWA has developed its Medium Term Strategy (2010-2015). As a key theme within this strategy, the Agency is committed to ensure that its gender equality policy, adopted in 2007, is implemented. Gender analysis that highlights the specific needs of men, women, boys and girls in different contexts, leading to appropriate interventions, is becoming a routine part of UNRWA's programming.

In responding to UN commitments on climate change, UNRWA has been putting in place an Environmental Management Framework that will guide intensified efforts to minimise the negative environmental impacts caused by the Agency, and optimise, as far as possible, opportunities to create environmental benefits.

### **3.5. Stakeholders**

The direct beneficiary of the action is the Palestine refugee population in UNRWA's five fields of operations. Naturally, UNRWA, as well as all donors and host countries supporting UNRWA are also key stakeholders.

## **4. IMPLEMENTATION ISSUES**

### **4.1. Financing agreement**

In order to implement this action, it is not foreseen to conclude a financing agreement with the partner country, referred to in Article 184(2)(b) of Regulation (EU, Euratom) No 966/2012.

### **4.2. Indicative operational implementation period**

The indicative operational implementation period of this action, during which the activities described in sections 3.2. and 4.3. will be carried out, is 12 months as from 1 January 2014, subject to modifications to be agreed by the responsible authorising officer in the relevant agreements. The European Parliament and the relevant Committee shall be informed of the extension of the operational implementation period within one month of that extension being granted.

The final date of operational duration being imperatively 31 December 2014.

### **4.3. Implementation components and modules**

#### ***4.3.1. Grant: direct award (direct management)***

(a) Objectives of the grant, fields of intervention, priorities of the year and expected results

This action has the objective of providing support to sustain essential basic services provided by UNRWA within the Agency's 2014 Regular Budget.

The specific objectives are to: (1) support UNRWA to deliver to the Palestinian refugee population essential basic services; (2) to improve the economic opportunities of poor, vulnerable and isolated population; and (3) increase UNRWA's transparency and accountability.

Detailed expected results are described in section 3.2.

(b) Justification of a direct grant

Under the responsibility of the authorising officer by delegation, the grant may be awarded without a call for proposals to UNRWA.

Under the responsibility of the authorising officer by delegation, the recourse to an award of a grant without a call for proposals is justified because UNRWA, established by the United Nations General Assembly, is the UN Agency mandated to provide services to Palestine refugees. In the absence of a solution to the Palestine refugee problem, the General Assembly has repeatedly renewed UNRWA's mandate, most recently extending it until 30 June 2014.

(c) Eligibility conditions

Not applicable.

(d) Essential selection and award criteria

The essential selection criteria are financial and operational capacity of the applicant.

The essential award criteria is that UNRWA, established by the United Nations General Assembly, is the UN Agency mandated to provide services to Palestine refugees.

(e) Maximum rate of co-financing

The maximum possible rate of co-financing for this grant is 100% of the eligible costs of the action.

The maximum possible rate of co-financing may be up to 100% in accordance with Articles 192 of Regulation (EU, Euratom) No 966/2012 if full funding is essential for the action to be carried out. The essentiality of full funding will be justified by the responsible authorising officer in the award decision, in respect of the principles of equal treatment and sound financial management.

(f) Indicative trimester to contact the potential direct grant beneficiary

Second trimester of 2014.

(g) Exception to the non-retroactivity of costs

The Commission authorises the eligibility of costs prior to the submission of the grant application as of 1 January 2014.

#### 4.4 Scope of geographical eligibility for procurement and grants

Subject to the following, the geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act shall apply.

The responsible authorising officer may extend the geographical eligibility in accordance with Article 9(3) of Regulation (EU) No 236/2014 on the basis of urgency or of unavailability of products and services in the markets of the countries concerned, or other duly substantiated cases where the eligibility rules would make the realisation of this action impossible or exceedingly difficult.

#### 4.5. Indicative budget

The total EU financial contribution to this operation amounts to EUR 70 million.

| <b>Module</b>                          | <b>Amount in EUR thousands</b> | <b>Third party contribution (indicative)</b> |
|--|--------------------------------|--|
| Direct grant UNRWA (direct management) | 70,000                         | 458,400                                      |
| Totals                                 | 70,000                         | 458,400                                      |

#### 4.6 Performance monitoring

Since 2007, the European Commission has relied on external independent consultants to assess the performance of UNRWA's main operations. The review, conducted on an annual basis, has been based on a predefined set of result-based indicators and targets, as well as specific milestones identified to monitor the implementation of the Organisation Development process.

In 2010, the Agency embarked on an initiative to create a unified reporting framework aligned with UNRWA's Medium Terms Strategy (2010-2015) and Field and Headquarters Implementation Plans. The initiative sought to generate a standardised methodology with a set of indicators for reporting out to donors encompassing reporting timeframes, template and quantitative and qualitative information required. This harmonised reporting approach aimed to reduced transactions costs and better quality of reporting to respective donors. Alignment of reporting would also reflect best practice discussions and recommendations formulated among UNRWA, donors and the evaluation consultants, in addition to established principles in global forums and studies such as the Paris Declaration and the High Level Committee on Management Results Reporting Study.

A unified reporting framework aligned with UNRWA's strategy strengthens the reporting process through the following (i) Use of the Common Monitoring Framework derived from Field Implementation Plans to formulate a robust basket of indicators; (ii) Incorporating donor 'core' or legislatively required indicators to the basket of indicators already in place; (iii) Applying a results- analysis methodology for each indicator and, where possible, disaggregating the Agency achievement by Field Office or gender; and (iv) Using one template and a set periodicity.

In April 2011, the Agency published the first Harmonised UNRWA-Donor Monitoring and Evaluation Matrix for the period ended December 31, 2010.



Internally, the results aggregation and qualitative analysis were consistent and well communicated. However, the process encountered a few challenges; mainly the volume of indicators, the unique nature of some of the indicators (i.e., field specific) and, due to the implementation of transformational changes in some programmes, a number of indicators were not reportable (e.g., monitoring learning achievement testing). These challenges have since been addressed.

Overall, the institutionalised monitoring and evaluation capacities, frameworks and functions and the Agency's overall management of the Monitoring and Evaluation tools within the Department of Internal Oversight Services have been deemed adequate to ensure coherent, accurate, and analytical reporting to UNRWA's management, donors and hosts; both on impact and results.

The Agency has regularly revised its Monitoring and Evaluation Matrix in close coordination with major donors including Australian Aid, the EU, the United Kingdom and the United States. Within the forum of UNRWA Advisory Commission (AdCom), members have welcomed UNRWA's effort to consolidate and improve the quality and consistency of monitoring and external reporting and have acknowledged this monitoring tool and process. Since 2012, a significant number of UNRWA's top donors (United States, Norway, the United Kingdom, Australian Aid, Denmark, and the EU) have aligned UNRWA's reporting obligations in line with this performance report (UNRWA's Results report). The Agency's Results Report serves as the primary performance monitoring tool for the planned grant agreement foreseen within the framework of this Decision.

#### **4.7. Evaluation and audit**

The financial transactions and financial statements shall be subject to the internal and external auditing procedures laid down in the Financial Regulations, Rules and Directives of UNRWA.

As and when deemed necessary, the Commission might conduct expenditure verification assignments on this project's accounts.

#### **4.8. Communication and visibility**

In accordance with the visibility provisions under the EU-UN FAFA and with the EU-UN Joint Action Plan on Visibility signed in September 2006, the EU and the implementing organisations will work together to ensure appropriate visibility actions for the programme as a whole, as well as for specific interventions and activities under the programme. Standards regarding visibility will be derived from the "Communication and Visibility Manual for EU External Actions". Adequate communication and visibility will be ensured by the EU Delegation's monitoring of the adherence to the 2014 EU-UNRWA Communications and Visibility Plan. This plan is aimed at drawing attention to the on-going partnership between the EU and UNRWA and the EU's support for Palestine refugees.

Over the past 5 years UNRWA and the EU have successfully executed a wide variety of activities that highlight EU support for Palestine refugees across the Agency's fields of operation, targeting a wide range of audiences: from EU Member State decision-makers in Brussels to Palestine refugee students at UNRWA schools in the West Bank, through a variety of activities such as multimedia art competitions for Palestine refugee youth, EU Fun days for children, film festivals, and additional

communication outreach activities throughout the five fields have been implemented. Similar and new activities will be supported within the planned 2014 EU-UNRWA Communications and Visibility Plan.