

TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANT

Title: Development of the Ministry of Social Development (MoSD) Strategy (2024-2029) and MoSD Action Plan (2024-2026)	Funding Code: 	Type of engagement <input checked="" type="checkbox"/> Consultant <input type="checkbox"/> Individual Contractor Part-Time <input type="checkbox"/> Individual Contractor Full-Time	Duty Station: Jerusalem
Purpose of Activity/Assignment: <p>The Palestinian government has instituted a six-year planning cycle, and currently, the main strategic planning document is the National Development Plan (NDP) 2021-2023. The NDP is built on the sector and cross-sector strategies. As the current NDP and sector strategies end by December 2023 and a new six-year planning cycle will begin in 2023 for the period 2024-2029, the Prime Minister's Office (PMO) is launching a new national planning cycle upon a cabinet decision on 28th November 2022 endorsing the new "Strategic Planning Approach in the State of Palestine (SoP)".</p> <p>The new planning approach differs from the previous one. The new approach focuses on developing a "Government Programme: Development Priorities" to replace the "NDP" and "Ministerial and Public Institutions Strategies" to replace the National Sector Strategies, including the "MoSD Strategy 2024-2029" to replace the "National Social Development Sector Strategy (SDSS) 2017-2023".</p> <p>The purpose of this assignment is to develop the MoSD Strategy (2024-2029) and MoSD Action Plan (2024-2026), which require a senior consultant with specific expertise in programming, including "Theory of Change" and "Results Frameworks", and in social development/social protection who will be dedicated full time to the process of drafting and facilitating strategy development including discussions/consultations at the highest level. These consultations will include high-level officials from key line ministries, development and humanitarian international partners, and civil society representatives. These consultations are important as many social protection assistance and services are delivered not only by MoSD, but also by MoSD national and international partners. The consultations should also be held at the local level in different regions of the West Bank including East Jerusalem and the Gaza Strip and include representatives from the Planning and Community Partnership Councils (PCPCs), local government units, local civil society organizations (CSOs) in addition to representatives of vulnerable groups including poor, children, persons with disabilities, women, children, youth, and old persons.</p> <p>In 2017, as the lead of the social development sector, MoSD developed the SDSS 2017-2022. In 2020, the MoSD conducted a mid-term review of the SDSS and developed the SDSS 2021-2023. As part of the new national planning cycle, the MoSD will develop its strategy for the period (2024-2029) and has requested UNICEF SoP support. For this purpose, UNICEF plans to contract a national consultant to work closely with the MoSD and with relevant partners of social development/social protection to develop the MoSD Strategy (2024-2029) and the MoSD Action Plan 2024-2026. The role of the consultant would be primarily to work with MoSD to lead the process, liaise with the various ministries and their focal points, and work with relevant national and international partners (humanitarian and development) to assure the development of a high quality MoSD Strategy and Action Plan as per the "Strategic Planning Approach in the State of Palestine" and the "Ministry and Agency Strategy Guidelines – Strategic Planning Cycle 2024-2029" that the PMO developed to assist line ministries in developing their strategies.</p> <p>The specific objectives of the consultancy are:</p>			

1. Support MoSD to develop its Strategy (2024-2029) through a desk review of all available data, reports, assessments, sub-strategies, and cross-sectoral strategies, and through a participatory approach including a wide consultation process with key national and international stakeholders/partners.
2. Support MoSD to develop its Action Plan 2024-2026 in line with the planning and budgeting systems in the SoP, including the budget programmes.

To prepare for the next strategic planning cycle, the PMO has been conducting a thorough review of the strengths and weaknesses of the current planning approach. This has led to the conclusion that a revision of the strategic planning approach is needed, to enable the government to achieve its national priorities through better use of its resources, to be a policy-driven and result based approach, and to put the public administration firmly on course to operating in accordance with international good practice.

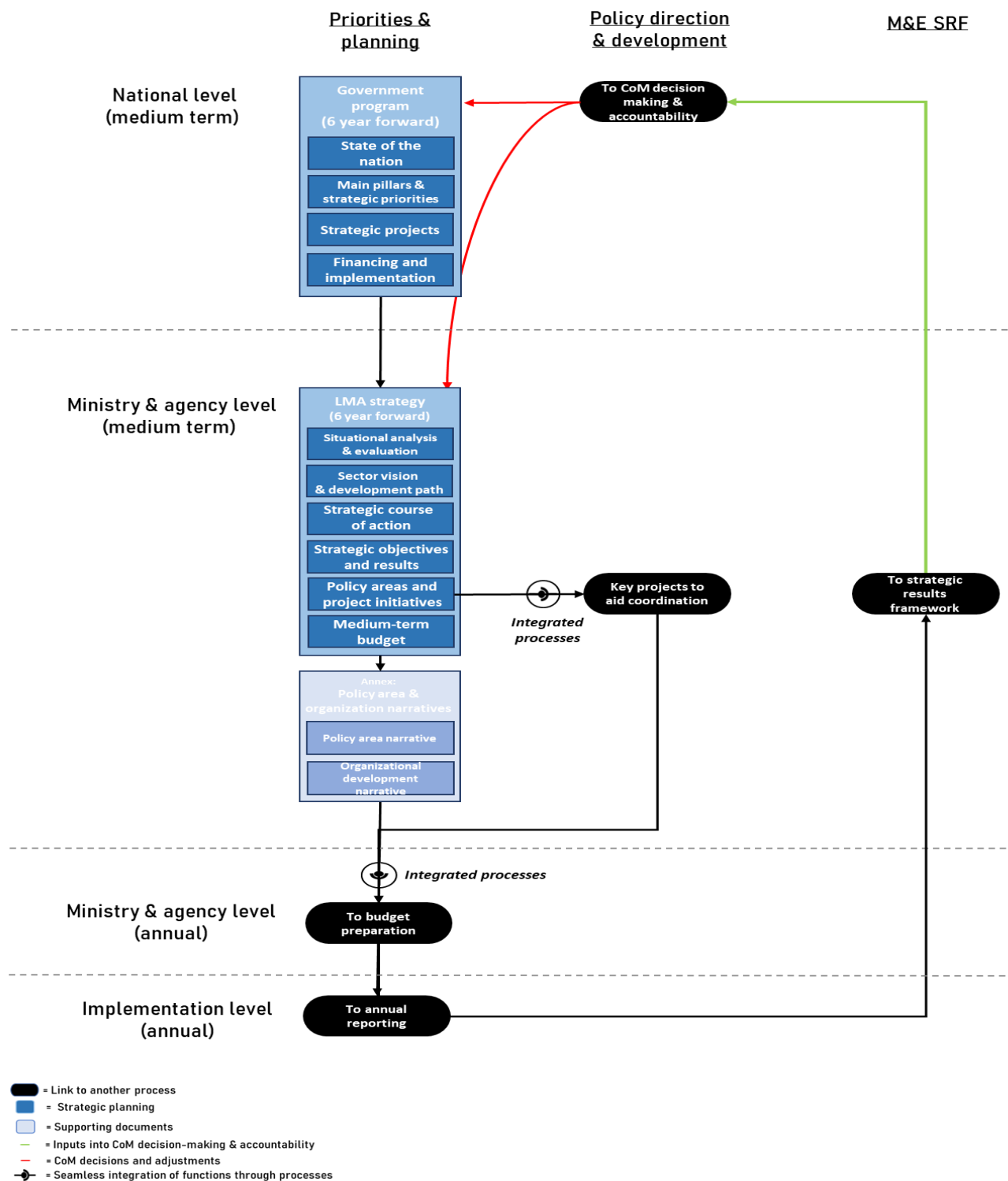
The key findings of the PMO assessment of the current planning approach led to the identification of structural issues, patterns of line ministries and public institutions' planning practices, as well as several root and contributing causes that require addressing in a future revised strategic planning process. These shortcomings include: a comprehensive approach to NDP is ineffective in delivering results; the strategic planning methodology lacks analytical content and foundation; weak linkage to the national budgeting processes; lack of meaningful cooperation among line ministries and their national and international partners in the implementation phase of the national strategies; poor baselines and data availability; and variations in line ministries and public institutions' capacities.

The new planning approach has the following characteristics to allow for more effective strategic planning and better integration of planning, budgeting and aid management compared to the current approach:

- 1- Shift from a comprehensive NDP to a focused government program: the proposed approach is to change towards a targeted government program, which focuses on a few main pillars, strategic priorities, and strategic projects to achieve these.
- 2- Greater results-delivery focus: the approach is focused on the development and planning of project initiatives to achieve strategic objectives needed to implement the line ministries and public institutions mandates, Sustainable Development Goals (SDGs), international agreements, and the strategic projects from the Government Programme.
- 3- Deeper cooperation: the new approach encourages more meaningful cooperation among line ministries and public institutions and between these and their relative partners. It does this by requiring line ministries and public institutions to prepare concrete joint project initiatives, clearly defined and with the explicit agreement of cooperation partners.
- 4- More meaningful mainstreaming of cross-cutting issues: with the inclusion of clearly articulated project initiatives with clear rationales and analysis, the mainstreaming of cross-cutting issues can happen at a deeper policy level, rather than at the planning level only.
- 5- Strengthening accountability: the approach aims to increase overall accountability for the quality of strategic planning documents as well as the results delivered.
- 6- Integration of key processes to create a more coherent and effective planning, aid management and budgeting system: the proposed approach is focused on a greater linkage between planning and budgeting.

The proposed strategic planning framework is presented in the below diagram:

Full strategic planning framework



Source: PMO, 2022. Strategic Planning Approach in the State of Palestine

Scope of Work:

The consultant will assist MoSD, as duty bearer, in full consultation with stakeholders including members of the Social Protection Sector Working Group (SPSWG) in following the steps defined by the PMO to review the current SDSS and Action Plan, and to develop the MoSD Strategy 2024-2029 and MoSD Action Plan 2024-2026.

Key assignments of this consultancy include:

- 1) Desk review for the SDSS (2021-2023) and its action plan, (and for other strategies developed by MoSD and other relative strategies, studies, assessments, data, draft laws, and reports developed by other stakeholders).
- 2) Conduct a sector review to better understand the MoSD strategy development context and recommendations.
- 3) Build consensus around the development process of the MoSD strategy with MoSD and other relevant partners (national, civil, private, and international/ development and humanitarian).
- 4) Coach and inform MoSD's different departments and technical teams on the strategy development process including content, structure, and architecture.
- 5) Support the MoSD to draft the strategy and action plan.
- 6) Ensure that the MoSD strategy is developed through a fully participatory approach to include all main stakeholders, in line with the MoSD's directives and "Strategic Planning Methodology in the State of Palestine" and the "Planning Guidelines" that the PMO developed to assist line ministries in developing their strategies.
- 7) Ensure the MoSD strategy to be in line with the enhancement of the social protection system including the national social registry and the national case management system.
- 8) Ensure mainstreaming of cross-cutting issues that should be determined at the beginning of the planning process and should include the integration of relevant priorities from the four cross-sectoral strategies (Gender, Public Finance, Environment and Youth) in addition to cross-cutting areas that the MoSD strategy should include, mainly multidimensional poverty alleviation strategy, economic empowerment, disability, early childhood development, combating gender-based violence, combating violence against children, and any other areas MoSD or its partners find appropriate.
- 9) In the process of the development of the MoSD strategy, the development of a) an action plan for the strategy implementation and b) a costing exercise for the strategy implementation to inform the budgeting process and in line with the MoSD budget programmes.
- 10) Ensure that the strategy development process, informative workshops, consultation meetings and field visits are carried out with relevant parties and stakeholders (line ministries and public institutions, international, private sector, humanitarian cash actors and CSOs).
- 11) The main working language of developing the MoSD Strategy 2024-2029 and the MoSD Action Plan 2024-2026 will be Arabic. To ensure active participation of international partners, it is expected from the consultant to develop some materials in English for consultation purposes and to review the translated versions of both documents as the completed versions will be submitted in both Arabic and English.

Methodology and Implementation Phases:

The MoSD Strategy (2024-2029) will be developed as per the "Strategic Planning Approach in the State of Palestine" and the "Ministry and Agency Strategy Guidelines–Strategic Planning Cycle 2024-2029" that the PMO developed to assist line ministries in developing their strategies. Key sources on social protection should be referenced too, including the listed sources in the Annex. A detailed methodology including a detailed workplan of MoSD Strategy (2024-2029) and MoSD Action Plan 2024-2026 development should be developed by the consultant in the inception phase of this assignment to be approved by MoSD and UNICEF before implementation.

The development of the MoSD Strategy (2024-2029) will be conducted using participatory methods and will be carried out using a multi-disciplinary methodology to build consensus and validation of findings and recommendations and to guarantee full participation of key stakeholders. The methodology will use semi-structured interviews, focus group discussions, and workshops as main tools, which will be internally with MoSD departments and with relevant external national and international partners.

For this assignment, the consultant to ensure that the proposed methodology includes the following phases:

Phase 1: Inception

This phase will include undertaking preliminary discussions with UNICEF, MoSD and other key stakeholders, conducting a comprehensive review of literature, initial mapping of stakeholders, and developing the inception report.

Phase 2: Conduct a Sector Review

To better understand the MoSD strategy development context and recommendations, the second phase of this assignment is to conduct a sector review. Planning for the next cycle requires taking stock of what has been achieved so far, analyzing the current situation and existing gaps, and then determining the adequate policies for the next six years. Consequently, the consultant will assist the MoSD in first, reviewing achievements to date and presenting an updated analysis of the situation. This analysis will then serve as the foundation for determining appropriate vision, development path and policies for the new planning cycle.

The sector review could be through a review of the implementation of the SDSS (2018-2023), including an assessment of the current and future situation of social protection in SoP. This is in addition to the review of reports, analysis and assessments of social protection produced by MoSD and/or its partners. The review must achieve the following: 1) determining the strategic objectives, policies, and policy interventions for the coming planning cycle; and 2) developing a situation analysis to determine future policy priorities.

In this phase, semi-structured interviews, focus group discussions, and workshops on both central and local levels will be conducted.

Phase 3: Produce MoSD Strategy 2024-2029

The third phase of strategy development is drafting the strategy document based on the sector review phase and through wide consultations with stakeholders. According to the “Ministry and Agency Strategy Guidelines – Strategic Planning Cycle 2024-2029” the PMO developed, the strategy should be at most 25 pages in length, excluding tables and annexes. The content of the strategy and its annexes should include the following sections and address the following key questions:

<div>LMA Strategy</div> <div>Situational analysis and evaluation of results achieved 2017-2022</div> <div>Sector vision and development path</div> <div>Strategic objectives and results table</div> <div>Strategic course of action</div> <div>Areas of work, policy interventions and projects overview</div> <div>Budget</div>	<div>Key questions to answer in each section</div> <ul style="list-style-type: none"> • What is the situation now, what are the main issues and why? • What results have we delivered? • Have we achieved our targets and why? • What did we learn? • What is the vision for the sector? • How would we achieve this vision and what are the priorities? • How do sector partners coordinate efforts? • What is LMA role in achieving this vision? • How are these decisions reflected in our results framework? • How are cross-cutting issues reflected? • How are cooperation with other LMA and partners reflected? • How are the government program strategic priorities reflected? • What key results and targets will we deliver in 6 years? • How will we achieve them? • Why did we decide for these results and policy interventions? • How did we balance our course of action with likely budget availability? • What are the policy interventions proposed to achieve each result? • What are the joint policy interventions with other LMA ? • Which (joint) policy interventions have cross-cutting issue dimensions? • Which (joint policy interventions) implement the government program strategic projects? • What is the overall budget requirement to deliver these results and targets? • How is this allocated to the various areas of work and their (joint) policy interventions?
<div>Annex 1</div> <div>Area of work policy narrative</div> <div>Situational analysis and results achieved 2017-2022</div> <div>Area of work strategic objectives and results</div> <div>Area of work policy direction, policy interventions and projects</div> <div>Cross-cutting issue dimensions & response</div>	<div>Key questions to answer in each section</div> <ul style="list-style-type: none"> • What is the detailed situational assessment of our area of work, with statistical data? • What are the main issues and the causes of these issues? • What results were delivered and how effective were our efforts? • What have we learned from the previous efforts? • What are the strategic objectives, results and targets delivered through this policy area • How have we reflected GP strategic priorities that the LMA leads or contributes to? • What is the policy direction for this policy area? • What are the (joint) policy interventions with their main characteristics and projects to implement these? • Why would these work to deliver the results sought (with evidence)? • What are the key cross-cutting issue aspects in this area of work? • What has been agreed with each cross-cutting issue LMA? • How will these agreements be implemented in this area of work? • How are these cross-cutting issues tracked and measured?
<div>Annex 2:</div> <div>Organization narrative</div> <div>Situational assessment</div> <div>Organizational development policy direction</div> <div>Policy interventions & project overview</div>	<div>Key questions to answer in each section</div> <ul style="list-style-type: none"> • Is our organization ready in terms of staff, equipment and organization to meet its responsibilities? • What are the main weaknesses and issues? • What did we do before to address these issues and why was this not (yet) successful? • What are the results and targets sought regarding organizational development? • What are the policy interventions with their main characteristics and projects to implement these? • Why would these work to deliver the results sought? • Please provide a detailed overview of the (joint) policy interventions and associated projects & measures regarding organizational development.

Phase 4: Produce MoSD Action Plan 2024-2026

In this phase, the consultant will support the MoSD to produce the MoSD Action Plan 2024-2026, the action plan will be developed in close consultation with different MoSD departments. The action plan should be in line with the MoSD budget programmes and therefore should be costed.

Phase 5: Review and Endorsement

In this phase, the MoSD will submit the MoSD Strategy 2024-2029 to the PMO for review by end of June 2023. It is expected that the consultant supports the MoSD to make the needed adjustments to the strategy upon the PMO feedback. The MoSD will submit the MoSD Strategy 2024-2029 to the Council of Ministers for review and endorsement by September. It is expected that the consultant supports the MoSD to make the needed adjustments to the Strategy document upon the Council of Ministers feedback. The consultant is also expected to make needed adjustments to the MoSD Action Plan 2024-2026 upon review and feedback. In addition, it is expected from the consultant to review the translated versions into English of both documents to ensure quality.

Child Safeguarding:

Is this project/assignment considered as “[Elevated Risk Role](#)” from a child safeguarding perspective?

☐ YES ☒ NO If YES, check all that apply:

Direct contact role ☐ YES ☒ NO

If yes, please indicate the number of hours/months of direct interpersonal contact with children, or work in their immediately physical proximity, with limited supervision by a more senior member of personnel:

NA

Child data role ☐ YES ☒ NO

If yes, please indicate the number of hours/months of manipulating or transmitting personal-identifiable information of children (name, national ID, location data, photos):

More information is available in the [Child Safeguarding SharePoint](#) and [Child Safeguarding FAQs and Updates](#)

Budget Year: 2023	Requesting Section/Issuing Office: Social Policy, Planning, Monitoring and Evaluation	Reasons why consultancy cannot be done by staff: Given that the development of MoSD Strategy (2024-2029) and MoSD Action Plan (2024-2026) are due for finalization by the end of the third quarter of 2023, there is a need to contract a senior consultant with high level negotiation and facilitation skills to engage with high level professionals and to lead the processes to ensure that the deadline is successfully met.	
Included in Annual/Rolling Workplan: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No, please justify: In line with UNICEF's objective to support the national government to develop and strengthen social protection systems, the UNICEF SoP has been working closely with the MoSD over the programme cycle to materialize that objective including the support in building the MoSD capacity in planning.			
Consultant sourcing: <input checked="" type="checkbox"/> National <input type="checkbox"/> International <input type="checkbox"/> Both Competitive Selection: <input checked="" type="checkbox"/> Advertisement <input checked="" type="checkbox"/> Desk Review <input type="checkbox"/> Roster Single Source Selection <input type="checkbox"/>		Request for: <input checked="" type="checkbox"/> New SSA – Individual Contract <input type="checkbox"/> Extension/ Amendment	
If Extension, Justification for extension: NA			
Supervisor: Yaser Shalabi, Social Policy Specialist – UNICEF SoP	Start Date: 10 March 2023	End Date: 31 st December 2023	Number of Working Days 80 working days

Work Assignments Overview	Deliverables/Outputs	Timeline	
Inception: 1.1 Undertake preliminary discussions with UNICEF, and MoSD to understand the scope of the assignment. 1.2 Conduct a comprehensive review of literature on social development/social protection and leverage good practices from other countries. These sources should include but not limited to the list in the Annex. 1.3 Conduct an initial mapping of stakeholders to be involved in the MoSD strategy development in agreement with MoSD and UNICEF. 1.4 Develop the inception report including a detailed methodology, work plan and time frame.	- Inception report including a detailed methodology, work plan and timeframe and a list of stakeholders to be involved.	12 working days starting from 10 th – 30 th March 2023.	

<p>Conduct a sector review:</p> <p>2.1 Review the implementation of the SDSS (2018-2023), including an assessment of the current and future situation of social protection in SoP.</p> <p>2.2 Review of reports, analysis and assessments of social protection produced by MoSD and/or its partners.</p> <p>2.3 Determine the strategic objectives, policies, and policy interventions for the MoSD strategy.</p> <p>2.4 Develop a situation analysis and determine future policy priorities.</p> <p>2.5 Prepare a sector review report.</p>	<ul style="list-style-type: none"> - Weekly debrief on work progress, major findings and key challenges should be shared with the supervisor. - A sector review report. 	<p>15 working days from 1st April – 30th April 2023.</p>	
<p>Draft MoSD Strategy (2024-2029)</p> <p>3.1 Undertake semi-structured interviews with key stakeholders with MoSD, the public sector, civil society, private sector, and selected international partners including humanitarian cash actors.</p> <p>3.2 Undertake focus group discussions with different departments within MoSD.</p> <p>3.3 Conduct a central level workshop with MoSD key persons from different departments to develop a Theory of Change (TOC).</p> <p>3.4 Organize several workshops at the central level. where participants in each workshop will be key persons from relevant public institutions, civil society, the private sector, and selected international partners.</p> <p>3.5 Organize several workshops at the regional level in both the West Bank including East Jerusalem and the Gaza Strip. Participants in each workshop will be persons from relevant public institutions at the district level, the PCPCs in all regions, local CSOs and representatives of the private sector. In addition to that, the local level workshops should include representatives of different social groups including children, women, youth, persons with disability and old persons.</p> <p>3.6 Prepare the first draft of MoSD strategy closely with MoSD team.</p> <p>3.7 Organize an internal workshop with MoSD to present the draft strategy.</p> <p>3.8 Organize a workshop to present the draft strategy to relevant partners including the SPSWG.</p> <p>3.9 Make the needed adjustments to the draft MoSD strategy and produce the final version upon receiving feedback and insights from key actors to be submitted to the Palestinian Council of Ministers.</p>	<ul style="list-style-type: none"> - A draft version of the MoSD Strategy (2024-2029) ready to share with the PMO for review 	<p>35 working days starting from 1st May- 30th June 2023</p>	

Produce MoSD action plan 2024-2026: 4.1 Conduct internal meetings/workshops within MoSD teams to discuss their action plan for 2024-2026. 4.2 Produce draft 2024-2026 action plan for MoSD Strategy (2024-2029) including costing. 4.3 Present the draft action plan to MoSD teams. 4.4 Produce the final version of the action plan.	- MoSD 2024-2026 action plan of the MoSD strategy 2024-2029	8 Working days from 16 August to 15 th September 2023.	
Review and Endorsement: 5.1 Make needed adjustments to the MoSD Strategy 2024-2029 upon the PMO review and feedback. 5.2 Make needed adjustments to the MoSD Strategy 2024-2029 upon the Council of Ministers feedback. 5.3 Make needed adjustments to the MoSD Action Plan 2024-2026 upon review and feedback. 5.4 Review the translated version into English of the MoSD Strategy 2024-2029 and MoSD Action Plan 2024-2026	- Endorsed Arabic versions of the MoSD Strategy by the Council of Ministers - Final Version of both documents in English	10 Working Days from 1 st July - 31 st December 2023	

Estimated Consultancy fee			
Travel International (if applicable)	Included in the financial offer		
Travel Local (please include travel plan)	Included in the financial offer		
DSA (if applicable)			
Total estimated consultancy costsⁱ			
Minimum Qualifications required:	Knowledge/Expertise/Skills required:		
<input checked="" type="checkbox"/> Bachelors Master's PhD <input type="checkbox"/> Other Enter Disciplines: Master's degree in Social Sciences, Social Policy/Social Protection, Planning, Economics, International Development, or other relevant disciplines. A Bachelor's degree with demonstrable professional experience in the areas of social policy/social protection can be considered.	It is planned that this assignment will be undertaken by a national consultant who should meet the following requirements: <ul style="list-style-type: none"> - At least 10 years of experience of work in development work, including social policy/social protection. - Previous experience in work related to national development planning, including the National Development Plan and the Social Protection Sector Strategy preferred. - Knowledge of the Palestinian socio-economic context, including social protection issues in SoP. - Fluency in Arabic and English. Strong Arabic and English report writing skills. - Strong analytical and conceptual thinking, with a drive for results. - Good facilitation and negotiation skills. - Previous experience in facilitating and working with a large group of stakeholders - Committed and motivated to achieve results in a given time frame. 		
<u>Competitive Selection Criteria</u> (for clarification see Guidance)			
A) Technical Evaluation (maximum 75 Points) B) Financial Proposal (maximum of 25 Points)			
<ul style="list-style-type: none"> - A cover letter that outlines the educational background and motivation to carry out this assignment. - Curriculum vitae with a track record of similar assignments. - A financial offer which includes the daily rate of the consultant and transportation costs. 			
Administrative details:			
Visa assistance required: <input type="checkbox"/> <input checked="" type="checkbox"/> Home Based <input type="checkbox"/> Office Based:		If office-based , seating arrangement identified: <input type="checkbox"/> IT and Communication equipment required: <input type="checkbox"/> Internet access required: <input type="checkbox"/>	

¹ Costs indicated are estimated. Final rate shall follow the “best value for money” principle, i.e., achieving the desired outcome at the lowest possible fee. Consultants will be asked to stipulate all-inclusive fees, including lump sum travel and subsistence costs, as applicable.

Payment of professional fees will be based on submission of agreed deliverables. UNICEF reserves the right to withhold payment in case the deliverables submitted are not up to the required standard or in case of delays in submitting the deliverables on the part of the consultant

Text to be added to all TORs:

Individuals engaged under a consultancy or individual contract will not be considered “staff members” under the Staff Regulations and Rules of the United Nations and UNICEF’s policies and procedures and will not be entitled to benefits provided therein (such as leave entitlements and medical insurance coverage). Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants and Individual Contractors. Consultants and individual contractors are responsible for determining their tax liabilities and for the payment of any taxes and/or duties, in accordance with local or other applicable laws.

The selected candidate is solely responsible to ensure that the visa (applicable) and health insurance required to perform the duties of the contract are valid for the entire period of the contract. Selected candidates are subject to confirmation of fully vaccinated status against SARS-CoV-2 (Covid-19) with a World Health Organization (WHO)-endorsed vaccine, which must be met prior to taking up the assignment. It does not apply to consultants who will work remotely and are not expected to work on or visit UNICEF premises, programme delivery locations, or directly interact with communities UNICEF works with, nor to travel to perform functions for UNICEF for the duration of their consultancy contracts.

UNICEF offers [reasonable accommodation](#) for consultants with disabilities. This may include, for example, accessible software, travel assistance for missions or personal attendants. We encourage you to disclose your disability during your application in case you need reasonable accommodation during the selection process and afterwards in your assignment.

Annex: List of studies to be reviewed:

- EU (2022). Biennial Evaluation PEGASE Direct Financial Support 2018-2019
- ILO. (2021). Impacts of COVID-19 Restrictions on the Formal Private Sector in the Occupied Palestinian Territory
- ILO. (2021). On the road to universal social protection: A social protection floor assessment in the Occupied Palestinian Territory.
- ILO. (2022). Targeting by proxy: An assessment of targeting efficiency of the proxy means test in the Occupied Palestinian Territory.
- ILO (2021). The ILO Social Protection Floor Assessment in the Occupied Palestinian Territory.
- ILO (Upcoming in April 2023). Synthesis of all recent studies carried out that relate to the Social Protection Cash and Voucher Assistants Nexus in Occupied Palestinian Territories.
- IPCIG. (2018). The role of zakat in the provision of social protection: a comparison between Jordan, Palestine and Sudan
- MAS. (2020). The foundations of social protection, the conceptual framework, and the experiences of countries during the COVID-19 pandemic (In Arabic).
- MAS. (2021a). Coronavirus and the Need to Develop the Social Protection Sector in Palestine.
- MAS. (2021b). Comprehensive Response to Socio-Economic Impacts of The Covid-19 Pandemic in Palestine Under Occupation - Providing Safety Nets and Social Protection for the Most-Affected and Marginalized Groups (Pillar 2).
- Ministerial Forum Declaration (Adopted 30 November 2021). The future of Social Protection in the Arab Region: Building a vision for a post-COVID-19 reality.
- MoSD (2020). National Social Development Sector Strategy (SDSS) 2021-2023.
- MoSD and UNICEF (2022). Reviewing National Strategies from a Disability Perspective: Towards Laws, Policies and Strategies that are More Responsive to the Needs of the Sector (In Arabic).
- Oxfam (2021) Bridging gaps between formal and informal Social Protection in Palestine
- Oxfam Factsheet (2022) Right to Live Without a Blockade: The impact of Israeli access and movement restrictions on the Gaza economy
- Oxfam. (2020). Responsiveness Of the Palestinian National Cash Transfer Programme to Shifting Vulnerabilities In The Gaza Strip.
- Oxfam. (2022). Evaluation of Pilot On Shock-Responsiveness Of Cash-Based Social Assistance To Enhance Social Protection For Persons With Disabilities.
- Oxfam. (2022). Linking Cash and Voucher Assistance with Social Protection.
- PCBS, OCHA, REACH (2022) Multi-Sector Needs Assessment
- PCHR. (2022). Poverty in Palestine: Nonstop Upward Indicator
- Romano, D., Stefani, G., Rocchi, B., & Fiorillo, C. (2019). The impact of assistance on poverty and food security in a fragile and protracted-crisis context: the case of West Bank and Gaza Strip. Bio-based and Applied Economics, 8(1), 21-61.
- The Reach Project. (2019). Cash Transfers in Palestine: Building Blocks of Social Protection.
- UN Common Country Analysis (2022).
- UN Sustainable Development Cooperation Framework (UNSCDF) 2023-2025
- UN Women. (2021). Guidance Note on Gender-Responsive Cash and Voucher Assistance in The Occupied Palestinian Territory.
- UNCTAD (2022) Report on the economic costs of the Israeli occupation (in English and in Arabic)
- UNICEF (2019) UNICEF's Global Social Protection Programme Framework.
- UNICEF (2021) Multiple Indicator Cluster Surveys 2019/2020
- UNICEF (2022) Assessing System Readiness for Shock Responsive Social Protection in Palestine: Report of findings and options analysis
- UNICEF (2023). The COVID-19 Local level Response Assessment in the SoP.
- WFP and UN Women (2022). Gender Dynamics and Power Relations in WFP Palestine Beneficiary Households
- World Bank (2018) CTP audit report.

- World Bank (2022) Revised PMT-F and multi-dimensional poverty index (MPI) criteria application to the NCTP beneficiaries (PowerPoint)
-