

EVALUATION DEPARTMENT

REPORT 5/2017 COUNTRY EVALUATION BRIEF



Norad

Palestine

Evaluation Portrait

UPDATED NOVEMBER 2018



Evaluation Portrait: Palestine

2018

Title	<i>Evaluation of UNRWA's transition to the e-card modality in the Jordan, Lebanon and West Bank fields</i>
Published	09/2018
Agency/author	Avenir Analytics
Commissioned by	United Nations Relief and Work Agency for Palestine Refugees (UNRWA)
Type of evaluation	Formative evaluation / Programme evaluation
Project period	Not applicable
Keywords	Economic Infrastructure and Services / Other / Cash-based modality
Abstract	<p>The objective of the evaluation was to assess the relevance and appropriateness, effectiveness, efficiency and sustainability of UNRWA's Social Safety Net Programme (SSNP) and the effects that the agency's transition from in-kind food assistance to a cash-based modality has had on the SSNP in Jordan, Lebanon and West Bank fields.</p> <p>Conclusions:</p> <ul style="list-style-type: none"> - The SSNP provides impoverished Palestine refugees with a critical, albeit small, lifeline to help them from slipping further into poverty and contributes to meeting their basic needs. The shift from food to cash was the appropriate decision but its implementation had many shortcomings. - UNRWA's unique mandate, staffing model, highly political operating environment and financial architecture make optional programming incredibly difficult. Nevertheless, this should not be used as an excuse to avoid making incremental improvements to ensure clarity of purpose, sound programme design, appropriate targeting linked to context and needs assessment and develop the capacity to sustain cash-based programming that meets or exceeds good practice. - UNRWA needs to have the tough internal discussion about whether it is willing to provide more meaningful assistance to fewer people or less meaningful assistance for the same or more people. The programme falls short of delivering against its sometimes stated objective of poverty alleviation and can only partially succeed in helping people to meet their basic needs. This is likely to happen in the near future due to funding issues. The Relief and Social Services Department (RSS) attempts to reframe the SSNP as a protection/inclusion-oriented programme may be the right alternative. The current cash transfer may help people to cope, but the real value multiplier should/could come from the contact with social workers who provide referrals and links to other services, both UNRWA and external. - Any change to the programme will be difficult and involve negotiation, trade-offs, and the need to firmly defend decisions from the highest levels of the organization down to the level of social workers, consistently and with clarity of purpose.
Crosscutting issues	Poverty (strong), gender (some), environment (no), corruption (no)
Link to evaluation	https://evaluation.unrwa.org/sites/default/files/content/resources/resource_87021_35776_1537292671.pdf

Title	<i>Performance evaluation of the Palestinian community infrastructure development (PCID) program: final report</i>
Published	29/06/2018
Agency/author	QED Group LLC
Commissioned by	United States Agency for International Development, USAID Contract
Type of evaluation	Summative evaluation / Program evaluation
Project period	2013-2019
Keywords	Social Infrastructure and Services / Public sector/ NGOs and Civil Society / Water and sanitation
Abstract	<p>The Palestinian Community Infrastructure Development (PCID) program is supported by the USAID Mission to the West Bank and Gaza (USAID/WBG) to increase access to water and sanitation services, and to other community services, through small and medium infrastructure projects in villages and other vulnerable communities throughout the West Bank and Gaza Strip. By responding to community needs for fundamental services, the program should contribute to social and economic development in the communities and improve the quality of life for the residents.</p> <p>The overall picture emerging from the evaluation is that the PCID program has been effective in addressing basic needs for infrastructure in Palestinian communities, channeling resources to small, vulnerable, and under-served communities and reinforcing the local advocacy and outreach efforts. The model also has been effective in engaging the community and in building a sense of achievement and progress. The projects are valued by the beneficiaries and have had a positive effect on their lives. The findings clearly suggest that residents see community projects as a focal point to improve their daily lives.</p> <p>At the same time, given the unique circumstances in the Palestinian territories and the absence of baseline data, realistic indicators, and comparable activities, the evaluation has no basis on which to judge the objective, relative validity of this model of community engagement or its broader utility.</p>
Crosscutting issues	Poverty (some), gender (some), environment (some), corruption (no)
Link to evaluation	https://dec.usaid.gov/dec/content/Detail_Presto.aspx?ctID=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDhmY2Uy&rID=NTA5NDA1&qrs=RmFsc2U%3d&q=KERvY3VtZW50cy5GaWxIOihwYWxlc3RpbmUpKSBBTkQgKERvY3VtZW50cy5MYW5ndWFnZV9vZl9UZxh0PSgiRW5nbGlzaClpKSBBTkQgKERvY3VtZW50cy5CaWJ0eXBIX05hbWU9KCJTcGVjaWFsIEV2YWx1YXRpb24iIE9SICJPdGhlcjBVU0FJRCBFdmFsdWF0aW9uIiBPUiAiRmluYWwgRXZhbHVhdGlubiBSZXBvcnQilE9SICJFdmFsdWF0aW9uIFN1bW1hcnkiKSk%3d&qcf=ODVhZjk4NWQtM2YyMi00YjRmLTkxNjktZTcxMjM2NDhmY2Uy&ph=VHJ1ZQ%3d%3d&bckToL=VHJ1ZQ%3d%3d&rtrc=VHJ1ZQ%3d%3d

Title	<i>Evaluation of Family Centres as Community Level Service Delivery Mechanisms Reaching Vulnerable Children in Gaza for the period June 2015 to October 2017</i>
Published	27/03/2018
Agency/author	Theresa Wilson
Commissioned by	UNICEF State of Palestine
Type of evaluation	Summative evaluation / Programme evaluation
Project period	2015-2017
Keywords	Social Infrastructure and Services / NGOs and Civil Society / Child protection
Abstract	<p>The purpose of the evaluation is to assess the effectiveness of Family Centers (FCs) to adequately detect and respond to the child protection needs in Gaza, to evaluate how human rights, equity and gender were integrated in the response, and to propose recommendations on potential areas for strengthening FCs for community level service delivery, detection and referral. The FC intervention was very relevant to the project partners' priorities and the implementation of the Gaza case management system. More could be done to strengthen responses to gender issues and children with disabilities. The programme achieved, and in some instances exceeded, the expected results in relation to improving the psychosocial well-being and protection of targeted children. FCs managed 93 percent of recorded child protection cases from June 2015 – October 2017, playing a key role in implementing the Gaza case management system. Anecdotal evidence found that the programme contributed to positive changes in children in terms of skills and knowledge, emotional well-being and social well-being.</p> <p>Constraints to programme effectiveness included the limited capacity (human and financial) of Ministry of Social Development (MoSD) Counselors to respond timeously to cases referred or transferred from FCs. Programme funds were spent in an accountable and cost-effective way. Partners were able to achieve similar results at a lower cost in response to some budget cuts, but when costs were reduced further, it was no longer possible to achieve the same results. There were no indicators to measure the impact of the programme and no longitudinal tracking of impact. Two main weaknesses/threats to the sustainability of the FCs were insufficient capacity building of and support for Child Protection Community Committees and the absence of an exit strategy for community-based organisations to ensure that they took ownership of the FCs when the civil society organisation partner moved elsewhere.</p> <p>FCs provide an essential child protection prevention and early intervention service to children in Gaza. If the FC service ceased to exist it would leave a gap that no other child protection stakeholder could step in to fill. The programme has evolved in response to changing community needs and funding constraints, resulting in some changes to outputs and activities.</p>
Crosscutting issues	Poverty (some), gender (strong), environment (no), corruption (no)
Link to evaluation	https://www.unicef.org/evaldatabase/files/UNICEF_SoP_2018-001_Evaluation_of_Family_Centres_in_Gaza.pdf

Title	<i>Right to Education in East Jerusalem</i>
Published	07/03/2018
Agency/author	Centre for Continuing Education, Birzeit University
Commissioned by	United Nations Development Programme/ Programme of Assistance to the Palestinian People
Type of evaluation	Summative evaluation / Project evaluation
Project period	2013-2016
Keywords	Social infrastructure and Services / Other/ PPP / Education
Abstract	<p>On 20 November 2013, with contribution from the Government of Norway/Norwegian Representative Office (NRO), UNDP/PAPP in partnership with the Ministry of Education and Higher Education (MoEHE) and the Jerusalem Directorate of Education (JDoE) launched a three-years Project entitled “the Right to Education in East Jerusalem” aiming to address the critical challenges hampering the education sector in East Jerusalem. With a total budget of USD 3,808,728, the Project started in 2013, with an overall objective to strengthen the capacities of the JDOE and promote basic quality education for all children, particularly those most vulnerable to exclusion from education.</p> <p>Lessons learned:</p> <ul style="list-style-type: none"> - Building new schools or renovating existing building for educational purposes necessitates good knowledge and experience in obtaining permits from the Israeli authorities, the incorporation of skilled resources with knowledge to assess needs for permit requirement and financial costs. In addition, this process requires substantial time. - In addition to ensuring quality buildings, adequate and qualified human resources, good planning processes and community engagement in the establishment and opening of the school are all important aspects. - Effective engagement of school directors, counselors and teachers, the comprehensive assessment of needs per school, the engagement of parents in their children’s guidance process, and extra- curricular activities for students are all critical components for enhancing children’s learning outcomes. - Counseling and supervision support services, in the way it has been delivered in the project to date, improves skills and knowledge of counselors and teachers, but does not systematically change practices for all or raise their capacity in the same manner. Promising ways to improve the impact of these services suggested include incorporating specialized trainings for counselors and supervisors, provision of coaching, and increasing the quality of technical support and visits at schools. - Successful planning mechanisms for the education sector in East Jerusalem should engage all stakeholders (MoEHE, donors, NGOs, private schools, etc.) involved in this area, via regular forums and guided by a strategic plan, while basing that on evidence (studies, research, policy papers, and knowledge production).
Crosscutting issues	Poverty (no), gender (no), environment (no), corruption (no)
Link to evaluation	https://erc.undp.org/evaluation/evaluations/detail/8944

Title	<i>Decentralized evaluation of UNRWA's gender initiative</i>
Published	02/2018
Agency/author	Laura Maritano
Commissioned by	United Nations Relief and Work Agency for Palestine Refugees (UNRWA)
Type of evaluation	Summative Evaluation / Programme Evaluation
Project period	2014-2017
Keywords	Social Infrastructure and Services / NGOs and Civil Society / Gender /
Abstract	<p>This evaluation covers four Gender Initiative (GI) programme components funded by the Government of Norway, namely: The Social and Recreational Spaces for Women and Girls component, Empowerment for Female Heads of Households component, The Gender Based Violence awareness raising component, and The Young Women Leaders component.</p> <p>Main findings:</p> <ul style="list-style-type: none"> - Relevance: there is consistent evidence showing that the GI was designed to answer women's needs deriving from social restrictions, gender-based violence (GBV), poverty and unemployment. On one hand, the services provided by the GI help integrate UNRWA structured programmes for women empowerment. On the other hand, the GI has the potential (still underexploited) to provide examples of good practices and capacity building resources for gender mainstreaming throughout UNRWA departments. - Efficiency: the GI is efficiently run. The capacity building provided to community-based organisations (CBOs) has also been very positive – providing them with knowledge and competencies on gender and women's rights, administration and fundraising. Further, it is possible to say that the GI was cost-effective, even if it could be improved by increasing effectiveness. - Effectiveness: there are elements emerging pointing to the fact that the GI was reasonably effective at an individual level in increasing women's self-confidence, skills, awareness about their rights, mobility out of the domestic sphere and access to the labour market. - Impact: according to survey data, focus group discussion and interviews the report argues that the GI has some impact at community level (households, neighbours) for it increases community awareness about women's rights and GBV. This happens due to a 'spill over' effect of changes within women. It is important to point out that the GI could increase its impact by incorporating specific mechanisms in its activities aimed at community-level changes. - Sustainability: the project is not financially sustainable and is fully dependent on external funding. However, the capacity building of CBOs provided by the GI is creating a basis for organizational sustainability. In terms of outcome sustainability, there are hints that some of the changes triggered by the programme will have long-term endurance (mobility, awareness of rights, business and job application skills, self-confidence). However, in other cases women have shown a certain project-dependency, which renders the outcomes less sustainable.
Crosscutting issues	Poverty (some), gender (strong), environment (no), corruption (no)
Link to evaluation	https://evaluation.unrwa.org/sites/default/files/content/resources/resource_84781_34956_1525247713.pdf

2017

Title	<i>Thematic Evaluation of UN Women’s Humanitarian Action in the Arab States Region</i>
Published	11/2017
Agency/author	Lattanzio Advisory SpA / Martine Van de Velde, Nahed Freij, Marta Balestrini, Elena Buonomini
Commissioned by	UN Women Regional Office for Arab States
Type of evaluation	Formative evaluation / Project evaluation
Project period	2014-2017
Keywords	Humanitarian Aid / Multilateral Organisations / Gender
Abstract	<p>This evaluation is intended to enhance the ability of UN Women to achieve results in integrating gender equality, women’s empowerment, and human rights in the development and implementation of its normative, coordination, and operational mandates in humanitarian action.</p> <p>Main findings:</p> <ul style="list-style-type: none"> - UN women’s work in the Arab States Region complements and enhances UN efforts to move away from a short-term service provision model to one that builds on development gains and strengthens the resilience of communities and countries. UN Women’s priorities, expertise and long-term strategy needs to become more evident to stakeholders. - UN Women has enhanced the visibility of, and attention to, gender equality and the empowerment of women through its normative support work, but this work is mainly focused on long-term development. UN Women has not yet fully leveraged UN partnerships in order to support the development and implementation of a normative framework on gender equality and the empowerment of women under humanitarian action. - Human resources need to be used optimally in a focused strategic approach. Strategic partnerships with other UN agencies and national partners should be strengthened and further pool funding and joint humanitarian programming with other UN agencies should be explored. - UN Women needs to capitalize on its leading position on providing an integrated approach for the protection and economic empowerment of women. Reporting on progress on GE and HR needs to be continued and expanded. - UN Women has supported the integration of gender equality through community level interventions and through engagement with humanitarian actors in existing coordination mechanisms. Based on its experience to date, UN Women is in a good position to strengthen its engagement at community, policy and advocacy levels, which requires 1) ensuring women’s voices reach policy levels, 2) reaching scale through working with strong local partners, and 3) providing capacity building support. - UN Women’s ability to engage in coordination work is largely the result of its country level work through its implementation arm. Progress that has been made in coordination work can be only temporary/stall if efforts are not sustained through focused technical support.
Crosscutting issues	Poverty (no), gender (strong), environment (no), corruption (no)
Link to evaluation	http://gate.unwomen.org/Evaluation/Details?EvaluationId=11189

Title	<i>Community resilience development program (CRDP) Evaluation Report</i>
Published	10/2017
Agency/author	Arab World for Research and Development (AWRAD)
Commissioned by	UNDP
Type of evaluation	Summative evaluation / Programme evaluation
Project period	09/2012 – extended until 12/2017
Keywords	Cross-cutting / Multilateral Organisations / Empowerment
Abstract	<p>The Community Resilience Development Programme (CRDP) is multi donor-funded mechanism developed to address the primary issues necessary to facilitate the critical transition from humanitarian to development assistance in the communities of Area C and EJ through larger, sectorial and geographically-integrated investments. The CRDP was designed to launch the process of reclaiming the resources of Area C, the territory considered especially critical to long-term economic growth and the vision of a two-state solution. The CRDP was designed to meet the overall goal “to empower local stakeholders in Area C and EJ, through the most appropriate partners (local NGOs (LNGOs), International NGOs (INGOs)), to act with resilience to respond to threats that affect their sustenance on the land.”</p> <p>Generally, the CRDP is a major and commendable achievement by all stakeholders and it serves as a strong basis for continuous and sustainable efforts to develop and improve resilience in Area C and EJ. Nevertheless, the evaluation identified five overall areas for improvement in the implementation of the CRDP regarding</p> <ul style="list-style-type: none"> • design (e.g. dispersed projects weakening the level of synergy), • procedures (inconsistent allocation of programme resources), • governance (e.g. the current governance structure, under the supervision of the RB, provides invaluable support), • management (e.g. the relation between UNDP, Programme of Assistance to the Palestinian People and the Review Board needs further clarity) and, • resources (e.g. the PMU is understaffed) <p>The evaluation’s recommendations are presented in four categories: recommendations for all stakeholders, for the PA, UNDP/PAPP/PMU, and donors.</p>
Crosscutting issues	Poverty (no), gender (some), environment (no), corruption (no).
Link to evaluation	https://erc.undp.org/evaluation/evaluations/detail/8938

Title	<i>Three Years After the 2014 Gaza Hostilities - Beyond Survival: Challenges to Economic Recovery and Long-Term Development</i>
Published	05/2017
Agency/author	United Nations Development Programme (UNDP) / Mohammed Samhour
Commissioned by	UNDP
Type of evaluation	Report
Project period	Not applicable
Keywords	Private sector / Economic recovery / War on Gaza

Abstract	<p>Three years after the 2014 hostilities, Gaza is yet to recover from the extensive destruction caused by the conflict. A crippling Israeli economic blockade, now entering its eleventh year, continues to take a debilitating toll in the occupied Palestinian territory, with a loss in potential GDP of over 50%. The government's "Detailed Needs Assessment (DNA) and Recovery Framework for Gaza Reconstruction" estimated the total funds required to finance all reconstruction and recovery needs at US\$3.875 billion to be disbursed over a three-year period. Of the disbursed funds, only US\$670 million (17%) were allocated to finance priority needs.</p> <p>The study proposes an alternative approach to donors' incremental, project-by-project ad hoc assistance, which has provided limited success in bolstering Gaza's private sector. The suggested approach consists of three inseparable core components:</p> <ul style="list-style-type: none"> • Accelerated short-term financial support to address the urgent needs of Gaza's private sector, as identified by the DNA framework and by Gazan business owners. To be effective however, these short-term measures should be linked to a longer-term plan. • The design of a comprehensive plan for the medium- and long-term development of Gaza's private-sector-led economy, which is currently missing from the DNA framework. • A persistent effort by the international community to resolve the political conditions that are the root cause of Gaza's humanitarian crisis. For short-term interventions to be effective, and for a long-term strategic plan to have a real chance of successful implementation, a mechanism to ensure short- and long-term stability of political and security conditions must be in place.
Crosscutting issues	Poverty (strong), gender (some), environment (no), corruption (no).
Link to evaluation	http://www.ps.undp.org/content/papp/en/home/library/poverty/beyond-survival--challenges-to-economic-recovery-and-long-term-d.html

Title	<i>Final Evaluation of SAWASYA Programme "Strengthening the Rule of Law: Justice and Security for the Palestinian People"</i>
Published	23/04/2017
Agency/author	General Consulting and Training
Commissioned by	UNDP and UN Woman
Type of evaluation	Summative evaluation / Programme evaluation
Project period	2014 – 2017
Keywords	Social infrastructure and Services / Multilateral Organisations / Democratic Governance
Abstract	<p>The programme was funded by the Government of the Netherlands, SIDA/Sweden, the DFID/UK and the European Union, and with corporate investments from the UNDP and UN Women. Built on findings and achievement for previous programmes, the overall objective of the Joint Programme was to strengthen the rule of law by supporting the development of efficient, accountable and harmonised justice and security institutions, which are gender-sensitive and rights-based. At the same time, it aimed to improve access to justice and security services for disadvantaged social groups, particularly women and girls.</p>

	The evaluation finds that the Sawasya programme has achieved good results, in terms of promoting the rule of law and access to justice, in a context where many of the usual preconditions for doing so are absent or impaired. The restrictive/inhibiting factors include the division of Gaza and the West Bank, the fragmentation of the West Bank into areas A, B and C, each with its own distinct legal framework, and the application of ‘customary law’ next to secular state law. The evaluation propose 11 recommendations such as the need to mobilize and motivate top management and Palestinian Authorities’ political commitment and donor support to organisational and systemic change. Another recommendation is to continue support and engage with the informal justice sector to strengthen outreach and access to free legal support for some of the most vulnerable parts of the Palestinian population.
Crosscutting issues	Poverty (no), gender (strong), environment (no), corruption (some).
Link to evaluation	https://erc.undp.org/evaluation/evaluations/detail/8940

Title	<i>Improving children’s wellbeing: an evaluation of NRC’s better learning programme in Palestine</i>
Published	01/2017 (published online 22/03/2017)
Agency/author	Dr. Ritesh Shah (Faculty of Education and Social Work, University of Auckland)
Commissioned by	Norwegian Refugee Council (NRC)
Type of evaluation	Formative evaluation / Programme evaluation
Project period	2011 (pilot project) – end of programme not stated
Keywords	NGOs and Civil Society / Social Infrastructure and Services / Learning conditions
Abstract	<p>The <i>Better Learning Programme</i> (BLP) aims to improve learning conditions for children and adolescents exposed to war and conflict in Palestine. This is done through empowering the school community, integrating coping techniques into daily teaching and learning, and encouraging pupils’ natural recovery. BLP consists of two components. The BLP 1 reaches out to all pupils and provides psycho-education and coping skills. BLP 2 is a specialised intervention for those with chronic symptoms of traumatic stress. The psychosocial support offered in both components aims to:</p> <ul style="list-style-type: none"> • establish a sense of stability and safety • promote calming and a capacity for self-regulation • increase community and self-efficacy, • promote mastery and hope <p>The evaluation focus on both what the programme has achieved (retrospectively) and how the NRC can leverage its success (prospectively). The evaluations conclusions are generally positive. For example, it concludes that the BLP has clear and demonstrable impacts when it comes to improving the wellbeing of participating children and that the BLP supports conditions for children to better succeed in school. However, it remains a significant unmet need within the existing schools that NRC has targeted. The NRC is for example recommended to:</p> <ul style="list-style-type: none"> • revisit their Theory of Change, • refocus attention and priority on BLP 1 as its primary intervention and impact focus and,

	<ul style="list-style-type: none"> consider planning for and obtaining funding for a longer minimum period of implementation (18 months versus 12 months).
Crosscutting issues	Poverty (no), gender (some), environment (no), corruption (no).
Link to evaluation	https://www.nrc.no/globalassets/pdf/evaluations/nrc-blp-palestine-full-report.pdf

2016

Title	<i>Partnership for Infrastructure Development Multi-donor Trust Fund - PID MDTF (DRAFT)</i>
Published	Draft of 09/2016. Published 2017.
Agency/author	Arab World for Research and Development – AWARD (Authors: Dominique Lallement, Kirsty Wright, Mohammad Eila, Nader Said-Foqahaa, Reem Ziad-Ghattas, Nicholas Hyman, Noor Araj)
Commissioned by	World Bank
Type of evaluation	Formative evaluation / Programme evaluation, mid-term
Project period	2012–2015
Keywords	Governance / multilateral organisation / Infrastructure
Abstract	<p>The Program for Infrastructure Development Multi-donor Trust Fund (PID MDTF) was established by the World Bank, in partnership with the Government of Sweden, and became effective in 2012. The development objectives were to improve the coverage, quality and sustainability of infrastructure in the West Bank and Gaza, which are very valid and well aligned with the PA national priorities as well as World Bank strategies.</p> <p>The evaluation concludes that PID MDTF is a major achievement in terms of improved aid coordination and harmonization and that the PID has proved to be a valuable instrument for the World Bank and participating donors to respectively leverage their funding. The Program has also demonstrated its value-added for the reform process in water and urban development. However, the PID MDTF has not yet reached its full potential and the PID MDTF continues to face major risks, which may affect the long-term viability of the mechanism as well as the sustainability of the finances.</p> <p>The evaluation recommends, among other things, to strengthen the PID from a collection of projects to a true program and to change the format of the Oversight Committee in order to raise the PA participation to a more strategic level.</p>
Crosscutting issues	Poverty (no), gender (some), environment (no), corruption (no)
Link to evaluation	https://um.fi/development-cooperation-evaluation-reports-project-and-programme-evaluations/-/asset_publisher/nBPgGHSLrA13/content/evaluointi-infrastruktuurin-kehittamisen-monivalisen-avun-rahasto-pid-mdtf-/384998?curAsset=0&stId=44227

Title	<i>Palestine Independent Commission for Human Rights: External Evaluation Report</i>
Published	09/ 2016
Agency/author	Authors: Chris Sidoti, Ashley Bowe and Naema Habed
Commissioned by	ICHR
Type of evaluation	Summative evaluation /programme
Project period	2013–2016
Keywords	Human rights / NGO/CSO / human rights
Abstract	<p>The Palestine Independent Commission for Human Rights (ICHR) is recognized internationally as the national human rights institution (NHRI) of the State of Palestine and has ‘A’ status as fully compliant with the Paris Principles. With regional offices in Gaza City, Hebron, Khan Younus, Nablus and Ramallah it has 72 staff. It is supported financially by a group of five international donors (Denmark, Netherlands, Norway, Sweden and Switzerland) with a budget of USD 2.8 million (2016), of which the five donors contribute almost USD 2.5 million.</p> <p>The evaluation of its performance (2013-16) is part of its commitment to accountability and transparency and to learning from experience. The ICHR operates in a conflict zone with high conflict levels, Israeli military occupation and internal political and geographical divisions. The prevalence, persistence and severity of human rights violations lead to ICHR working under pressure at all times. ICHR has been and is very effective, given the very difficult and complex context in which it works. The ICHR has had a substantial impact on Palestinian institutions and society, and has made great progress on governance reform over the past six years and especially in 2015 and 2016. It is highly dependent on donors for 95% of its budget, but the donors are long-term funders that are very committed to ICHR. The ICHR has succeeded in operating as a truly national Palestinian institution, in spite of the internal divisions in Palestine, and that it is highly regarded by both the PNA and the Gaza administration.</p>
Crosscutting issues	Poverty (no), gender (some), environment (no), corruption (strong, some or no).
Link to evaluation	<i>Not available online</i>

Title	<i>Economic costs of the Israeli occupation for the Palestinian people</i>
Published	07/2016
Agency/author	UNCTAD
Commissioned by	UN General Assembly
Type of evaluation	UN Conference report / sector evaluation
Project period	Not relevant
Keywords	Governance / Multi-lateral / costs of occupation
Abstract	On 25 November 2014, the General Assembly adopted resolution 69/20. In paragraph 9 of the resolution, the Assembly requested the United Nations Conference on Trade and Development (UNCTAD) to report to the Assembly on the economic costs of the Israeli occupation for the Palestinian people.

	<p>Previous studies have suggested that the Palestinian economy could be twice its current size, had the occupation not occurred. The Ministry of National Economy of the State of Palestine and the Applied Research Institute — Jerusalem have estimated the cost of the occupation in 2010 at \$6.9 billion or 85 per cent of GDP. The Applied Research Institute — Jerusalem estimated the specific direct costs at 74 per cent of GDP (\$9.95 billion).</p> <p>There is a need to establish within the United Nations system a systematic, evidence-based, comprehensive and sustainable framework for estimating the economic costs of the occupation and to report on the results to the General Assembly, not only to fulfil the request contained in resolution 69/20, but also to achieve the Sustainable Development Goals in the Occupied Palestinian Territory. UNCTAD expects that the evaluation exercise and building an inventory of the ongoing and historical economic costs of the occupation may take about four years (two bienniums) of work.</p>
Crosscutting issues	Poverty (strong, some or no), gender (strong, some or no), environment (strong, some or no), corruption (strong, some or no).
Link to evaluation	http://unctad.org/meetings/en/SessionalDocuments/a71d74_en.pdf

Title	<i>Assessment of Norwegian Support to Democratization and Strengthened Political Legitimacy in Palestine</i>
Published	06/2016
Agency/author	Norad (Authors: Petter Skjæveland and Petter Bauck)
Commissioned by	The Representative Office of Norway to the Palestinian Authority (NRO)
Type of evaluation	Formative evaluation / country evaluation
Project period	Not relevant
Keywords	Governance / bilateral / democracy promotion
Abstract	<p>The main challenges for democracy and human rights in Palestine today is the Israeli occupation, lack of sovereignty and varied international interest in changing the present situation. It leaves Palestinians and their political system with weak legitimacy, authority and capacity.</p> <p>Development assistance will not by itself solve the Israeli-Palestinian conflict, end the occupation, remove the biggest hindrances for development or secure a strengthened democracy and political legitimacy in Palestine. Development assistance could however improve the conditions for reaching a negotiated solution, strengthened democratization and the realization of human rights.</p> <p>The authors recommend for international development aid donors to:</p> <ul style="list-style-type: none"> - Improve aid coordination and division of labour among donors. - Continued high level of development aid to Palestine, UNRWA and for Gaza's reconstruction. - Support elections, as well as national and international agreement on clear criteria for an election process and the outcome. - In face of possible PA collapse, focusing on strengthening local governments' authority and capacity for service delivery.

	<p>And for Norwegian development aid to:</p> <ul style="list-style-type: none"> - Complement development engagement with other foreign policy measures, as well as ensuring policy coherence, to increase likelihood of sustainable development. - Do not engage in new sectors or increase the number of agreements, and over time consolidate efforts focused on strategic interventions.
Crosscutting issues	Poverty (no), gender (some), environment (no), corruption (strong)
Link to evaluation	https://www.norad.no/om-bistand/publikasjon/2016/assessment-of-norwegian-support-to-democratization-and-strengthened-political-legitimacy-in-palestine/

Title	<i>How to Break the Vicious Cycle: Evaluation of Dutch Development Cooperation in the Palestinian Territories 2008-2014</i>
Published	04/2016
Agency/author	Policy and Operations Evaluation Department (IOB), Ministry of Foreign Affairs, the Netherlands, Floris Blankenberg and Elise Landowski.
Commissioned by	Dutch House of Representatives
Type of evaluation	Formative evaluation / Programme evaluation
Project period	2008–mid 2014
Keywords	Multi-sectoral / bi-lateral / State building
Abstract	<p>The ultimate goal of Dutch development efforts in the Palestinian Territories (PT) was to contribute to the establishment of two states. To what extent has the Dutch development cooperation programme in the PT been relevant, effective, coherent and sustainable in terms of contributions to the development of a functioning Palestinian state and a viable Palestinian economy.</p> <p>The Israeli occupation of the Palestinian Territories and the weak position of the Palestinian Authority were the two main factors constraining the effectiveness of the Dutch development cooperation programme in the PT. The Netherlands contributed to laying a foundation for a Palestinian state; however, it did not substantially contribute to developing a viable Palestinian economy. The programme of the Netherlands was mostly relevant from the perspective of the Palestinian population, the PA, the EU and the general and thematic Dutch development policy.</p> <p>One of the main lessons is that The Netherlands should continue the critical dialogue with Israel on improvement of the conditions that currently undermine the effectiveness of Dutch support to the Palestinian Territories. The Israeli government is sometimes sensitive to pressure, especially when it is brought to bear by friendly nations such as the Netherlands.</p>
Crosscutting issues	Poverty (some), gender (some), environment (no), corruption (some)

Link to evaluation	https://english.iob-evaluatie.nl/publications/evaluations/2016/04/01/412-%E2%80%93-evaluation-of-dutch-development-cooperation-in-the-palestinian-territories-2008-2014-%E2%80%93-how-to-break-the-vicious-cycle
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Title	<i>State of Palestine: An evaluation of WFP's Portfolio (2011–mid 2015)</i>
Published	01/2016
Agency/author	Mokoro (Authors: Stephen Turner, Rita Bhatia, Amer Madi, Trish Silkin, Heidi Tavakoli, Zoe Driscoll)
Commissioned by	WFP Office of Evaluation
Type of evaluation	Summative evaluation / Country evaluation
Project period	2011–mid 2015
Keywords	Multi-sectoral / Multilateral organisation / food security
Abstract	<p>Food insecurity is a significant challenge in Palestine, with a captive economy, high prices and threats to livelihoods leaving 27 percent of households overall food-insecure in 2014. With the goal of building food security in sustainable ways, WFP focuses on three pillars: i) relief – meeting urgent food needs; ii) resilience – supporting resilient livelihoods and economic activity; and iii) preparedness – improving national capacity for emergency response. Key elements of the strategy include expanding the voucher modality; a conditional voucher programme to support agriculture and tree planting; scaling up capacity development for the PA's emergency preparedness; and deploying cost-effective productive safety nets.</p> <p>i) Relief: Good choices were made about where and for which beneficiaries to use the in-kind food, voucher or, occasionally, combined modalities, based on appropriate but comparatively simple criteria. iii) The preparedness had to remain an external responsibility: WFP and its partners had to be ready to react. WFP contributed well to this external preparedness, but more significantly, it made important contributions to building national preparedness systems. ii) The resilience pillar was less successful. While resource constraints were a major reason for carrying out food assistance for assets and food assistance for training on such a small scale, there were serious conceptual and strategic limitations in the determination of what WFP could usefully do.</p>
Crosscutting issues	Poverty (strong), gender (some), environment (no), corruption (strong, some or no)
Link to evaluation	http://documents.wfp.org/stellent/groups/public/documents/reports/wfp281066.pdf?_ga=2.102509319.722162354.1495096466-531464100.1495096466

2015

Title	<i>Evaluative review of the Statebuilding Grant and the Palestinian Governance Facility – DFID Palestinian programme</i>
Published	2015
Agency/author	ODI (Authors: Bryn Welham, Heidi Tavakoli, Sami Miaari and Edward Hedger)
Commissioned by	DFID
Type of evaluation	Summative evaluation / Programme evaluation
Project period	2011–2016
Keywords	Governance / bi-lateral / financial management
Abstract	<p>This evaluative focus on two separate programs: 1) The Statebuilding and Service Delivery Grant (SSDG) that provides financial aid to the Palestinian Authority (PA) to support its overall fiscal position (£156.4 mil. over five-year). 2) The Palestinian Governance Facility (PGF) is a technical advisory programme that aims to improve public administration and public financial management in the OPT (expected cost £7.5 million).</p> <p>It seek to answer if the programs achieved their objectives (including value for money), if they illustrate coherence and how appropriate they are to Her Majesty’s Government (HMG) policy, the Palestinian Authority’s needs and in relation to addressing fiduciary risk.</p> <p>In terms of value for money, the two programmes represent a positive return on investment. However, the SSDG positive return is highly dependent on the assumption that it contribution to avoiding conflict. There is no fundamental conflict between the two programmes, and clear elements of complementarity. Both programmes appear to have been operated as separate interventions, which has lowered the chance of bringing out synergies between the two. A budget support package containing financial transfers, policy dialogue and conditionality alongside technical assistance is, in principle, an appropriate way for supporting UK government policy in the region. It is difficult to fully determine the degree to which the two programmes are addressing the PA’s needs. The PGF programme is not – by itself – an appropriate response to DFID’s fiduciary concerns.</p>
Crosscutting issues	Poverty (strong, some or no), gender (strong, some or no), environment (strong, some or no), corruption (strong, some or no).
Link to evaluation	http://www.oecd.org/derec/unitedkingdom/Evaluative-review-Statebuilding-Grant-Palestinian-Governance-Facility.pdf

Title	<i>Evaluation of the resource mobilization strategy 2012-2015</i>
Published	11/2015
Agency/author	UNRWA (Authors: Elenor Richter Lyonette, Kevin Lyonette, Thomas Pfeiffer, Jürgen Wintermeier)
Commissioned by	UNRWA
Type of evaluation	Formative evaluation / Project evaluation
Project period	2012–2015
Keywords	Humanitarian aid / Multilateral organisation / Fund-raising
Abstract	<p>Increasing competition for scarce funding, economic downturn in major financing economies and volatility of exchange rates has resulted in a critically adverse funding environment. The Resource Mobilization Strategy (RMS) is a response to UNRWA’s unstable financial situation and forms a key part of the UNRWA Organizational Development process which aims to receive stable and predictable funding.</p> <p>The evaluation of the RMS aims at determining the resource mobilization’s:</p> <ul style="list-style-type: none"> - Relevance – The RMS has been relevant to UNRWA and was fully aligned with UNRW’s MTS 2010-2015 with the exception of covering crosscutting issues. - Efficiency – Implementation of the RMS was done with limited resources and institutional capacity. - Effectiveness – The RMS has overall achieved the targets it set out to achieve. - Impact – UNRWA has modestly increased general funding, development and emergency funding during the RMS despite UNRWA’s difficult financial situation and operating environment. - Sustainability – Given the fact that the RMS is on-going, it is still not possible to draw final conclusion regarding its sustainability.
Crosscutting issues	Poverty (some), gender (some), environment (no), corruption (no).
Link to evaluation	http://evaluation.unrwa.org/sites/default/files/unrwa2015_resource_mobilization_strategy2012-2015.pdf

Title	<i>DFID’s Palestinian Programme: ‘Improving Food Security for the People of Gaza’</i>
Published	08/2015
Agency/author	Public Administration International (PAI) and Atos Consulting & Technology Service
Commissioned by	DFID
Type of evaluation	Formative evaluation / programme evaluation
Project period	2011 – 2015
Keywords	Commodity Aid / Multilateral organisations / Food security
Abstract	DFID has funded the programme under review with £25.5 mil. The evaluation assess a) the UNRWA Job Creation Programme (JCP), which provides cash to refugees for short-term work assignments for professional, skilled and unskilled workers, and b) the WFP Voucher Programme (VP),

	<p>which provides food vouchers to non-refugee families assessed through the use of a proxy means test to be poor.</p> <p>Overall conclusions:</p> <ol style="list-style-type: none"> 1) Expanding food assistance and creating income opportunities will remain a priority in the longer term. 2) Cash or food assistance will need to continue until interventions improve economic activity and increase access to jobs and income opportunities. 3) WFP's voucher program is a valuable and dignified safety net that provides a positive impact on food security. DFID should continue to support the WFP VP. 4) The evaluation has shown that JCP does not create jobs, has little impact on food security or alleviating poverty and has limited potential for monitoring and evaluation. DFID should therefore cease to support the JCP. <p>Further the evaluation recommends that a) the WFP should continue developing and expanding the VP platform, and should work to increase the secondary impacts of the VP; b) UNRWA should conduct an internal review of the JCP objectives with its donors and must strengthen their monitoring and evaluation regime.</p>
Crosscutting issues	Poverty (strong), gender (some), environment (no), corruption (no)
Link to evaluation	http://www.oecd.org/derec/unitedkingdom/Evaluation-Report-Final-Improving-Food-Security-Gaza.pdf

Title	<i>Effectiveness of core funding to CSOs in the field of human rights and international humanitarian law in occupied Palestine</i>
Published	06/2015
Agency/author	Indevelop (Authors: Cecilia Karlstedt, Waddah Abdulsalam, Smadar Ben-Natan, Haneen Rizik)
Commissioned by	The Swedish Consulate General in Jerusalem
Type of evaluation	Summative evaluation
Project period	2013–2015
Keywords	Human rights / CSO/NGO / core funding
Abstract	<p>This report evaluates the effectiveness of the core funding provided to 24 Palestinian and Israeli human rights organizations through a joint The Human Rights and International Humanitarian Law Secretariat (HR-IHL). The donor consortium is composed of Sweden, Denmark, Switzerland and The Netherlands since 2004, managing a pooled fund through the HR-IHL secretariat in order to simplify and harmonize donor procedures, align to partners' systems and promote more transparency in the donor–CSO relation.</p> <p>A sample of 15 CSOs located in the West Bank and East Jerusalem, in Israel and in the Gaza Strip was selected for in-depth study. The study found that</p>

	<p>core funding is extremely important for all human rights organisations regardless of the geographical context they operate in and contribute. A number of reasons were found to explain this including a volatile security landscape needing daily field monitoring and long processes in courts. In addition, core funding allowed for setting priorities, as well as strengthened long-term viability and job security for the staff. Most CSOs have a number of core funding donors (15-20), that collectively contribute from 40-50 per cent of their annual budgets, yet most of the CSOs had not been able to fully cover their budget.</p> <p>The study concludes that the core funding levels (< 20 per cent) from the secretariat are below the CSOs' needs, hence recommend increasing the total resources available, distribute them based on need and regard the CSOs as long-term partners.</p>
Crosscutting issues	Poverty (no), gender (no), environment (no), corruption (some)
Link to evaluation	https://www.sida.se/contentassets/45bc6fdacc9b464bae3b89cd041c4cbe/15934.pdf

Title	<i>Evaluation of the Danish Engagement in Palestine</i>
Published	05/2015
Agency/author	ECORYS
Commissioned by	Evaluation Department, Ministry of Foreign Affairs of Denmark
Type of evaluation	Formative evaluation / Programme evaluation
Project period	2009–2013
Keywords	Multi-sector / bilateral / State building
Abstract	<p>Since 1993, the overall political objective of the Danish engagement in Palestine is to support the realisation of a two-state solution. From 2009 to 2013, total Danish disbursements to Palestinian development and humanitarian assistance were DKK 1.2 billion (approx. Euros 160 million), which was mostly used on humanitarian support and state-building.</p> <p>Denmark contributed to better functioning Palestinian organisations and institutions providing services to the population, which is an important aspect of stability and points at achievement at the level of the secondary goals. However, given the Israeli occupation and the limitations on the Palestinian side, strengthened organisations alone cannot bring about a viable state. Moreover, there is no evidence of overall progress towards improved accountability, transparency or progress towards the two-state solution.</p> <p>The evaluation makes the following recommendations:</p> <ul style="list-style-type: none"> - Prepare a comprehensive Country Policy Paper in line with the new guidelines, including a clear results framework against which to measure success. - Funding and non-funding activities should be combined - Focus on Area C, East Jerusalem and Gaza

	<ul style="list-style-type: none"> - Further promote best practice in Palestine to reduce the number of bilateral projects and to opt for multilateral and co-funding - Develop clear and transparent criteria for the choice of specific objectives and areas of support - Continue Danish support to local government and to human rights - Consider a further reduction of the areas of support for the years to come
Crosscutting issues	Poverty (some), gender (some), environment (no), corruption (no)
Link to evaluation	http://um.dk/en/danida-en/results/eval/Eval_reports/publicationdisplaypage/?publicationID=ACB893FD-D353-49A2-A188-BEEEECEAD3BBD

Title	The 2014 Palestine Human Development Report: Development for Empowerment
Published	04/2015
Agency/author	UNDP (Authors: Salam Fayyad, with international and local UNDP staff)
Commissioned by	UNDP
Type of evaluation	Summative evaluation /country evaluation
Project period	2010-2014
Keywords	Multi-sector / Multi-lateral / human development
Abstract	<p>The 2014 Palestine Human Development Report argues that the oPT is deeply dominated by the Israeli occupation and caught in dis-empowerment trap. The population has become more impoverished in recent years, especially in the Gaza Strip, with more than 700,000 people currently live in poverty and in East Jerusalem, where two-thirds are poor (ibid.: 54). In 2013, about one-third of population were food insecure, with numbers increasing since 2011. Taking that into account, fundamental changes must be made to redress the imbalance of power between those occupied and the occupying power. To this end, it is of paramount importance to revamp the existing framework of the peace process, with a view to deliver on the two state solution.</p>
Crosscutting issues	Poverty (strong), gender (some), environment (no), corruption (no)
Link to evaluation	http://www.ps.undp.org/content/dam/papp/docs/Publications/UNDP-papp-research-PHDR2015.pdf

Title	<i>Programme Evaluation: Support to Accountable Security and Justice in the OPT</i>
Published	20/03/2015
Agency/author	Social Development Direct (Authors: Caroline Roseveare, Catherine Müller, Samar Baidoun)
Commissioned by	DFID

Type of evaluation	Summative evaluation / Programme evaluation
Project period	2011–2015
Keywords	Human rights & gender / bi-lateral / Violence against woman (VAW)
Abstract	<p>This report presents the findings of an end of programme evaluation of the DFID funded “Support to Accountable Security and Justice in the OPT” programme (2011–15) implemented by UN Women (UNW), and later planned for integration with the UNDP/ UNW Programme (“Strengthening the Rule of Law in the OPT: Justice and Security for the Palestinian People”). This aims to develop and maintain conditions for a viable Palestinian state, based on the rule of law and principles of gender equality. This is an evaluation of a specific programme and not of UNW as an institution that implements a number of programmes in Palestine.</p> <p>The main findings are:</p> <p>Relevance: The programme has contributed to the development of VAW specialist police services for women victims of violence at three levels.</p> <p>Effectiveness: The programme has contributed to the generation of robust evidence on the access to S&J of women and girls in the West Bank</p> <p>Efficiency: The programme has experienced some implementation delays and time-lags between activities and the way in which resources (particularly human resources) have been utilized and combined for the achievement of programme results has been complex.</p> <p>Impact: the programme has contributed to efforts to enhance women and girls’ access to PA/state provided S&J services in the West Bank.</p> <p>Sustainability: The long term sustainability of specialist police services is potentially constrained.</p>
Crosscutting issues	Poverty (no), gender (strong), environment (no), corruption (no)
Link to evaluation	http://www.oecd.org/derec/unitedkingdom/Evaluation-Support-Accountable-Security-Justice-OPTs.pdf

2014

Title	Area C and the Future of the Palestinian Economy
Published	2014
Agency/author	World Bank (Authors: Orhan Niksic, Nur Nasser Eddin, and Massimiliano Cali)
Commissioned by	Not relevant
Type of evaluation	Summative evaluation / country evaluation
Project period	Not relevant
Keywords	Governance / Multi-lateral / costs of occupation
Abstract	This is the first report to systematically evaluate and quantify the economic potential of Area C, which constitutes approximately 61 percent of the West

	<p>Bank. The report finds that lifting the restrictions on economic activity in Area C could have a large positive impact on Palestinian GDP, public finances, and employment prospects. The economic significance of Area C lies in that it is the only contiguous territory in the West Bank, which renders it indispensable to connective infrastructure development across the West Bank, and a relative abundance of natural resources.</p> <p>Key findings: the potential additional output from the sectors evaluated in this report alone would amount to at least USD 2.2 billion per year, equivalent to about one fifth (23 percent) of Palestinian GDP. This would reduce the dependence on donor aid for financing chronic budget deficits. PA fiscal deficit would be halved (56 Percent reduction) and the greatly reduce the need for external budget support.</p> <p>Impact: The impact on Palestinian livelihoods would be significant: an estimated increase in GDP of 35 percent would improve livelihoods, reduce the high rate of unemployment and add to result least an USD 800 million in increased tax revenues for the Palestinian authority.</p>
Crosscutting issues	Poverty (strong), gender (strong, some or no), environment (strong, some or no), corruption (strong, some or no).
Link to evaluation	http://documents.worldbank.org/curated/en/257131468140639464/pdf/893700PUB0978100Box385270B00PUBLIC0.pdf

Title	Review report: Al-Haq
Published	11/ 2014
Agency/author	Chr. Michelsen Institute (Authors: Kjetil Selvik and Are Knudsen)
Commissioned by	NORAD and NPO
Type of evaluation	Summative evaluation / programme review
Project period	2011–2013
Keywords	Human rights / NGO/CSO / human rights
Abstract	<p>Al-Haq is a Palestinian human rights organization with its headquarters in Ramallah, West Bank. Established in 1979, its main objective is protecting and promoting human rights and respect for the rule of law in the oPT. Al-Haq is the West Bank affiliate of the International Commission of Justice in Geneva and has special consultative status with the Economic and Social Council of the United Nations. Al-Haq conducts and disseminates legal research based on international humanitarian and human rights law. In addition, the organization, using its extensive database, documents and monitors violations of international human rights and humanitarian law. Al-Haq is a founding member of the Palestinian Human Rights Council and takes a leading role within the council.</p> <p>The review of its Al-Haq’s strategic plan (2011–13) finds that it is an important component of the Palestinian civil society. The relevance of Al-Haq’s work is very high and is an an important civil society actor. Al-Haq combines meticulous documentation of human rights breaches with legal research and advocacy work at the national and international levels. Al-Haq has demonstrated ability to influence, constrain and hold accountable the</p>

	Palestinian Authority (PA), including surprise visits to detention centres in the West Bank. Al-Haq's financial basis is solid, and despite reliant on many donors (including Norway), close to 90 percent of Al-Haq's funds are core funds.
Crosscutting issues	Poverty (no), gender (some), environment (no), corruption (no)
Link to evaluation	https://www.cmi.no/publications/file/6234-review-report-al-haq.pdf

Title	<i>Review report: Al-Miftah</i>
Published	11/2014
Agency/author	Chr. Michelsen Institute (Authors: Are Knudsen and Kjetil Selvik)
Commissioned by	NPO and NORAD
Type of evaluation	Summative evaluation / programme
Project period	2011–2013
Keywords	Human rights & gender / NGO/CSO / gender
Abstract	<p>Al-Miftah (estbl. 1998) works for the establishment of a democratic Palestinian state based on the rule of law, human rights, equality and participatory governance. Al-Miftah is member and co-founder of several civil-society organizations (CSOs) and networks. Al-Miftah share of the HR-sector funding is about ten percent (2011–13), but because most its work is gender, rather the HR-related, the organization's funding was from 2014 moved out of the HR-budget. During the period under review (2011–13), the total budget averaged USD 880 000 with Norway one of the largest donors (USD 130 000).</p> <p>The review of finds that the scope of the project portfolio is very wide, and includes several sub-fields, disciplines and methods that stretches managerial resources and overloads staff. The interventions are varied and mostly "one-off" service provisions or training sessions involving field coordinators in part-time positions; training and service delivery is time-limited.</p> <p>The main projects and interventions are relevant for addressing key gender-issues. Al-Miftah is a leader in promoting UNSCR 1325 in Palestine alone and with donors and partners. Al-Miftah's combined impact on gender sector is, given the systemic constraints, substantial and has influenced gender policy and legislation. The core funding is low (<40 per cent of total), which constrains long-term planning. The duration of most projects are medium term (6-12 months) which increases the overhead costs for start-up and ion.</p>
Crosscutting issues	Poverty (no), gender (strong), environment no), corruption (no).
Link to evaluation	https://www.cmi.no/publications/file/6235-review-report-al-miftah.pdf

Title	<i>Evaluation of the European Union's cooperation with the occupied Palestinian territory and support to the Palestinian People (volume 1)</i>
Published	07/2014
Agency/author	DRN (lead), ECDPM, ECORYS and PARTICIP

Commissioned by	Evaluation Unit of the Directorate General for Development and Cooperation – EuropeAid (European Commission)
Type of evaluation	Summative evaluation / Country evaluation
Project period	2008–2013
Keywords	Cross-cutting / Multilateral Organisation / Development cooperation
Abstract	<p>For more than twenty years, the EU has been a strong supporter of the Palestinians and their quest for self-determination. EU has consistently pursued an ambitious, norm-based vision for resolution of the Israeli-Palestinian conflict – the “two-state solution” including a democratic, viable and contiguous State of Palestine. The EU’s aid to Palestine amounts to € 2.5 billion between 2008 and 2013.</p> <p>On the one hand, the Evaluation findings suggest that there have been important accomplishments. The EU can legitimately claim to be the most reliable partner of the PA, and the largest contributor to Palestinian welfare. All these efforts contribute to the broad ENP goal of stability, at least in the short term. Yet little was done to remove the most significant obstacles to sustainable Cooperation outcomes and achievement of a viable, democratic and contiguous Two-State solution, particularly Israeli occupation and settlement policies and the political division of the West Bank and Gaza.</p> <p>Consequently, the evaluation team’s overarching Recommendation is to commence a “greenfield approach”, which invites the EU to step back, face squarely the structural limitations of current approaches, and on that basis design a more interconnected and coherent Cooperation framework – a solid architecture for going forward, a design better suited to the context, EU norms and effective implementation.</p>
Crosscutting issues	Poverty (some), gender (some), environment (no), corruption (some)
Link to evaluation	https://ec.europa.eu/europeaid/sites/devco/files/evaluation-cooperation-ec-palestine-1327-main-report-201405_en.pdf

2013

Title	<i>DFID's Support for Palestine Refugees through UNRWA</i>
Published	09/2013
Agency/author	Independent Commission for Aid Impact (ICAI)
Commissioned by	DFID
Type of evaluation	Summative evaluation / Programme evaluation
Project period	2008–2013
Keywords	Humanitarian aid / Multi-lateral / Refugees
Abstract	The Department for International Development (DFID) is UNRWA’s fourth largest donor, contributing £173.2 million (2008-12). This review assesses the impact that DFID’s support has on Palestine refugees and the effectiveness of DFID’s engagement with UNRWA. The review focusses on UNRWA’s provision of health, education and social support to refugees in all locations, except Syria.

	DFID's support to UNRWA is an effective way of supporting both organisations' twin aims of improving the human development outcomes of Palestine refugees and of contributing to regional stability. UNRWA is delivering a good standard of basic public services in a challenging environment. Until a regional political settlement is reached, UNRWA's role is central to ensuring that Palestine refugees can access basic services. There is, however, a real risk to the sustainability of this model, caused by the growing gap between demands for and supply of UNRWA services. To ensure sustainability, critical decisions must be made urgently and the pace of reform accelerated. At present, however, it is not clear whether UNRWA is in a position to do this, unless profound changes are made.
Crosscutting issues	Poverty (strong), gender (no), environment (no), corruption (no).
Link to evaluation	http://www.oecd.org/derec/unitedkingdom/UK_DFID_ICAI%20UNRWA_Palestine_Refugees.pdf

Title	<i>Palestinian Authority Capacity Enhancement Project: Creating a More Effective, Efficient, and Responsive Government for the Benefit of the Palestinian People</i>
Published	03/2013
Agency/author	Chemonics International Inc. (Author: Peggy Ochandarena)
Commissioned by	USAID
Type of evaluation	Formative evaluation / Project evaluation
Project period	2009–2012
Keywords	Governance / Multi-lateral / service delivery
Abstract	<p>The project (PACE) seek to create effective and responsive PA institutions. PACE was designed to achieve quick improvements in the delivery of government services at targeted ministries. USAID selected six government institutions to participate as partners in capacity building. The project provided targeted technical expertise, coaching, tools, and training to strengthen key effective governance areas and improve service delivery.</p> <p>The assessment analyses PACE's contributions to the PA's improved governance and measured key capacity factors, using 7 main factors. The rating system has four levels from 1 (lowest) to 4 (highest). The Ministry of Interior showed a significant improvement in nearly all seven factors, as did the Ministry of Public Works and Housing: both rose nearly two levels. Across institutions, scores for all seven factors rose approximately an entire level.</p> <p>Key lessons from the project include the importance of leadership support, multi-level working groups to increase ownership at all levels, inclusion of entities that work across institutions to leverage project efforts, completing short-term interventions to build credibility and trust while tackling longer-term issues in parallel, and remaining flexible to seize new opportunities. Other lessons include encouraging ministries to collaborate while using</p>

	competition as motivation, expecting a slow start as change must overcome fear of change, connecting to national goals, and allowing for multi-year cycles and multiple cycles to entrench the change management process.
Crosscutting issues	Poverty (no), gender (no), environment (no), corruption (some)
Link to evaluation	http://pdf.usaid.gov/pdf_docs/PA00J36H.pdf

Title	<i>Final Evaluation: Gender Equality and Women's Empowerment in the Occupied Palestinian Territory</i>
Published	01/2013
Agency/author	Authors: Hanife Kurt, Rana Nashashibi, independent researchers
Commissioned by	UN Resident Coordinator's Office
Type of evaluation	Summative evaluation / Programme evaluation
Project period	02/2009–12/2012
Keywords	Human rights & gender / Multilateral Organisations / Gender equality
Abstract	<p>The MDG-F Gender Equality and Women's Empowerment Programme in the OPT has been implemented by six UN agencies in an effort to address gender based violence, violence against women, political participation of women and equal economic rights. The MDG Achievement Fund has funded the joint programme with a total amount of 9.000.000 USD. Despite the challenges to set up an organizational structure based on the specifications of the MDG-F Implementation Guidelines, the programme has achieved measurable progress in addressing the MDGs at the national level such as:</p> <ul style="list-style-type: none"> - the development and endorsement of the Violence Against Women Strategy, which was enacted in January 2011 - The draft of the Cross-Sectoral National Strategy on Gender (2011-2013), which was the very first in its kind advocating to mainstream gender across all sectors in OPT <p>These are some of the recommendations proposed in order to ensure sustainability of the JP accomplishments:</p> <ul style="list-style-type: none"> - To conduct an in depth capacity development needs assessment of the capacities of the main implementing ministries at the design phase - The design of the programme should be more results based - The UN agencies financial systems should be adjusted to produce disaggregated financial data on the West Bank and Gaza
Crosscutting issues	Poverty (some), gender (strong), environment (no), corruption (no).
Link to evaluation	http://www.mdgfund.org/sites/default/files/Palestinian%20Territory%20-%20Gender%20-%20Final%20Evaluation%20Report.pdf

2012

Title	<i>UNFPA Country Programme Evaluation: Occupied Palestinian Territory Jan 2011-August 2012</i>
Published	11/2012
Agency/author	Advance (Authors: Nahed Freij, Rihab Sandouka, Muhannad Sandouka, Petra Scheuermann, Rami al Wehaidy, Reham al Wehaidy)
Commissioned by	UNFPA
Type of evaluation	Summative evaluation / Project, programme, sector or country evaluation
Project period	2011-2013
Keywords	Human rights and gender / Multi-lateral / Reproductive health
Abstract	<p>This evaluation examines the strategic positioning of UNFPA support as well as its contribution to the results set out in the three focus areas - sexual and reproductive health (SRH), population and development, and gender - of the fourth UNFPA country program in oPt (2011-13). UNFPA's Country Program in the oPt covers a period of three years and is aligned with the national development plan and planning cycle. In December 2010, UNFPA and the Palestinian Authority signed the 4th Country Program Action Plan (CPAP) for 2011-2013 with the aim of improving access to and availability of quality reproductive health services with an overall budget of USD 9.75 million.</p> <p>Some of the report's conclusions are:</p> <p>The Country Program support in oPt is in line with most of the principles of UNFPA strategic plan and reach the disadvantaged and marginalized groups.</p> <p>The UNFPA Country Office is contributing to the improvement of coordination of a large and fragmented UN system and able to provide a quick and flexible response to demands from partners, in particular in Gaza.</p> <p>The Country Program has made use of its comparative advantage across its three focus areas; primarily SRH, youth, and generation of data.</p> <p>The health system puts huge effort and cost in training and capacity building of health provider but not in a systematic way.</p>
Crosscutting issues	Poverty (strong, some or no), gender (strong, some or no), environment (strong, some or no), corruption (strong, some or no).
Link to evaluation	http://web2.unfpa.org/public/about/oversight/evaluations/document.unfpa?page=doclist&method=view&docId=115

Title	<i>United Nations Trust Fund on Human Security (UNTFHS) Joint Programme: Mid-Term Evaluation Assignment</i>
Published	06/10/2012
Agency/author	Independent researcher
Commissioned by	UNRWA (on behalf of UN Women, UNRWA, UNESCO, and FAO)
Type of evaluation	Formative evaluation / programme evaluation
Project period	2010 –07/2013
Keywords	Multi-sectoral / Multilateral organisations / Gender
Abstract	<p>The United Nations Trust Fund for Human Security Joint Programme titled <i>Livelihood Protection and Sustainable Empowerment of Vulnerable, Rural and Refugee Communities in the Jordan Valley</i> is a comprehensive and prevention-oriented initiative. It is designed to enhance Human Security through responding to the protection and livelihood needs of selected vulnerable Palestinian communities. UN Women, UNRWA, UNESCO, and FAO jointly implement the programme, in close partnership with relevant PA institutions, and local stakeholders.</p> <p>Standard OECD/DAC evaluation criteria were used including:</p> <ul style="list-style-type: none"> - Relevance –the design of the programme objectives and activities were consistent with the needs and priorities of the targeted communities. - Ownership – the various participatory tools used in the implementation of the different activities contributed in enhancing the collaboration and partnership among key stakeholders and the UN implementing agencies. - Effectiveness – generally satisfactory. There were, however, some challenges during implementation, the most significant being societal perception and treatment of women’s role and status. - Efficiency – The governance modality ensures a high level of engagement of different stakeholders while at the same time avoids complicated and rigid arrangements. - Sustainability – the incorporation of certain elements enhanced the ability of the programme to provide long-term benefits to the targeted communities.
Crosscutting issues	Poverty (some), gender (some), environment (some), corruption (no)
Link to evaluation	http://gate.unwomen.org/Evaluation/Details?evaluationId=4694

2011

Title	<i>Organisational Effectiveness Assessment: United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) Vol 1</i>
Published	12/2011
Agency/author	Multilateral Organisation Performance Assessment Network (MOPAN)
Commissioned by	UNRWA
Type of evaluation	Formative evaluation / assessment

Project period	2010–2011
Keywords	Humanitarian aid / Multi-lateral Organisations / Organisational effectiveness
Abstract	<p>UNRWA has 30,000 staff members that pursue a broad mandate in five fields of operation, serving, in 2011, 4.76 million Palestine refugees. The Agency's services encompass education, health care, relief, camp infrastructure and improvement, community support, microfinance and emergency response. UNRWA has in the last 20 years, been operating under serious financial constraints and has over the past three years undertaken a number of efforts to improve its effectiveness. The MOPAN assessment, provide a snapshot of four dimensions of organisational effectiveness.</p> <ol style="list-style-type: none"> 1. Strategic management is one of UNRWA's strengths. However, some improvements need to be made, ranging from the need to articulate a policy on results-based management to improved phrasing of results statements and selection of indicators. 2. UNRWA's strongest performance in operational management relates to the Agency's adherence to humanitarian principles, its efforts in linking aid management and performance and various aspects of financial management. There is room for improvement with regard to defining roles and responsibilities between Headquarters and Field Offices. 3. UNRWA has shown an adequate capacity in relationship management with a variety of actors and has demonstrated its capacity to adjust its working procedures promptly to respond to changing circumstances. 4. When it comes to knowledge management, improvements are needed in terms of quality and coverage of evaluations.
Crosscutting issues	Poverty (strong), gender (some), environment (no), corruption (no)
Link to evaluation	http://www.mopanonline.org/assessments/unrwa2011/MOPAN_Common_Approach - UNRWA Report 2011 Part 1.pdf

2010

Title	<i>The World Bank Group in the West Bank and Gaza, 2001–2009: Evaluation of the World Bank Group Program</i>
Published	2010
Agency/author	WB Independent Evaluation Group (IEG)
Commissioned by	World Bank Group (IBRD, IDA, IFC, MIGA)
Type of evaluation	Formative evaluation / Country evaluation
Project period	2001–2009
Keywords	Multi-sectoral / Multi-lateral / Institutional capacity building
Abstract	The World Bank Group assistance covered four broad areas: governance (public financial management and fiscal reform), private sector, infrastructure, and human and social development. Institutional capacity building was a pervasive theme in all four areas. The overarching objectives—investing in peace and building institutions necessary for future statehood—

	<p>were relevant to the needs of the client (the PA). However, their achievement was dependent on finding a political solution to the conflict, which was beyond the control of the Bank.</p> <p>Institutional development is highly uneven, with serious gaps at the sector and municipal levels. Most infrastructure sectors continue to face technical and political constraints. Recent economic growth is driven almost exclusively by donor subsidies, and the private sector is extremely weak. The economic peace dividend did not materialize, as the main constraints to peace and prosperity were never seriously addressed.</p> <p>IEG recommends that Bank management focus attention on the following areas and actions:</p> <ul style="list-style-type: none"> - Strategy: Institutionalize a process to formalize and regularly update the Bank Group’s strategy for the West Bank and Gaza. - Specific Program Issues: Continue support for reform of public financial management, and increase support for the productive sectors, as well as for institutional development in education and health. - Partnerships and Aid Effectiveness: Strengthen existing partnerships, develop new ones, and enhance aid effectiveness.
Crosscutting issues	Poverty (some), gender (some), environment (no), corruption (no)
Link to evaluation	http://ieg.worldbankgroup.org/Data/reports/westbankgazacpe.pdf

Commissioned by
The Evaluation Department

Carried out by
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This report is the product of its authors, and responsibility for the accuracy of data included in this report rests with the authors alone. The findings, interpretations, and conclusions presented in this report do not necessarily reflect the views of the Evaluation Department.

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