



مركز العالم العربي للبحوث والتنمية
Arab World for Research & Development

Quality Research ... Matters

PALESTINE DCA/NCA JOINT COUNTRY PROGRAMME
EVALUATION 2016-2020

Final Evaluation
Report

(Second Draft)

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Acronyms

AAH	Ahli Arab Hospital
AEI	Ard El Insan
ACT	Action by Churches Together
AIDA	Association of International Development Agencies
APF	Alliance Palestine Forum
ARIJ	Applied Research Institute–Jerusalem
ASALA	Palestinian Businesswomen's Association
AVH	Augusta Victoria Hospital
AWRAD	Arab World for Research and Development
BRC	Build Resilient Communities
BtS	B'Tselem
CBOs	Community Based Organizations
CC	Cross Cutting
CCC	Cooperation and Coordination Committee
CD	Country Director
CHS	Core Humanitarian Standard
CO	Country Office
CSOs	Civil Society Organization
CSR	Corporate Social Responsibility
C4C	Charter4Change
DCA	DanChurchAid
DERF	Danish Emergency Relief Fund
DSPR	Department of Service to Palestinian Refugees
DHF	Danida Hum Funds
EAPPI	Ecumenical Accompaniment Programme in Palestine and Israel
EJ	East Jerusalem
ELCJHL	Evangelical Lutheran Church in Jordan and the Holy Land
EQ	Evaluation Question
ET	Evaluation Team
EU	European Union
FEI	Fight Extreme Inequality
FGDs	Focus Group Discussions
GBV	Gender Based Violence
GDP	Gross Domestic Product
GNP	Gross National Product
HCT	Humanitarian Country Team
HIRN	Human Islet Research Network
HRDs	Human Rights Development
HRDF	Human Resources Development Fund
HQ	Headquarters
ICT	Information and Communications Technology
IHRL	International Human Rights Law
IHL	International Humanitarian Law
ISF	Israeli Security Forces
JAI	Joint Advocacy Initiative
JCP	Joint Country Programme
JCPP	Joint Country Programme Palestine
KIIs	Key Informants Interviews
KOI	Key Outcome Indicator

KPI	Key Performance Indicator
LFA	Logical Framework Analysis
LLA	Listen Learn Act
M&E	Monitoring and Evaluation
MEAL	Monitoring, Evaluation, Accountability and Learning
MoU	Memorandum of Understanding
MTR	Mid Term Review
NCA	Norwegian Church Aid's
OCHA	Office for the Coordination of Humanitarian Affairs
OECD	Organization for Economic Co-operation and Development
OI	Outcome Indicator
oPt	Occupied Palestinian Territory
PA	Palestine
PAT	Partner Assessment Tool
PANEL	Participation, Accountability, Non-Discrimination, Empowerment, Link to Human Rights
PCBS	Palestinian Central Bureau of Statistics
PCHR	Palestinian Centre for Human Rights
PECS	Palestinian Expenditure and Consumption Survey
PSEAH	Prevention of Sexual Exploitation Abuse and Harassment
PSEA	Prevention of sexual exploitation and abuse
PwDs	Persons with Disabilities
PWWSD	Palestinian Working Women Society for Development
RI	Responsible Investing
RHR	Rabbis for Human Rights
SCLR	Survivor and community-led crisis response
SL	Save Lives
SMEs	Small Medium Enterprises
SPSS	Statistical Package for Social Sciences
SOs	Strategic Objectives
ToC	Theory of Change
ToR	Terms of Reference
UN	United Nations
UNGPs	The United Nations Guiding Principles on Business and Human Rights
UNRWA	United Nations Relief and Works Agency
UPR	Universal Periodic Review
VTC	Vocational Training Council
WAC	Women's Affairs Center
WCC	The World Council of Churches
WDP	Women Development Program
WDF	World Diabetes Foundation
WCLAC	Women's Center for Legal Aid and Counselling
WTP	Women's Training Program
YMCA	Young Men's Christian Association

Evaluation Recommendations

Priorities— *The ET suggests the following as immediate priorities for developing JCP strategic design and implementation.*

The ToC requires revision, especially in regards to assumptions. The CO should consult with civil society, political analysts, and relevant representatives to gauge most feasible, relevant and applicable pathways for ToC design. The JCP can consider ToC contingencies to outline for its upcoming programming cycle. This helps avoid faltering into an intervention which operationalizes on the basis of outdated assumptions. This may have implications of future impact and outcome successes of the programme.

The JCP should hold regular meetings for internal reflection, assessment, and evaluation of its advocacy approach and reflect on ways to connect national and international efforts for awareness raising in regards to rights in the OPT and the links between the role of international (EU) communities and OPT. Advocacy efforts should be focused in designing efforts which promote meaningful changes in policy and relations for achieving justice and peace, as defined by Palestinian communities. For the JCP this necessarily includes more defined outcome indicators and specific goals for each advocacy activity. Mapping advocacy efforts in the EU, those in Israel, and in OPT and how each contributes to the other, will allow the JCP to better locate opportunities, strengths, and available resources for maximizing impact.

The JCP can develop its M&E by developing and extending the tools, resources, knowledge required for partners to design and implement self-monitoring in order to ensure effective and informative institutional memory. This also serves in measuring the impact of the JCP beyond its life-cycle and any intended or unintended consequences.

The JCP can set an agreed upon, fixed, and feasible number of interventions to be achieved for each outcome. This would also require flexibility, support, and assistance from HQs for CO staff. HQs need to unify monitoring and reporting requirements as well as revise SOs to revise organizational priorities and how they relate to dynamics in OPT. This may allow for more effective and relevant activity designs by partners, and ease any partner anxieties towards securing funds while prioritizing community needs and expanding innovative capacities.

Adopting formal policies and partnership selection processes focused around activity goals and ToC may help avoid risks of partnership loyalties at the expense of Palestinian community needs. Partner strategic selection may be examined in how the different partnerships, when combined, are complementary to one another. CO can develop a data-base of different CBOs in the region in accordance to niche expertise and target communities.

The JCP requires focusing its thematic components. The diversity of the JCP is its strength, however the ambiguity of thematic focus weakens the JCP's ability to design activities and seek partnerships which are complementary and mutually reinforcing. JCO should define more concise and focused indicators for each theme, which can be done in consultation with experts. The indicators need to reflect feasibility and have clear measurement which distinguished between input, output, outcome and impact. Moreover, JCP can incorporate other measurement methods through qualitative data by increasing presence amongst beneficiary groups and follow-up monitoring visits to inform narrative reports. Narrative reports should include questions which allow for assessing impact on the short-term and long-term. This helps JCP in reflecting more regularly on lessons learned.

Other recommendations—

Relevance and efficiency

The JCP can further its relevance to Palestinian communities by establishing contact with beneficiaries within communities, or at least community representatives. Moreover, the JCP can maintain updated context-analysis, which is conducted by external experts or consultants. The JCP can establish direct relationships with communities and beneficiaries by seeking community representatives and influencers to maintain consistent communication and participatory engagement.

The CO may hold occasional discussions with communities for assessing their different needs and follow-up with in-depth and critical discussions with partners, civil society representatives and experts to maximize efficiency in activity designs and new projects in future programming. It allows CO to have better insight to activity designs with partners. It also mitigates risks of partner bias on locating needs while allowing for holistic understanding of communities in light of geographical fragmentation and resultant sociopolitical differences

In future activity designs the CO may conduct a participatory reflection to explore the potentials and feasibility of adopting more projects which emphasize community-based development and ownership of activity design. This also allows for sustainable and cost-effective activity design and programming, especially in light of shrinking resources and donor support in the region as a whole. It also ensures that beneficiaries do not rely on partners and are self-sufficient in long-term.

JCP can develop its gender mainstreaming efforts by providing workshops or guidance on what gender mainstreaming encapsulates at a concrete level in relevance to Palestine. It requires understanding gender mainstreaming beyond ensuring gender parity in staffing and beneficiary selection. JCP should consider exploring grassroots organizations and NGOs which work on women's rights, protection, and Palestinian feminist activists which are mobilizing and working towards reframing gender in Palestine. In-depth focus group discussion and consultation with youth feminist movement/academics/activists/lawyers/other members of civil society may provide insight for the JCP CO in planning future activities to ensure alignment with changing Palestinian needs and frameworks.

Advocacy and Resilience:

For national advocacy efforts, the CO can incorporate activities that utilize the cultural fields in promoting resilience, transformative coping, advocacy, and addressing/challenging inequalities. This includes more engagement with small-scale CBOs that work in theatre or cultural activities in order to use this sector as a vessel to further the overall objectives of the JCP and empower Palestinian communities. Cultural work has often been linked with nurturing gender equality and creating more space for community engagements and tackling the complexities of socioeconomic issues. Moreover, it can provide support for small-scale community CBOs which are often disregarded in seeking strategic activity planning.

Resources:

Cross-cutting efforts should extend to smaller organizations, this includes extending data collection methods and tools/resources, technical capacities and reporting mechanisms for smaller grassroots and civil society organizations to efficiently address community needs, changes, and lessons learned from previous experiences. It also serves to empower better engagement from CBOs with larger and more institutionalized CBOs.

Effective partnership

Communication between HQs and CO can further develop to ensure communication channels are used at full capacity to clarify requirements, updates, and any changes in HQ to CO. Information-

sharing requires better and more systematized mechanisms of continued and collective sharing opportunities and coordination potentials. The separation of identities between NCA and DCA needs to be revised to ensure that it does not add burdens to CO and partners in reporting templates, monitoring and evaluation requirements, and prioritization of SOs.

CO can benefit from better synchronized HQ and donor requirements, and technical support to allow CO and partners allocate the appropriate time, efforts, and costs towards them. Exploring mechanisms of extending support for CO and partners in meeting these requirements should be pursued.

Cross –cutting issues:

In regards to the nexus approach, a more integrated inter-sectoral outcome analysis of partner activities can better inform strategic plans and formalize a more intentional intervention design which capitalizes on partner strengths. The JCP can map partners' niche areas of work in order to design activities inter-sectorally. This includes regular updates and sharing with partners the different activities across the different themes which allows partners to better position themselves in other ongoing JCP activities as support and experts, if not as collaborative partners.

Executive Summary

This report presents an evaluation of the performance of the Joint Country Programme (JCP) with a focus on the extent of its contribution to the DCA global goals of Save Lives, Build Resilient Communities, and Fight Extreme Inequality and NCA's Global Programmes sub-goals which include: Peacebuilding, Gender Based Violence, and Climate resilient-WASH. It provides an overview of the operational dynamics of the JCP in Palestine, a context overview of the conditions by which the JCP operates under, the findings of this evaluation and suggested recommendations. As the JCP in Palestine comes to the end of its five-year cycle, this evaluation serves to aid the development of a new programme strategy for Palestine (2021-2025) by capturing learning for future programming to ensure maximum outcomes for the JCP's target groups.

The Evaluation Team (ET) adopted a mixed-methods approach employing primary and secondary, qualitative and quantitative data. To inform the evaluation, the ET conducted a desk review, partner typology, key informant interviews, focus group discussions, and a mini-survey. The ET maintained a participatory approach which emphasizes a multi-dimensional assessment of the JCP *within* its context to identify the relational dynamics between the intervention, context, and development. This assists in unpacking the discrepancies between expected outcomes versus achieved outcomes. The evaluation did not go without challenges such as the eruption of the COVID-19 pandemic and the resulting lockdown. In addition, due to the variances in documentation, technical difficulties which arose during the data collection process, and scope/type of programme, access to documents required was a challenging process. This was mitigated through consistent communications with, and support from, the CO focal points and through communication with selected partners.

Context: The objectives and results of the JPC are highly influenced by the complex Palestinian social, political, and economic context, which is systematically impacted by multiple factors. These factors include a military-imposed Israeli colonial occupation, intra-Palestinian political strife, international policies, and humanitarian interventions. Within this context, the Palestinian community in Palestine is largely vulnerable not only to the human rights violations inflicted upon them; but also to the consequential chronic de-development process they must navigate. This means that Palestinian communities previously not deemed vulnerable are now considered vulnerable. For instance, in 2019, AWRAD undertook a research in partnership with Oxfam on the shifting vulnerabilities in Gaza, a place that is in a rapidly deteriorating humanitarian crisis. The unraveling reality amid a global pandemic with the spread of COVID-19 has shown that the fragile and defunct public sectors and social inequalities in Palestine, including gender disparities, are more visible and heightened.

Relevance: The 2018 mid-term review that the JCP is highly relevant and feasible *as implemented* is applicable to this evaluation. The JCP's thematic focus is distributed differently across demography and geographically, which due to the diverse and changing contexts of Gaza, West Bank, East Jerusalem, EU, and Israel the ET finds that this allowed the JCP to be more flexible to meet the various needs of target beneficiaries as well as partners. In line with the ToC, projects in Gaza are more focused on Save Lives while the West Bank and EJ are more focused on Building Resilient Communities and Fight Extreme Inequality. For EU and Israel, the focus is largely based around Fighting Extreme Inequality, and in specific, advocacy. Almost unanimously, partner responses showcase that the JCP is able to adapt to contextual changes at an operational level, with adept flexibility and cooperation, and relevant rapid response during emergencies. This was highlighted to be most visible during the COVID-19 pandemic and the increased embodiment of Israeli discriminatory policies. On both fronts, JCP projects and partners were provided with the necessary flexibility and technical support to amend designs according to context developments. In addition, one of the main contributing factors for the relevance of the JCP is the CO's ability to seek lessons learnt and adapt/amend project designs to reflect these changes where possible, rather than the ToC as a management tool. In this regard, KIs showcase that partners have limited understanding of the programme's ToC. The ToC does not appear

to be relevant to the various needs, changes, and capacities of partners. The ET finds that the assumptions which underpin the ToC may pose a challenge to assessing the relevance of the JCP.

Partnership and Coherence: The ET also finds that partner engagement with the CO can be further developed and coordinated. For example, through KIIs, and critical analysis of project activity designs with regards to advocacy, the ET found that partners are to some extent divorced from each other. Project activities do not appear to build on each other as relevant to overarching community needs, and to an extent, partners do not seem to be in communication and coordination with one another (at the level of JCP related activities). However, the JCP also recognizes that this may be due to the dynamics in the OPT where for Israeli and Palestinian partners there are sociopolitical considerations which limit coordination and collaboration efforts. In regards to advocacy, coordination with partners and between HQ and CO can be developed for more coherent and congruous localization. Analysis of JCP activities also showcase the tendency to prioritize international and Israeli partners which augments the social gap between Palestinian organizations and Israeli ones in combatting the occupation in the international arena. Moreover, advocacy efforts in the EU may be complementing activities in the region, however advocacy in the region (including lobbying local policy makers and national systems) may be further developed. The ET finds JCP commitment to localization highly successful. Partners also emphasized the merger between DCA and NCA allowed for more coherent and aligned advocacy efforts in Denmark, Norway and the EU generally.

Gender and conflict sensitivities are well reflected in monitoring activities within JCP CO and implementing partner reports. The ET also finds that the JCP CO staff ensures that the intervention's respective activities are gender and conflict sensitive notwithstanding partners' own institutional reporting mechanisms on gender and conflict sensitivities. All data is disaggregated by sex-and-age where relevant, and JCP related projects with implementing partners maintain gender considerations throughout activity design, target beneficiaries, and cross-cutting efforts in enhancing partner institutional dynamics (such as ensuring gender parity and mainstreaming *within* the organizations themselves). In line with DCA's Gender Equality Policy of 2007, partner KIIs all showcase that monitoring and reporting efforts undertaken by all JCP staff give focus on gender mainstreaming dynamics and the relevant technical support provision despite increasing rights violations. Throughout KIIs and FGDs, it was emphasized that gender considerations in JCP related projects also resulted in gender mainstreaming capacity development at the larger institutional level.

Empowerment of Right-holders: The JCP interventions have to a large extent contributed to the empowerment of rights-holders (especially women and youth). For surveyed beneficiaries within PalVision's *Hirak* activity, almost 86% of total respondents reported they felt more capable in defending and demanding their rights (which includes gender rights) noting that 74% of respondents were female. Although the survey cannot be considered representative across all JCP activities, other FGDs and KIIs with beneficiaries in Area C and Gaza showcase that women and girls feel more empowered through activities. Within the specificities of thematic divisions, activities within the Build Resilient Communities seem more successful in gender-mainstreaming largely due to their promotion of community-based empowerment such as those which aid sustainable livelihoods in Area C of the West Bank or community youth-led activities in Gaza.

Role of Duty-Bearers: For duty-bearers, the JCP faces more challenges in achieving its objectives more effectively. For instance, while communities and rights-holders under the JCP appear to be more empowered, knowledgeable, and capable of demanding their rights, the overarching sociopolitical and economic conditions in the OPT limit effective pursuit and acquisition of these rights. This was also reflected through partner KIIs and FGDs which note that notwithstanding their increased empowerment and capacities, the general ability to experience actual acquisition of rights is dependent on the changes in the general environment, namely the end of the military occupation and

the siege on Gaza. However, beneficiaries in community-based interventions where partners play more of a facilitating role rather than service provision (one example is the SCLR project in Gaza) appear to showcase more effective successes in acquiring rights at the community level.

A Nexus Approach: The JCP is successfully embracing a nexus approach mostly due to the diversity of the NCA's and DCA's, partners, geographical reach, Strategic Objectives (SOs) and themes. However, this appears to be lacking in formalizing and mapping how each specific thematic intervention connects with other themes. In implementation, the activities seem to be serving one another, yet documentation and categorization of activities does not reflect this. The ToC is limited in highlighting the inter-sectoral and inter-regional relationships suggesting thematic separation, when in application and implementation they are overlapping. The JCP lacks a focused overview of activities and specifying how for example advocacy interventions contribute to other JCP activities under the building resilient communities theme. Moreover, partner selection is unclear in how each partner strengths contribute to limitations of other partners. Likewise, while specific individual activities add to various thematic components, it's difficult to observe how the different activities are designed to add to other activities. The outcome indicators as framed in the LFA are also separate across each thematic focus. The focus on inputs and outputs rather than indicators which showcase the relationship of outcomes across activities also limits ability to examine the extent that the JCP successfully implements a nexus approach. Data collection and documentation may require revision, as it presently does not capture the successes of the JCP. The JCP effectively incorporates a nexus approach in its cross-cutting efforts with regular provision of partner support and capacity building throughout the different themes and project activities. In ensuring gender-mainstreaming, non-discrimination, and to a lesser extent environmental engagement, the JCP is effective in ensuring gender equality and parity.

Efficiency: In terms of costs, the merger appears to be enhancing cost-effectiveness. This is in pertinence to the allocation and distribution of funds towards partner projects which require long-term funding. Due to the competitiveness for resources and financial insecurity at an organizational level in Palestine, civil society organizations (especially Palestinian ones) are at risk of financial cuts. Qualitative and quantitative data show that the combined funding through DCA and NCA efforts allow for maintaining long-term partner relationships while also moving towards innovative activity designs. An in-depth deep dive into the ET's sample found this to be especially pertinent to which promotes community based organizing and activity design with small funds. One example, is MAAN's SCLR initiative in Gaza. Youth and beneficiaries acquire community-based tools and skills to empower themselves and meet community needs. According to a budgetary analysis, while the JCP has an added-value in increasing donor-relations and access to various sources. However, in enhancing cost-effectiveness thematic ambiguity may be impacting more efficient prioritization of projects and activities.

Impact: Qualitative data shows that JCP is found to have a positive impact on environmental and social resilience in the OPT. The ET notes that the overarching context of the occupation impedes the ability to measure and observe positive impact from projects at the outcome level. This is not a reflection on the programme or partner activities, rather at the increasingly deteriorating situation in Palestine and Gaza specifically as it faces further de-development through a protracted siege and the current acceleration of the negative impact through COVID-19. The ET also finds that the impact of activities within the JCP are difficult to gauge in the short-term. Due to the lack of indicators which track changes and patterns *across* all projects within the sphere of advocacy or a mapping of how the different partner efforts and JCP efforts overlap and build upon one another, it is difficult to fully evaluate the impact. Mechanisms for partners in ensuring institutional memory, (documentation, data collection, and lack of activity mappings across time) and weak partner MEAL mechanisms are limited. This limitation may also not allow for capturing the positive impact of the JCP is in its long-term results.

Sustainability: The ET finds that the JCP implements activities in a manner which withstands its life-cycle. This is broadly observed in the provision of capacity building, community resilience, and provision of services and resources which allow vulnerable Palestinian communities to access knowledge and tools for their rights as well as alleviating and protracting negative impact of the occupation. The CO is successful in coordinating effective and long-term projects with partners and communities. This includes developing hubs, renovation efforts, training of trainers as well as doctors, and education/vocational training. The JCP sustainability is further observed in its Protection and Education efforts.

A summary of the Recommendations is provided in the section above.

1. Introduction

The Arab World for Research and Development (AWRAD) was contracted to undertake an external evaluation of the JCP programme cycle between 2016- 2020. The Terms of Reference (ToR) clearly state the evaluation's background, lessons learnt, purpose, objectives, key evaluation questions

scope, methods, outputs, reporting, time frame and deliverables (outputs)¹. Overall, the assignment is to assess the performance of the JCP with a focus on the extent of its contribution to the DCA global goals of Save Lives, Build Resilient Communities, and Fight Extreme Inequality and NCA's Global Programmes sub-goals which include: Peacebuilding, Gender Based Violence, and Climate resilient-WASH.

This report provides an overview of this evaluation's purposes and scope, the operational dynamics of the Joint Country Programme in Palestine, a context overview of the conditions by which the JCP operates under, the findings of this evaluation according to the ToR (see Annex 1) and suggested recommendations to be considered by the JCP CO and HQ gathered through data collection and analysis.

1.1 Programme overview²

DanChurchAid and Norwegian Church Aid have both been active in the Palestinian territories since the early 1950's, and started their engagement in the region with relief to Palestinian refugees on the Mount of Olives in Jerusalem. Both organizations have been working closely together with a variety of local Palestinian and Israeli organizations. Some of these are faith based while others are secular. After some sixty (60) years of working independently in Palestine with their own independent programmes, DCA-NCA developed their first Joint Country Programme (JCP) starting in 2015 and launching in 2016, to address a new integrated vision, strategy and results framework. The JCP is under the DCA management in the Palestine Country Office (CO). This cooperation is guided by the vision and principles of the ACT Alliance.

In March 2015, a decision was taken to develop a DCA-NCA Joint Country Programme (JCP) in Palestine (and Israel for the rights of Palestinians in the Occupied Palestinian Territories) with DCA as lead agency. The background for the decision is that both NCA and DCA currently experience a strong push to further focus our work and see improvements in effectiveness and efficiency. This push is both internal and external. The JCP Palestine office comes as an initiative to build on the successes of the merger between NCA-DCA and CA in Zambia. Upon agreement between DCA and NCA a memorandum of understanding was signed by the two organizations on December 7, 2015 where the cooperation of the two partners is guided by the vision and principles of the ACT Alliance, of which they are members.

2. Overview of Evaluation

2.1 Purpose of evaluation

As the Joint Country Programme in Palestine comes to the end of its five-year cycle, this evaluation serves to aid the development of a new programme strategy for Palestine (2021-2025) by capturing learning in all aspects of the programme. The general purpose is to capture learning for future programming to ensure maximum outcomes for the JCP's target groups.

2.2 Evaluation objectives

The evaluation is to provide an analysis of the programmatic composition of the JCP in order to identify the pros and cons of working on a number of different programmatic themes included in the current JCP. This is to result in a set of recommendations from the evaluation team in how the JCP can further maximize impact and added value to implementing partners and generate organizational and programmatic learning on DCA's global approaches and thematic priorities. The objectives of the evaluation includes:

¹ It is noteworthy that the ToR was discussed and clarified during the inception period where AWRAD held a virtual meeting with CO representatives. This was followed by a series of communication in formulating the Inception Report which guides the data collection and analysis of this evaluation.

- 1) Take stock of achievements undertaken after the 2018 Midterm Review, as well as reflect on lessons learned to date in regards to the collaboration within the DCA-NCA Joint Country Programme.

This includes an evaluation on the operations, implementations, M&E, input, output, and outcomes in accordance to criteria and indicators outlined by the JCP results framework (2019-2022) and the global/strategic results framework (2019-2022) in pertinence to thematically focused objectives across the combined DCA and NCA thematic components: (*Fight Extreme Inequality/Peacebuilding; Build Resilient Communities/Climate Smart Economic Empowerment (SI); Save Lives/WASH, Humanitarian Response*).

- 2) Identify where adjustments may be needed in the next planning cycle (2021-2025) to maximise the relevance, impact and sustainability of programme interventions on project partners and beneficiaries in the past five years. This is in consideration to the alignment of the new global themes outlined by DCA’s 2019-2022 global and strategic framework, as well as the global thematic focus areas of the NCA.

The evaluation is to also identify findings which inform on how the integration of cross-cutting priorities for localization, engagement with faith-based actors, gender, climate change and nexus contribute to the programme’s relevance and effectiveness. (if any)

- 3) Consider how a clearer programmatic focus and partner portfolio would be relevant to achieving this. This is especially considering the diverse project/partner portfolios which have various specializations and capacities across the different themes.

As such, the evaluation will consider how a realigned partner portfolio would reflect the needs of a new programme strategy, while the roles and the structure of the DCA/NCA JCP team will be reviewed to ensure that it equipped and well suited for its designated role and purpose in an adjusted programme strategy.

2.3 Scope of evaluation

Since the JCP is not self-implementing except in the area of international advocacy, the role of local Palestinian and Israeli partners and the added-value of JCP support is an integral component of the successes and achievements within the JCP. As of 2020, the JCP supports 25 local partners with diverse specializations that are relevant to the overarching themes and objectives of the programme. It is noteworthy to also highlight that within the scope and frame of the aforementioned themes and strategic objectives, the DCA-NCA JCP is also actively involved within the Protection, Health, Food, and WASH UN Clusters².

Within the years of 2016 and 2020, the JCP had a total of 83 projects across the themes of Building Resilient Communities (BRC), Saving Lives (SL), Fighting Extreme Inequality (FEI), Cross-Cutting (CC), and humanitarian response..

Year	SO/Thematic Focus of projects					Total
	BRC	SL	FEI	CC	Other	
2016	4	6	12	1	--	19
2017	6	4	5	1	--	15
2018	5	8	8	0	--	18

² The Protection Cluster is the only one which includes both the West Bank and Gaza; the health, food, and wash clusters are within Gaza.

In 2018, midterm evaluation was conducted through a participatory approach with local partners in order to enhance the JCP and draw on lessons learned for furthering the programme cycle. The JCP had conducted a Mid-term review (MTR) and by January 2019 had revised pathways for the programme’s Theory of Change (ToC)³. The ToC utilizes the MTR for informing its Result Framework as it pertains to the global Strategic Objectives that the JCP contributes to, while another result framework provides the Key Outcome Indicators (KOI) in pertinence to programme specific indicators which the JCP contributes to. The objectives and findings of the MTR include:

2019	4	4	9	1	--	18
2020	4	7	3	0	--	13
Total	23	28	37	3	1	83

Table 2. Overview JCP thematic focus across projects

Lessons learned up to date⁴ the MTR highlighted that the JCP’s added value to partners is through funding but also in facilitating cooperation amongst partners which enable synergy and increases the impact of interventions. There is importance in providing small-scale investments in pilot projects and innovative approaches. Accountability and transparency of both the JCP and partners were acknowledged and enhanced, respectively.

Challenges highlighted include the provision of technical support and quality engagement through as much added value as possible, largely due to the diverse and broad range of themes/modalities and partners given the CO team size.

Revised ToC and changes showcase that the goals of the DCA Strategic framework (LFA 2019-2022) are pursued by focusing on empowerment, capacity building and advocacy at individual, community, national and international levels. The three themes are their pathways are not to be observed in isolation, rather as intimately linked (DCA Global ToC; MTR 2018). Likewise, the NCA programme framework 2019 revised its global programme by the end of 2019 where it introduced the strategic initiatives: *fighting inequality, promoting economic empowerment, and addressing climate change* while linking *WASH* and *GBV* with other sectors⁵.

2.4 Intervention logic and findings

Aim of DCA-NCA merger through a JCP according to the Memorandum of Understanding (Dec. 7. 2015), the JCP will aim to build the resources and strength of civil society, particularly with local and national partners- including faith based organizations-, to address marginalization and poverty in Palestine and challenge the systems and structures that contribute to it.⁶

The vision which guides the JCP in Palestine: is that “Palestinians should enjoy equality, self-determination, democracy, as well as access to justice and accountability in accordance with IHL and IHRL.”

Changes to theory of change after 2018 MTR:

Between the beginning of 2019 and the beginning of this evaluation in September 2020, a total of 31 projects were launched. The themes which projects served vary across the years. In 2016, it appears projects focused on *Fighting Extreme Inequality*, while 2017 it was *Building Resilient Communities*, and in 2018 it was equal between *Saving Lives* and *Fighting Extreme Inequality*. The main changes following the ToC revision include:

- Amended pathways for each of the thematic components and highlights pathways for achieving the different SOs with by which the respective partner interventions contribute to.
- LFA-2019-2022 reflects changes in the JCP in accordance with DCA’s global and strategic results framework (2019-2022), and it includes Objective-Specific ToC pathways for each theme, and a Results Framework based on KOIs.

³ For the thematic ToC pathways of the JCP report and analysis of the matrix assumptions, please see Annex 6).

⁴ The lessons learned are drawn from the information in the ToR of this evaluation as well as KII information collected during the data collection process for this evaluation.

⁵ This is according to the narrative of the 2018 ToC and the NCA outline of November 2018.

⁶ Paragraph 6. MoU.

- The revised ToC also reviewed and revised the JCP’s objectives and outlined the logic of results which the DCA-NCA JCP contributes to, giving focus on the “Local to Global Protection Framework” as well.
- Since the MTR and with the rise of COVID-19, the JCP has created a new remote monitoring policy for partners.
- The main division of thematic focus at the time of the evaluation is:

Saving lives: Individuals and communities affected by crisis are protected, able to withstand and recover from shocks and are able to live dignified lives.

Building resilient communities: Individuals and their communities are practicing resilient livelihoods, and they are influencing institutions at all levels and live in safety, dignity, and justice.

Fighting extreme inequality: All individuals believe in and claim human rights and entitlements, living their full potential, in a just and equitable society. They enjoy accountable and responsible governance with equal access for all to all human rights.

2.5 Evaluation criteria and questions

The evaluation is conducted in line with the updated DAC evaluation criteria of relevance, effectiveness, efficiency, impact, coherence and sustainability. The evaluation questions are in accordance with DCA’s standard country programme evaluation questions and guided by the evaluation quality standards outlined by the OECD^{7,8}. An evaluation matrix which guided the evaluation team is attached in Annex 7 of this report. Questions and matrix also serve to evaluate DCA’s rights-based approach (within the PANEL principles), and country programming approach contributed to relevance, complementarity, and performance. Moreover, questions are outlined to also address cross-cutting issues such as the environment and gender mainstreaming within the mandate of the JCP.

3. Context of intervention

The Palestinian social, political, and economic context is influenced by multiple factors including a military-imposed Israeli colonial occupation, intra-Palestinian political strife, international policies, and humanitarian interventions. Within this context, the Palestinian community in Palestine is largely vulnerable not only to the human rights violations inflicted upon them; but also to the consequential chronic de-development process they must navigate. This means that Palestinian communities previously not deemed vulnerable are now considered to be vulnerable. For instance, in 2019, AWRAD undertook a research in partnership with Oxfam on the shifting vulnerabilities in Gaza, a place that is in a rapidly deteriorating humanitarian crisis.⁹ The unraveling reality amid a global pandemic with the spread of COVID-19 has shown that the fragile and defunct public sectors and social inequalities¹⁰ in Palestine, including gender disparities¹¹, are more visible and heightened.

3.1 The development and policy context

DCA-NCA approach focus on empowerment and building on communities’ own resources. Rather than designing interventions to provide humanitarian aid, the programme implements anexus approach which focuses on capacity development and services. According to the MTR, it seeks to bridge the

⁷ <http://www.oecd.org/development/evaluation/qualitystandards.pdf>

⁸ A copy of the questions can be found in the ToR in Annex 1 of this report.

⁹ Oxfam, 2020: <https://oxfamlibrary.openrepository.com/bitstream/10546/620989/1/rr-responsiveness-palestinian-national-cash-programme-shifting-vulnerabilities-gaza-280520-en.pdf>

¹⁰ UNWomen: <https://www2.unwomen.org/-/media/field%20office%20palestine/attachments/publications/2020/4/covid%2019%20-%20un%20women%20rapid%20gender%20analysis.pdf?la=en&vs=4626>

¹¹ UNWomen, 2020: <https://palestine.unwomen.org/en/digital-library/publications/2019/02/covid-19-gendered-impacts-of-the-pandemic-in-palestine-and-implications-for-policy-and-programming>

gap between humanitarian support and long-term development with sustainable resilience and capacity development. The JCP intervention invests in individual human capital and community social capital while facilitating access to support networks for community groups. The primary policies of the programme are: Active Citizenship, Right to Food, Humanitarian Action, and Safer Communities. In addition to this, the programme has a set of cross-cutting commitment policies.

3.2 The sociopolitical context

Palestine is considered to be a lower middle-income economy with per capita gross domestic product (GDP) of 3,364.5 USD in 2019, a 1.6 percent decrease from 2018. The complex occupation and policy drivers have a direct effect on economic growth and employment rates, with a decline in the Gross National Product (GDP) growth from %1.4 in 2017 to %1.2 in 2018¹². In 2019, the Palestinian economy witnessed no real growth. Socioeconomic disparities, which include food security, poverty, and employment, between individuals and households in Palestine are also influenced by gender inequalities. Women in Palestine generally face protection challenges, including psychosocial, economic and sexual gender-based violence (GBV). Between 2018 and 2019, approximately 29% of Palestinian women reported violence from their husbands (38% in Gaza and 24% in the West Bank).¹³ Laws to protect women are often non-existent or routinely not enforced.

Palestinians are often categorized as refugees or non-refugees. In this regard, since 1949 refugee access to services and protection is often placed under the mandate of UNRWA and other humanitarian clusters¹⁴. The threat of cutting off UNRWA operations, or incidents such as the cessation of aid to the organization under the Trump administration means limited capacity to assist Palestinian refugees reach their full human potential. However, as an aid dependent community, Palestinian non-refugees also face obstacles in achieving their full human potential and development capacity. This is especially heightened presently with the continued withdrawal of international aid due to increased Israeli lobbying efforts with the United States and the European Union. In 2014, The Guardian reported that pro-Israeli lobby groups have influenced 75% of European legislation¹⁵. With that, human rights violations and Israeli impunity continues to adversely impact Palestinian lives. Within this context, civil society organizations attempt to fill the gaps in order to develop protection, resilience, access, equality, and accountability for human rights and international humanitarian law violations.

Palestinians in Gaza continue to endure a 14-year military-imposed blockade which isolates them from the West Bank and outside world. Types and quantities of goods and medicine¹⁶ are fettered due to restrictions while violent escalations have led to extensive destruction and internal displacement. The military-imposed Israeli blockade on Gaza is associated with a de-development process, deep rooted poverty, a shift in social vulnerabilities, drained individual and public savings, and exhausted coping mechanisms. Gaza has a water crisis (97% of water is considered unfit for human consumption), a defunct health sector, limited education and training services, and a dysfunctional market economy.

¹² PCBS, 2019. <http://pcbs.gov.ps/Downloads/book2496.pdf>

¹³ UNFPA, 2018-2019 <https://www.ochaopt.org/content/almost-one-three-palestinian-women-reported-violence-their-husbands-2018-2019>

¹⁴ UNRWA, 2020: <https://www.un.org/unispal/document/countries-raise-us-130-million-unrwa-and-commit-long-term-support-to-palestine-refugees-unrwa-press-release/#:~:text=%E2%80%9CPalestine%20refugees%20have%20long%20lived,UNRWA%20operations%20might%20be%20suspended.&text=UNRWA%20is%20a%20United%20Nations,its%20five%20fields%20of%20operation>

¹⁵ Also see: http://europalforum.org.uk/en/uploads/upload_center/kH1JNtl1qm1q.pdf and <https://www.routledge.com/Lobbying-in-EU-Foreign-Policy-making-The-case-of-the-Israeli-Palestinian/Voltolini/p/book/9781138039018>

¹⁶ WHO, 2019: <https://www.who.int/emergencies/crises/opt/en/>

Internal Palestinian division between factions (Hamas-led authorities in Gaza, and Fatah-led Palestinian Authority in the West Bank) further exacerbates the already deteriorating conditions.¹⁷ The political strife is a result of failed Palestinian election processes, and the frayed relationship between Hamas and Israel while the PA attempts to maintain its political legitimacy as the administrative authority and representative of the Palestinian people. Public services are minimal and financed mainly through support from the West Bank based PA. However, in the past five years, the PA has also imposed restrictions on the Strip due to factional strife with the Hamas led governing authorities¹⁸. This has resulted in further economic degeneration and increased communities experiencing vulnerabilities and poverty in the Strip.

3.3 The institutional context

Palestinians in the West Bank are subject to a holistic system impeding movement, which includes the separation wall, checkpoints, roadblocks, systemic military detention, and an Israeli controlled permit system. The continued expansion of settlements impedes any development capacity and poses a perpetual threat to the security of Palestinians¹⁹. In addition to the restrictions of the occupation, Palestinian Authorities do not have full control of entry and exit points. This includes coordination of movement of either people or goods such as medical supplies or produce. Israeli policies and practices continue to impede access and utilization of land and natural resources prevents the provision or acquisition of essential services such as protection and WASH services.

For CSOs in Palestine, due to the financial burdens already faced by government institutions, there is a lack of monetary support for civil society organizations aiming to support and carve development opportunities for their communities. Notwithstanding this limitation, internally, Palestinian civil society organizations continued to develop their capabilities, good internal governance, utilization of resources and adopting learning and accountability mechanisms²⁰. CSOs in Palestine- and Israel- also play an important role in documenting human rights violations and creating reliable evidence-based content for advocacy purposes and international accountability for IHRL and IHR violations in the region. Moreover, local CSOs have contributed to the provision of more sustainable projects which are context and community specific, relevant, and adaptable to the rapid changes on the ground. This also includes bringing to the forefront issues such as environmental challenges.²¹ This is especially considering that climate change and agriculture relations are also important in considering livelihood capacity building in Palestine. This is also recognizing the already limited natural resources Palestinians have consistent access to. CSOs also create more avenues for addressing the overarching political conditions which sustain the military-imposed occupation and subsequent consequences. This further assists opening up opportunities for capacity building and engaging in efforts which promote the development and implementation of peaceful solutions which uphold international law and human rights in the region. In community building, CSOs also act as representatives of Palestinian needs and gaps required to be filled in light of a rapidly deteriorating socio-political, economic, and environmental reality.

There are increasing obstacles not only against Palestinians, but also Israeli activists and human rights defenders who advocate against the violations in Palestine. Both Israeli and Palestinian human rights organizations and CSOs are threatened both by legislative measures introduced by the Israeli government and by pressure exerted on funders of Israeli and Palestinian human rights organizations largely by Israeli lobby groups such as NGO-Monitor. Furthermore, a growing body of laws and

¹⁷ Ibid, https://www.ochaopt.org/sites/default/files/hno_2020-final.pdf

¹⁸ Mughrabi, Reuters, 2018: <https://www.reuters.com/article/us-palestinians-gaza-salaries/anger-as-palestinian-authority-cuts-gaza-salaries-and-pays-late-idUSKBN1I41LM>

¹⁹ UNSC, June 2019: <https://www.un.org/press/en/2019/sc13853.doc.htm>

²⁰ PNGO, 2016: <https://www.pngo.net/wp-content/uploads/2018/09/English-CSI.pdf>

²¹ PCBS: http://www.pcbs.gov.ps/Portals/_pcbs/PressRelease/Envirm-DayE.pdf

practices including the anti-boycott law is increasingly limiting freedom of speech and the space for political action by human rights defenders inside Israel.

3.4 Implementation Arrangements

The current reality coupled with the projections of increased hostilities and human rights violations against Palestinians showcases the necessity of community development, enhancing resilience, and capacity building. DCA/NCA is not self-implementing except for its international advocacy. It works through local Palestinian and Israeli partners where the project/partner portfolio is highly diverse with different specialisations and capacities including gender, youth, agriculture, economic empowerment, emergency response and humanitarian assistance, faith-based organisations, and human rights organisations from both Palestine and Israel.

As the CO managing party, and according to the first MoU, DCA's assessment tools are employed in the JCP. Further, to ensure accountability and transparency has gradually updated its quality management system which includes, planning, monitoring, evaluation and reporting procedures as well as feedback and complaints mechanisms for supporters, staff, partners, and stakeholders. With more than a third of funding coming from international donors, DCA has the Global Partnerships and Donor Relations Unit (GPDRU) to coordinate and manage fundraising efforts, which are integral to the work of the JCP. With close partnerships with stakeholders and local organizations, the JCP operates by empowering and organizing people for collective action through vocational training, farmers associations, entrepreneurships, and cooperative models.

In order to assess partner organizations, DCA-NCA had developed a Partner Assessment Tool (PAT) that mostly serves the purpose of internal management for the JCP CO team. PAT is revised annually with scoring for *all* partners conducted every year. It can either be conducted by the JCP Head of Programme, or as a joint assessment with partners, or through self-assessment. PAT scoring is primarily a 'quantitative' scoring from 1-4 where 1 is lowest and 4 is highest." Each scoring is qualified by inserting a brief narrative/few lines of analysis which describe why this scoring was reached/agreed on. If the partner has done a self-assessment, compare the partner's scoring with DCA's scores and discuss as objectively as possible. For DCA, PAT serves to guide, manage and monitor progress of the Partnership Policy in DCA focus countries. A found member of the "Charter4Change," DCA signed the C4C in 2015 and furthered its implementing organizational development and capacity building with partners. In a more systemized effort, PAT would "feed into a comprehensive overview of annual plans and budgets allocated to CB/OD of DCA partners." In addition to this, partners are provided with administrative templates for reporting back on project activities as well as final annual reports where required (as some projects below the funding threshold requirement do not require it).

3.5 JCP governance structure

While the JCP is under the management of DCA, a Cooperation and coordination committee (CCC) was set for ensuring joint ownership of the JCP. Two representatives from DCA and NCA respectively are appointed to the CCC in order to:

- Ensure that cooperation is observed and adhered to by the two parties in accordance to the MoU²²;
- Supervise the overall implementation of adopted strategies and decide on adjustments based on reviews/assessments, as informed by the cooperating organizations' partner policies and priorities;
- Review and agree on annual plans and budgets of JCP;

²² It is noteworthy that an updated MoU was reported to be crafted during the process of this evaluation. In this regard, the evaluation is only in reference to the original MoU that was signed in 2015.

- Ensure the participation and contribution of relevant competencies from the two cooperating organizations in programme assessments and reviews;
- Receive annual country narrative and financial reports to ensure that intentions of achieving impact and cost-effectiveness are achieved;
- Nominate candidates for the recruitment to the Country Director (CD) position;
- Agree on requested amendments to the MoU.

4. Evaluation methodology

Methods- As the Evaluation Team²³ (ET) agreed with the CO during the inception period of this assignment, a mixed-methods approach using primary and secondary, qualitative and quantitative data was employed. To inform the evaluation and answer the primary inquiries outlined in the Terms of Reference (Annex 1), the ET conducted a desk review, partner typology, key informant interviews, focus group discussions, a mini-survey. The ET maintained a participatory approach which emphasizes a multi-dimensional assessment of the JCP *within* its context to identify the relational dynamics between the intervention, context, and development. This assists in unpacking the discrepancies between expected outcomes versus achieved outcomes.

4.1 Secondary data²⁴

Desk Review- The ET reviewed key documents provided by the JCP CO as they pertain to the themes, goals, strategic objectives and projects/activities related to the JCP and requested additional key documents to provide more insight where necessary. The ET was also provided with partner evaluation reports and documents for further insight on project activities throughout its data collection process. A comprehensive review of external regional documents and literature were also undertaken, in order to understand the context and familiarization of the sectors which the JCP programme operates. This includes familiarization with advocacy, empowerment (women and youth, agriculture sector, the various types of beneficiaries in the region, and the different projects which operate in a similar scope). (For the JCP reviewed documents, please refer to Annex 5).

Partner Typologies- In order to further understand stakeholder and partnership dynamics within the JCP and cross-validate information sources, the ET conducted its independent review and mapping of the different organizations under the understanding of their own work, missions. This was done by examining available public records.

4.2 Primary data²⁵

Due to the large and diverse number of projects implemented within the JCP's 5-year cycle, the ET did not find it feasible to provide an in-depth analysis of each project separately. After a careful review of the listed 83 projects, the ET selected a sample of 16 projects for deep-dive analysis. The ET, still reviewed key documents related to the remaining 67 projects, and data collected and provided by the CO. The sample selection is congruent with at least three key criteria: SO, regional representation and size of budget. Other criteria are also satisfied including sub-regional distribution, the involvement or lack of involvement of direct beneficiaries, and other cross-cutting themes including advocacy, gender and age.²⁶

Key Informant Interviews (KIIs)- A set of guiding questions were designed and developed in coordination with the JCP CO during the inception period. Between October 4, 2020 and November 23 2020, the ET conducted a total of 40 KIIs by way of semi-structured interviews with partners,

²³ For an overview of the Evaluation Team's structure and roles, please see Annex 12 of this report.

²⁴ For a list of received documents, please refer to Annex 5 of this report.

²⁵For a comprehensive overview of KIIS, FGDs, and Mini-survey as well as the guiding questions utilized and questionnaire questions, please refer to Annexes 2-4 in this report.

²⁶Sampling methodology and overview can be found in Annex 8.

stakeholders, CO staff, and representatives of DCA-NCA HQ. (For a list on interviews, please refer to Annex 2).

Focus Group Discussions (FGDs)- The ET undertook a total of 7 FGDs with an overall count of 72 participants (39 male and 33 females). FGDs were mostly within the Gaza Strip. The ET found that this helps inform on JCP activities in Gaza as they were more geared towards Building Resilient Communities and Save Lives, while those in the West Bank and Israel there was more focus on Build Resilient Communities and advocacy. As such in-depth KIIs, desk reviews, and mini-surveys were sufficient in informing about the West Bank and Israel. FGDs were conducted in coordination with respective partners in order to facilitate communication with beneficiaries. (For the distribution of FGDs, please refer to Annex 3).

Mini-Survey- In coordination with the JCP CO, the ET designed and developed a set of three different short surveys across the various thematic interventions. A total of 155 questionnaires were distributed. Beneficiary lists were received from partner organizations with respect to the project activities undertaken in collaboration with the JCP. (For the mini survey questionnaire, please refer to Annex 4).

4.5 Analysis

All mini - survey data was entered into SPSS and results tables were cross tabulated across geography, theme, sex-and-age in order to further inform the evaluation. The ET also cross-referend primary data with secondary data from DCA/NCA and partners where relevant. Qualitative data was recorded with permission from participants. The ET utilized a comparative approach across program inputs, outcomes, and results for the 2016-2020 lifecycle of the JCP. This allowed an analysis of variations and commonalities of perceptions and results for a more balanced address of targeted beneficiaries' lived realities. Primary data will be cross-referenced with available secondary data (including evaluation reports, baseline surveys, monitoring reports, strategy plans, results framework) in order to analyse, input, output, and outcome indicators.

4.4 Limitations

The overarching limitation to this evaluation is the eruption of the COVID-19 pandemic²⁷. The ET recognizes the following limitations to the assignment:

Face-to-face interviews: which may create a more comfortable atmosphere for interviewees. As a result all interviews were undertaken virtually which at times meant increased technical difficulties. However, the flexibility of the team and utilization of research staff within communities

Changes in Key Informant Interviews: In some instances, the ET had to replace some key informant interviews as outlined in the Inception Report and locate other relevant informants for ensuring that data collection remains uninterrupted. The most pivotal challenge was reaching partner informants and coordination. This was overcome with the support of the CO in ensuring a smooth and reliable process of accessing resources.

Documentation and desk reviews: due to the variances in documentation, technical difficulties which arose during the data collection process, and scope/type of programme, access to documents required was a challenging process. However, the ET remained contact with CO focal points and through communication with selected partners, documents and reports were acquired in a gradual manner where gaps in information were filled through the evaluations own research for public records and provision of information/documents through partners. This was all done with the consideration of do no harm and assurance that any acquired information remains confidential and does not risk the integrity of this evaluation or the JCP and partners.

Beneficiary lists and information: due to the duration of the programme, some of the sample projects had surpassed their life-cycle making access to reliable beneficiary sources difficult. This was especially challenging due to the ET's inability to conduct field visits and engage with beneficiaries face-to-face.

²⁷ For more on how the ET mitigated the COVID-19 risks, please refer to Annex 11.

Instead, the ET maintained persistent efforts to acquire beneficiary lists where possible and undertook a mini-survey in order to inform the analysis.

The results of this evaluation are expounded below. The structure of this section is organized by the order of this evaluation's criterion: Relevance, Effectiveness, Efficiency, Impact, and Coherence. Sustainability is examined across each section to highlight the benefits of the programme on institutional changes and active citizenship as expected to last beyond the lifecycle of the programme. are threaded within each of the respective sections. Each section outlines the evaluation question (EQ) in accordance to the respective sub-questions in the ToR (Annex 1).

5. Findings and results

5.1 Relevance

EQ: To what extent is the JCP strategy relevant to the needs identified for key target groups, especially related to the structural causes of rights violations in the context of Palestine?

The ET finds that the assessment in the 2018 mid-term review that the JCP is highly relevant and feasible *as implemented*,²⁸ is applicable to this evaluation. The JCP's thematic focus is distributed differently across demography and geographically, which due to the diverse and changing contexts of Gaza, West Bank, East Jerusalem, EU, and Israel the ET finds that this allowed the JCP to be more flexible to meet the various needs of target beneficiaries as well as partners. In line with the ToC, projects in Gaza are more focused on Save Lives while the West Bank and EJ are more focused on Building Resilient Communities and Fight Extreme Inequality. For EU and Israel the focus is largely based around Fighting Extreme Inequality, and in specific, advocacy.

Partners: Almost unanimously, partner responses showcase that the JCP is able to adapt to contextual changes at an operational level, with adept flexibility and cooperation, and relevant rapid response during emergencies. This was highlighted to be most visible during the COVID-19 pandemic and the increased emboldenment of Israeli discriminatory policies. On both fronts, JCP projects and partners were provided with the necessary flexibility and technical support to amend designs according to context developments. One partner KII explains *"Through our long-term partnership and our deep-understanding of each other, we are able to coordinate and build a strategy [for activities] according to the needs on the ground."*

Key target groups: The ET finds that while the JCP is largely relevant to the needs and contextual changes of Palestinian communities *as assessed by partners*, there is a dependency on partners for evaluating and assessing community needs. Accordingly, and in light of the changes with regards to donor funding, the fiscal crisis experience by the Palestinian Authority in the West Bank in 2019, and the deteriorating humanitarian crisis in Gaza, the ET finds that partners are also primary beneficiaries of the programme which has implications on ensuring relevance to the overarching context. The figure below attempts to showcase that the JCP's relationship with beneficiaries is dependent on partner's access to communities, which maintains distance between CO and beneficiary communities. The ET's suggested approach to further enhance the relevance of the programme is to incorporate more direct engagement with beneficiary communities in order to avoid any partner bias and enhance monitoring, development of needs assessments tools for different themes, and better engage with community members as active agents. It also allows for better understanding and observing of contextual changes.

²⁸ Mid-term Review (2018)- Palestine Joint Country Programme, page 2.

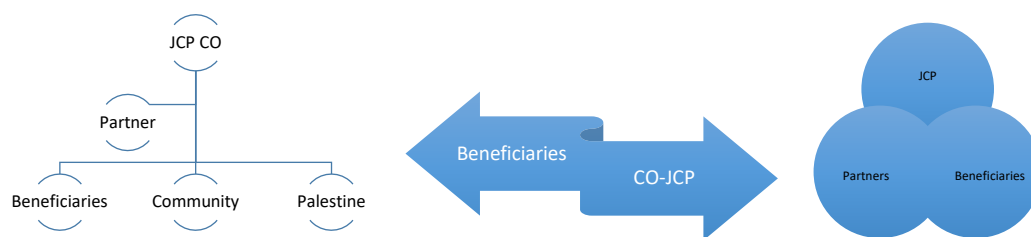


Figure 1: Current hierarchical structures | beneficiary-CO divergences | integrated CO, Partner, Beneficiary relations.

The projects which focus on vocational trainings, skills provision, and education/knowledge building especially towards rights and international laws appear to be most relevant to community needs on the short and longer terms. According to KIIs with partners, a reiterated note is also that such projects develop their own capacities in project designs which focus on empowerment, community building, and resilience rather than maintaining a dependent partner-beneficiary relationship.

At an institutional and operational level, JCP maintains IHL and IHRL standards with close monitoring of partners in regards to employing gender considerations in project activities and data collection processes for report-back and monitoring. This adds to the relevance of the programme in that it aids in embedding a rights-based approach at a grassroots institutional level. Moreover, in a cross-analysis of JCP objectives and outcomes the ET finds that it is highly aligned with national and international instruments and principles, especially in its focus on rights, advocacy, documentation, and protection.

Theory of Change: The ET finds that one of the main contributing factors for the relevance of the JCP is the CO’s ability to seek lessons learnt and adapt/amend project designs to reflect these changes where possible, rather than the ToC as a management tool. In this regard, KIIs showcase that partners have limited understanding of the programme’s ToC. The ToC does not appear to be relevant to the various needs, changes, and capacities of partners. The ET also undertook a critical revision of the ToC’s assumptions and conducted KIIs with various stakeholders pertinent to ToC design and development. It finds that the assumptions which underpin the ToC may be an impediment to assessing the relevance of the JCP. If inputs and output indicators are cross-referenced against the processes of the ToC, projects by implementation deviate from the ToC and indicators are not relevant for the context which partners operate. The ET finds that this is a reflection of the strengths of the JCP in being flexible enough to respond to rapid socioeconomic changes. However, the gap also risks not effectively substantiating the contributions of the JCP.

Moreover, at the time of the evaluation, using the ToC approach with partners as a planning and a management tool is not highly relevant as KIIs showcase weak partner understanding and knowledge regarding the ToC. This may be due to the limitations of the contents in the ToC, but also showcases that the CO can re-assess the frequency and modality of its reflective processes with partners. The ET notes that this may have held a negative impact on the relevance of the JCP in pertinence to management and planning synergy across themes, partners, and stakeholders.

While climate and environmental mitigation and adaptation has been integrated into the programme’s strategic design, in implementation it is largely contained within specific project activities rather than *throughout* all projects. This according to KIIs with partners is largely due to the overarching context that limits abilities to fully integrate environmental and adaptation mechanisms in a more systemic and focused manner. However, focus group discussions with beneficiaries as well as in-depth review of projects across the life-cycle of the programme showcase that activities are *ipso facto* incorporative of climate and environmental mitigation and adaptation. This largely means that activities which seek to promote sustainable and resilient communities ensure that approach and efforts are positively contributing to this aspect. The solar panels for Bedouin communities in Areas C, empowerment of communities to adopt sustainable livestock activities and water utilization for

agriculture-based activities are also positively incorporative of climate and environment mitigation and adaptation.

The CO ensures to collect a scoring record of partners in their application and capacities with regards to CHS and SPHERE standards where relevant, with a focus on humanitarian response. Moreover, the JCP was noted to be most contributing in emergency preparedness of humanitarian response through its flexibility in management and operations. The application of a scoring system on CHS and Sphere standards, the ET finds, is relevant in ensuring that during times of crisis partners and organizations are not lax in ensuring humanitarian standards when providing assistance to beneficiaries. However, the ET also finds that while partners and JCP appear to adeptly apply humanitarian standards, this may be due to the relatively small size of projects. A relative examination of other humanitarian activities in the region which target large numbers of beneficiaries under a single project show higher rates of marginal errors in application. Through this, and as humanitarian response seems to be an increasing need in the OPT, capacity development of ensuring humanitarian standards are applied and accounted for in the design of all future activities.

The ET also finds that partner engagement with the CO can be further developed and coordinated. KIIs and critical analysis of project activity designs on advocacy interventions, finds that partners and project activities can better build with each other to meet the relevant to overarching reality in messaging, policy changes, and prioritization of needs. KIIs show that partners do not seem to be in communication and coordination with one another (at the level of JCP related activities). This is largely observed between Israeli and Palestinian partners which the ET notes is largely due to sociopolitical considerations (such as normalization concerns) which limit coordination and collaboration efforts. However, coordination of advocacy with partners showcases that there are unexplored potentials. For example, while PalVision is experienced in advocacy efforts with youth, searching with other partners such as Augusta Victoria Hospital or MAAN, can open new pathways for better advocacy efforts. Partners have shown successful collaborative efforts in capacity building activities, the same can be explored in how the activities of different partners can serve as information kits for partners which prioritize advocacy work in their projects.

Gender and conflict sensitivities are well reflected in monitoring activities within JCP CO and implementing partner reports. The ET also finds that the JCP CO staff ensures that the intervention's respective activities are gender and conflict sensitive notwithstanding partners' own institutional reporting mechanisms on gender and conflict sensitivities. All data is disaggregated by sex-and-age where relevant, and JCP related projects with implementing partners maintain gender considerations throughout activity design, target beneficiaries, and cross-cutting efforts in enhancing partner institutional dynamics (such as ensuring gender parity and mainstreaming *within* the organizations themselves). In line with DCA's Gender Equality Policy of 2007, partner KIIs all showcase that monitoring and reporting efforts undertaken by all JCP staff give focus on gender mainstreaming dynamics and the relevant technical support provision despite increasing rights violations. Throughout KIIs and FGDs, it was emphasized to the ET that gender considerations in JCP related projects also resulted in gender mainstreaming capacity development at the larger institutional level. The ET finds that with regards to gender mainstreaming, the JCP aids in promoting capacity development beyond programme cycle and scope. However, the ET also finds that conceptualizations of gender equality and empowerment can be further developed and is not confined to the number of female beneficiaries in comparison to male beneficiaries or staff.

"[...] not only were we able to learn about incorporating conscious efforts of gender mainstreaming in the activity, but learned to extend that internally within our workspace."

- Partner KII, Female

With regards to gender, the ET finds that the JCP is relevant to national policies and legislation which promote women's rights and push for gender equality, including protection rights, access to land, and

family law. The ET finds that the JCP is integral in partnering with local organizations focused on this issue, and relevant to complementing other international and national actors. For right-holders, namely youth and women, the JCP is relevant for the promotion of youth and women’s participation and gender mainstreaming across social, political, and economic spheres in its cross-cutting efforts and activity design. The ET’s in depth examination of project activities, final reports, and primary data finds that projects which focus on vocational training, skills provision, community development, and education/knowledge building especially towards rights and international laws appear to be most relevant to communities on the short and longer terms. Through KIIs, in-depth literature review and context analysis, the ET also finds that the Palestinian context is also unique to its conceptualization of gender equality and achieving it.

Overall, the ET finds that in regards to identifying the relevant needs for key target groups (both right-holders and duty-bearers), the JCP is highly relevant. This is largely due to the fact that implementing partners are capable of mediating the gap between international organizational support (and context understanding) and local community needs and their respective social ecology. Localization of activities is of especial relevance as partners are from *within* and engulfed with the communities by which they work with. Despite the recognition that displacement, home demolition, or forced seizure and appropriate of resources is inevitable under current conditions, JCP activities assist in protracting the capacities and likelihood of Palestinian communities to withstand the arbitrary nature of violations in Palestine. The added-value of this is in providing Palestinian communities with the opportunity to continue forging and imagining new visions for designing their realities while being provided with the necessary skills and support that can be used for capacity development at a community and national level.

At the output level, the JCP has been very successful in its advocacy efforts. However, at the outcome level, the JCP can further develop its framing of advocacy and adopt staff (within the CO and in HQ), which monitor the dimensions of advocacy. This includes critical analysis of messaging dynamics, who the messengers are, and what that would mean in the immediate sense and in the long-term. While the ET was able to explore advocacy efforts through a series of KIIs, specified advocacy efforts and clear ToC on advocacy approach may still require development. This also appears to depend on HQ understanding of the changes in the Palestinian context, and challenging EU preconceived understandings of the occupation.

5.2 Effectiveness

EQ: To what extent were the JCPP objectives achieved at outcome level and how have partnerships been enhanced as a result of the JCPP?

The ET finds that in regards to effectiveness of the JCP’s contributions in Palestine, that the MTR remains relevant regarding effectiveness with additional findings outlined in table 5 below.

Table 3: MTR (2018)- JCP Result Contribution Overview

MTR(2018)- JCP Result Contribution Overview			
Result contribution	Level of contribution	Contribution	2020 Evaluation additions
	Individual Beneficiaries	<ul style="list-style-type: none"> ▪ Technical skills to improve their livelihood opportunities ▪ Skills and self-esteem to challenge oppressive norms and practices and protect individual rights ▪ Knowledge and skills to protect themselves and their families in disaster situations 	<p>Beneficiaries are provided with the technical skills, and activities have been amended and adapted where necessary to ensure the most effective mechanisms.</p> <p>Beneficiaries have the knowledge and skills to protect themselves and families.</p> <p>Beneficiaries of the programme have increased access to community resources and information (rights, skills, capacity building opportunities) through the JCP.</p>

Direct		<ul style="list-style-type: none"> Access to basic assets in crisis situations (WASH, CASH) 	Notwithstanding these successes, the barriers which continue to pose a threat to the successful implementation and utilization of these skills and assets remains unaddressed.
	Community	<ul style="list-style-type: none"> Can identify their needs, set priorities and agree on joint plans Implement joint plans and solve conflicts of joint interest Approach local and national decision makers and lobby to promote their rights and interests Engage with media and international actors and mobilize financial and other resources in support of their case 	<p>On a community level, the JCP has been highly successful and empowering for beneficiaries.</p> <p>Collaboration and conflict mediation on joint interests is of promising success and effectiveness and sustainability. It promotes innovative minds and flexibility to a rapidly changing context.</p> <p>Engagement with media and international actors can benefit from more regular reflective processes on the types of voices being engaged, gender parity, messaging and narratives being promoted, and nurture consistent revision of Palestinian sociopolitical and changes as it pertains to rights.</p> <p>Communities are more able to approach local and national decisions makers in order to lobby and promote their rights. However, while there are marginal successes in these efforts, the limitations and scarcity of resources within these national and local decision makers may be the main obstacle in achieving successes.</p>
Indirect		<ul style="list-style-type: none"> Changes in repressive national policies, norms, and practices Increased income at household and community level Changes in protection and response mechanisms for communities affected by house demolitions, land confiscations and/or invasions in Gaza and for communities at risk of natural disasters. 	<p>Documentation of outcomes lacks clear indicators and data collection mechanisms do not allow for accurately measuring and evaluating the effectiveness of the JCP in contributing to changes in national policies (as this is a cumulative effort at the outcome level). The JCP may be achieving more positive outcomes than its indicators reflect.</p> <p>The JCP has brought relative changes to norms and practices by empowering beneficiaries and seeking educational awareness campaigns as well as engaging community members in understanding their contexts and visions for changes in the future. This is especially pertinent in changes within youth groups and women.</p> <p>Changes in protection and response mechanisms remain impeded by the socio-political dynamics and deterioration of economic realities. Notwithstanding this, the JCP contributes in promoting more positive approaches and coping mechanisms. More effectively the JCP engages beneficiaries and partners in engaging and collaborating on self-reflective processes for navigating their contexts to bring about change.</p>

The ET finds that the interventions within the program have to a large extent contributed to the empowerment of rights-holders (especially women and youth). For surveyed beneficiaries within PalVision’s *Hirak* activity, almost 86% of total respondents reported they felt more capable in defending and demanding their rights (which includes gender rights) noting that 74% of respondents were female. Although the survey cannot be considered representative across all JCP activities, other FGDs and KIIs with beneficiaries in Area C and Gaza showcase that women and girls feel more empowered through activities. Within the specificities of thematic divisions, activities within the Build Resilient Communities seem more successful in gender-mainstreaming largely due to their promotion of community-based empowerment such as those which aid sustainable livelihoods in Area C of the West Bank or community youth-led activities in Gaza.

Distribution by theme and geography		
Region	Theme	#
Gaza Only	Fight Extreme Inequality	4
	Build Resilient Communities	6
	Save Lives	17
	Total	27
West Bank and Gaza	Fight Extreme Inequality	0
	Build Resilient Communities	1
	Save Lives	2
	FEI and SL	1
	FEI and BRC	3
	Cross-Cutting	1
	Total	8

For duty-bearers, the ET finds that the JCP faces more challenges in achieving its objectives more effectively. For instance, while communities and rights-holders under the JCP appear to be more empowered, knowledgeable, and capable of demanding their rights, the overarching sociopolitical and economic conditions in the OPT limit effective pursuit and acquisition of these rights. This, was also reflected through partner KIIs and FGDs which note that notwithstanding their increased empowerment and capacities, the general ability to experience actual acquisition of rights is dependent on the changes in the general environment, namely the end of the military occupation and the siege on Gaza. However, beneficiaries in community-based interventions where partners play more of a facilitating role rather than service provision (one example is the SCLR project in Gaza) appear to showcase more effective successes in acquiring rights at the community level. This includes duty-bearers from municipalities and community leaders to uphold obligations towards community members as youth learn to demand the rights and resources that are relevant and within the capacities of respective duty-bearers.

West Bank including area C & EJ	Fight Extreme Inequality	7
	Build Resilient Communities	8
	Save Lives	5
	FEI and BRC	2
	FEI and SL	3
	Total	25
oPt and Israel	Fight Extreme Inequality	2
	Build Resilient Communities	0
	Save Lives	0
	Total	2
oPt	Fight Extreme Inequality	4
	Build Resilient Communities	0
	Save Lives	2
	Cross-Cutting	2
	Total	8
Israel and EU, including Brussels	Fight Extreme Inequality	8
	Build Resilient Communities	0
	Save Lives	0
	Total	8
EJ only	Fight Extreme Inequality	3
	Build Resilient Communities	2
	Save Lives	0
	Total	5
All projects		83

With regards to reducing the underlying causes of inequality, there is a census amongst implementing partners, beneficiaries, and local communities that structural change is difficult to achieve especially in regards to inequality. However, small projects and activities which challenge specific aspects of inequality in the OPT have shown relative successes under the JCP. This includes legal support to human rights defenders, engagement with legal representatives to be further empowered and supported in employing IHRL and IHL in military courts, as well as activities which shed light on vulnerable areas such as Areas C, the Jordan Valley, East Jerusalem, and Hebron. Through FGDs and KIIs with partners and stakeholders, the ET finds that effectiveness of the JCP are not in *reducing* the underlying causes of inequality rather in *making visible* the causes that are often not highlighted in the general international efforts through advocacy, media, and overall support. In this regard, the JCP appears to be more effective in bringing to light important issues regarding the causes of inequality that tend to be neglected in mainstream humanitarian aid in the OPT. Qualitative data shows that the key factors which contribute to this are in part due to the nature of the JCP as faith-based and engaged with secular organizations, and the focus on basing assistance and support on the needs of Palestinians as well as underpinning JCP activities within an IHL and IHRL framework.

In addition to the above, the ET finds that the JCP aids in creating positive coping mechanisms against discrimination and inequality through project activities which provide communities with the tools, resources, and capacities to pursue livelihoods. Such projects in regards to gender inequality appear to be effective in increasing decision-making powers amongst women, and communities at large. This was observed in projects which were as specific as providing solar panels to Bedouin communities raising livestock or the provision of technical support to partners in designing activities and proposals for renovating hospitals in East Jerusalem and promoting hospice care and treatment for Palestinian families. In the OPT where Palestinians face discriminatory policies which also limit their access to quality services and care, these activities of increasing the capacities of the healthcare sector were noted by KIIs and beneficiaries as aiding reaching services with dignity and empowerment as they

navigate the hardships imposed. These successes have also been attributed to the flexibility and versatility of the JCP CO.

With regards to embracing a nexus approach, the ET through the desk review coupled with interviews finds that the JCP is embracing a nexus approach mostly due to the diversity of the NCA's and DCA's Strategic Objectives (SOs) and themes rather than a formalized examination of how thematic intervention are interconnected. Exemplary of this is the ToC which does not locate the inter-sectoral and inter-regional relationships but maintains separation while activities and partner selection are not mapped in how each partner and respective project contributes to the other. The outcome indicators as framed in the LFA are also separate across each thematic focus. Reflective of this is reports and assessments at the partner level and JCP CO which remain restricted to reporting at the input and output level and are not positioned in their relationship to other activities being implemented under the JCP. This also obscures observing the extent to which outcomes are being achieved by the JCP at an intersectional level and while the JCP can highlight the tangible changes at the outcome level, it does not showcase the successes of institutional synergy and visualization of effort-building for better strategic planning and activity designs. The ET also finds that the JCP effectively incorporates a nexus approach in its cross-cutting efforts and regular provision of partner support and capacity building throughout the different themes and project activities. In ensuring gender-mainstreaming, non-discrimination, and to a lesser extent environmental engagement, the JCP is effective in ensuring that gender equality and parity is present at an organizational level which is reflected in activities and partners accounting for women, girls, boys and men in their activities whether it is livelihood support, advocacy, or vocational training.

The ET finds that the JCP has been effective in delivering adequate capacity support for partners regarding project implementation and organizational strengthening. One example technical support for Augusta Victoria Hospital as AVH also extended training and support to Al-Ahli hospital in Gaza. At the output and outcome level the JCP was effective and successful, where the overall health sector was supported but also allowed for better healthcare to beneficiaries in AAH. In the mini-survey conducted with 52 beneficiaries who were injured or medically-ill at AAH, 70% reported they felt more able to withstand shocks after their treatment and 75% reported that they felt the facility was appropriate and equipped for their condition.

A more thorough desk review of projects finds that activities implemented by partners do not seem to be planned as a whole, rather as separate efforts joined by their categorization under the same strategic objective umbrella. Activities which do complement one another, if evaluated according to available documentation and monitoring data, do not appear to be systemic and formalized. While the JCP helps direct the projects towards the overall SO, the JCP has not been fully effective in engaging partners with each other for better outcomes and impacts.

The JCP has been able to operationalize its localization effort in the programme effectively in regards to project activity design, needs assessments of Palestinian communities and timely delivery. This has been especially effective in regards to projects such as Gaza's SCLR programme employed by partner organizations. Moreover, the diversity of partners means that niche experience and focus allows for specific operational localization in activity design and project planning. Through activity revision and context analysis, programme commitment to partnerships appears, at instances, to come at the expense of expanding outcome effectiveness especially as DCA and NCA are guided by long-term relationships with partners. The data collection processes included in-depth interviews with partners at an individual level which allowed for examination of cooperation and collaboration efforts across partners. The ET found that underlying professional and sociopolitical dynamics may be styming partner engagement with one another. This is due to the general socio-political conditions in the region, the differences in context, and priorities, for organizations in East Jerusalem compared with

Gaza or the West Bank. As a result, operationalization of localization is more vertical rather than horizontal in effectiveness.

Partners, beneficiary, and outcomes may be better served if project activities within each thematic component are assessed in *relation* to each other rather than in their individual contribution to JCP strategic objectives and outcomes. The potential of intersectional partnerships should be explored by the JCP. An intentional and systemic mapping of how each activity design builds on that of other partners/projects also allows for more synergy and long-term collaboration between the partners beyond JCP life-cycle. Moreover, it serves to better measurements in regards to outcomes, indicators, and objectives. This can also contribute to organizational strengthening of partners. Notwithstanding this, communities and beneficiaries appear to be empowered through the JCP. Surveyed beneficiaries, revision of annual reports, and FGDs showcase positive and high rates of satisfaction and benefit from the projects.

The ET also finds that the roles of DCA and NCA HQs, donors, and the general operations of the program are constitutive for effective learning in project designs. With strategic goals as the core guide to partnerships and programme operations, interviews with stakeholders, partners, and JCP CO and HQ, and in-depth revision of JCP projects shows that rather than be guided by the SOs, the JCP may be confined by them. The thematic categorization of activities is vague, limiting effective monitoring, evaluation, and meaningful mapping of project outcomes to inform future activity design. The multi-dimensional nature of each respective thematic component and strategic objective is not adequately unpacked to inform programme design generally, and intervention planning specifically. The JCP's broad and vague outcome and strategic design allows for flexibility, however it also risks CO/partner misinterpretation of what each thematic component can incorporate. KIIs with partners have shown that partner members do not fully understand what each SO encapsulates in tangible and concrete objectives that are relevant to the regional reality. SO's should distinguish between what they mean for the global objective and regional realities.

Partners as well as CO utilize SO as strategic guidance, which becomes limiting as partners are not clear on whether other more innovative activities and approaches will be appropriate for SO. KIIs with partners and stakeholders show that when planning and designing activities, partners and to an extent CO may be reserved in offering different suggested activities which may be more effective. One of the repeated reasons is institutional insecurities in light of shrinking resources and funding, coupled with partners presuming predisposed interpretation of what SOs entail. Providing more expansive explanations of SOs may assist in partners better positioning their strengths and exploring more effective activities within the JCP.

The ET also found that the subtle variances with DCA and NCA's global goals such as the focus on gender-based violence and climate sustainability act as additional considerations for partners and CO in maintaining alignment with overall JCP goals throughout activities. This, on occasion, hinders partners and CO in designing relevant, focused, and effective activities while ensuring goals are met. With the strategic goals of NCA and DCA already broad in their global programming frameworks, their merger together appears to have created further ambiguity while also ensuring that CO meets donor requirements. Partner, stakeholder, donor, HQ and staff KIIs show that strategic goals and donor requirements may be impacting decision-making dynamics in effectively meeting Palestinian needs. The ET suggests that this may be burdening CO and partners to meet the goals of the programme instead of focusing on the changing needs of Palestinians in the OPT. This also limits learning capacities for better activity and project programming, especially as socioeconomic and political conditions worsen.

“Strategic loyalty can sometimes be counter-productive in the Palestinian context. In this regard, there needs to be a reminder that the strategy is to serve you rather than you serve the strategy.”

– Partner Beneficiary, West Bank

“It’s important to also look at prevention, not just mitigation and accountability in activity designs.”

– Beneficiary CBO, Jerusalem

In regards to indicators, the programme and its affiliated activities achieve the results at an *activity* level, with input and output indicators achieved successfully. Indicators designed for the JCP, however, are too broad to capture the outcome and impact of the interventions accurately. Moreover, indicators as outlined in the LFA (2019-2022) are more appropriate for measuring activity reach and beneficiary targets. Narrative reports by partners are more appropriate for measuring impact and outcome for cross-cutting activities with partner organizations rather than impact on Palestinian communities. The goals, indicators, and expected outcomes of the JCP may also be ambitious given the context, resources, and conditions in the OPT. In this regard, indicators may be less effective to capture the *actual* impact and outcome of the JCP as activities are designed to last beyond programme cycle and may require years to come to recognize the impact of the JCP in the OPT. For example, interviews with partners, stakeholders and beneficiaries, showcase that much of the Fight Extreme Inequality and Build Resilient Communities projects outcomes, changes, and impact hinge on the future trajectory of the occupation and its practices.

The ET finds that re-examining the indicators will allow for better future evaluations and assessments as the JCP may not be effectively achieving structural changes but contributes as an *alleviation* of adverse impacts from the occupation. The JCP is generally effective capturing of results and utilization for learning in the design of new projects. This was especially observed in moving towards more youth focused projects and activities which create facilities and spaces for development such as technology hubs and youth leadership as well as seeking mechanisms for increasing effective advocacy. However, this effort may still be and the ET finds that this may namely be due: staff turnover and changes in focal point across the JCP CO/HQs. This has resulted in confusion for some partners, as well as the recognition that due to the interpersonal nature of relationships between JCP CO and organizations, shifts in focal points also impacts the learning processes with partners. The ET finds that this may be linked to weak partner/CO institutional memory as a programmatic component.

The ET’s sample included projects which date to the first years of the JCP. A document review and in-depth interviews showcase that effective engagement with partners and effective partner capacities for providing input and feedback to the JCP CO is stymied as partners themselves do not possess effective institutional memory and learning mechanisms. This may also be due to the general challenges faced by Palestinian CBOs who are experiencing the brunt of donor-cuts and scarce resources, turning their energies and efforts towards immediate concerns and needs for Palestinian communities rather than the more effective long-term projects. The fact that the JCP functions under several thematic components and an array of partners is effective in achieving outcomes at the output level, but lack of proper coordination with partners challenges and limits effective synergy across themes.

The ET also finds that notwithstanding the diverse and needed activities implemented in the OPT, the crux of the JCP is within its advocacy activities and cross-cutting efforts. Qualitative data and revision of activities show that the merger of DCA-NCA has resulted in better advocacy practices and ability for partners to access the different political spheres with more ease and accessibility. The JCP continues to amplify advocacy within the EU broadly, but Denmark and Norway specifically. Partners find that

through the JCP opportunities for more successful and wide-reaching advocacy becomes available and utilized compared to activities previously undertaken by DCA or NCA separately.

5.3 Efficiency

EQ: Has the country programme approach been a cost-efficient way to implement DCA’s and NCA’s humanitarian and development assistance?

In terms of costs, the merger appears to be enhancing cost-effectiveness. This is in pertinence to the allocation and distribution of funds towards partner projects which require long-term funding. Due to the competitiveness for resources and financial insecurity at an organizational level in Palestine, civil society organizations (especially Palestinian ones) are at risk of financial cuts. Qualitative and quantitative data show that the combined funding through DCA and NCA efforts allow for maintaining long-term partner relationships while also moving towards innovative activity designs. An in-depth deep dive into the ET’s sample found this to be especially pertinent to which promotes community based organizing and activity design with small funds. Exemplary of this is MAAN’s SCLR initiative in Gaza. Youth and beneficiaries acquire community-based tools and skills to empower themselves and meet community needs.

Budget Breakdown						
Theme	2016	2017	2018	2019	2020	2016-2020
Build Resilient Communities	2%	13%	14%	8%	5%	8%
Save Lives	11%	39%	42%	14%	46%	29%
Fight Extreme Inequality	42%	10%	14%	71%	3%	41%
FEI and BRC	9%	23%	16%	4%	0	8%
FEI and SL	9%	0%	11%	0%	0	4%
Cross-Cutting	27%	1%	0%	0.44%	0	6%
Unspecified	0%	14%	4%	0	0	2%
Humanitarian Response	0%	0%	0%	4%	0	1%
Total	100%	100%	100%	100%	54%	100%

Table 4: Budget overview according to theme

According to a budgetary analysis, while the JCP has an added-value in increasing donor-relations and access to various sources. However, in enhancing cost-effectiveness thematic ambiguity does not allow for an evaluation of which theme has to most promise in relation to capacities and needs. Moreover, documentation of outcome of projects with core funding, those with small-scale and short-term funding may allow the JCP to better allocate budgets across activities. Moreover, the JCP may be more efficient not in limiting its thematic focus, but in allocating more of its core funds in accordance to level of activity impact on beneficiaries in the long-term. For instance, the costs of activities which focus on documentation, media relations, and coordination between national and international bodies, may be increasing administrative costs. The JCP can explore options which utilize community resources for operationalization of these activities, while also employing previously established relations and documents in order to create new tools and products which serve JCP objectives. Moreover, community needs in light of the impact of COVID-19 and political instability shows that low-scale and targeted community development activities may be more cost-efficient in the short-term and sustainable in the long-term.

CO office as well as partners continue to remain flexible, mitigate challenges rapidly while adhering to respective humanitarian standards, gender considerations, and contextual developments. However, examination of programme budget²⁹ shows this may be overstretching CO capacities and administrative costs where they may otherwise be invested. The CO appears to direct most of its efforts at meeting the different monitoring and reporting requirements (donors, two HQs, partners, CO), extending technical and administrative support to diverse partners with varied capacities, and having inefficient indicators for measurement. Through KIIs and activity overview, the ET finds that having more unified reporting requirements (across HQs, donors, other stakeholders) and more

²⁹ For the budget annual overview, refer to Annex 9.

focused indicators will allow for better allocation of CO staff specialization and expertise to develop better activity designs and strategic planning. It may also aid in more efficient monitoring, internal evaluation, and gathering of lessons learned throughout the programme cycle.

With the CO team largely constituting of local staff, maintaining long-term relationships with partners is reportedly found as efficient and appropriate to needs. This also includes the ability of staff to possess necessary flexibility for successful project implementation. The CO team is efficient in mediating between the role of the JCP as a funding/development assistance programme and the missions of respective partners. Technical assistance of CO staff for partners is largely evaluated as efficient, positive, collaborative, flexible, and relevant. Concurrently, findings show that institutional partner capacities and organization's age influence level of technical support needed and adequately received. The CO is found to be highly efficient and successful in mitigating issues and complaints which took place throughout the programme cycle. However, qualitative suggests that staff may be burdened with taking on multiple thematic portfolios, while also mitigating internal administrative dynamics such as the different reporting requirements for donors, DCA and NCA HQ offices, and other respective representatives involved in the advancement of the JCP and its partners. Moreover, the process of merging NCA and DCA coupled with staff turnover appears to have created office insecurities and limited CO efficiency in the programmes first life-cycle. Notwithstanding the small size of the CO, it is found to be proactive in recognizing staff needs and adopting gradual changes and mechanisms for improvement and learning.

“Civil society is tied to political policy. As such, civil society is the one which embarks towards being the protection cluster. Yet donors and institutions tend to go towards bigger partners as it may be easier for their reporting mechanisms. In this way, fields like culture are missed in their opportunity to communicate with the population and engage in preventative awareness raising and support.”

– Rep. Cultural Grassroots organization, Jerusalem

“ For social issues, especially gender and women donors and international support tends to go towards the bigger and more established institutions which weakens and marginalizes smaller organizations. It also means that it makes us dependent on the bigger institutions for maintaining our work, which in many communities we are the only ones active.”

– Rep. Women grassroots organization, Silwan

With regards to implementation, examination shows that the JCP is succeeding in operating through partnerships. The ET finds that local partnerships, opposed to self-implementation, allows the JCP to operate more efficiently, especially in light of its diverse thematic components. Although the ET is unable to accurately assess the ideal number of partners, it finds that activity designs may be influenced by prioritization of maintaining partner relations. The ET also found that partnerships are largely a result of DCA and NCA respective presence prior to the merge rather than a processual selection of partners in their contribution to overarching goals. The ET finds that this may risk inefficient activity planning and limits potentials of forging new, even short-term, partnerships or seeking community resources which may allow for more cost-effective activity designs.

Additionally, partnership portfolios are largely focused on more established and institutionalized organizations. KIIs and FGDs show that there are potential collaborations with smaller grassroots Palestinian organizations that may prove efficient for activity implementation. This also includes sectorally diverse partners in activity designs. The JCP is successful in its efforts to design a programme which promotes synergy across the strategic goals and themes. However, in practice, the challenges of merging pose an obstacle as capacities, and institutional dynamics were still being solidified throughout the programme's first life-cycle. The CO team, despite challenges, has succeeded in

addressing the dynamic and rapid changes of the merger without compromising activities and overall goals.

Thematic focus poses a challenge for the programme’s efficiency. The ET finds that across partners, organizations, CO, donors, and beneficiaries the broad and diverse aspect of the JCP allows for better reach and overcomes the confinements that international organizations may experience in the OPT. Thematic components also open outreach potentials and allow for flexibility in amending activity designs where and when necessary. This was found to be especially beneficial during the rise of the COVID-19 pandemic and shifting towards emergency response, especially in the Gaza Strip and Jerusalem.

The ET’s primary qualitative and quantitative data coupled with secondary data revision shows the JCP still requires clearer objectives for better output/outcome and indicator measure design. The benefits include efficient niche-focused and specialized staffing, and for better defining the scope which the JCP operates and functions within. This would require additional cost towards programme development and learning, but may better serve the JCP beyond its activities and programme life-cycles. Moreover, in addition to refining and defining thematic outcomes, indicators and concrete goals for the OPT, the JCP can also benefit from making clear and visible the ways activities across different themes may be influencing one another for more efficient and strategic activity design.

The table below provides an illustrative example that was designed through information gathered through focus group discussions and key informant interviews with partners and beneficiaries. The example is to account for SOs 1 (FEI) and 2 (BRC) and the project is to increase access and livelihoods of herders in Area C. Rather than have one partner organization design and collaborate with the JCP to increase resilience for herders in Area C, it may be more efficient for maximizing cost-value and extent of impact by engaging multiple partners under focused efforts. This is considering the different capacities and strengths of each partner. Capitalizing on respective partner strengths may allow for lowering costs of activity implementation. It may also help lower partner administrative costs in dividing efforts while increasing effectiveness.

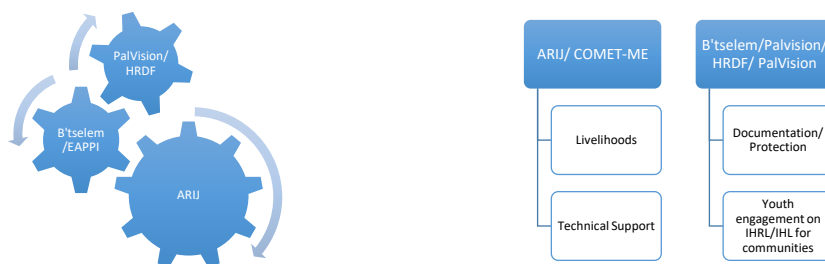


Figure 2: ARIJ/ COMET-ME

Partners have shown interest and willingness to build with one another. For example, ARIJ/COMET-ME may provide the technical assistance in providing solar panels to communities, skills for more efficient herding, livestock production, or agriculture production while B’tselem can be engaged to document the processes, EAPPI working on protection (through international or Israeli presence), and HRDF engaged to provide legal support for Human Rights Defenders involved within the project while PalVision can engage youth through activities where information sharing of IHL and IHRL are exchanged between trained youth within their programme and community members. This is one way to design project activities in a processes where partners target the same group given their niche focus, in a mutually collaborative effort. The ET notes that such an approach may not always be feasible for the JCP, but may be explored in some activities within the programme. The materials gathered can be employed for advocacy efforts either through self-implementation, or through using

the innovation hubs of PalVision to curate multi-media material for dissemination to target EU audiences. Moreover, this can contribute to challenging community fragmentation and partner competition.

This may be efficient in ensuring mutual accountability and transparency, and maximize cooperation across partners and beneficiaries in the long-term. The ET cannot substantiate the likelihood of cost-effectiveness of this approach, however it finds that it will allow for exploring avenues for more innovative activity design. It also allows for using resources available within each partner and maximizing impact for cost-value.

The JCP is highly efficient in its monitoring, reporting, partner communication and data collection to ensure compliance and efficiency of partners, including corruption and fraud. The regular communication between CO and partners ensures overall transparency, mitigating reporting and monitoring setbacks and issues and, providing needed technical support for partners. The CO must navigate the different needs of HQs, donors, and stakeholders while partners have their own templates and mechanisms for M&E. This has added additional burdens on CO and partners in meeting these requirements. As such, differences in HQ and donors requirements for reports and M&E may be hindering, rather than advancing efficient M&E.

With pertinence to advocacy, indicators measuring results at the outcome and impact level are ambiguous. The ET finds that regular communication between regional and EU offices is lacking. Advocacy is a long-term effort and KIIs show that activities and opportunities are rapidly changing in light of socioeconomic changes. This limits effective monitoring and evaluation, and hinders any substantial assessment of the extent which advocacy has been efficient. At the input level, advocacy is achieving results successfully. The mechanisms by which advocacy is employed and followed up on are not entirely clear. This is partially due to the JCP's successful effort in maintaining confidentiality in policy-development and exchanging with diverse actors. However, this also limits efficiency in the JCP's engagement with local actors. Palestinian partners in specific, note a lack of engagement in designing advocacy efforts, and in capacity building for pursuing their own advocacy efforts. The JCP should explore new ways of designing advocacy goals and strategies, and reflect on the mechanisms which Palestinian communities (and partners) are incorporated. Moreover, short-term results and indicators for advocacy efforts is not efficient to capture the work of the JCP. KIIs and qualitative data suggests to the ET that the JCP is successful in employing efficient advocacy efforts in maintaining relevance amid changing contexts, and locating new opportunities. However, a substantiated reflection of the JCP's efficiency in utilizing new opportunities and capitalizing on partner achievements in the OPT requires a long-term strategic design of results indicators. This may also benefit future planning and gathering of lessons learned.

5.4 Impact

EQ: In what ways have the JCP contributed to social, economic and environmental resilience? What has been the positive and negative impact at rights-holders and duty bearers level (outcome) directly or indirectly?

Qualitative data shows that JCP is found to have a positive impact on environmental and social resilience in the OPT. The ET notes that the overarching context of the occupation impedes the ability to measure and observe positive impact from projects at the outcome level. This is not a reflection on the programme or partner activities, rather at the increasingly deteriorating situation in Palestine and Gaza specifically as it faces further de-development through a protracted siege and the current acceleration of the negative impact through COVID-19. Of those surveyed in one of the Gaza-based projects (1010306-58) 58% of the beneficiaries report that their livelihood was better through the project and 56% report that they feel their family has better access to nutritional needs through the project. Of the more successful aspects of activities in Gaza are those which promote community

engagement. Most notably is the SCLR project where qualitative data showcases that beneficiaries feel as proactive agents in their communities, more empowered, and more engaged with their communities. More than this, through focus group discussions, youth highlight the gradual changes witnessed as they necessarily challenged and confronted societal norms and traditions through their work within the project.

Moreover, the ET finds that given the nexus approach, engaging partners with one another allows for achieving results not outlined by JCP indicators. For example, in the survey with beneficiaries from AAH, it was found that 30% of respondents reported that they felt able to have sustainable livelihood after their injury/illness. While the aim of the intervention was not livelihood, the activity which provided capacity building and training for AAH showcases that the JCP is also effective and has potentials in contributing to the overall resilience of Palestinian communities. Yet, only 23% believe women are engaged in emergency planning, incorporation of partners such as WAC or others, may allow for better advocacy at the policy level (ensuring gender rights in healthcare planning) and in beneficiary satisfaction. The ET finds these results, coupled with KIIs, suggest a need to further develop awareness campaigns and concrete tools for engaging women more in emergency preparedness planning. This is further pertinent considering the general increase in gender inequality and disparities³⁰ witnessed in Palestine during COVID-19³⁰.

The impact of activities within the JCP are difficult to gauge in the short-term. Due to the lack of indicators (see sections 5.2 and 5.3) which track changes and patterns *across* all projects within the sphere of advocacy or a mapping of how the different partner efforts and JCP efforts overlap and build upon one another, it is difficult to fully evaluate the impact. This is especially due to the limitations in institutional memory and weak partner MEAL mechanisms. The ET notes that this limitation may also suggest that the positive impact of the JCP is in its long-term results rather than immediate changes. For instance, FGDs, survey results, context analysis, and KIIs do show that the JCP affords Palestinian communities time and resources to acquire the skills and knowledge to challenging repressive policies and rights-violations. In empowering partner organizations to provide better services, the JCP also fills a civil administration gap in the OPT while equipping partner organizations for more impactful approaches towards rights-based issues. The most observed positive impact of JCP activities appears to be for youth and women, including gender considerations and promoting food security through building resilient communities.

Projects which enhance facilities and develop capacity building for partners and beneficiaries are impactful in nurturing civil society institutions that recognize and adopt innovative approaches in resources, proactive engagement with civil society and policy-makers, and bringing to the forefront social issues such as gender. On the community level, partner organizations which help facilitate community development rather than impose activities on communities achieve the most impact on the short and long term. For example, when communities are assisted to learn the skills for risk mitigation, community collaboration and coordination, as well as mechanisms for monitoring, self-evaluation, and transparency showcase the most promise in maintaining agency, ownership, and prospects for development beyond the programme cycle. This is of special importance to vulnerable areas such as EJ, Areas C, and Gaza, where community mobilization is the nucleus of challenging practices which infringe on their rights. Moreover, a cross-analysis of JCP activities, qualitative data, and deep dive into the ET's sample shows that projects which mitigate the consequences of the occupation on communities and individuals also have observable impact. This is not only on providing support at the community level, but even in creating precedents to build litigation efforts on. JCP projects which directly address human-rights violations and engage in direct challenging of policies

³⁰ UNWomen, AWRAD, 2020: <https://palestine.unwomen.org/en/digital-library/publications/2019/02/covid-19-gendered-impacts-of-the-pandemic-in-palestine-and-implications-for-policy-and-programming>

show positive impact. If immediate successes are not achieved, beneficiaries and partners reported feeling empowered and better abilities to build on experiences, and draw lessons learned.

5.5 Coherence

EQ: To what extent are the projects contributing to the country programme pathway (ToC)?

The ET finds that the ToC requires revision and assumptions re-assessed (see 5.1 and Annex 6 of this report). According to qualitative data and examination of activity implementation partners have a limited, or unclear understanding of ToC. While partners may be informed about JCP ToC broadly, active communication and engagement in discussions for collective strategic design is lacking. The ET finds this to be largely outside the control of the CO and more pertinent to OPT institutional dynamics and capacities. Partners may benefit from developing better tools and understanding of how to strategically design and plan.

Superficial relations between partners limits partners in sharing activities and limits engagement of partners on the decision-making level in regards to having a proactive attitude in designing JCP ToC and strategic planning. Moreover, partners may not be willing to proactively seek collaborative opportunities due to factors such as partner anxieties towards funding, donor-relationships, and shrinking resources. The ET finds that these may be dissuading stakeholders and partners from critically and constructively engaging with JCP. In this regard, the JCP can develop ToC by engaging with members of civil society and non-partner organizations to limit any possible bias for strategic and relevant ToC design.

The JCP CO may be confined to a ToC design which focuses on achieving strategic goals rather than contextual needs, changes, and regional dynamics that may contradict with HQ understandings and needs. The ET also finds that the ToC does not account for the geopolitical fragmentation in the OPT which requires a critical and reflective design of activities to ensure that partners are not focused on their specific communities, but in service of the overall Palestinian context. Partners have pointed the geographical divisions and the different sociopolitical realities in different areas limits effective, impactful, and meaningful activity design which reaches different communities. As such, while the ET finds that activities are complementary and contributing to the different thematic components, a programme pathway which accounts for finding the pathways that project design addresses the fragmented reality of Palestinians may be an added value for the JCP. This is especially considering the reach and diversity of JCP partners and target communities.

JCP targeting of beneficiaries, and capacity building needs for organizations align and meet the strategic goals and ToC of the JCP. A rights-based approach is ensured across all projects and activities as well as cross-cutting efforts and institutional dynamics. The ET found this evident in staff KIIs, final reports, and partner evaluations. The CO, joined with partners, are meeting outputs and achieving the outcomes to serve the ToC. However, the ET findings show that ToC design may be more representative of institutional and organizational needs and interests rather than the larger segment of the Palestinian population. FGDs and KIIs show this as pertinent for Palestinian organizations and communities, especially youth and marginalized groups, who are experiencing increased obstacles in access to rights, decision-making rights, and protracted socioeconomic deterioration

“Activities, advocacy, and efforts should consider moving towards meeting our needs as Palestinians. This includes tackling our fragmentation geographically and socially. Issues such as movement, access to lands and to each other as a population continue to be neglected as integral needs to nurturing a healthy and capable civil society.

– Rep. Cultural Grassroots organization, Jerusalem

An analysis of the ToC shows that assumptions may be optimistic and not reflective of changes in the Palestinian political sphere, the international community’s interests and capacities, and economic

realities. The ToC also does not account for changes in Israel's sociopolitical conditions and economic realities which are necessary for effective and relevant ToC design.

The ET finds that the JCP operationalizes DCA-NCA commitment to localization to a high extent. The JCP has been successful in implementing localization. KIIs and FGDs also highlight JCP's localization efforts as a good model for international intervention. KIIs repeatedly showcase that local partners feel both empowered and capable to undertake activities with ownership and move towards seeking innovative programming for future projects (within JCP and outside of it).

Partners also emphasized the merger between DCA and NCA allowed for more coherent and aligned advocacy efforts in Denmark, Norway and the EU generally. In regards to advocacy, coordination with partners and between HQ and CO can be enhanced for more coherent and congruous localization. The JCP is operating in a context that has far-reaching socio-political implications on states, organizations, and individuals. Its strength in localization of activity designs where beneficiaries and partners largely feel complete ownership and agency over project implementation gives the JCP the opportunity to refine its advocacy efforts to amplify new Palestinian voices and target local leaders for long-term changes in policy development and community engagement.

Throughout interviews, community members, Palestinian and Israeli partners, and CBOs highlight the Eurocentric inclination for international communities to prioritize Israeli voices in international advocacy efforts. Analysis of JCP activities also showcase the tendency to prioritize international and Israeli partners, as a reflection of international confinements. KIIs note that the unintended consequences has been in widening the social gap between Palestinian and Israeli organization in the international sphere. Moreover, advocacy efforts in the EU may be complementing activities in the region, however advocacy in the region (including lobbying local policy makers and national systems) may be further developed. This includes partnering with organizations for increasing awareness-raising campaigns, and locating the avenues by which civil society can proactively engage with decision-makers, or have access to transparent and public feedback mechanisms.

5.6 Sustainability

EQ: To what extent can the benefits of the programme on institutional changes and active citizenship be expected to last beyond the lifecycle of the programme?

The ET finds that the JCP implements activities in a manner which withstands its life-cycle. This is broadly observed in the provision of capacity building, community resilience, and provision of services and resources which allow vulnerable Palestinian communities to access knowledge and tools for their rights as well as alleviating and protracting negative impact of the occupation. The CO is successful in coordinating effective and long-term projects with partners and communities. This includes developing hubs, renovation efforts, training of trainers as well as doctors, and education/vocational training. The JCP sustainability is further observed in its Protection and Education efforts. The ET finds that sustainable change through the JCP may face the most challenges in the areas of advocacy and navigation of regional sociopolitical dynamics.

For instance, within the theme of Fighting Extreme Inequality (which consumes the majority of the JCP budget across the five year cycle), collaboration with Israeli partners at the level of human rights defenders and creating the space for Palestinian and Israeli activists to continue their efforts has proven effective in the immediate time. This is largely due to partners feeling secure in long-term funding which alleviates financial anxieties and allows them to direct energy and efforts more effectively towards ensuring equal representation for human rights defenders and increase the prospects of challenging Israel's dual justice system. Yet, in the long-term, qualitative information shows the reluctance of beneficiaries, stakeholders, and partners in recognizing the effectiveness of continuing to participate in the judicial system rather than challenge it. While this is outside the direct

scope of the JCP, it may be more effective to work with partners in navigating the options of empowering Palestinian lawyers within the Israeli court system, or empowering partners in challenging the justice system rather than address the symptomatic effects.

The Fight Extreme Inequality thematic objective shows that JCP advocacy and protection work may be more sustainable if further focused within the OPT. The worsening conditions within the OPT and an increasingly right-wing political governance in Israel showcases a need to also focus advocacy efforts at a national level to increase awareness of the occupation's impact on the social, mental, economic and political health of communities in the OPT. This includes a need to expand reach and dialogue with policy-makers, and legal institutions to ensure the provision of equitable rights and efficient legal services. The ET found that one of the gaps that the JCP may contribute to for sustainable capacity building efforts towards a just peace is mobilizing its resources and partners to ensure reaching the more marginalized and isolated communities. This is also with consideration to the limitations faced by Palestinian organizations who also face discriminatory policies. As such, the JCP is an added-value in ensuring that access to communities in Access Restricted Areas, or locations banned to Palestinian are included and incorporated in activity designs. Some areas and locations are accessible to internationals, Israeli partners, or Palestinians with Israeli citizenship. The JCP has shown successful results in its international presence and Protection projects, but can expand to include innovative design for mobilizing community resources and creative activities for supporting communities in accessing knowledge, or referral systems of services available, and increased targeting of children in activities, developing facilities for community usage, and encouraging long-term activity design which prioritizes sustainability and community-based development.

KIs, FGDs, and annual reports from partners suggest that exploring partnerships with smaller organizations in the cultural sector (including theatre and community arts) may offer new opportunities for JCP. The ET finds that if explored, results would require long-term strategic design. However, campaigning and awareness raising as well as indirect challenging of community patriarchal norms, providing recreational activities for youth and children, and allowing for communities to pursue possible career interest in the arts is an underfunded sector. Some of the more successful JCP activities were those which engage community members, CBOs, and youth volunteers in extending services, knowledge, and tools for empowerment and capacity building in their own communities. Partnering with small-scale CBOs to strategically develop creative activity designs in promoting Fighting Inequality and Building Resilient Communities goals, may promote more sustainable and impactful change. It also allows for community advocacy efforts that challenge norms but maintains conflict and cultural sensitivities.

6. Conclusions and lessons learned

The JCP has experienced challenges which are expected in a new merger coupled with contextual dynamics, and diverse partner capacities and goals. Overall, the JCP is highly relevant and integral for the OPT. It is successful in upholding humanitarian standards, maintaining long-term partnerships, and ensuring continued capacity building and empowerment. It meets its goals at the output levels with broadly positive outcomes. It ensures gender mainstreaming and conflict sensitivities throughout its activity design, implementation and monitoring. It is moving towards a more efficient and successful nexus approach that is rights-based, with potentials for improvement. The JCP is cost-effective and is heading towards more innovative design in its approach and programming. It is highly effective and successful in mitigating challenges, responding to crises, emergencies, and contextual risks. The richness of the JCP experience, is reflected in its multi-disciplinary and multidimensionality which allows for a wide range of conclusions regarding its own work specifically, and regarding development and humanitarian actors in the OPT and around the world broadly.

Only in its first life-cycle, five years into the JCP is still maturing and demonstrates high potential for continued improvement of localization efforts, advocacy which prioritizes local voices, ownership, and beneficiary agency. Significant progress has been achieved to reach the ultimate goal of a truly coherent and harmonized programme. The JCP was able to successfully build on long standing partnerships, rich DCA/NCA knowledge and experience, and maximize efficiency through experienced local staff experience and capacity. The JCP's strength is in its local connections and partnerships, which it can further expand as the programme develops. It had also achieved a number of steps towards greater efficiency such staff changes to fit the new needs, continuing to review and adjust reporting and performance measurement requirements, capacitating the financial and procurement aspects of its work, and tapping into new partners while exiting some long-standing partnerships.

Partnerships reflect common values and maximize value for money. The JPC brings merges two long established and evidently well respected actors in the region. While sharing similar values, each brings in its own comparative advantages and complementary strengths. With DCA managing the JCP and NCA ensuring increased flow of funding and support, the partnership as designed and implemented generates cost-effective investments, diversification, and scalability of chronically decreasing funding. More evidently, through this evaluation, the JCP allows for better organizational stability in face of uncertainty, promotes and empowers local partnerships and alliances. Moreover, this evaluation showcased that the JCP is exemplary of best practices promoted within the EU Common Country Strategy.

Overall, the JCP is effective, relevant, efficient, and sustainable in its provision of services, meeting partner needs, cross-cutting efforts, and capacity building. Despite the challenges, the COVID-19 crisis, and a deteriorating socioeconomic and political context, the JCP upholds humanitarian standards and ensures gender mainstreaming and environmental consideration throughout its efforts. Generally successful, this evaluation finds several areas for JCP development. This includes increasing cost-effectiveness, increasing harmonization across themes, partner activities, and geographical locations, development of coordination mechanisms between CO, HQs, and local partners and unifying M&E mechanisms. In addition to this, coordination of funding mechanisms may benefit from exploring fully fledged multi-donor mechanisms for increased stability and maximizing impact for activities. The evaluation also highlights the JCP's need to re-consider its thematic categorization, and partnership selection criteria as it pertains to goals, complementary activities across partners, and types of advocacy. These factors are entwined with the JCP's ToC which require revision and adaptation through consultation with different segments of Palestinian society and experts.

Lessons for future intervention design and implementation—

The relative newness of the DCA/NCA partnership and the eventuality of a merger will continue to pose challenges and issues to be mitigated and learned from. One of the challenges appears to be the attempt to maintain two separate identities (DCA + NCA) under one programme. This evaluation finds that as the JCP matures, it may also benefit and eventually move towards nurturing a distinct identity which fully merges, adapts, and enhances the strengths of each organization. This includes unifying reporting templates and requirements as well as communication between HQs and with CO. The ET has outlined a summary of the various scenarios with their pros and cons in Annex 13 of this report to be discussed by JCP.

The primary finding which limits better strategic planning is that thematic components are too broad and vague. Moreover, Strategic Objectives as a guide for intervention planning, risks prioritization of broad SOs at the expense of the context particularities. Although the diversity and breadth of its

themes allow for flexibility and reach, the JCP needs to focus its goals, outputs, and outcome indicators to allow for more substantiated measurements of impact and strategic planning. Moreover, this evaluation finds that the weakness of indicators also does not allow for fully capturing the successes of the programme.

Themes and Strategic Goals: The JCP may be meeting its strategic goals and thematic components at the input and output levels, but lacks effective indicators to measure outcome and impact. The JCP should critically reflect and design a results framework with local partners and other stakeholders, experts, and members of civil society to be more feasible and better reflect the needs of the community. This also allows the JCP to better observe the fullness of its successes and specify its gaps. Documentation methods require revision and unification of reporting templates for the different HQs, donors, and with consideration to partner diversities. SO's should better reflect what types of interventions can fall under them in order to open the avenues for partners to more effectively engage in activity designs.

As implemented, the JCP is efficient and effective. The activities implemented and designed by the JCP are found to largely extend beyond the programme's life-cycle. However, its operational mechanisms can be enhanced at the internal organizational level and in intervention planning with partners. The JCP has sustainable and impactful activities with needed, relevant, and sustained capacity building for partners. However the ToC is limited and does not align with dynamics on the ground.

ToC: The ET found flawed assumptions within the ToC and a separation across themes. Moreover, the understanding of partners of the ToC was found to be limited and varies across Palestinian or Israeli partners, small and big organizations, or geographical location. The JCP may be maintaining its long-standing relationship with partners successfully and prioritizing beneficiary needs appropriately, but also confining itself. The JCP should continue exploring new partnerships with youth, smaller CBOs, and expanding on its approach towards innovative and long-term activities such as creating spaces for youth, extending skills, tools, and knowledge to empower civil society members to be agents of change. Personalized relationships between CO staff and partners while successful, can be more efficient if formalized to a greater extent. Moreover, partners (old and new) can be better engaged in ToC design through a processes of critical reflection and feedback. This requires more than one meeting, and pilot testing new ToC with partners, and external stakeholders.

Activity planning with partners should also be undertaken with CO consultation with other members of civil society, authorities, and stakeholders. This ensures that the JCP is prioritizing the contextual changes and changing needs of Palestinian communities. Moreover, it allows for better understanding of what is feasible and what priorities are urgent. It promotes better institutional accountability and transparency. An advisory board which the CO meets with regularly may benefit in planning future interventions, and allow for regular reflective processes on ongoing interventions.

M&E: The JCP is highly effective and efficient in its M&E efforts given the requirements needed from different parties. However, the findings in this evaluation showcase that the different requirements across HQs, donors, and partners means additional burdens, time consumption, and capacities exhausted to meet them. A more synchronized M&E system and data collection mechanisms for CO and M&E capacity development with partners allows for better future strategic design that is better informed and substantiated.

Advocacy is integral to the JCP and the programme has the potential to lead new mechanisms of advocacy which empower and place Palestinian voices at the forefront. Advocacy continues to be a primary goal which is successful at the input and output level. A revision of approach, increasing

advocacy efforts in local communities, development of messaging outlines, and mode of operation can be refined for more relevance and empowerment for Palestinian communities. This includes engaging Palestinian experts in advising EU diplomats on rights-based needs in the region, while exploring ways of exchanging youth initiatives between Danish, Norwegian, and Palestinian rising leaders. While overall successful, advocacy can be better integrated across themes and activities to reflect more harmonization and synergy. Moreover, the evaluation finds that coordination across the EU, Israel, and OPT remains limited in regards to advocacy. More clear indicators will also allow for better evaluation of advocacy activities as well as maximizing advocacy opportunity throughout intervention activities. EU focused advocacy efforts can have regular meetings with JCP partners and CO to remain up to date to changes in Palestinian dynamics and needs.

Staff: This evaluation finds the JCP possesses an efficient, responsive, and skilled staff. Despite the challenges with the merger, and issues which unraveled in the processes, the JCP adopted accountability and learning mechanisms for tackling issues as quickly and efficiently as possible. Staff while possessing strong experience and knowledge, may benefit from including additional niche roles (for internal efficiency and division of labor), unification of management and administrative practices as the programme develops, and allow for long-term sustainability. JCP can also benefit to explore avenues for bringing in new staff with younger experiences and adding to office diversity.

Donors: the relationship with the JCP and donors is successful, professional, timely, effective, relevant, and efficient. However, donors also appear to be playing a role in guiding decision-making processes through expectations placed. Donor-JCP dynamics may also be impacting the ways by which the programme formulates its identity. This includes the implementation modality, thematic focus and interests, and the imposition of different reporting dynamics. In light of shrinking resources in Palestine, partners may be inadvertently amending and adopting implementation mechanisms or activity designs to ensure funding flow at the expense of relevance or sustainable and long-term impact. The insecurities and anxieties faced by partners may be impediments for effective and efficient investment of efforts and resources to better reflect the needs in the OPT. With donors having their own requirements, partners may be limiting and confining themselves especially as the OPT faces the repercussions of a fiscal crisis and COVID-19.

The CO can further empower partners in seeking innovative approaches, locating cost-effective activities, and project designs which capitalize on community resources and are sustainable to continue developing without continued monetary support. This is one of the JCP's strengths and should be developed.

Annexes

Annex 1: Terms of Reference

Palestine DCA/NCA Joint Country Programme Evaluation

Country or region: Palestine

Country Programme title: DCA/NCA Joint Country Programme

Country Programme period: 2016-2020

Timing of evaluation: June-September 2020

1. Background

DanChurch Aid’s and Norwegian Church Aid’s (DCA/NCA) Joint Country Programme for Palestine (JCP) is implemented in a context of protracted crisis and long-term Israeli occupation that caused serious violations of human rights of against Palestinians. Rights violations in the West Bank include physical and psychological abuse, restrictions on movement, limitations on access to water and electricity, confiscation of land, home demolitions, and destructions of agricultural fields among many others. In Gaza, a sharp deterioration in the humanitarian, human rights, security and political situation caused by the siege and several rounds of military operations in the Gaza strip. The West Bank and the Gaza strip have been politically divided since 2007 and no elections have taken place for 14 years. This affects the livelihood opportunities and the Palestinian publics’ ability to participate in the decision-making processes that affects their lives.

In 2016, DCA and NCA merged their respective long-standing programmes in Palestine into a Joint Country Programme (JCP) guided by the vision that: “Palestinians should enjoy equality, self-determination, democracy, as well as access to justice and accountability in accordance with International Humanitarian Law and International Human Rights Law”. The JCP’s aimed to contribute towards this vision through four themes of work; Active Citizenship, Economic Empowerment, Humanitarian Assistance and International Advocacy.

In 2018, DCA launched a new global strategy and result framework with three main themes and objectives:

Save lives: Individuals and communities affected by crisis are protected, able to withstand and recover from shocks and are able to live dignified lives.

Build resilient communities: Individuals and their communities are practicing resilient livelihoods, and they are influencing institutions at all levels and live in safety, dignity and justice.

Fight extreme inequality: All individuals believe in and claim human rights and entitlements, living their full potential, in a just and equitable society. They enjoy accountable and responsible governance with equal access for all to all human rights.

The JCP was aligned to these new global themes and incorporated the global programmatic focus areas of NCA; Climate Resilient WASH, Gender Based Violence (GBV) and Peace Building in addition to the strategic initiatives of promoting Climate Smart Economic Empowerment and Fighting Inequality.

DCA/NCA is not self-implementing except for its international advocacy. It works through local Palestinian and Israeli partners. As of the start of 2020, the JCP supports 25 local partners. The project/partner portfolio is highly diverse including national NGOs with different specialisations and capacities including gender, youth, agriculture, economic empowerment, emergency response and humanitarian assistance, faith-based organisations, and human rights organisations from both Palestine and Israel.

The JCP is an active member of the Association of International Development Agencies (AIDA), the ACT Alliance Palestine Forum (APF) as well as the ACT EU Middle East Working Group.

The geographical focus of the programme is the Occupied Palestinian Territories including projects in various parts of East Jerusalem, the West Bank and Gaza. Interventions that target national Palestinian policies and frameworks cover all Palestinian areas.

Coordination is done with the UN through Clusters, for instance, Cash Working Group, Protection and WASH clusters.

2. Lessons learnt to date

A mid-term review of the JCP was conducted at the end of 2018. It found that the programme was highly relevant and that significant results had been achieved at individual and community levels. JCP has supported individuals and local communities to cope and progress despite a context of repression and destruction.

The mid-term review found that DCA/NCA provides added value to its partners through provision of funding as well as by facilitating cooperation and learning among partners which have enabled synergy and increased the impact of interventions. Additionally, the mid-term review noted the importance of DCA/NCA providing small scale investments into pilot projects and innovative approaches as this has provided better opportunities for partners to improve their ways of work and enhance innovation practices. Furthermore, the accountability and transparency measures of DCA/NCA are acknowledged by partners as having enhanced their accountability as well.

However, the JCP team has found it challenging to provide as much added value to all its partners as it believes it should through quality engagement and technical support. This is primarily related to the fact that the programme incorporates a broad range of programmatic themes/modalities and has a high number of partners considering the DCA/NCA team's composition and size.

In developing a strategy for the new JCP for 2021-25, it will be important to consider if and how DCA/NCA may be able to increase its relevance, impact and added value to the work of its local partners. This should consider how a clearer programmatic focus and partner portfolio will be relevant to achieving this. The number and character of partners should reflect the needs of the new programme strategy, while the roles and the structure of the DCA/NCA JCP team should be reviewed to ensure that it is fit for purpose.

3. Purpose, objective and evaluation questions

3.1 The purpose

DCA/NCA JCP in Palestine is coming to the end of a 5-year cycle in 2020. As the JCP embarks on developing a new programme strategy for Palestine for 2021-25, it seeks to capture learning in all aspects of the programme from the past five years. The overall purpose of the evaluation is to help DCA/NCA capture learning for future programming to ensure maximum outcomes for our target groups. The findings, conclusions and recommendations of the evaluation will provide substantial guidance to the design of next country programme cycle and will contribute to organisational learning at the global and country levels of the organisation.

3.2 The objective of the evaluation

To assess the performance of DCA/NCA JCP in Palestine, with a specific focus on the contribution of the programme to DanChurchAid's global goals of Save Lives, Build Resilient Communities and Fight Extreme Inequality. The evaluation should also provide an analysis of the programmatic composition of the JCP in order to identify PROS and CONS of working on the number of different programmatic themes included in the current programme. This should lead to recommendations on how the JCP can maximise its impact and added value to implementing partners. In this process it will be important to consider how DCA/NCA works with local partners in Palestine, how the number and types of partners DCA/NCA is working with in Palestine enables or challenges its ability to maximise impact, the size and composition of the JCP team, programme size and the internal technical capacities of both DCA and NCA HQs.

The evaluation should be conducted against the DAC evaluation criteria of relevance, effectiveness, efficiency, impact, coherence and sustainability ([OECD's updated evaluation criteria](#)) with a view to draw lessons and make recommendations for future programme periods at country and global levels.

The evaluation is also expected to generate findings for organisational and programmatic learning on DCA's global approaches and thematic priorities. In particular, DCA is keen to understand how DCA's rights-based approach and country programming approach (including use of theory of change) has contributed to relevance, performance and complementarity. It will also be important that the evaluation generates findings which contribute to greater understanding of how DCA's integration of cross-cutting priorities for localisation, engagement with faith-based actors, gender, climate change and nexus may have contributed to relevance and effectiveness of the programme.

3.3 Standard DCA country programme evaluation questions

Relevance

Key question:

- 1) To what extent is the country programme strategy relevant to the needs identified for key target groups, especially related to the structural causes of rights violations in the context of Palestine?

Sub questions:

- a. To what extent has the JCP adapted to important contextual changes?
- b. To what extent is the intervention aligned with international human rights instruments and principles (including relevant international law for humanitarian and disaster response)? and with national and local frameworks that advance human rights and gender equality?
- c. What is the added value and relevance of using the ToC approach with partners for planning and as a yearly programme reflection and programme management tool?
- d. To what extent is climate adaptation and mitigation appropriately integrated in the programme and what are the key outcomes and learning?
- e. To what extent has the programme contributed to preparedness for humanitarian response and in what ways?
- f. How has the country programme engaged with faith-based actors in programming and advocacy? Is the balance between secular organisations and faith-based organisations relevant?
- g. How has a focus on women and youth facilities improved gender equality and empowerment?
- h. Has gender and conflict sensitivity been reflected in the ongoing monitoring and has programming been informed and adapted accordingly?

Effectiveness

Key question:

- 2) To what extent were the country programme objectives achieved at outcome level?
- 3) How have partnerships been enhanced as a result of the country programme? (DCA and partners, partners and rights holders, rights holders and duty bearers, and partners among themselves?)

Sub questions:

- a. To what extent have the interventions contributed to the empowerment of rights-holders particularly women and youth to claim or access their rights and entitlements; and of duty-bearers to fulfil their obligations? What types of interventions show most promise in terms of empowering local communities and rights holders?
- b. What results were achieved in terms of reducing the underlying causes of inequality (including gender equality) and discrimination? What were the key factors that contributed to the achievement?
- c. To what extent is the country programme embracing a nexus approach? How is that contributing to the programme's effectiveness?
- d. To what extent has the DCA programme been able to adapt and support delivery of humanitarian response when needed according to established quality and accountability standards (e.g. CHS and Sphere)?

- e. To what extent has the programme tested and adopted innovative approaches and how has this contributed to programme effectiveness?
- f. To what extent has the JCP been able to capture and utilise results and learning from interventions in the design of new projects?
- g. How are the partners involved in decision making? To what extent does DCA/NCA deliver adequate capacity support for project implementation and organisational strengthening?
- i. In what ways and to what extent have DCA/NCA added value to partner implemented activities under the programme?
- h. What are the challenges and opportunities in operationalising localisation in the programme? How did DCA contribute to reinforcing the ability of local and national actors and partners to deliver on needs in an effective and timely fashion?
- j. To what extent has DCA/NCA been able to utilise its presence in Palestine, in Denmark, Norway and the EU for advocacy purposes?
- k. To what extent do the programme indicators enable effective measuring of results at outcome and impact level?
- l. To what extent has it been effective to work with several partners on the same objectives, outcomes, and indicators?

Efficiency

Key question:

- 4) Has the country programme approach been a cost-efficient way to implement DCA's & NCA's humanitarian and development assistance?

Sub questions:

- a. Where relevant, what are the key learnings from working in partnerships vs. self-implementation?
- b. What are the pros and cons of the size and profile of the JCP's partner portfolio vis a vis the size and profile of the country office team? What would be an ideal number of partners and what could be strategic selection criteria?
- c. To what extent is the DCA/NCA country office team fit for purpose in terms of adding value to the implementation of the country programme? E.g. through technical advise to partners.
- d. What would be the benefits and costs of making the programme more thematically focused?
- e. To what extent has DCA/NCA contributed to partners capacity to ensure efficiency and compliance including on issues such as corruption and fraud?

Impact

Key question:

- 5) In what ways have the JCP contributed to social, economic and environmental resilience?
- 6) What has been the positive and negative impact at rights-holders and duty bearers level (outcome) directly or indirectly?

Sub questions:

- a. What evidence is there of changes in gender inequalities e.g. in access and use of resources, in decision-making, in division of labour etc.?
- b. Were there any unintended effects on groups (either included or not included in the intervention)?

Coherence

Key question:

- 7) To what extent are the projects contributing to the country programme pathway (TOC)?

Sub questions:

- a. In what ways do the projects and partners complement each other in achieving the country programme goals (geographically, targeting, thematically, etc.)?
- b. In what ways and to what extent has the programme applied a rights based approach?
- c. In what ways and to what extent has the programme promoted DCA/NCA's commitments to localisation?

Sustainability

Key question:

- 8) To what extent can the benefits of the programme on institutional changes and active citizenship be expected to last beyond the lifecycle of the programme?

Sub questions:

- a. To what extent has the programme empowered/enhanced resilience of targeted right holders and communities /towards reducing their dependency on external aid in the long run?
- b. To what extent has the programme been able to ensure integration of DCA/NCA organisational commitments and standards to strengthen civil society in areas such as participation, gender mainstreaming, anti-corruption and complaint mechanisms?
- c. To what extent has the programme been able to increase dialogue between stakeholders with different perspectives on building and sustaining peace?

4. Scope

The evaluation assignment should cover the DCA/NCA joint country programme period starting in 2016 and ending in 2020.

The evaluation will seek to engage with the DCA/NCA JCP team in Palestine and relevant Head Office colleagues in Copenhagen and Oslo, the partners of the JCP in Palestine and Israel and in Europe (with focus on DCA/NCA's advocacy work related to Palestine) and target group beneficiaries of the programme. The evaluation team should visit East Jerusalem, the West Bank and Gaza and meet staff, partners and rights holders face to face, if possible. If this is not possible due to the COVID-19 or the security situation, engagement will occur through virtual means.

5. Method

It is expected that the consultants will further develop the methodology to be applied within this consultancy and present it in their inception report, for review and approval. However, the consultants should be guided by the DAC evaluation quality standards for development evaluation in their development of the methodology, conduct of the evaluation and drafting of the report.³¹

In addition, the below key elements should guide the development of the proposed methodology. Participatory methodologies must be employed to ensure that the rights holders targeted by the programme effectively participate throughout the evaluation process. The method developed must also be context and gender sensitive and it must describe how it fits the purpose of the evaluation. In the data collection and analysis phase the team can use both qualitative and quantitative data collection. It is recommended that the methodology allows for collection of data from multiple sources, like document review, stakeholder interviews, focus group discussions, participatory workshops.

6. Outputs

1. Inception report, which comprises initial findings of document review, fully developed methodology (including tools, as annexes), constraints and limitations, evaluation matrix for the evaluation, and workplan for the evaluation.
2. A debriefing session on the most significant findings and recommendations to be discussed with the DCA Country Office.
3. Draft and final evaluation reports in 1-3-25 format which makes use of the suggested report structure below as agreed with the evaluation manager.

³¹ <https://www.oecd.org/development/evaluation/qualitystandards.pdf>

Annex 2: Key Informant Interviews

#	Name	Affiliation	Type	Region	Date
1.	Suheila Tarazi	AAH	Partner	Gaza	Oct. 31
2.	Ghada Najjar	AAH	Partner	Gaza	Oct. 31
3.	Nader Hreimat	ARIJ	Partner	West Bank	Oct. 8
4.	Anas Sayeh	ARIJ	Partner	West Bank	Oct. 8
5.	Mohamad al-Jadba	ASALA	Partner	Gaza	Oct. 14
6.	Bisan Khair	AVH	Partner	Jerusalem	Oct. 20
7.	Sarit Michaeli	B'tselem	Partner	Israel	Oct. 12
8.	Danya Cohen	B'tselem	Partner	Israel	Oct. 12
9.	Avner Gvaryahu	BtS	Partner	Israel	Oct. 4
10.	Chagit Lyssy	BtS	Partner	Israel	Oct. 4
11.	Mahmoud al-Halimi	DSPR	Partner	Gaza	Oct. 10
12.	Amal Siam	WAC	Partner	Gaza	Oct. 11
13.	Hana al-Zant	WAC	Partner	Gaza	Oct. 11
14.	Omri Metzger	HRDF	Partner	Israel	Oct. 13
15.	Fadi Khoury	HRDF	Partner	Israel	Oct. 13
16.	Ahmad Zaqout	MAAN	Partner	Gaza	Oct. 19
17.	Mohammad Jaber	MAAN	Partner	Gaza	Oct. 19
18.	Yasser Hattab	MAAN	Partner	Gaza	Oct. 19
19.	Malene Sonderskov	Strategy House	Evaluator	Denmark	Oct. 15
20.	Basem Shamsa	PalVision	Partner	Jerusalem	Oct. 11
21.	Shoroq Nammour	PalVision	Partner	Jerusalem	Oct. 11
22.	Uffe Gjerding	Friends of Bethlehem	Stakeholder	Denmark	Oct. 14
23.	Carol Zoughbi	YMCA	Partner	Jerusalem	Nov. 3
24.	Peter Nasir	YMCA	Partner	Jerusalem	Nov. 3
25.	Samah Jaber	YMCA-VTC	Partner	Jerusalem	Nov. 3
26.	Mike Said	YMCA-VTC	Partner	Jerusalem	Nov. 3
27.	Iba Farrah	YMCA-VTC	Partner	Jerusalem	Nov. 3
28.	Mai Jarrar	YMCA	Partner	Jerusalem	Oct. 28
29.	Cecilie Bjørnskov-Johansen	DCA- HQ	JCP	Denmark	Nov. 5
30.	Margaret Volden	NCA- HQ	JCP	Norway	Oct. 26
31.	Mads Frilander	JCP- CO	JCP	Jerusalem	Nov. 5
32.	Manal Shehadeh	JCP-CO	JCP	Jerusalem	Oct. 29
33.	Reem Carmi	JCP-CO	JCP	Jerusalem	Oct. 28
34.	Shahnaz Jubran	JCP-CO	JCP	Jerusalem	Oct. 27
35.	Ane Knudsen	JCP-CO	JCP	Denmark	Oct. 29
36.	Ihab Barakat	JCP-CO	JCP	Jerusalem	Nov. 2
37.	Nidal Hammoudeh	JCP-CO	JCP	Gaza	Oct. 29
38.	Mohammad Hadieh	ACT	CBO Beneficiary	Jerusalem	Nov. 7
39.	Hanin Bazbaz	Women's Center Al-Thory	CBO Beneficiary	Jerusalem	Nov. 7
40.	Samah Jouny	EU Funding	Stakeholder	Jerusalem	Nov. 23

Annex 3. Focus Group Discussions

#	Theme	Project #	Participants	Region	Date
1.	Build Resilient Communities	ARIJ-1010306-27	11 6- Female/ 5- Male	Jordan Valley	Oct. 15
2.	Build Resilient Communities	MAAN-1010306-58	12 SCLR beneficiaries 6 Male/ 6 Female	Gaza	Nov. 4
3.	Build Resilient Communities	WAC- 1010306-45	13 13-Female	Gaza	Nov. 12
4.	Build Resilient Communities	DSPR- 1010306-45	5 trainers 4- Male/ 1- Female	Gaza	Nov. 7
5.	Build Resilient Communities	DSPR-1010306-45	12 trainees 7- Male/ 5-Female	Gaza	Nov. 7
6.	Save Lives	Al-Ahli Arab Hospital 1010306-75 + 1010306-48	8 service providers 6-Male/2-Female	Gaza	Nov. 7
7.	Save Lives	Al-Ahli Arab Hospital 1010306-75	11 Injured Persons 11-Males	Gaza	Nov. 5
Total participants: 72					

Annex 4: Questionnaire (mini-survey)

Project ID	# Males	# Females	Male (ages)	Male Average age	Female (ages)	Female Average age	# Participants
(EJ) PalVision 1010306-08	10	27	24-32	27	22-30	25.8	37
(Gaza)- AAH 1010306-75	39	12	14-49	28.1	8-61	37.9	52
(Gaza) MAAN 1010306-76	33	19	21-49	34.5	22-52	32.5	51
(WB) ARIJ 1010306-27	5	10	33-55	47	27-60	46.9	15
Total surveyed	87	68	--	--	--	--	155

Annex 5: List of received documents

- 1- DCA/NCA JCP Results Framework 2019-2022 (June 10, 2019)
- 2- Memorandum of Understanding- via Uffe Gjerding
- 3- JCP DCA/NCA 2019-2022 Result Framework – Key Outcome Indicators (Jan 28, 2019)
- 4- Country Results Report, Palestine JCP DCA/NCA 2016-2019
- 5- Annual Report Palestine (2019) 1010306
- 6- DCA ROSP Palestine 2019
- 7- DCA Global and Strategic: Results Framework 2019-2022 (October 12, 2019 draft- V2)
- 8- Gaza- Security and Field trip manual May 27 2019
- 9- JCP Programme Baseline Report, May 22 2016
- 10- JCPP_UNClusters
- 11- List of Partners and Contacts- April 2020
- 12- Midterm Review 2018 (an Annex)- Palestine Joint Country Programme
- 13- Palestine-Dec2019-Organizational Chart
- 14- Risk Matrix July 2020- Palestine
- 15- Projects overview for website
- 16- Financial Documents:
 - a) 2017 as Q4 KPI- Excel
 - b) 2018 as Q4 KPI- Excel
 - c) 2019 as Q4 KPI- Excel

- 17-** JCPP Monitoring and Evaluation Reporting:
- a) 1.1 Partner Assessment Tool
 - b) 3.1 DCA Project Baseline Guideline
 - c) 3.3 DCA Remote Reporting Policy Guidelines Version 1, 2020
 - d) 3.3 Listen Learn Act (LLA) – A quick guide (*on CHS application guidelines*)
 - e) 3.4 Annual Narrative Reporting Template
 - f) 4.1 DCA Evaluation Policy
 - g) 4.2 Final Narrative Reporting Template
- 18-** Policies and Guidelines:
- a) Active Citizenship Policy 2016
 - b) Anti-Corruption Policy 2009
 - c) Child Safeguard Policy 2017
 - d) Complaints Handling Guideline 2018
 - e) DCA-GlobalResults-V2- Circulated November 5th
 - f) Gender Equality Policy 2007
 - g) Human Rights Policy 2018
 - h) Participation of Rights Holders Guidelines 2013
 - i) Partnership Policy 2014
 - j) Prevent Sexual Exploitation Policy 2018
 - k) Right to Food Policy 2013
 - l) Rights Based Commitment Policy 2007
- 19-** JCP Complaints Handling System:
- a) Annex 1- Complaint Format- Arabic
 - b) Annex 1- Complaint Format- English
 - c) Annex 2- DCA Flowchart on Complaints
 - d) Annex 2- DCA Flowchart on Complaints- English
 - e) Complaints and Response Mechanism- DCA-NCA-Palestine- English Version- March 2017
 - f) Complaints and Response Mechanism- DCA-NCA-Palestine- Arabic Version- March 2017
- 20-** Sample Final Evaluations:
- a) RHR; Evaluation for Rabbis for Human rights 2011-2014/ NCA
 - b) Break the Silence; Evaluation Cooperation Agreement Activities and Stakeholder Inclusion 2017
 - c) Royaa; Evaluation Report; Promoting Change and Youth Leadership in East Jerusalem
 - d) BADIL Evaluation Report on Refugee Rights
 - e) Btselem Evaluation Report (The Btselem video project, Shortened)
 - f) MA'AN; Final Evaluation report of Urban gardening in Gaza
 - g) NIED; *Safe and Secure Trauma and Non-Trauma Management for Gaza Vulnerable People Project, April 2020*
 - h) ARIJ, Livestock in the North of the Jordan Valley Final Evaluation Report , 2019
 - i) WCLAC, The Implementation of MTR STRATEGIC PLAN, 2016-2020
 - j) MA'AN; Gaza sclr learning paper, 2020
 - k) L2GP, Palestinian Territories Report, 2018
 - l) PCHR, Capacity Assessment, 2017
 - m) UNICEF-WCC- EAPPI, *Safe access to quality education in vulnerable areas, APRIL 2020*
 - n) WAC, *Employment among youth in Gaza Mid-Term Evaluation 2019*
 - o) WCC-EAPPI, Final Report, 2016
- 21-** Sample Monitoring Reports:
- a) EAPPI, 2018 Project Monitoring Report 1
 - b) EAPPI, 2018 Project Monitoring Report 2
 - c) Project Monitoring Report August 29 final

- d) Project Monitoring Report May 2019
- 22- Sample Needs Assessment:**
 - a) Annex 4 - Needs Assessment
 - b) Annex 5 - Market Needs Assessment
 - c) Annex 6 A - WASH related Nutrition assessment 2018
 - d) Annex 6 B - WASH assessment Report 2018
 - e) Assessment for the vulnerabilities of children in the kindergartens
- 23- Sample Project Docs and Final Reports:**
 - Final Reports:*
 - a) .DS_Store
 - b) 2018 outcomes - outputs - activities report
 - c) Annex VI- Final Narrative Report
 - d) Annual Report, 2019, outcomes - outputs activities
 - e) Final EAPPI narrative report, 2017
 - Project Docs:*
 - a) Annex 1c- EAPPI project document, 2017-2019
 - b) Annex I- Description of the Action
- 24- Strategies:**
 - a) BtS, Evaluation final, 2018
 - b) HIRAK-EU project final evaluation, 2019
 - c) 2019 programme framework 2020-2030 – 1
 - d) 2019 programme framework 2020-2030 – 2
 - e) DCA Strategy, 2019, WEB
 - f) DCA globalresults, V2 circulated, 5th Nov
 - g) Final Palestine JCP Document
 - h) Global Strategy, 2015
 - i) International Strategy, 2015-2018, WEB
 - j) JCPP- UN Clusters
- 25- Theory of Change (ToC):**
 - a) DS_Store
 - b) Annex 1- TOC Pathway fighting extreme Inequality-Word Document
 - c) Annex 1- TOC Pathway fighting extreme inequality- Excel Sheet
 - d) Annex 2- TOC Pathway resilient communities- Excel Sheet
 - e) Annex 3- TOC Pathway SAVE Lives final- Excel Sheet
 - f) TOC JCP Palestine (Final24 Jan19)- Word Document
 - g) TOC Pathway 3 thematic areas combined- Excel Shee

Annex 6: Analysis matrix of ToC assumptions

Objective/ ToC	JCP Outcome	Partners	Outcome Indicator	ToC assumptions	Gaps in ToC assumptions
Fight Extreme Inequality/ Peacebuilding ToC objective: Palestinian populations rights and entitlements under the HR and IHRL frameworks are defended	1.1 Israeli government and 3 rd state actors are held accountable to their obligations under IHL framework	DCA/NCA, B'tselem, BtS, WCLAC Badil	1.1: (OI) International actors takes specific steps against Israeli violations and 3 rd state actors' compliance with these violations - (PI) Increase in the number of international faith based and secular actors who speak out	1- International CSOs are prepared to incorporate needs and interests of Palestinian communities in their advocacy work 4- Advocacy messages related to land confiscations and other IHL violations resonate internationally and increases the political cost of Israeli IHL violations 5- European faith based communities continue proactive engagement for justice and peace. 6- EU remains relevant player and willing to react 7- Palestine is still on international agenda	<ul style="list-style-type: none"> ➤ Needs and interests: Palestinian CBOs/CSOs suffer from economic stability. As such, project design and planning may sometimes prioritize donor conditions and socio-political considerations over Palestinian community needs and interest. Developing more trustful relationships with CBOs and CSOs coupled with an institutional understanding of the complex and varied needs and interests of Pal communities is necessary. ▪ The assumption also assumes that CBOs and CSOs are representative of needs and interests of Palestinian communities. There is a overarching recognition that CBOs and CSOs may be divorced from the Palestinian reality in some instances, and in other instances project needs and interest on the basis of external and international agendas and objectives. This requires donors and international organizations to practice rigorous self-reflection and ensure that their respective national interests are not imposed as conditional in order to avoid encouraging CBO/CSO competition over resources at the expense of Palestinian community needs and interests. ➤ Advocacy: ▪ ToC assumes that advocacy messaging aligns with Palestinian needs and interests in relation to IHL and IHRL. However the alignment of advocacy with national needs also requires a critical reflection of the processes by which messages are curated and the avenues by which they are disseminated. ▪ The implicit assumption is that the mechanisms by which advocacy efforts are being pushed do not pose consequences on the likelihood to bring the expected outcomes or the impact it poses on Palestinian communities in oPt. ▪ Advocacy efforts appear to be largely associated with international duty-bearers and pushed at a decision-making level. Contrastively advocacy efforts targeting civil society internationally may also create better long-term outcomes, especially considering that indicator measurement for outcome must expand beyond the programme cycle. Input indicators on advocacy do not reflect the diverse and multi-layered nature of advocacy activities in relation to the outcome. ▪ Advocacy messaging varies from messengers. In this regard, assumptions do not take into account the difference between having international voices, Israeli voices, and Palestinian voices. There are undertones within the socio-political sphere which are dictated by dispositions towards speakers and message content. In this regard, Palestinian voices may often be prioritized for narrative based advocacy while Israeli voices are prioritized for political analysis and policy development. This may have consequences on the long-term objective of challenging the human rights violations in oPt.
	1.2 Palestinian Authorities in Gaza and on the West Bank are responsive and accountable to Palestinian communities needs and rights	PHCR	1.2: # of actions taken by national and local authorities on communities' needs and rights.	2- Palestinian CSOs are prepared to listen to and incorporate communities' interests and agendas in their own work 3- CSOs are still able to operate with an acceptable level of freedom in Palestine and Israel 8- Alliances members willing to 'sacrifice' their own	

				agendas and work towards common goals	<ul style="list-style-type: none"> ➤ EU and Govs: The ToC assumes that EU and respective governments remain relevant players willing to act based on gross violations. <ul style="list-style-type: none"> ▪ The assumption does not take into account the <i>mechanisms</i> and <i>type</i> of actions that parties are willing to undertake based on violations. In this regard, while EU actors may be relevant and willing, the manner in which they are likely to engage can better inform outcome design and project designs. If EU actors remain engaged at a public discourse level but not at a policy-reform level then project planning will benefit from activities which bring to the forefront Palestinian voices on political analysis and policy-level participatory engagement. ▪ Global relations should be taken into account. While the EU may have jurisdiction and willingness to tackle violations, involvement of other international players such as the United States may act as barriers to achieving tangible engagement. ▪ EU community: the assumption does not recognize the role of EU civil society in encouraging or dissuading political engagement in regards to Israeli violations. Community perceptions and the interplay between citizen-government should be considered. In this regard, lobbying efforts at a grass-roots level may be beneficial. This however will require a revision of the outcome level indicators. As such if civil society does not pressure their respective governments, and are not engaged in changing perceptions towards conflict resolution, structural changes are unlikely to take place. ➤ Faith-based actors: the assumption of the ToC is that faith-based actors remain proactive in engaging for justice and peace. The assumption does not take into account the disparities between international conceptualizations of justice and peace and Palestinian conceptualizations. As such, engagements without addressing the inquiry on whether faith-based actors are in line with Palestinian demands may incur consequences in the long term. <ul style="list-style-type: none"> ▪ A more relevant question is also a concrete assessment of the reach and impact of faith-based actors in their respective communities. ▪ Faith-based actors often have their own messaging outlines, which may inadvertently patronize Palestinian voices and relegate them as secondary. ▪ Danish and Norwegian faith-based actors should also be partnered with local organizations and actors to ensure that such potential fissures are mitigated and curved. ▪ Faith-based actors in Europe have the tendency to emphasize dialogue without recognition of the complexities of normalization efforts and the Palestinian context in navigating normalization. In this regards, there is a general tendency to ignore the unequal dynamics that underpin normalization efforts. ▪ Faith-based actors, like EU policy representatives may also- even if unintentionally- risk celebrating dialogue at the expense of achieving actual justice and peace. This is most observed in scholarly studies and think-tank policy research in highlighting the tendency to fetishize images of Palestinians and Israelis in dialogue. As such the type and mechanism of engagement and promoting justice and peace requires critical reflection on these processes.
1.3 West Bank and Gaza communities are mobilized and capable of defending their rights and cooperate with support networks of international actors	BADIL, EJ-YMCA, ARIJ, PALVISION, PCHR, AVH, HRDF, Kairos, Susia Women, EAPPI, JAI, ELCJHL	<p>1.3.1 Groups and CBOs are legitimate, follow joint plans and advocate for their rights (Badil. YMCA, WDP, HRDF, AHH, PalVision) (ELCJ?)</p> <p>1.3.2 Communities build relations and have contact/communication with international actors. (Kairos. HRDF, BtS, SHH, AVH)</p>	2- Palestinian CSOs are prepared to listen to and incorporate communities' interests and agendas in their own work 3- CSOs are still able to operate with an acceptable level of freedom in Palestine and Israel 8- Alliances members willing to 'sacrifice' their own agendas and work towards common goals		
1.4 International CSOs are accountable and contribute to establish protection mechanisms for Palestinians	JAI, PCHR	1.4 # of solidarity visits, exchanges agreements, and regular presence on the ground organized by CSOs (JAI, PCHR, EAPPI)	1- International CSOs are prepared to incorporate needs and interests of Palestinian communities in their advocacy work		
1.5 Women challenge legal and cultural practices and have equal socioeconomic rights (e.g inheritance, alimony, economic rights in marriage registration in chamber of commerce)	WCLAC; YMCA-WDP; WAC	1.5 Women have the self-esteem and courage to claim their rights, in front of duty bearers (moral and the legal)			
2.1 Palestinian communities in areas C on the West Bank	Comet-ME	2.1 Drinking-water, electricity and lands are	1- Palestinian authorities are willing to listen and cooperate	➤ The Palestinian Authority is still considered to be influential and with leverage in regards to internal social policies as well as the international socio-political spheres.	

<p>Build Resilient Communities / Climate smart Economic Empowerment</p> <p>ToC objective: Pal youth, women and marginalized communities have improved employment and livelihood opportunities</p>	<p>maintain access to natural physical resources.</p>		<p>accessible to the households.</p>	<p>2- External networks and international media attention can protect Palestinians' access to resources</p>	<ul style="list-style-type: none"> ▪ The PA is increasingly becoming more fragile and weakening. This means that achieving structural changes through the institutional capacity of the PA is viable and doable. ▪ The PA has little access and mobility in restricted areas such as Area C and EJ. ▪ As such, even if PA is able and willing to cooperate, there is the need to recognize the realistic power the PA actually possesses. ➤ External networks and international media's ability to actually protect Palestinian's access to resources. ▪ The assumption in this is that international media reports and provides the coverage which mobilizes and showcases (with accuracy) the conditions of Area C, obstacles on rights to access and movement, and allows for mobilization at a tangible and concrete level. ▪ Most media news reports and coverage does not sufficiently mobilize, nor does it showcase the proper messaging criteria to expose the rights-violations being enacted on Palestinians. ▪ The recognition that audiences across different media platforms vary in interest, abilities, and understanding. ▪ Another misplaced implicit assumption is that Israeli violations are impeded through media coverage (historical experiences showcase that violations increased, including hostilities, notwithstanding media reports and coverage). ➤ Economic deterioration is observed in isolation rather than a tactic which goes part in parcel with the rights-violations enacted against Palestinians. ▪ The Palestinian market is captive and dependent upon the Israeli economy. This is due to the Oslo Accords corollaries such as the Paris Protocol of 1994. As such, economic deterioration will necessarily impact the beneficiaries of the programme given that they are Palestinian. ▪ In addition to this, employment is related to market opportunities and income generation is related to the overarching scheme of financial distribution in Palestine, which continues to be embedded with inequality, especially in regards to age and gender. ▪ The assumption in this logic is that economic deterioration is the acting agent on employment, with misses the recognition that lack of employment opportunities and income generation also contributes to the protraction of economic dwindlement and insecurities in Palestine. ➤ Waves of violence requires an address of what types of violence, and who the actors are. In this regard, the sanctions imposed on the Gaza Strip by the Palestinian Authority came in tandem with waves of violence which necessarily interrupted economic activities. This meant that the consumer market for beneficiaries further shrank, styming the ability of the programme to achieve successes at the <i>outcome</i> level, despite the successes at the <i>output</i> level. ▪ For areas such as Area C and East Jerusalem, one of the main impediments to economic security and a functioning market-engagement is violence. In this regard, when settler attacks, or interruptions caused by increased hostilities necessarily interrupt the economic activities of beneficiaries as this is also related to Protection. ▪ Waves of violence, and political context as it relates to such events will also impact the relationships between international actors and local communities. This includes access, trade routes, gender dynamics, and access to raw materials needed for production mechanisms.
	<p>2.2 External networks and actors support, cooperate with and available markets to Palestinian communities and networks of producers</p>	<p>ARIJ/ Maan-Innovation hub</p>	<p>2.2 agreement signed between producers and buyers.</p>	<p>3- Economic deterioration does not adversely affect employment and income generation for the programme's target beneficiaries</p> <p>4- Waves of violence do not interrupt economic activities</p> <p>5- External actors, including CSOs are willing to cooperate and work according to a joint agenda. Support reflects local communities' needs and demands</p> <p>6- Communities are willing to engage and strive for change</p>	
	<p>2.3 Products, youth and women in Gaza and on the West Bank access markets (including job market) and make a living</p>	<p>VTCs; EJ-YMCA, LWF-VTC Centres, DSPR; Maan-Innovation hub; WAC; Asala; ARIJ</p>	<p>2.3.1 Beneficiaries trained have acquired skills and apply them</p> <p>2.3.2 Services and products are available and on demand.</p>	<p>3- Economic deterioration does not adversely affect employment and income generation for the programme's target beneficiaries</p> <p>4- Waves of violence do not interrupt economic activities</p> <p>7- We can encourage innovative mindsets</p>	

					<ul style="list-style-type: none"> ▪ The assumption is also flawed in that it does not account for other factors that may impede economic activities. This is most visible by the unforeseen impact of the COVID-19 pandemic, which increased economic insecurity (and food insecurity) in Palestine. ➤ Communities are willing to strive for change, however the types of change that communities are seeking is pertinent. As such, needs assessments across the various communities is of value in this assumption. With the influx of international development and humanitarian aid intervention, the ways which communities are seeking change is of importance in gaining ownership over interventions and project activities. ▪ The types of skills and access to resources for communities require an address of the immediate needs and the relevance of the skills over the long-term changes occurring at a social, political, and economic level. ▪ The change respective beneficiaries are seeking or need may not seem to align with the overarching needs in Palestine. This means not projecting national aims and goals at community development capacities. ➤ Innovative mindsets should recognize the already present innovative approaches Palestinian communities are undertaking and nurture them. ▪ Palestinian communities necessarily navigate their lives within the purview of limited resources and continued rights-violations and obstacles. This means that innovative approaches are likely to already be present within communities. The assumption is that Palestinian communities may need to be inspired for innovative mindsets, where the inquiry may benefit from seeking the places where innovative approaches are already in place and are in need of development and support rather than to implant new approaches. ▪ Discussions with communities on their most successful endeavors and innovative mechanisms can further develop the programme efforts and promote a more relevant theory of change for the respective context, capacities, abilities, and interests of communities and beneficiaries.
<p>Save Lives/WASH/ Humanitarian response</p>	<p>3.1 Duty bearers increasingly take actions to provide protection/service support to prevent and mitigate the effects of occupation and conflict related violence.</p> <p>Donors and HRP accept inclusion development interventions within humanitarian response (nexus)</p>	EAPPI, DCA/NCA	<p>3.1.1 Humanitarian actors and other international actors speak out against violations and the population’s lack of protection.</p> <p>3.1.2 Allocation of emergency/ humanitarian funds</p> <p>3.1.3 # of calls and projects that include ‘nexus’ as a key approach</p>	<p>1- CSO/ Communities are skilled enough to take advantage of windows of support and momentum to push for their messages.</p> <p>2- Palestine remains on international agenda</p> <p>3- The accountability system is more open including inclusiveness and transparency</p> <p>4- CSOs have clearer and more coordinated advocacy agendas</p>	<ul style="list-style-type: none"> ➤ CSO and Communities take the windows of support and momentum to push for their messages may ignore the fact that the actual messages being promoted and propagated align with the needs of Palestinians. ▪ The content of the messages dictates response and engagement levels with CSOs and communities. ▪ In most cases communities are not the ones that promote their messages, rather their messages are extended through a mediator (fixer, representatives, organizations). ▪ The windows of support and momentum are ones which are able to absorb the needs and wants of the respective communities rather than impose a set of realities and dynamics which CSOs and communities must compromise their messages. (In this regard understanding the Eurocentric discourse that often accompanies such avenues; diplomatic discourse which is foreign to communities and CSOs; and recognizing that Palestinian communities have been often marginalized to share messages and stories through sharing narratives and personal stories rather than opportunities to engage at a policy making and decision-making level). ▪ Marginalized Palestinian communities which do not speak global lingua franca’s are often the least represented and have the least access to avenues of support. The Palestinian intellectual elite are largely divorced from the needs and interests of such communities (e.g Bedouin communities, Palestinian refugees in the camps, or Palestinians in villages and towns with lower socio-economic realities).
	<p>3.2 Community emergency response</p>	MA’AN, [food; urban gardens]	<p>3.2 Community groups have updated emergency</p>	<p>3- The accountability system is more open including</p>	

<p>ToC objectives: Pal communities affected by house demolitions, land confiscations or invasions are protected, able to withstand or recover</p>	<p>mechanisms in place and functioning to prevent and mitigate the effects of the occupation and conflict related violence; have organized community groups; emergency preparedness plans in place/updated/coordinated by partners</p>		<p>preparedness plans in place.</p>	<p>inclusiveness and transparency 5- Communities are engaged and build on social capital</p>	<ul style="list-style-type: none"> ➤ Palestine remains on the international agenda in the current dynamics which is largely paternalistic and engages with the Palestinian situation as a conflict or a case of conflict. The Palestinian case may remain on the international agenda however the approaches, perceptions, and mechanisms of maintaining it may be counter-productive. <ul style="list-style-type: none"> ▪ Previous efforts of engaging the Palestinian cause within the international sphere emphasized the rights of Palestinians within the international framework; the UN resolutions, agreements, and political relationships forged appear to be heading towards a repeated pattern of increased statements and decrease in action. ▪ There also needs to be an analysis of the international sphere’s interest and capacity in proactive engagement with Palestine, and what are the concrete and tangible resources and opportunities available for on the ground activities/changes that can be achieved on the short-term and long-term. ➤ The accountability system is more open, inclusive, and transparent insinuates that the accountability system internationally and regionally is not open/inclusive/transparent. Contrarily the assumption that may benefit programming would be to search on the <i>forms of executing</i> already present accountability measures and mechanisms. <ul style="list-style-type: none"> ▪ The accountability systems in place in IHRL and IHL, as well as nationally are in place with enough room and space to move forward. The limitations in the context dynamics are more pertinent to ability, willingness, and interest in enforcing and evoking the accountability measures within the scope and mandate of respective issues as it pertains to rights-violations. ▪ An address of <i>why</i> already present accountability systems are unable to employ and enforce accountability may be more pertinent. ▪ What are the measures, factors, and efforts which impede the international community and national bodies from employing accountability? What forms of disempowerment, fears, and repercussions hinder these abilities? How can they be mitigated? ▪ The focus of interventions appears to be on promoting Palestinian advocacy efforts on the international level, however there requires an address of how international bodies can also be empowered to act and promote tangible changes with consistency and following-up. ▪ What role does political party turnover have on the processes of accountability (one clear example of reference can be the American presidential administration in relation to Palestine). Whereby one administration (ex: Clinton, Carter, Obama) may have progressed in promoting accountability to some extent, however changes in the American political system and the engulfment of the American diplomatic sphere in Palestinian politics tends to influence changes in accountability measures. As such, advocacy, accountability systems, and efforts should not only focus on the systems inclusiveness, openness, and transparency, but on the ways organizations and representative bodies can ensure consistency, regularity and progression especially giving the often lengthy duration of conflict mediation efforts and protraction of decision-making and enforcement in Palestine and within the international sphere. ▪ An analysis of the successes and shortcomings within the EU and the factors which impact progress, or takes efforts in reverse on some occasion. ➤ CSOs have clearer and more coordinated advocacy agendas, with limited resources and capacity. Advocacy of CSOs tends to focus on their respective sector and they remain largely divorced from one another.
	<p>3.3 Individuals (rights holders) receive sufficient support from community-based emergency response mechanisms/service support (food, water, and health) have different livelihood options; act to be safe.</p>	<p>EJ-YMCA; MA’AN, [WASH food]; AEI; DSPR; Ahli Arab Hospital AAH (Gaza); Comet-ME; ARIJ</p>	<p>3.3 Food, water, sanitation, hygiene and life-saving health and nutrition services are adequate and accessible to communities’.</p>	<p>5- Communities are engaged and build on social capital</p>	

					<ul style="list-style-type: none"> ▪ The assumption is underpinned by the fact that advocacy agendas are consistent and independent of global changes. ▪ The Palestinian advocacy agenda tends to be centered around acquisition of resources (ranging from funding to protection which means that ability to construct more broad advocacy agendas may be limited). ▪ Questions on advocacy agendas and coordination should also inquire into the question of CSOs being representative of Palestinian constituents. Should CSOs be the ones providing advocacy agendas, or should they be treated as local mediators between the more vulnerable segments of Palestinians societies and access to international arenas/spheres? Are the advocacy agendas of CSOs in line with those of the Palestinian community? ▪ Another important point of inquiry within this assumption is not only if CSOs have clearer agendas and coordination, but also on the likelihood of their advocacy efforts being received positively or will it result in an exhaustion of resources, time, and energy? ▪ What are the social, economic, and political repercussions that CSOs may face in their advocacy efforts? There has been an increase in attacks on Palestinian organizations by Israeli lobby groups (e.g. NGO Monitor, Regavim, Shurat HaDin, UK Lawyers for Israel). This means that even if clearer and more coordinated, CSOs may be placing themselves and groups in increased risks of attacks or targeted campaigns against them. As such, the assumption is underpinned by the approach which suggests that clearer and more coordinated advocacy efforts are one of the only obstacles in pushing further the Palestinian message for rights, peace, and equality. ➤ Communities are engaged and build on social capital while human capital is more easily navigated, building on social capital comes with the barriers and obstacles faced by Palestinian communities at large. ▪ The assumption is underpinned by the perception that Palestinian communities face “times” of crisis and that in order to mitigate it there needs to be an acquisition of technical skills. However, a revised approach towards Palestinian as a perpetual state of emergency and crisis may showcase that the reasons for not achieving results of <i>structural change</i> from the programme is largely due to the overarching reality. ▪ Humanitarian aid and response may contribute to the protraction of the state of emergency by maintaining the structures of human-rights violations in place while aiding context-specific communities under crisis rather than combining humanitarian efforts across the spectrum. In this regard, examples of project interventions which focus on human capital development may benefit to examining the surrounding context. (ex: when one community is facing demolition orders and is going to be re-located, the provision of food/resources to that specific community should come in tandem with working with the neighboring host communities to ensure that they have the capacity to absorb the new changes and respond to them in a manner which enables and empower them to re-build new structures of livelihoods, cooperation, and communication). ▪ In this regard, coping and re-integration after incidents of heightened violence or violations and emergency should take into account the creation of other and new vulnerable communities which are indirectly affected. The social ecology of Palestinian communities is observed in isolation and conditions of emergency are responded to as mutually exclusive rather than contingent upon one another. Questions on re-establishing community support, developing re-integration mechanisms and transformative coping strategies with the constant fragmentation should be addressed and taken into account when developing
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					<p>ToC. This may be conducted through a mixed-methods study on assessing the barriers faced by communities and the capacities to engage in new mechanisms for change.</p> <ul style="list-style-type: none">▪ While communities are able to plan and engage for themselves, in what ways will this be engaged with at the regional and international levels? And address to Palestinian capacity also requires an address to international perceptions and approaches to the Palestinian community. This means recognizing the disparities' and cultural/political rifts which exist across diverse communities and the persistent dichotomy between different states/context even within the EU.
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Annex 7: Evaluation Criteria Matrix

Criteria	Evaluation Question	Sub questions	Indicators/Measure of Progress	Data Sources	Data Collection Methods
Relevance	(1) To what extent is the country programme strategy relevant to the needs identified for key target groups, especially related to the structural causes of rights violation in the context of Palestine	To what extent has the JCP adapted to important contextual changes	1.Coverage of external context in analysis and programme adjustments 2.Responsiveness of programme activities to changes in context 3.Coverage of documented risks and opportunities	JCP monitoring reports, M&E Framework and TOC JCP staff JCP programme documents	Document review KII Document review
		To what extent is the intervention aligned with international human rights instruments and principles (including relevant international law for humanitarian and disaster response)? And with national and local frameworks that advance human rights and gender equality?	1.Degree of alignment of documented objectives and approaches with relevant global human rights instruments and principles, and national and local frameworks 2.Positive/negative stakeholders perspectives on alignment	JCP documents, Mid Term Review, UN covenants signed by PA, Geneva Conventions, Human Rights instruments JCP staff UN Cluster members	Document review KII KII
		What is the added value and relevance of using the TOC approach with partners for planning and as a yearly programme reflection and programme management tool?	1.Degree of relevance, added value and reported use of TOC as approach for planning with partners and its reported use 2.Degree of relevance and added value of TOC as approach for yearly reflection and programme management	JCP partners JCP staff	FGD KII
		To what extent is climate adaptation and mitigation	1.% of projects which appropriately integrate climate adaptation and mitigation	Review of programme portfolio and project documents	Document review

		appropriately integrated in the programmes and what are the key outcomes and learning	<p>2.Positive/negative stakeholder perceptions of integration</p> <p>3.Reports of outcomes of climate adaptation and mitigation measures</p> <p>4. Reports of lessons learnt from outcomes</p>	<p>JCP staff, JCP partners</p> <p>Review of programme monitoring reports</p> <p>JCP staff, JCP partners</p>	<p>KII, FGD</p> <p>Document review</p> <p>KII, FGC</p>
		To what extent has the programme contributed to preparedness for humanitarian response? In what ways?	<p>1.Documented evidence of programme activities focusing on preparedness for humanitarian response.</p> <p>2.# and value of projects building capacity in preparedness for humanitarian response</p> <p>3. Stakeholders perceptions on degree of contribution of JCP to preparedness for humanitarian response – and in what ways is this reflected in activities and outcomes.</p>	<p>Review of programme documents (project documents and monitoring reports)</p> <p>Review of programme monitoring reports</p> <p>KII</p>	<p>Review of programme documents</p> <p>Review of programme monitoring reports</p> <p>KII</p>
		How has the country programme engage with faith-based actors in programming and advocacy? Is the balance between secular organizations and faith-based organizations relevant?	<p>1.Documented evidence of engagement with faith-based actors in programming and advocacy (organizations and individuals whose values are <i>based on faith</i> and/or beliefs, which has a mission <i>based</i> on social values of the particular <i>faith</i>, and which most often draws its activists (leaders, staff, volunteers) from a particular <i>faith</i> group).</p> <p>2.Stakeholders perceptions of comparative value and relevance of engaging religious actors in JCP in terms of programming and advocacy</p> <p>3. Perceptions towards secular actors in terms of impact of programming and advocacy.</p>	<p>Programme reports and records</p> <p>Advocacy strategies (in country and capitals of injured states)</p> <p>JCP staff</p> <p>JCP partners</p>	<p>Document review</p> <p>KII</p> <p>Focus groups</p>
		How has a focus on women and youth facilities improved gender equality and empowerment?	<p>1.# and value of projects addressing women and youth facilities</p> <p>2.Documented evidence of gender equality and empowerment resulting from these activities</p> <p>3.Stakeholder perceptions of impact on gender equality and empowerment of these project activities</p>	<p>JCP programme portfolio</p> <p>JCP monitoring reports</p> <p>JCP staff</p> <p>JCP partners</p> <p>JCP beneficiaries</p>	<p>Document review</p> <p>Document review</p> <p>KII, FGD</p>

		Has gender and conflict sensitivity been reflected in the ongoing monitoring and has programming been informed and adapted accordingly?	<p>1.Documented evidence of indicators measuring gender in M&E and plans</p> <p>2.Conflict sensitivity in project M&E framework and monitoring plans (have indicators been utilized to adjust programme to avoid harm and unintended consequences?)</p> <p>3.Reported and documented evidence of gender impact of the intervention and the overall impact of the intervention on its context and the context on the intervention.</p> <p>3.Coverage of household and community gender and conflict dynamics in analysis and programme adjustments</p> <p>4.Increase in decision-making power, political participation, and mobility of women beneficiaries</p> <p>5. Perceptions of stakeholders of reflection of gender and conflict sensitivity in programme adjustments</p>	<p>JCP M&E framework and plans</p> <p>Gender Strategy</p> <p>Monitoring reports</p> <p>JCP documents and reports</p> <p>JCP documents , monitoring reports</p> <p>JCP staff and partners</p>	<p>Document review</p> <p>Document review</p> <p>Document review</p> <p>Document review</p> <p>KII, FGD</p>
Criteria	Key Evaluation Question	Sub questions	Indicator/Measure of Progress	Data Sources	Data Collection Methods
Effectiveness	(2)To what extent were the country programme objectives achieved at the LFA outcome level?	To what extent have the interventions contributed to the empowerment of rights-holders particularly women and youth to claim or access their rights and entitlements; and of duty-bearers to fulfil their obligations?	<p>1.Documented evidence of programme activities addressing the empowerment of rights holders particularly women and youth to claim or access their rights and entitlements and of duty bearers to fulfil their obligations</p> <p>2.# and value of projects addressing these areas</p> <p>3. Stakeholders' perceptions on degree of contribution of JCP to these areas.</p>	<p>JCP documents, project portfolio, monitoring reports</p> <p>Project portfolio</p> <p>JCP staff, partners, beneficiaries</p>	<p>Document review</p> <p>Document review</p> <p>KII, FGD</p>
	(3) How have partnerships been enhanced as a result of the country programme? (DCA and	What types of interventions show most promise in terms of empowering local communities and rights holders?	<p>1.Comparison of types (modalities) of interventions addressing empowerment of local communities and rights holders against results and impact achieved</p> <p>2.Stakeholders perceptions of types (modalities) of interventions creating most impact in terms of empowerment of local communities and rights holders</p>	<p>JCP project portfolio, monitoring reports</p> <p>JCP staff, partners, beneficiaries</p>	<p>Document review</p> <p>KII, FGD</p>

	partners, partners and rights holders, rights holders and duty bearers and partners among themselves	What results were achieved in terms of reducing the underlying causes of inequality (including gender equality) and discrimination? What were the key factors that contributed to the achievement?	<ol style="list-style-type: none"> 1.Planned v actual results and outcomes disaggregated by gender and age 2.Economic factors 3.Socio-political factors (including gender norms) 4.Internal process factors 5.Internal capacity factors 6.JPC leadership and management factors 7.Partnership factors 	<p>M & E reports</p> <p>External contextual reports on Palestine, assumptions in M&E framework and TOC, Stakeholders</p> <p>Key informants</p>	<p>Document review</p> <p>Document review</p> <p>KII, FGD</p>
		To what extent is the country programme embracing a nexus approach? How is that contributing to the programme’s effectiveness?	<p>1.Documented evidence of programme strategies that address more sustainable solutions beyond the humanitarian ‘tool box’ to bring about the changes needed to address the underlying causes of need, gender discrimination, environmental sustainability, food insecurity, and human rights/protection violations. These programme strategies might include:</p> <ul style="list-style-type: none"> • Analysis of project designs in identifying those more nexus oriented; • using multi-sectorial analysis and community-driven planning which are linked to National and Sectorial Strategies; • reinforcing partnership with partners with different mandates; • going beyond emergency assistance to include recovery; • using mainstreaming protection approaches in selection criteria of projects to allow a framework of response (IHL/IHRL based) allowing for more structured interventions • using legal and risk mitigating strategies (humanitarian-legal) to increase the protection of assets/structures from the project planning stage. 	JCP programme document, project portfolio, M&E Framework	Document review

			<p>2.Stakeholder perceptions of if – and how- the JCP strategy addresses both sustainable development and political solutions (through advocacy), and how this approach increases the ability of interventions to achieve their intended results.</p> <p>3.# and value of projects embracing the nexus approach</p>	<p>JCP staff, partners</p> <p>JCP project portfolio</p>	<p>KII, FGD</p> <p>Document review</p>
		<p>To what extent has the DCA programme been able to adapt and support delivery of humanitarian response when needed according to established quality and accountability standards (e.g. CHS and Sphere)?</p>	<p>1.Alignment of DCA humanitarian response with the Minimum Standards of the Sphere Handbook</p> <p>2.Stakeholder perceptions of the degree of alignment of DCA humanitarian response with Minimum Standards</p> <p>3.Coverage of humanitarian response in analysis and programme adjustments</p>	<p>Sphere Handbook: The Humanitarian Charter and Minimum Standards, JCP programme portfolio</p> <p>JCP staff, partners, beneficiaries</p> <p>Monitoring reports</p>	<p>Document review</p> <p>KII, FGD</p> <p>Document review</p>
		<p>To what extent has, the programme tested and adopted innovative approaches and how has this contributed to programme effectiveness?</p>	<p>1. Documented evidence of the frequency of programme testing and adopting innovative approaches through new methods of operations in order to achieve the outlined results and objectives.</p> <p>2. Changes in beneficiary satisfaction/needs coverage attributed to innovations (disaggregated by gender)</p> <p>3.Changes in stakeholder perceptions of programme performance over time</p> <p>4. Changes in staffing and resource base</p>	<p>Monitoring reports</p> <p>Human resource records</p> <p>JCP beneficiaries</p> <p>JCP staff</p>	<p>Document review</p> <p>KII</p>
		<p>To what extent has the JCP been able to capture and utilise results and learning from interventions in the design of new projects?</p>	<p>1. Documented evidence of lessons learnt from programme implementation</p> <p>2. Reported use of lessons learned being used in the design of new projects</p>	<p>JCP monitoring reports, Mid Term Review</p> <p>JCP staff, partners</p>	<p>Document review</p> <p>KII, FGD</p>

		How are the partners involved in decision-making?	<ol style="list-style-type: none"> 1. Documented evidence of programme’s decision-making process 2. Stakeholders perception of programmes decision making process 	<p>JCP programme document</p> <p>JCP staff, partners</p>	<p>Document review</p> <p>KII, FGD</p>
		To what extent does DCA/NCA deliver adequate capacity support for project implementation and organisational strengthening?	<ol style="list-style-type: none"> 1. Documented evidence of programme providing capacity support for project implementation and organizational strengthening 2. Stakeholder perceptions of adequacy of capacity support for project implementation and organizational strengthening 	<p>JCP programme document, programme budget</p> <p>JCP staff, partners</p>	<p>Document review</p> <p>KII, FGD</p>
		In what ways and to what extent have DCA/NCA added value to partner implemented activities under the programme?	<ol style="list-style-type: none"> 1. Documented evidence of DCN/NCA providing technical, financial, accountability, advocacy and capacity support for the implementation of project activities and organizational strengthening under the programme 2. Stakeholder perceptions of adequacy and value added of the provision of technical, financial, accountability, advocacy and capacity support for the implementation of project activities and organizational strengthening under the programme capacity support for project implementation and organizational strengthening. 	<p>JCP programme document, programme budget</p> <p>JCP staff, partners</p> <p>JCP partners</p>	<p>Document review</p> <p>KII, FGD</p>
		<p>What are the challenges and opportunities in operationalising localisation in the programme?</p> <p>How did DCA contribute to reinforcing the ability of local and national actors and partners to deliver on needs in an effective and timely fashion?</p>	<ol style="list-style-type: none"> 1. Documented evidence of challenges and opportunities of using local partners and restricting project activities to a particular location. 2. Stakeholders perceptions of challenges and opportunities of using local partners and implementing at a community or village/city level. 3.% of projects from the overall programme portfolio meeting their objectives within the planned timeframe 4.Stakeholders perceptions of how- and why- these projects met objectives within planned implementation timeframe 	<p>JCP monitoring reports</p> <p>JCP staff</p> <p>JCP partners, beneficiaries</p> <p>JCP project portfolio</p> <p>JCP staff, partners</p>	<p>Document review</p> <p>KII, FGD</p> <p>Document review</p> <p>KII, FGD</p>

		<p>To what extent has DCA/NCA been able to utilise its presence in Palestine, in Denmark, Norway and the EU for advocacy purposes?</p>	<p>1.# of instances where DCA/NCA advocacy positions have been adopted by other organizations in Palestine including AIDA, ACT alliance</p> <p>2.# of representatives, briefings, presentations to EU (Jerusalem), relevant EU Member States, Consulates and Embassies (local)</p> <p>3.# of instances where parallel public statements have been issued by the EU Commission, EU Council EU Parliament, Norwegian Government</p> <p>4.# of instances where DCA/NCA advocacy positions have been reflected in the media, academia, government publications locally and internationally.</p> <p>5.# of DCA/NCA presentations/meetings with governments and EU outside Palestine</p> <p>6.Stakeholder perceptions on utility of DCA/NCA presence in Palestine, in Denmark, Norway and the EU in achieving advocacy goals</p>	<p>JCP monitoring reports, Annual Reports, Advocacy Strategies (local and international)</p> <p>JCP staff. AIDA, ACT Alliance/EU Middle East Working Group, EU Jerusalem, DCA HO,NCA HO</p>	<p>Document Review</p> <p>KII, FGD/Workshops</p>
		<p>To what extent do the programme indicators enable effective measuring of results at outcome and impact level?</p>	<p>1.Degree of linkage of indicators to the results intended</p> <p>2.# of indicators for each result</p> <p>3.Degree of clarity of indicator formulation</p> <p>4.Degree of clarity of formula/process for measuring indicator</p>	<p>JCP M&E Framework, M&E plan</p>	<p>Document review</p>
		<p>To what extent has it been effective to work with several partners on the same objectives, outcomes, and indicators?</p>	<p>1.Degree of alignment of partner project M&E plans (objectives, outcomes, indicators) with country programme M&E Framework</p> <p>2.Stakeholders perceptions on effectiveness of process for developing M&E plans, project/programme objectives and outcomes</p>	<p>JCP project portfolio</p> <p>JCP staff, partners</p>	<p>Document review</p> <p>KII, FGD</p>

Criteria	Key Evaluation Question	Sub questions	Indicator/Measure of Progress	Data Sources	Data Collection Methods
Efficiency	Has the country programme approach been a cost-efficient way to implement DCA's & NCA's humanitarian and development assistance?	Where relevant, what are the key learnings from working in partnerships vs. self-implementation?	1.Comparative advantage of working in partnerships vs. self-implementation by <ul style="list-style-type: none"> • Costs • Achievement of objectives and results • Coverage • Beneficiary and partner satisfaction • Staffing • Reporting • Visibility • Accountability (at all levels) 	Key informants	KII
		What are the pros and cons of the size and profile of the JCP's partner portfolio vis a vis the size and profile of the country office team? What would be an ideal number of partners and what could be strategic selection criteria? To what extent is the DCA/NCA country office team fit for purpose in terms of adding value to the implementation of the country programme? E.g., through technical advice to partners.	1.Documented evidence of size and profile of partners and JCP Team 2.Reports of poor quality project performance due to lack of technical and professional expertise 3. Reports of significant stress and attrition rates among JCP staff. 4. Understanding the extent to which JCP staff perceives its ability to provide qualified technical input. This includes understanding staff self-perceptions and partner perceptions to provided support/input and level of implementing/utilizing the input.	JPC project portfolio, Partner mandates, JCP HR documents Monitoring reports, JCP partners, staff JCP managers	Document review Document review, KII, FGD KII

		What would be the benefits and costs of making the programme more thematically focused?	<ol style="list-style-type: none"> 1.# Coverage and impact of similar interventions by other organizations by theme 2.Coverage and impact of JCP by current themes 3.Stakeholder perceptions of benefits and costs of greater thematic focus 	<p>Evaluation reports, Cluster knowledge</p> <p>Mid Term Review, Monitoring reports</p> <p>JCP staff, partners</p>	<p>Document review</p> <p>KII</p> <p>Document review</p> <p>KII, FGD</p>
		To what extent has DCA/NCA contributed to partners' capacity to ensure efficiency and compliance including on issues such as corruption and fraud?	<ol style="list-style-type: none"> 1.Reported capacity building in compliance and financial management 2.% of JCP projects completed on time 3.Stakeholders perceptions of DCA/NCA's contributions to their abilities to be efficient (reduce costs with same output) and compliance competencies (including corruption and fraud) 	<p>Monitoring reports</p> <p>JCP project portfolio</p> <p>JCP partners</p>	<p>Document review</p> <p>FGD</p>
Criteria	Key Evaluation Question	Sub questions	Indicator/Measure of Progress	Data Sources	Data Collection Methods
Impact	In what ways has the JCP contributed to resilience (economic, environmental, and social)? What has been the positive and negative outcome on right-holders and duty-bearers (directly and indirectly)?	Did the project bring positive short- and medium-term changes in the beneficiaries' quality of life towards their economic, environmental and social resilience?	<ol style="list-style-type: none"> 1.Evidence of interventions improving resilience: <ul style="list-style-type: none"> • Improving use/access to land and natural resources in environmentally sustainable ways • Ensuring access to education, health services and training services • Improving community cohesion • Improving individual sense of safety and well-being 	<p>Monitoring reports, M&E indicator reports</p> <p>JSP beneficiaries</p>	<p>Document review</p> <p>KIIs, FGD, Survey</p>
		Did the project impact positive changes in improving opportunities for targeted beneficiaries?	<ul style="list-style-type: none"> • To what extent the programme has contributed to empower beneficiaries and increase their influence on local stakeholders/ authorities/policy actors? • How to improve the local stakeholders' accountability and ownership towards beneficiary- 	<p>JSP project/monitoring reports, JSP partner documentation of policies in place, procurement and selection processes, accountability mechanisms as a result of JCP interventions</p>	<p>Document review</p> <p>KII, FGD</p>

			related issues through improving issues-mainstreaming efforts?	JSP staff, partners, beneficiaries	
		Did the project bring positive impact on attitudes and practices towards human rights and international law?	<ul style="list-style-type: none"> Did the project support and empower pro-beneficiary movements through enhancing networking among them and creating lobbying networks on government and civil society organizations? Did the attitudes and beliefs of stakeholders change towards the protection of rights holders? 	JCP project reports JCP staff, partners	Document review KII, FGD
Criteria	Key Evaluation Question	Sub questions	Indicator/Measure of Progress	Data Sources	Data Collection Methods
Gender considerations	In what ways have the JCP contributed to social, economic and environmental resilience? What has been the positive and negative impact at rights-holders and duty bearers level (outcome) directly or indirectly?	What evidence is there of changes in gender inequalities e.g. in access and use of resources, in decision-making, participation and influence, and in division of labour etc.? How has a focus on women and youth facilities improved gender equality and empowerment?	<ol style="list-style-type: none"> Positive changes for women in access to and use of resources, decision making, division of labour, mobility and enjoyment of human rights Stakeholder perceptions of changes in gender inequalities # of projects focused on women and youth facilities Stakeholder perceptions on link between women and youth facilities and improved gender equality and empowerment 	Monitoring reports, changes outcome/impact indicator JCP beneficiaries JCP project portfolio JCP beneficiaries	Document review FGD Document review FGD
		Were there any unintended effects on groups (either included or not included in the intervention)?	<ol style="list-style-type: none"> Reported unintended effects (positive and negative) on groups and group relations included or not included in the intervention Stakeholder perceptions of positive/negative effects including household gender dynamics (including those included and not included in the intervention(s)). 	Monitoring reports Key informants	Document review KII
Criteria a	Key Evaluation Question	Sub questions	Indicator/Measure of Progress	Data Sources	Data Collection Methods

Coherence	To what extent are the projects contributing to the country programme pathway (TOC)?	In what ways do the projects and partners complement each other in achieving the country programme goals (geographically, targeting, thematically, etc.)?	1.Degree of complementarity across project and partner portfolio by location, coverage, theme, etc.) 2.Stakeholders perceptions of complementarity across project and partner portfolio	JCP project and partner portfolio JCP staff, partners	Document review KII, FGD
		In what ways and to what extent has the programme applied a rights based approach?	1.% of projects reflecting a rights based approach out of the total programme portfolio of projects 2.Stakeholders perceptions of the ways in which a rights based approach has been adopted	JCP programme portfolio JCP staff	Document review KII
		In what ways and to what extent has the programme promoted DCA/NCA's commitments to localisation?	1.% of projects implemented at community, village, city, governorate and national levels 2.Stakeholder perceptions of the ways in which the programme has promoted localization	JCP programme portfolio JCP staff	Document review KII
Criteria	Key Evaluation Question	Sub questions	Indicator/Measure of Progress	Data Sources	Data Collection Methods
Sustainability	To what extent can the benefits of the programme on institutional changes and active citizenship be expected to last beyond the lifecycle of the programme?	To what extent has the programme empowered/enhanced resilience of targeted right holders and communities towards reducing their dependency on external aid in the long run?	1.Evidence of interventions improving sustainable livelihoods <ul style="list-style-type: none"> Improving access to land and natural resources in environmentally sustainable ways Ensuring access to education, health services and training services Improving community cohesion Improving individual sense of well-being 	Monitoring reports, M&E indicator reports JSP beneficiaries	Document review FGD, Survey
		To what extent has the programme been able to ensure integration of DCA/NCA organisational commitments and standards to strengthen civil society in areas such as participation, gender	1.Documented evidence of JSP partners incorporating effective methods of participation within their organizations and in their implementation strategies, gender mainstreaming in project planning and implementation practices, anti-corruption processes in their procurement and selection systems and processes, and effective accountability mechanisms with their beneficiaries	JSP project/monitoring reports, JSP partner documentation of policies in place for gender mainstreaming, procurement and selection processes, accountability mechanisms as a result of JCP interventions	Document review

		mainstreaming, anti-corruption and complaint mechanisms?	2. Perceptions of stakeholders of the utilization and effectiveness of policies in place	JSP staff, partners, beneficiaries	KII, FGD
		To what extent has the programme been able to increase dialogue between stakeholders with different perspectives on building and sustaining just peace?	1.# of dialogue sessions held between stakeholders on strategies for building just peace 2. Stakeholder perceptions of increase in dialogue with their peer partners / community members, and bringing together social groups on building peace as a result of the JCP interventions	JCP project reports JSP staff, partners	Document review KII, FGD

Annex 8: Sample Selection Justification

Region	# all	% all	# sample	% sample
Gaza	27	0.325	4	0.25
West Bank including area C & EJ	25	0.301	6	0.375
WBG/Palestine	16	0.192	2	0.125
Israel/Opt/EU	10	0.12	3	0.189
EJ only	5	0.6	1	0.061
All	83	100	16	100
SO				
SO	# all	% all	# sample	% sample
Fighting extreme inequality	35	0.421	7	0.437
Save lives	26	0.313	4	0.25
Building resilience	18	0.216	3	0.189
Cross cutting	3	0.036	1	0.061
Humanitarian response	1	0.012	1	0.061
All	83	100	16	100
Budget				
Budget	# all	% all	# sample	% sample
Less than 500,000	24	0.289	2	0.125
500,000-1,000,000	16	0.192	3	0.189
More than 1,000,000-2,000,000	18	0.216	3	0.189
More than 2,000,000-5,000,000	19	0.228	4	0.25
More than 5,000,000	6	0.072	4	0.25
All	83	100	16	100

Annex 9: Budget annual overview

2016 Project Overview							
#	Strategic Objective	Project #	Donor	Budget	Duration	Region	
1	Cross-cutting	1010306-01 JCP_CrossCutting_2016-2020	DCA/NCA's own funds	12,053,156.03 DKK	2016-2020	West Bank, Gaza	
2	Save lives	1010306-04 Maan_Cash Transfer Pilot_HRU Own Funds_2016	Danida Emergency Response Fund	108,500 DKK	2016	Gaza Strip (5 localities in/close to the access restricted area - border area)	
3	Save lives	1010306-05 AEI_MAAN_Nutritional Health_DHF_2016	Danida Hum	3,157,894 DKK	2016	Gaza strip (east Gaza city, East Khanyounis)	
4	Fight extreme inequality	1010306-06 Advocacy and capacity building activities JCP 2016-2020	Danida frame "carrot funds"	1,551,228.91 DKK	2016-2020	Palestine	
5	Fight extreme Inequality	1010306-07 WCLAC Core 2016-2018	Danida	816,000 DKK	2016-2018	all WB	
6	Fight extreme Inequality	1010306-08 Palvision EU 2016-2019	EU and Co finance by Danida	13,906,650.72 DKK	2016-2019	20 EJ communities (Sur Baher, Old City, BeitSafafa, Wadi Al-Joz, Mount of Olives, Sharafat, Sheikh Jarrah, Thory, Issawye, Silwan, Shu'fat, Jabal Al-Mukaber, Abu Deis, Bethany, Ras Al Amoud, Shu'fat Refugee Camp, Al Z'ayyem, Al-Ram, , Beithanina and Bab Al Alsaheira\n(near the Old City)	
7	Save lives	1010306-09 DCA Self implemented_Emergency Funds2016	HRU, Unmarked funds	145,091.61 DKK	2016-2017	West Bank, Gaza	
8	Fight extreme inequality	1010306-10 Badil-Core 2016-2018	Danida	900,000 DKK	2016-2018	all WB	
9	Fight extreme inequality, Save lives	1010306-11 YMCA_Resilient Livelihoods PhaseII 2016-01.2018	Church of Sweden, Danida	1,039,500 DKK	2016-2017	5 communities in Hebron and Bethlehem districts	
10	Fight extreme inequality, Build Resilient Communities	1010306-12 YMCA WTP - Core Funds 2016-2017	Danida	1,127,000 DKK	2016-2017	All WB	
11	Fight extreme inequality	1010306-13 Breaking The Silence Core Funds-2016-17	Danida	500,000 DKK	2016-2017	Israel, EU	
12	Fight extreme inequality	1010306-14 B'tselem_ProtectHumanRights_Phase II_2016-2018	Danida	900,000 DKK	2016-2018	Israel, EU	
13	Fight extreme inequality	1010306-15 ACT_EU_Middle_East WG-2016	Danida	70,000 DKK	2016	Brussels and EU	
14	Save lives	1010306-17 MAAN_OCHA_WASH_2016	OCHA Hum Fund	1,566,174.64 DKK	2016	Gaza strip (Rafah - Al Shoka)	
15	Fight extreme inequality, Build Resilient Communities	1010306-18 Several_Partners_Norad_Grant_2016	Norad	2,701,612 DKK	2016	West Bank and Gaza	

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16	Fight extreme inequality	1010306-19	PCHR_Core_ 2016	Danida	214,000 DKK	2016	All Gaza Strip
17	Build Resilient Communities	1010306-20	YMCA_JAI_Olive Tree 2016-2018	DCA Olive Tree Campaign	688,967.81 DKK	2016-2018	Hebron, Ramallah and Bethlehem
18	Build Resilient Communities	1010306-21	YMCA_VTC_2016_School Bench	NCA's own Funds	207,916 DKK	2016	West Bank
19	Save lives, fight extreme inequality	1010306-22	MFA HUM 2016 grants	Norwegian MFA, NCA own funds	2,929,525 DKK	2016	West Bank and Gaza

2017 Project Overview

#	Strategic Objective	Project #	Donor	Budget	Duration	Region
20	Cross-cutting	1010306-23 Shrinking Space study 2016_2017	Danida frame, HEKS, ICCO	104,966.40	2017	Palestine
21	Fight extreme inequality, Build Resilient Communities	1010306-24 Several_Partners_Norad_Grant_2017	NORAD,NCA's own funds	3,783,794	2017	West Bank and Gaza
22	Fight extreme inequality	1010306-25 EAPPI 2017-2019	Danida	750,000	2017-2019	oPt
23	Save lives	1010306-26 Emergency Response_DCASelf_implemented 2017	DERF	234,492.08	2017	West Bank (Taq, Jourt Al Kheil)
24	Build Resilient Communities	1010306-27 ARIJ- Livestock- PhaseII 2017-2019	DCA ?	1,597,095.98	2017-2019	Ein Al Bida, Kardala, Bardala (Nothren Jordan Valley)
25	-	1010306-28 WDF National Diabetes programme 2017-2020	NCA's own Funds, World Diabetes Foundation	2,346,324.43	2017-2020	Palestine
26	Save lives	1010306-29 MAAN_AEI_DHF2017_Child Protection_Nutrition	OCHA Hum Fund	3,157,413	2017	Gaza strip (Shejaeyya, Toffah, Bani Sohaila, Khuza'a, Rafah)
27	Fight extreme inequality	1010306-30 PCHR_Core_2017	Danida	275,000.00	2017-2018	All Gaza Strip
28	Save lives	1010306-31 HUM_Gaza_2017-2018_NORAD_NCAownfunds	N MFA	2,936,416	2017-2019	All Gaza Strip
29	Fight extreme inequality	1010306-32 Act EU_HL& IHRL Advocacy to EU_2017-2019	Danida	292,500	2017-2019	Brussels and EU
30	Fight extreme inequality	1010306-33 HRDF_Defending HRD&OrginLS&Opt_2017-2018	Danida	300,000	2017-2018	oPt and Israel
31	Build Resilient Communities	1010306-34 Maan_Urban Gardening Evaluation_2017	Danida	26,957	2017-2018	Gaza Strip (Gaza city and North Gaza)
32	Save lives	1010306-35 ARIJ_Partnership_EPRP_2017	Danida Frame	117,700	2017	Bethlehem, Massafer Yatta, Jordan Valley
33	Build Resilient Communities	1010306-36 WAC_PromoteIncome_WWDs_2017	Danida Humaintarian Frame	230,319	2017	All Gaza Strip
34	Build Resilient Communities	1010306-37 Maan_Innovation Hub in Gaza_2017_2018	Danida	214,000	2017-2018	Gaza Strip (Khanyounis)

2018 Project Overview

#	Strategic Objective	Project #	Donor	Budget	Duration	Region
35	Build Resilient Communities	1010306-38 YMCA_EU_Promoting Women's Joint Property Rights_2018-2021	EU and Co finance by Danida	3,354,343.86	2018-2021	WB
36	-	1010306-39 Palliative_Care_children_LWF/NRO_2018-2010	Norwegian MFA	1,436,806.81	2018-2020	West Bank and Gaza
37	Fight Extreme inequalities	1010306-40 RuralWomen_SHH_Porticus_2018	Porticus	1,294,514.34	2018-2020	South Hebron (25 selected communities)
38	Fight extreme inequalities	1010306-41 Palvision_Core Funding_018-2020	Danida CIV	1,284,000	2018-2020	West Bank, East Jerusalem
39	Fight extreme Inequality, Save lives	1010306-42 YMCA_Communities BuildingResilient Livelihood_2018-2021	COS/Porticus/ PAX/ ICCO / Danida	3,455,242.00	2018-2021	West Bank
40	Save lives	1010306-43 DHF 2018_Innovative response to food and water needs	Danida Hum	5,000,000	2018	Gaza strip (The 5 governorates)
41	Build Resilient Communities	1010306-44 YMCA_Core funding_2018-2020	Danida	1,350,000	2018-2020	WB
42	Fight Extreme inequalities, Build Resilient communities	1010306-45 Several_Partners_Norad_Grant_2018	NORAD, Lynch Family Foundation, DCA owns funds	5,854,310.27	2018	West Bank and Gaza
43	Fight extreme inequality, Save lives	1010306-46 Emergency Funds DCA self implemeted DERF 2018	DERF	518,453.41	2018	WB
44	Save lives	1010306-47 Maan_AAH_DSPR_WASH/MFA_2018-2019	NMFA	4,189,645.45	2018-2019	Gaza strip (Rafah Al Shoka, Al Mughraqa)
45	Save lives	1010306-48 AAH_ER_OCHA_2018_2019	OCHA	4,525,987.16	2018-2019	All Gaza Strip
46	Fight extreme inequality	1010306-50 PCHR_Core_2018	Danida	275,000	2018	All Gaza Strip
47	Build Resilient Communities	1010306-51 WAC_PromotingEmployment_Gaza_2018	Danida	315,000	2018	All Gaza Strip
48	Fight Extreme Inequality	1010306-52 BtS_Ghost_Town_DanidaCarr_2018_2019	EU and Danida matching funds	2,232,004.44	2018-2019	Hebron
49	Save lives	1010306-53 AlAhliHospital_ER_DER_NCAown_2018	DERF-NCA	662,015	2018	All Gaza strip
50	Build Resilient Communities	1010306-54 Asala_DANIDA_Innovation 2018	Innovation Funds 2018	107,000	2018	West Bank
51	Fight Extreme Inequality	1010306-55 BtS_DANIDA_core 2018	Danida	300,000	2018	Israel and EU
52	Save lives	1010306-56 EAPPI and Bimkom_OCHA_2018_2019	Humanitarian Fund (OCHA)	1,567,205.33	2018-2019	oPt

2019 Project Overview

#	Strategic Objective	Project #	Donor	Budget	Duration	Region
53	Build Resilient Communities	1010306-57 VTCs_NORAD_2019	Norad	2,909,000	2019-2020	West Bank and Gaza
54	Save lives	1010306-58 Maan_StrengthenedFoodSecurity&Resilience_DHF_2019	Danida Hum	5,000,000	2019	Gaza strip (all Gaza governorates)
55	Fight extreme inequality	1010306-59 Badil_Strategic plan 2019_2022	Danida	1,200,000	2019-2022	oPt
56	Fight extreme inequality	1010306-60 WCLAC Strategic Plan_2019-2022	Danida	1,136,885	2019-2020	oPt
57	Fight extreme inequality	1010306-61 CrossCutting_ELCJHL_KAIROS_NORAD_2019	Norad	1,100,000	2019-2020	West Bank: Bethlehem, Beit Sahour, Ramallah
58	Fight Extreme Inequilty	1010306-62 HRDF-2019_2022	Danida	1,000,000	2019-2022	Israel and oPt
59	Fight Extreme Inequilty	1010306-63 B'tselem_startegicPlans_2019-2022	Danida	1,200,000	2019-2022	Israel and EU
60	Fight Extreme Inequilty	1010306-64 Bts_2019-2022	Danida	1,200,000	2019-2022	Israel and EU
61	Fight extreme inequality	1010306-65 PCHR_Core_2019-2022	Danida	275,000.00	2019-2022	All Gaza Strip
62	Build Resilient Communities	1010306-66 WAC_Asala_Maan_EconEmpo_NORAD_2019	NCA,NORAD	1,250,000	2019	All Gaza Strip
63	Fight Extreme Inequilty, Build Resilient Communities	1010306-67 SHH_Porticus_Phase_II_2019	Porticus/ Bread for the World	2,529,460.81	2019-2021	South Hebron (25 selected communities)
64	Fight Extreme Inequilty	1010306-68 EU_EJYouth_Agents of Change YMCA_MASAR_Pal_Afka 19_22	EU / Danida	42,405,666.52	2019-2022	East Jerusalem
65	Cross-cutting	1010306-69 Palestine PSEA Review of PSEA systems 2019_2020	UNICEF	313, 546.58	2019-2020	Palestine
66	Build Resilient Communities	1010306-70 Comet-Me_Core_2019-2020	NCA own funds	600,000	2019-2021	Area C
67	Fight Extreme Inequalities	1010306-71 YMCA-JAI_Olive Tree 2019-2021	Own funds - campaign	332,817	2019-2021	Area C
68	Save lives	1010306-72 Maan_AAH_DSPR_Wash&Nutrition_MFA_2019-2020	NMFA	4,189,382.73	2019-2020	Gaza strip (Rafah "Al Shoka", Biet Lahia "Al Amal")
69	Save lives	1010306-73 Maan_SCLR DERF_CoS_Gaza_2019	Cos, DERF, DCA own fund	940,280	2020	Gaza strip (Gaza north, Gaza city, Middle area, Rafah)
70	Build Resilient Communities	1010306-74 Palvision_EJ Digital Innovation Hub_2019	DCA/NCA	768,949.68	2019	East Jerusalem
71	Humanitarian Response	1010306-75 AAH_ER_OCHA_2019-2020	OCHA	2,488,479	2019-2020	All Gaza Strip

2020 Project Overview

#	Strategic Objective	Project #	Donor	Budget	Duration	Region
72	Save lives	1010306-76 MAAN_DHF 2020-21	Danida Hum	10,000,000	2020-2021	Gaza strip (all Gaza governorates)
73	Save lives	1010306-77 MAAN_Ionizer_DCA Innov. Fund_2020	Danida Hum	340,000	2020	Gaza strip
74	Build Resilient Communities	1010306-78 YMCA_Palestine vocational training Design Lab_Vestre_2020-2023	NCA owns fund, Vestre	652,000	2020-2022	West Bank
75	Build Resilient Communities	1010306-79 Palvision_EJ Innovation Hub_Station J_2020-2021	NCA own funds	1,492,215	2020-2021	East Jerusalem
76	Fight Extreme Inequality	1010306-80 Palvision_Subsidy Funds_Danida_2020_2022	Danida	1,146,979	2020-2022	East Jerusalem
77	Build Resilient Communities	1010306-81 WAC_Asala_Maan_EconEmpo_NORAD_2020-2024	NORAD,NCA	1,250,000	2020	All Gaza strip

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78	Save lives	1010306-82	YMCA_Pal_EmergencyFunds_WB_2020	DERF, NCA own funds	300,000 209,404.85	2020	Bethlehem governerate, Qalqilya, Salfit and Tulkarem
79	Save lives	1010306-84	MAAN_SCLR_CoS_2020	CoS	648,855	2020	Gaza strip (Jabalia, Al Toffah, Middle area)
80	Save lives	1010306-85	Palvision_Youth mobalization - COVID 19	NMFA FFC19	209,404.85	2020	WB including EJ
81	Fight Extreme Inequality	1010306-86	ACT EU Advocacy to EU 2020-2021	Danida	150,000	2020-2021	Brussels and EU
82	Save lives	1010306-87	Maan_AHH_CFTA_NMFA2020	NMFA	4,938,715.95	2020	Gaza strip (Beit Lahia, middle and southern governorates)
83	Save lives	1010306-88	YMCA_Community Emergency Support During COVID-19	DERF	540,000	2020	Jericho and Ramallah governerate

Annex 10: JCP Outcomes, objectives, and indicators overview

Progress and Achievements 2016-2019 (Annual Results Report)		
1. Active Citizenship		
Palestinian communities, including faith-actors, are empowered to be resilient and active participants in decision-making processes to advocate for respect for IHL and human rights and just peace.		
Outcome	Indicator	Key results
1.1 Palestinian/Israeli duty bearers have been challenged and are responding to demands for IHL and IHRL adherence from Palestinian communities and Palestinian/Israeli civil society organizations supported under the programme	1.1.1: # of policies, administrative practices, budgets, or institutions (e.g. local council budgets, PA policies and practices in area C, service delivery institutions) that have been changed/better (partially or totally) implemented after partners/civil society coalitions/right holders. 1.1.2: Number of planned advocacy initiatives exposing IHL and IHRL violations carried out by communities or civil society organizations (including faith based organizations)	<ul style="list-style-type: none"> Women are protected by the elimination of article 308 of the Jordan penal code which allows rapists to be pardoned if they marry their victim and remain married for at least 3-5 years (WCLAC) Community protection groups formulate and implement advocacy plans targeting national and local decision makers. Youth address local and international decision makers.
1.2: Women and youth are meaningfully participating in decision-making at community and national levels (political, economic, and social)	1.2.1: % of youth and women in local decision-making structures (e.g. shadow councils, committees, civil society coalitions) 1.2.2: # of more responsive decisions to the needs of the communities as a result of women and youth contribution.	<ul style="list-style-type: none"> Women in marginalized communities know how to approach duty-bearers (village councils, committees, civil society coalitions), formulate action plans and are engaged in protection groups and in decision-making of importance to their community. Youth identify community needs and problems, formulate action plans and work actively to address problems in their community (WB and EJ). Youth Manage youth forum independently, are aware about their rights, write articles and hold panel discussions.
1.3: Inclusive (to women and youth) protection structures and mechanisms delay, minimize effects of or prevent IHL and HR violations (like protection groups)	1.3.1: # of cases in which the protection structure/mechanism has played a key role in preventing or addressing a situation of IHL and IHRL violations.	<ul style="list-style-type: none"> Community members are organization in an informal protection groups in 5 communities in the West Bank and have plans and experience tackling protection issues such as lack of lighting related to outdoor latrines, road safety, and safe passage to fields. Women in the West Bank and EJ access social support and legal support and alimony. EAPPI volunteers utilized a standard reporting mechanism to document violations. This fata is regularly used by the humanitarian coordinator, so the impact can be related to the successful delayed resettlement of the Khan al-Ahmar community or the regular attendance of children at school in Hebron.
1.4: Inter and Intra-group relations improved at local/community level	1.4.1: Number of joint locally initiated and driven initiatives involving groups in conflict	<ul style="list-style-type: none"> Palestinian consortium from local CSOs (3 Israeli and 3 Palestinian) in South Hebron Hills the partners worked together as a consortium on the implementation of "Prevention of Displacement in the South Hebron Hills through Empowerment." Throughout the project, the Palestinian consortium were capitated to conduct professional project cycle management through establishing systems and policies, recruiting professional and competent staff and expanding networks and interventions. The capacity building process enabled the Palestinian consortium to work towards their goals through enhancing the roles of South Hebron rural women in the development process of their communities and the resilience and protection of Palestinian Communities in Area C of the West Bank and the old city of Hebron, their work enhanced a community led-initiative to increase local options for classes in Arabic, English and Maths, increased to access to youth scholarships at university and increased access to international decision-makers via field visits. This project contributed to an increased knowledge, understanding and exposure to the different actors as people and as humanitarians, and contributed to improve resilience and protection of the area. Kairos Palestine informed national (youth groups) and international groups about the status of IHRL and IHL in Palestine, urged solidarity and action as well as promoted the Kairos Palestine document. Local groups that were informed include civil society organizations and institutions in Gaza such as Al-Qistas Forum for Dialogue & Concord and the West Bank such as Seeds for Development and Culture, governmental bodies

		<p>including the Bethlehem Municipality and various local media agencies. A book launching event in Al-Najah University resulted in a synergy for initiating a joint conference between Kairos Palestine and the University highlighting Christians in the Middle East in April 2019.</p> <ul style="list-style-type: none"> ▪ Schools in Bethlehem focused significant parts of their curriculum on productive co-existence between Muslim and Christian community member. ¹¹_{SEP} ▪ Communities suffering from IHL violations- demolitions, confiscations and forced displacement- received legal support on site from Israeli partners, improving group relations and social cohesion. (Bimcom)
<p>2. Economic Empowerment: Improved Protection mechanism in place and improved livelihood opportunities for Palestinian communities and individuals.</p>		
Outcome	Indicator	Key results
<p>2.1: Access of Palestinian communities to natural and physical resources, and markets are secured</p>	<p>2.1.1: Description of key legal and physical (key gaps in infrastructure) barriers to access natural and physical resources.</p> <p>2.1.2: % of affected population that have access to agriculture services (vet, extension) and resources (water, land, fodder, electricity)</p>	<ul style="list-style-type: none"> ▪ Farmers work together (in cooperatives) and gain more income (West Bank). Production of cheese within the Bardala cooperative, Jordan valley, has reached market-relevant quality standards due to enhancement of fodder, veterinary services and focus on the quality of milk produced. The cooperative has established agreements with social enterprise New Farm who certifies, markets and sells the product. 140 vulnerable sheep owners were supported to improve and sustain sheep management and production systems through provision of legal arrangements, increased planting of green forage and usage of feed mix, established functional household dairy processing units, artificial insemination of sheep among flock owners and provided veterinary services such as vaccinations to the sheep. The project improved the knowledge and practices of sheep breeders, women, youth and cooperatives through capacity building on farm management and sheep flock health, dairy processing and food hygiene, cost effectiveness, sheep breeding techniques, cooperative management governance and development in addition to technical, expert support, extension services and organized visits by food processing quality control to the dairy processing units. Work to increase and sustain the revenues generated was carried out through increased capacity of the milk collection center, facilitation of milk and cheese transport to selling points, increased customer recognition and satisfaction of the dairy products (ARIJ, West Bank). In 2018, women-led vet pharmacy generated monthly profit of USD 264 and cheese production generated monthly profit of USD 183. In 2019, the evaluation shows that there was an additional increase of monthly income /profit of 4.7 – 5.2 USD. ¹¹_{SEP} ▪ Human Rights institutions work together to advocate for Palestinian to access their land and natural resources (PCHR, Gaza).
<p>2.2: Gender equal legal and cultural practices that allow women to achieve economic rights (e.g inheritance, alimony, economic rights in marriage registration in chamber of commerce are advanced.</p>	<p>2.2.1: Monthly profit for agricultural producers (men and women)</p> <p>2.2.2: Number of women with increased access to their legal economic rights (e.g inheritance, right to work, economic rights in marriage)</p> <p>2.2.3: Number of legal reforms/changed practices addressing economic rights.</p>	<ul style="list-style-type: none"> ▪ Women take the lead in decision making, implement community projects and manage cash grants. Women’s self-confidence is reflected in their ability to speak in front of men, NGOs and in their ability to advocate private sector actors to be socially responsible. (YMCA WDP, WAC) ▪ Ministry of Education promote vocational training. (YMCA VTC) ¹¹_{SEP} ▪ Women on the West Bank are familiar with protective measures and what to do to protect their financial ¹¹_{SEP} contribution in their marriage (YMCA WDP) ¹¹_{SEP} ▪ Women access legal aid (PCHR) ¹¹_{SEP} ▪ Women mandated institutions/ NGOs represents, educate and advocate for women rights policies in Gaza ¹¹_{SEP} (PCHR) ¹¹_{SEP}

<p>2.3: Youth and women have gained and maintained employment</p>	<p>2.3.1: % of female and male graduates that are still employed 12 months after graduating from vocational education</p> <p>2.3.2: Number of female and male rights holders who have established their own enterprises or access to employment.</p>	<ul style="list-style-type: none"> ▪ Women are economically independent and get employment or develop their own business such as home stays, provision of hot lunches to hikers, food processing, bakeries, vegetable production, furniture making, fashion house, small shops and completing ICT outsourcing tasks. (YMCA-VTC, Asala, WAC) ^[1] ^[SEP] ▪ Women regain their self-esteem, generate income, restore hope and manage their livelihoods (Asala, YMCA). ▪ Youth and women are employed or self-employed (LWF, YMCA-VCT), including 20 women employed at New Solutions ICT company in Gaza. (ICT) (WAC) Youth and women gained skills that allowed them to enroll in the labor market in traditional sectors; carpentry, welding/metal works, aluminum works, refrigeration and air conditioning, general electricity, secretarial and office works, and advanced dressmaking. In addition to skills in solar energy, ^[1] ^[SEP]water-pool maintenance, ICT, permaculture and organic food production. ▪ Innovation Hub: piloting/prototyping three innovative business ideas for youth to address agricultural constraints in ^[1] ^[SEP]Gaza. A total of 26 job opportunities have been created for 15 females and 11 males during the piloting phase of ^[1] ^[SEP]the developed new technology for date paste processing. ▪ Through the local innovation funds of DCA/NCA in Palestine, the YMCA partnered with Masar Ibrahim Al Khalil (MIAK) ^[1] ^[SEP]to implement a project that aimed to test the use of Youth Grant Scheme and community-based tourism as mechanisms to tackle unemployment and create income generating opportunities: ^[1] ^[SEP] <p><i>11 (7 women and 4 men) income generating projects were funded for young men and women, including equipping and providing furniture for a home stay and kitchen for women group to provide meals for visitors/ hikers. Other grants included projects that will enhance the infrastructure of the village (Resilient communities) in terms of services provided so it will be more attractive to tourists and visitors. Grants have helped in getting women into non-stereotypical arenas of work/jobs such as the grant to provide construction equipment for a woman to be leased to others who will use them in their construction workshops in the village and surrounding villages</i></p> <ul style="list-style-type: none"> ▪ Asala understands the potential and opportunities of integrating women in the automobile sector and other non-traditional sectors (ICT, Asala Gaza/WB) ▪ 95% of school graduates continue their education in universities (ELCJHL) ▪ Youth have increased knowledge in career life skills (DSPR, LWF, YMCA- VTCs). Around 5800 were trained, and over the last 4 years 5058 youth became employed after graduation. ▪ Increased capacity of youth to guide e-bike tours, developed Business plan, and developed and design 4 tracks and narratives. PalVision has conducted around 44 bike tours targeting a total of 539 persons. Tours participants included locals, EU representatives, Go Global youth group, and Danish/ Norwegian schools. Tours were political and cultural tours. Developed Facebook page FB page for the bike tour website (http://www.jerusalembike.com).
<p>3. Humanitarian Response: Efficient and effective response during emergencies</p>		
<p>Outcome</p>	<p>Indicator</p>	<p>Key results</p>

<p>3.1: Palestinian communities have effective, inclusive and responsive emergency mechanisms in place.</p>	<p>3.1.1: % of women engaged in the consultation and planning processes for emergency preparedness mechanisms 3.1.2: # of communities with effective emergency mechanisms.</p>	<ul style="list-style-type: none"> ▪ Community based emergency response structures/mechanisms in place ▪ Community members in Gaza have access to and electronic (card based) voucher system which can be used in an emergency to purchase food and access water. ▪ Community members in Gaza access water (through the distribution of water tanks) ▪ Community members avoid communicable diseases through improve hygiene practices and access to safe water.
<p>3.2: JCP Programme emergency response and preparedness active in collaboration with ACT Alliance and other network contributions (e.g AIDA and HCT)</p>	<p>3.2.1: Palestine ACT Forum Emergency preparedness and response plan is efficiently and effectively implemented in acute emergency scenario (war, floods in Gaza). 3.2.2: # of selected partners capable of specific sector response (e.g WASH, cash distribution).</p>	<ul style="list-style-type: none"> ▪ Palestine ACT emergency response partners, DCA/NCA partners prepared to respond and 15 community emergency planning mechanisms were activated. ▪ 18 partner CBOs with improved capacities for timely and effective response to emergencies – contingency plans, policies and procedures, and security manuals are in place, emergency response skills enhanced, simulation exercised conducted. ▪ Health cluster endorsed nutritional health as essential component (nutrition working group created) ▪ MoH prioritize nutritional health component in the national child health committee ▪ Coastal Municipality Water Utility and technical staff in municipality facilitate WASH response in Rafah and Shoka area.
<p>3.3: JCP is responding to acute and protracted humanitarian crises and needs</p>	<p>3.3.1: A) Number of children that have improved psycho-social status B) # of children who have improved nutritional status 3.3.2: % of beneficiaries/participants that assess JCP response to be appropriate and relevant to their needs.</p>	<ul style="list-style-type: none"> ▪ 16,838 persons had improved access to food, WASH and nutritional health services. ▪ 2791 Families, approx. 16,838 individuals had e-vouchers for vegetables and protein sources. In addition, they cultivated in their urban gardens. ▪ 17239 children under five years had improved nutritional health status. ▪ 28,000 children and adults had improved psycho-social status ▪ Vulnerable people’s dignity maintained ▪ Affected/vulnerable people ability have means to survive. ▪ Humanitarian partners support/complement each other.
<p>4. International Advocacy:</p>		
<p>Third state public and private actors are challenged to strengthen their adherence to IHL, HR, and the UNGP for business and human rights</p>		
<p>Outcome</p> <p>4.1: Third states and private sector actors are actively promoting and ensuring compliance with IHL, HR and the UNGPs in Palestine</p>	<p>Indicator</p> <p>4.1.1: # of specific steps taken by Denmark, Norway, EU and or key decision-makers to realize third state responsibilities and counter IHL and HR violations in Palestine (mainstreaming of IHL in agreements, IHL/IHRL language in statements and debates, restrictive measures in response to violations, banning of trade and investment etc.) 4.1.2: # of specific steps taken by Danish and Norwegian retailers, investors and other private sector actors to avoid economic and financial links to settlements and other IHL</p>	<p>Key results</p> <ul style="list-style-type: none"> ▪ 28 EU member states made a demarche to protest the forcible transfer of West Bank communities ▪ Consortium on 8 EU member states claimed compensation for destruction of humanitarian aid projects in area C on the West Bank ▪ Danish parliament passes a resolution that confirms and supports the implementation of UN resolution 2334 and calls for intensified advise to Danish companies who wish to invest in Israel, to reduce the risk that they invest in settlement activities <p>Note: All of the advocacy efforts linked local and DK/EU advocacy. The research, editing and compilation of ACT Alliance Protection of Space for Civil Society and Human Rights Defenders and subsequent round table meetings with 8 donor countries (Chatham House Rules), ACT community of Practice and ACT EU is evidence of link between HQ, PPAL and CO. Obvious need for continuing a strong and bold focus on shrinking space not the least how it manifests in Europe. Strengthen capacities of partners in advocacy and link them to DCA/NCA international advocacy work with the HO. And access to press release conference and participation to different international platforms</p>

	and HR violations in Palestine (CSR/RI policies, active ownership, divestment, no-trade policies etc.). ^[17] ^[SEP]	
4.2: Danish and Norwegian civil society actors are promoting awareness about the humanitarian context and adherence to IHL, IHRL and the UNGPs in Palestine	<p>4.2.1: # Danish and Norwegian churches, network of former EA's and Go Global participants who engage in the public debate about the humanitarian situation in Palestine and promote pressure on public and private sector actors for strengthened IHL and UNGP adherence (statements by church leaders, articles by former EA's, lobbying by former EA's, community advocacy initiatives by Go Global participants)^[17]^[SEP]</p> <p>4.2.2: # of media coverage (including social media) in Danish and Norwegian media integrating DCA/NCA perspectives on the humanitarian situation and the status of IHL, IHRL and UNGP adherence in Palestine in their coverage of the situation.^[17]^[SEP]</p>	<ul style="list-style-type: none"> ▪ 28 EU member states made a demarche to protest the forcible transfer of West Bank communities.^[17]^[SEP] ▪ Consortium on 8 EU member states claimed compensation for destruction of humanitarian aid projects in area C on the West Bank ▪ Danish parliament passes a resolution that confirms and supports the implementation of UN resolution 2334 and calls for intensified advise to Danish companies who wish to invest in Israel, to reduce the risk that they invest in settlement activities <p>Note: All of the advocacy efforts linked local and DK/EU advocacy. The research, editing and compilation of ACTalliance Protection of Space for Civil Society and Human Rights Defenders and subsequent round table meetings with 8 donors countries (Chatham House Rules), ACT community of Practice and ACT EU is evidence of link between HQ, PPAL and CO. Obvious need for continuing a strong and bold focus on shrinking space not the least how it manifests in Europe. Strengthen capacities of partners in advocacy and link them to DCA/NCA international advocacy work with the HO. And access to press release conference and participation to different international platforms</p>
5. Strengthening Civil Society:		
JCP has facilitated increased partner capacity and organizational development and has strengthened partners and DCA-NCA mutual relationship and joint learning		
Outcome	Indicator	Key results
5.1: Partner Organizations have enhanced accountability	5.1 # of partners with strategic advocacy plans and capacity to document advocacy results	<ul style="list-style-type: none"> ▪ Partners are more accountable to rights holders ▪ Partners increased their capacities to perform better
5.2: Partner organizations have strengthened their advocacy capacities	<p>5.2: Partner organizations have strengthened their advocacy capacities</p> <p>5.2.1: # of partners with strategic advocacy plans and capacity to document advocacy results.</p>	<ul style="list-style-type: none"> ▪ Increased number of partners in advocacy towards IHL and IHRL violations

V1 Annual Report (2018) May 3 2019- F. Strategic Objectives				
#	SO	Activities and Progress (3.2)	Status (3.3)	Plans for next year (3.4)
1.	By 2022, DCA's country programmes have sufficient partners that are prepared to lead and implement quality humanitarian response and promote community driven response where possible.	<p>DCA/NCA has build the capacity of 3 partners in Gaza (MAAN, AAH and DSPR) together with 15 emergency response committees to respond effectively to the humanitarian crisis. The activities implemented so far are as such:</p> <ul style="list-style-type: none"> - Developing contingency plans, emergency related policies and SOP's for the humanitarian response partner (MAAN) and 15 CBO's - Forming, mobilizing and training of 224 volunteers and 15 community groups (emergency response local committees) - Conducting emergency simulation exercises (MAAN) - Development of E voucher system (for CTP) and procurement of needed devices and tools (MAAN) - Conducting CTP training - Conducting capacity building training for partners on integrated WASH-nutrition programming in humanitarian situation (MAAN, DSPR, AAH) 	DCA/NCA and humanitarian partners integrate well such approach (supporting resilience and longer-term impact) in the humanitarian response intervention.	Nexus aspects and capacity building for right holders will continue to be the DCA/NCA and partners focus in 2019.
2.	By 2022, the humanitarian response of DCA and its partners adopt a longer-term developmental perspective from the earliest possible stages of crisis.	<p>DCA/NCA integrated Nexus related and resilience building activities in its humanitarian response interventions towards enhancing long term impact and sustainability. This is done by building capacities of local communities and individual right holders while improving their access to humanitarian needs. This took the form of</p> <ul style="list-style-type: none"> - supporting families to establish and manage home gardens to produce the needed vegetables, hence enhancing their food security status at long run. - Support behavior change (hygiene promotion, nutritional health awareness, etc) - Building capacities of community groups in emergency preparedness and response - Addressing underlying causes of humanitarian problems (supporting communities and individuals to come up with new technologies and approached to address humanitarian needs. (i.e. to improve livelihoods and food security conditions). 	DCA/NCA and humanitarian partners integrate well such approach (supporting resilience and longer-term impact) in the humanitarian response intervention.	Nexus aspects and capacity building for right holders will continue to be the DCA/NCA and partners focus in 2019.
3.	By 2022, DCA and its partners facilitate community-led programming which responds to identified risks in fragile and complex emergency contexts.	<p>5 new communities have successfully used the cash grants to respond to protection risks as stated in their action plans.</p> <ul style="list-style-type: none"> -New innovative approaches for cash scheme are explored with communities mainly to empower -Some community's Protection Group (PG) started gaining the trust of the community members, the Village Council (VC), and/or other institutions. For example, after several discussions, the School principal in Birin saw the work done by the community in order to enhance the school environment. He knew that the PG was thinking about adding grass to the school's playground but did not have the financial resources for it. Therefore, the principal managed to allocate funds from the school's budget and will be installing the grass by the end of March. •Six (6) number of meetings were held to develop Action Plans in five (5) communities (new) •Three (3) meetings were held to reassess the relevance of the action plans in 5 communities (old) •Six (6) village councils (VCs) integrated top priority in community action plan into their own planning agendas 	In progress	work with the targeted communities will continue for another two years. community cash grants will be distributed, community action plans will be updated regularly, networking and exchange visits with other communities will take place, women and youth will be more empowered to increase their level of participation in the public decision making processes.

		<ul style="list-style-type: none"> •community members particularly youth and women assume more active leadership role in relationship building and communications with village councils •Five (5) new communities have successfully used cash grants to respond to protection risks as stated in their action plans •Six (6) micro-projects were accomplished in 5 communities through community cash grants •In all communities, it was realised that at the start of the project, the community members' mentality was focused on blaming others for their villages' risks, they had no sense of responsibility towards any of the risks facing their communities. However, after the implementation of the micro-projects through cash grants, they have showed their sense of pride regarding the work they have achieved in their villages and some have been realizing the benefit of these projects in opening up other opportunities in the villages. •Five (5) Project Management Committees (PMC) committees were established •Five (5) Accountability committees are established 		
4.	<p>By 2022, DCA's development programmes implement market-based projects which combine multiple strategies targeted to a range of stakeholders in the value chain.</p>	<p>The project started in 2018.</p>	<p>Ongoing 2018-2022</p>	<ul style="list-style-type: none"> - Marketing and launching preparation for maintenance service center application - Conduct innovation training for VTC students - Application/maintenance service center activation and field services in Jericho. - Education and training for youth, women, university students and school-aged children - Conduct major training for youth - Conduct environmental education for schools and summer camp - Conduct course for university students - Purchase of maintenance van/outreach center - Enhance access to VTP of the different marginalized groups including female youth, youth with disability, the poor, to gain employment skills. - Enhance outreach to remote and marginalized areas through different ways. - Enable school to work transition and livelihood systems. - Push institutional and policy frameworks to uphold the right to work and to promote resilient livelihoods and reduced inequality - LWF will activate advocacy at the systems level for policy change and partner with other networks - Addressing the gender gap in access to TVET and work. - Encouraging entrepreneurship as a step towards accessing the labour market. - Organize workshops for curricula development. - Provide a quality vocational training to the trainees in VTCs.

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				<ul style="list-style-type: none"> - Identify a group of new relevant institutions to create new partnerships. - Hold meetings with relevant partners from the private sector. - Conduct capacity building programmes in soft skills and entrepreneurship at different VTC. - Offer career guidance sessions for a group of trainees. - Provide micro investments- grants to selected graduates for startups. - Maintain adequate follow up and regular monitoring.
5.	By 2022, DCA's established development programmes implement projects which aim to empower youth as a primary stakeholder.	Support vocational training and support in livestock production, urban gardening and marketing - Support women in developing own income generating projects	ongoing,	-Support vocational training and support in livestock production, urban gardening and marketing - Support women in developing own income generating projects
6.	By 2022, DCA supports HRDs across country programmes, and has developed and tested new modalities for operating in more restrictive environments.	16 criminal, administrative or civil legal cases were financed by DCA grant 5 cases of media crisis management 6 training for approximately 15 participants so around 90 HRDs	ongoing,	For 2019, DCA/NCA with HRDF will continue with providing: <ul style="list-style-type: none"> - Legal aid, which includes advice, counsel and representations of HRDs and HR organizations as well as a 24 hours, phones hotline. - Crisis management to support HRDs and HR organizations - Building resilience training of HRDs and providing them with awareness regarding their legal rights - Advocacy work
7.	By 2022, DCA's country programmes are implementing projects which support the inclusion of youth in the fight against poverty and underlying factors as a primary stakeholder.	Olive trees planting	ongoing	Olive trees planting
8.	By 2022, DCA's humanitarian programmes use advocacy where possible to support the fight against poverty by reducing discrimination of the vulnerable and marginalized.	3 Norwegian health care professionals contributed to competence development and exchange with 28 staff from Augusta Victoria Hospital (3 social workers, 4 doctors, 20 nurses, 1 physiotherapist) regarding Palliative Care. <ul style="list-style-type: none"> • Increased feasibility of Norwegian support for Palestinian patients and humanitarian significance of providing quality health care through AVH as a Palestinian institution in East Jerusalem. • The conference brought together international and national stakeholders and partners to discuss the challenges regarding access to health care and identify solutions for better quality care for cancer patients. The conference outcomes were used as information sharing, communication/media coverage, and used to reach out Health care professionals, church leaders and relevant stakeholders in Norway. 	ongoing	EAPPI cooperation agreement is till the end of 2019.

		<p>During 2018, EAPPI:</p> <ul style="list-style-type: none"> - Delivered 4 statements at the Human Rights Council to discuss deteriorating human rights situation and the unacceptable use of violence in the OPT. - 359 advocacy activities were carried out by EA's as well as NCs informing about the situation and calling for action to be taken. This included advocacy at an EU level with 79 members of the EU parliament, their assistants and advisors as well as advocacy meetings in US/ Canada and the UK. - 817 incidents were documented were 463 of these incidents were referred via email to third party organizations, e.g. UN agencies, and other INGO. - 310 communities were provided with protective presence. 		
9.	<p>By 2022, DCA's advocacy activities engage a wider range of Danish and international actors, who speak out to defend and protect inclusive development, equality, democratic and civil space</p>	<p>In 2018 DCA/NCA and BTS continued the international advocacy, reaching out to both new and familiar audiences. Over the past year this included visits to Prague, Copenhagen, Brussels and Berlin, to meet with parliament members and decision makers abroad, in addition to hosting hundreds of partners, politicians.</p> <ul style="list-style-type: none"> - Continued focusing on the South Hebron Hills, BTS continued their long-term work with the Palestinian communities of the South Hebron Hills, along with ongoing briefings for policy makers, and tours that was conduct in Area C. Furthermore, maintaining a media presence and interest in the area has been an integral part of the work. <p>In 2018 DCA/NCA with B'tselem:</p> <ul style="list-style-type: none"> - Helped keep the Bedouin community Khan al-Ahmar standing. B'Tselem informed the media and international community about the community's imminent transfer in violation of international law. On 11 June, Together with B'Tselem, 300 parliamentarians, scholars, musicians, artists, and faith leaders from around the world and Israel published an open letter voicing opposition to Israel's plans to forcibly transfer thousands of Palestinians living in farming-shepherding communities in the West Bank. - B'Tselem field researchers sent in 681 field reports: 97 compiled reports and 584 testimonies from individuals who experienced or witnessed human rights violations - Continued to harness the power of video for the struggle for human rights, with the help of 160 Palestinian video volunteers who document their lives under occupation. The camera project captures and publicizes images that give a face to human rights violations, making them tangible and concrete. - Staff shared information and analysis and advocated its positions in 160 meetings, briefings, field visits panels and events for the international community, including diplomats, government officials, UN agencies, clergy and international organizations. While leading field visits to the West Bank (including East Jerusalem), for diplomats, foreign decision-makers and international groups. 	<p>DCA/NCA will continue its partnership with BTS and B'tselem for the upcoming year</p>	<p>Both BTS and B'tselem will be feeding into the 1st objective of the new JCP. "The Palestinian populations rights and entitlements under the human rights and IHRL frameworks are defended"</p>

10.	Partnership modalities: By 2022 DCA's advocacy has resulted in donors increasing funding to support Charter for Change and Localisation in DCA programmes.	we worked through the grassroots initiative of the Women society in south Hebron on supporting education and planting trees in the marginalized communities. supported community groups on resilience intervention. Implemented community based intervention with CBOs in Gaza through Hum intervention	on going	The same as above, we will continue working through the grassroots initiative of the Women society in south Hebron on supporting education and planting trees in the marginalized communities. working through community groups on resilience intervention. working with CBOs in Gaza through Hum intervention
11.	Human Rights-Based Approach: By 2022, DCA integrates use of reporting mechanisms like UPR and CEDAW to ensure nobody is left behind, and our management processes reduce risks in relation to human rights violations.	-WCLAC developed CEDAW shadow report on Palestine highlighting issues related to Article 16 of the convention on personal status issues, GBV, child marriage, sexual violence, and safe abortions. WCLAC also responded to the list of issues raised by the Committee at the Pre-session Meeting in November 2018 as well as the response of the State of Palestine to the list of issues, to highlight the gaps in the official report of the State of Palestine	on going	WCLAC will continue their efforts to submit shadow reports on CEDAW and providing their reviews to the official report of the government.
12.	Gender Equality: By 2022 DCA has increased focus on fighting gender discriminatory laws and practices and has prompted faith actors to work proactively towards gender equality.	main activities were the awareness raising sessions for women and men and different stakeholders and conducting an investigative study about the issue. -main activities and achievements include changes in 4 policies as a result of advocacy initiatives such as abolish article 308 of the Penal code.	In the WB, of the YMCA/WDP and WCLAC are working on this objective with the DCA	plans for 2019 " joint property project" include continue working on the awareness raising, providing legal assistance and work on changing the administrative procedures regarding this issue plans for 2019 for the "wclac core funding project" include awareness raising for women, advocacy campaign to make legal changes, provide legal assistance for women. - DCA, ELCJHL and a group of faith-based actors, under the umbrella of ACT Alliance, will organize a Side by Side conference/ consultation to promote gender justice in Palestine
13.	Religion & Development: By 2022 DCA develops faith-sensitive programmes which partner with religious actors in our development and humanitarian advocacy work for pro-rights change that is rooted in beliefs and values.	Kairos Palestine gained ground on a local level by actively involving local target groups in working to spread knowledge about the Kairos call and to integrate values and principles of Kairos Palestine in their work. Kairos Palestine worked on creating a an international and sustainable network of solidarity and cooperation to develop and/or change positions and attitudes towards Palestinians and Palestinian Christians based on the principles of Kairos Palestine document.	Kairos Palestine promoted the Kairos call a source of empowerment and action among Palestinian (Christian and Muslim) communities as well as the global	Kairos Palestine will continue to expand its work on the national and international levels to promote Kairos Call, the Palestinian narrative and advocate for Palestinian rights in 2019.

			church. Kairos Palestine presented the Palestinian narrative through Palestinian contextual theology, inclusive history and rights-based approach.	
14.	Youth: By 2022, DCA has increased its experience, knowledge and methodologies on working actively with youth groups, movements and organisations both in Denmark and internationally.	- youth groups, schools from Denmark are engaged in olive tree planting in Palestine	The campaign is ongoing, and youth from Danish schools will be engaged every year in planting and olive picking seasons. Palestinian youth will also participate and present their challenges to Danish audience in Denmark.	we will continue with the same activities every year.
15.	Climate Change: By 2022 DCA projects considers the possible effects of climate change on project activities, and the possible emissions caused by implementation of projects.	completed assessment study which addressed the issue of female absence in the automotive industry and car repair (excluding sales services). Low female participation in the non-traditional sectors not only hinders women's economic advancement and status but also impedes the Palestinian economy as a whole from capitalizing on an untapped pool of capable human capital. Developed and piloted the date processing technology (to produce date paste) in order to ensure efficiency, effectiveness, and feasibility. This entails to carry out the needed adaptations according to the pilot results. At the end, it is aimed to have efficient and feasible drying, peeling, and seed removing technologies addressing the needs of the date paste processors in Gaza.	on going	Innovation hub project will continue over the coming years. DCA and NCA innovation call to be considered. Mainstream innovation in project intervention. Seek fund for implementing the innovation hub in Jerusalem
16.	Innovation: By 2022, DCA systematically identifies, tests and scales up innovation in our programmes and	Established Gaza innovation Hub with focus on agribusiness. A research study was conducted for women working in non-traditional sectors in Palestine, with a focus on the automotive repair and car industry. The purpose is to increase women's involvement in the non-traditional sectors to access male-dominated careers and occupations, and thus their participation in the labor market.	On going	Continue supporting Gaza innovation Hub with focus on agribusiness initiatives.. Supporting Infrastructure for Entrepreneurship through supporting start-ups. initiate innovation tech hub in East Jerusalem.

	<p>operational functions to support our strategic goals.</p>	<p>Developed and pilot the date processing technology (to produce date paste) in order to ensure efficiency, effectiveness, and feasibility. This entails to carry out the needed adaptations according to the pilot results. At the end, it is aimed to have efficient and feasible drying, peeling, and seed removing technologies addressing the needs of the date paste processors in Gaza.</p> <p>supported a mobile application development -Siyon tech “ Home Maintenance” vs. mobile technical support vehicle YMCA VTC to provide rapid outreach technical support , Business model - mobile application to provide outreach vocational services</p> <p>Support community based tourism initiative</p>		
<p>17.</p>	<p>Quality Management: DCA can demonstrate increased awareness of access to complaints and principles of expected staff behaviour (including sexual abuse, exploitation and harassment) among members of the communities we work in and in our partner organisations.</p>	<p>DCA/NCA has screened the movie “Serve with Pride” to its partners , staff and other stockholders and has initiated a discussion session around the movie and the topic of prevention of sexual exploitation and abuse (PSEA) and have presented relevant DCA’s policies and guidelines.</p> <ul style="list-style-type: none"> Initiated the process of developing a complaints Mechanism with some partners like EAPPI and HIRN Finalized the process of developing a complaints Mechanism with two partners Palvision and WCLAC. DCA/NCA is cochairing HCT’s PSEA Network in Palestine since May 2018 and we are attending the regular meetings DCA/NCA has rolled out DCA’s PSEAH policy in West Bank for its partners and staff 	<ul style="list-style-type: none"> DCA’s Partners, staff and some other stakeholders are aware of the prevention of sexual exploitation and abused. DCA’s Partners and staff in West Bank are aware of DCA’s updated PSEAH policy Two partners WCLAC and Palvision have developed a complaints mechanism. An action plan was developed for HCT’s PSEA Network. 	<ul style="list-style-type: none"> Initiating the process of updating DCA’s Palestine country office complaints Mechanism Translating relevant/needed posters into Arabic. Rolling out DCA’s PSEAH policy in Gaza. Continue working with HIRN and EAPPI on their complaints mechanism, if needed and applicable. Continue cochairing and participating in HCT’s PSEA Network meetings and help in implementing 2019-2020 action plan
<p>18.</p>	<p>Monitoring, Evaluation and Learning : By 2022, DCA’s projects have clearly defined indicators which are monitored at output and outcome level.</p>	<p>) Palvision's EU funded project (HIRAK) the project was monitored/evaluated twice during the project cycle on the output and outcome level during the mid term review and final evaluation. changes on some indicators after the midterm review have taken place</p>	<p>phased out, new intervention will start the mid of 2019- to 3 years</p>	<p>Palvision's project has ended</p>

V1 Palestine 2018 – May 3 2019 report (Activity progress for country programme objectives and outcomes)	
6. Active Citizenship	
Palestinian communities, including faith-actors, are empowered to be resilient and active participants in decision making processes to advocate for respect for IHL and human rights and just peace.	
Activity	Outcome
<p>1.1 Palestinian/Israeli duty bearers have been challenged and are responding to demands for IHL and IHRL adherence from Palestinian communities and Palestinian/Israeli civil society organizations supported under the programme</p>	<p>1.1.1: # of policies, administrative practices, budgets, or institutions (e.g. local council budgets, PA policies and practices in area C, service delivery institutions) that have been changed/better (partially or totally) implemented after partners/civil society coalitions/right holders.</p> <p>1.1.2: Number of planned advocacy initiatives exposing IHL and IHRL violations carried out by communities or civil society organizations (including faith based organizations)</p>
7. Save Lives	
Individuals and communities affected by acute and protracted emergencies able to withstand and recover from shocks and are able to live dignified lives	
Activity	Outcome
<p>1.1 Capacity building of partners, communities and CSOs on emergency preparedness, act safe and advocacy</p> <p>1.2 Consultation meetings with women in planning and shaping the emergency preparedness plans.</p> <p>1.3 Development of E voucher system (CTP) for emergency response.</p> <p>4.1 Linking communities to external ‘protection networks’ and actors nationally and internationally.</p> <p>2.1 Link and build on local capacities in WASH in relation with NCA's emergency response expertise.</p> <p>2.2 Provision of services (health, food, water, nutrition and psycho-social and legal aid) including CTP during acute and chronic emergencies.</p>	<p>1.2.1 15 Community based emergency response structures/mechanisms (including 225 volunteers, 130 committee members and 15 CBO's) in place (38.8% of community groups are women)</p> <p>1.2.2 12,780 community members avoid communicable diseases through improved hygiene practices and access to WASH services, 4022 children with improved nutritional health status, 6816 adults with improved psycho-social status and 7781 individuals with improved access to food and water (through E voucher system).</p>
8. Building resilient communities	
Palestinian youth, women and marginalised communities have improved employment and livelihood opportunities	
Activity	Outcome

<p>1.1 Support in livestock production, urban gardening and marketing</p> <p>1.2 Build community capacity in cooperative, marketing, networking, management skills and advocacy</p> <p>1.3 Facilitate links of cooperation with other market actors in the supply chain, nationally and internationally</p> <p>2.1+3.1 Support vocational training and education</p> <p>4.1 Support women in developing own income generating projects</p> <p>6.1 Provide infrastructure support in coordination with communities (Land rehabilitation and reclamation activities, access to water, electricity</p> <p>6.1 Provide Financial Support (CASH schemes and material support</p>	<p>1.3.1 Farmers work together (in cooperatives) and gain more income</p> <p>1.3.2 Ministry of Education promotes vocational training. Youth have increased knowledge in career life skills</p> <p>1.3.3 Youth and women are employed or self-employed, including in non- traditional sectors.</p> <p>1.3.4 Women are economically independent and get employment or develop their own business</p> <p>1.3.5 Women regain their self-esteem, generate income, restore hope and manage their livelihoods.</p> <p>1.3.6 Human Rights institutions work together to advocate for Palestinian to access their land and natural resources</p> <p>1.3.7 Women take the lead in decision-making, implement community projects and manage cash grants.</p> <p>1.3.8 Women’s self-confidence is reflected in their ability to speak in front of men, NGOs and in their ability to advocate private sector actors to be socially responsible.</p> <p>1.3.9 Women on the West Bank are familiar with protective measures and what to do to protect their financial contribution in their marriage</p> <p>1.3.10 Women access legal aid</p> <p>1.3.11 Women mandated institutions/ NGOs represents, educate and advocate for women rights policies in Gaza.</p>
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9. Fight Extreme inequality

The Palestinian populations rights and entitlements under the human rights and IHRL frameworks are defended

Activity	Outcome
<p>1.1 Monitoring and documentation of IHRL and IHL violations including ICT advocacy</p> <p>1.2 advocacy and networking with Scandinavian and European decision makers and retailers</p> <p>1.3 Advocacy/accountability work addressing Israeli authorities</p> <p>1.4 Support establishment of protection groups and facilitate their access to national and international CSOs and democratic decision making processes and accountability mechanisms in Palestine</p> <p>1.5 Support functional literacy and negotiation skills among vulnerable groups on how to access government resources and services, on how to activate alert systems, nationally and internationally.</p> <p>1.6 Facilitate protective presence of faith-based organizations and other actors</p> <p>1.7 Provide awareness, legal aid and counselling for women.</p>	<p>1.4.1 National and international groups are informed/ aware about the status of IHRL and IHL in Palestine, urged towards solidarity and action.</p> <p>1.4.2 Thirty six (36) advocacy initiative and fifty eight (58) national and international public events exposing IHL violations targeting policy makers.</p> <p>1.4.3 (3,291) incidents of IHL/IHRL violations, 1,210 testimonies collected on IHL violations in the oPt and 65 press releases on Israeli violations with different Human right organizations.</p> <p>1.4.4 Four (4) advocacy statements presented in EU HR Council</p> <p>2.2 Seventy- eight (78) members of the EU parliament and nine (9) permanent representatives advocated on issues of displacement and access to education in the oPt.</p> <p>3.1 (313) Israeli authorities /duty bearers were addressed with advocacy work</p> <p>3.2 (5,454) Israeli public are aware of IHL violations in Opt.</p> <p>1.4.5 Ten (10) Community protection groups are formulated and implemented advocacy plans targeting national and local decision makers</p> <p>1.4.6 Number of women and youth has increased in 19 local decision-making structures</p> <p>1.4.7 679 cases in which the protection structure played a role in preventing or addressing IHL/IHRL violations.</p> <p>1.4.8 Youth and women engaged in identifying community needs, community action plans, aware of their rights, and advocate for rights realization, including services.</p> <p>1.4.9 Nineteen (19) practices/policies have been changed as a result of community advocacy efforts and 21 responsive decision to the needs of the communities as a result of women and youth contribution.</p> <p>1.4.10 Seven (7) joint locally initiated and driven initiative involving groups in conflicts to promote coexistence, cooperation and solidarity between Christian and Muslim Palestinians. As well as Palestinian theological narrative is promoted and used to lobby international decision makers.</p> <p>1.4.11 Protective presence is provided for more than 277,039 Palestinians to access to EJ and other holy sites in oPt.</p> <p>1.4.12 On the national level, women are protected by the elimination of article (308) of the Jordan penal code which allows rapists to be pardoned if they marry their victim and remain married for at least three to five years.</p> <p>1.4.13 (515) Women on the West Bank and in EJ have access to social support and legal counselling</p>

V2 Palestine 2017 – February 2018 report			
Progress & Outcomes on Country Programme Objectives			
Objective 1- (Resilient Communities)			
Palestinian communities, including faith actors, are empowered, to be resilient and active participants in decision making processes to advocate for respect for IHL and human rights and just peace			
Outcome	Indicator	2017 Target	2017 Achieved
1.1 Palestinian/Israeli duty bearers have been challenged and are responding to demands for International Humanitarian Law and International Human Rights Law adherence from Palestinian communities and Palestinian/Israeli civil society organisations supported under the programme	1.1.1 Number of policies, administrative practices, budgets, or institutions (e.g. Local council budgets, PA policies and practices in area C, service delivery institutions) that have been changed/better implemented after partners/civil society coalitions/right holders advocacy efforts	2	8
	1.1.2 Number of advocacy initiatives exposing IHL and IHRL violations carried out by communities and civil society organizations (including faith actors/religious leaders)	40	82 WCLAC 5 Badil 5 HRDF: 18 Palvision: 1 JAI: 1 Campaign 52 initiatives took place by both Kairos and EAPPI]
1.2 Women and youth are meaningfully participating in decision-making at community and national levels (political, economic and social)	1.2.1 % increase in number of women and youth in local decision-making structures (e.g. shadow councils, committees, civil society coalitions)	53% women 51% youth	YMCA , 74% women / 26% Men
	1.2.2 # of more responsive decisions to the needs of the communities as a result of women and youth contribution	7	8
1.3 Inclusive (to women and youth) protection structures and mechanisms delay, minimize effects of or prevent IHL and HR violations (like protection groups)	1.3.1 Increase in number of cases in which the protection structure/mechanism has played a key role in preventing or addressing a situation of IHL and IHRL violations NCA Indicator: <i>NCA indicator</i> 425 youth skilled in conflict transformation Palestine, including both ELCJHL and Kairos has a focus on non-violence and co-existence education. ELCJHL targeted 407 male and female youth in 2017 while Kairos targeted 18 youth clergy.	30	44
1.4 Inter- and intragroup relations improved at local/ community level	1.4.1 Number of joint locally initiated and driven initiatives involving groups in conflict	2	3
Objective 2- Economic Empowerment			
Improved protection mechanisms in place and improved livelihood opportunities for Palestinian communities and individuals			
Outcome	Indicator	2017 Target	2017 Achieved
2.1 Access of Palestinian communities to natural, physical resources and markets are secured	2.1.1 Reduction of key legal and physical (key gaps in infrastructure) barriers to access natural and physical resources	N/A qualitative value and will be measured through different means	

	2.1.2 % of affected population have increased access to agriculture services (vet, extension) and resources (water, land, fodder, electricity)	50%	100% beneficiaries have access to veterinary services while 50% have access to fodder
2.2 Gender equal legal and cultural practices that allow women to achieve economic rights (e.g. inheritance, alimony, economic rights in marriage registration in chamber of commerce) are advanced	2.2.1 Increase of profit for agricultural producers (men and women)	200 USD	USD 267 per woman from the vet pharmacy sales USD 90 for cheese production and USD 90 for both men and women Cooperative members
	2.2.2 Number of women with increased access to their economic rights (e.g. inheritance's, right to work, economic rights in marriage)	180	151
	2.2.3 Number of legal reforms/changed practices addressing economic rights	3	1
2.3 Youth and women gained and maintained employment	2.3.1 % of female and male graduates that were still employed 12 months after graduating from vocational education NCA indicator: Number of women and men who have completed vocational education or apprenticeship schemes. 713 (186 Females, and 527 Males)	80%, (20% F 60% M)	60%
	2.3.2 Number of female and male rights holders who have established their own enterprises or access to employment	210	776: ASALA: 52 WAC: 45 DSPR : 71 LWF: 498 YMCA resilience: 110
Objective 3- Humanitarian response Efficient and effective response during emergencies			
Outcome	Indicator	2017 Target	2017 Achieved
3.1 Palestinian communities have effective, inclusive and responsive emergency mechanisms in place	3.1.1 % of women engaged in the consultation and planning processes for emergency preparedness mechanisms	35%	39%
	3.1.2 Number of emergency mechanisms in place within communities	30	63 mechanisms
3.2 JCP programme emergency response and preparedness active in collaboration with ACT Alliance and other network contributions (e.g. AIDA and HCT)	3.2.1 Palestine ACT Forum Emergency Preparedness and Response plan of the Palestine ACT Forum is updated at least once a year for acute emergency scenarios (war, floods in Gaza).	N/A -of a qualitative nature	
	3.2.2 Number of selected partners capable of specific sector response (e.g. WASH, cash distribution)	5	11 partners

3.3 JCP is responding to acute and protracted humanitarian crises and needs	3.3.1 Number of children have improved psycho social and nutritional status	Psycho-social: 30,000 Nutritional: 12,000	Psycho-social: 3,269 direct Nutritional: 12,047
	3.3.2 Number of times JCP has responded to acute humanitarian crises and needs (e.g. demolitions, armed conflict, floods and winter storms)		7
Objective 4: Third state public and private actors are challenged to strengthen their adherence to IHL, HR and the UNGP for Business and Human Rights			
Outcome	Indicator	2017 Target	2017 Achieved
4.1 Third States and private sector actors are actively promoting and ensuring compliance with IHL, HR and the UNGPs in Palestine	4.1.1 Number of specific steps taken by Denmark, Norway, EU and/or key decision makers to realize third state responsibilities and counter IHL and HR violations in Palestine (mainstreaming of IHL in agreements, IHL/HRL language in statements and debates, restrictive measures in response to violations, banning of trade and investment, etc.)	4	Self-implemented: 5 EAPPI and international advocacy: 6
	4.1.2 Number of specific steps taken by Danish and Norwegian retailers, investors and other private sector actors to avoid economic and financial links to settlements and other IHL and HR violations in Palestine (CSR/RI policies, active ownership, divestment, no-trade policies, etc.)	2	--
4.2 Danish and Norwegian civil society actors are promoting awareness about the humanitarian context and adherence to IHL, IHRL and the UNGPs in Palestine	4.2.1 Number of Danish and Norwegian churches, network of former EAs and Go Global participants who engage in the public debate about the humanitarian situation in Palestine and promote pressure on public and private sector actors for strengthened IHL and UNGP adherence (statements by church leaders, articles by former EAs, lobbying by former EAs, community advocacy initiatives by Go Global participants)	5	5
	4.2.2 Number of media coverage(including social media) in Danish and Norwegian media integrating NCA/DCA perspectives on the humanitarian situation and the status of IHL, IHRL and UNGP adherence in Palestine in their coverage of the situation	25	30
Objective 5: Thematic focus area – Strengthening civil society. JCP has facilitated increased partner capacity and organizational development and has strengthened partners and DCA/NCA mutual relationship and joint learned			
Outcome	Indicator	2017 Target	2017 Achieved
5.1 Partner organizations have enhanced accountability, capacities, networks, documentation and access to decision-making for a at different levels	5.1.1 # of partners with increased organizational and financial capacity.	4	8
5.2 Partner organizations have strengthened their advocacy capacities	5.2.1 # of partners with strategic advocacy plans and capacity to document advocacy results	2	3

Impact of Covid-19 on Basic Indicators

- 1) It is estimated that the unemployment rate among Palestinians in the West Bank and Gaza could reach 27.8% (2020), up from 24% at the end of 2019³². The real unemployment rates resulting from the COVID-19 pandemic have not been estimated, as the volatility, opening and closing of markets make any measurement extremely difficult.
- 2) Prior to the pandemic, PCBS and Palestine Monetary Authority projected a 2.2% reduction in GDP growth and a 4.5% increase in unemployment. After the pandemic, the rate of decline in GDP will double to 5.1% if the lockdown extends to three months. The World Bank has estimated that the rate of decline in economic growth could be as high as 7.8% in the event of a return to normal life, and to 11% if the pandemic worsens and the lockdown continues³³.
- 3) Unemployment includes sectors that are difficult to cover within the available support mechanisms or mechanisms developed to deal with the pandemic. This includes the estimated 50,000 self-employed, as well as nearly 20,000 workers over the age of 50 who have not been allowed to return to work in the Israeli market, and other elderly people who have lost their jobs and are unlikely to return to them. In addition, there are workers in private educational facilities, including nurseries and kindergartens, which employ more than 10,000 workers³⁴.
- 4) In the Gaza Strip, where pre-pandemic unemployment rates reached high levels among all classes and groups, particularly among young people, university graduates and those unemployed as a result of the closure of the Israeli market, estimates of losses due to the pandemic exceeded \$50 million (compared to \$180 million in the West Bank). Some 5,000 workers in kindergartens, nurseries, dayworkers and tourism workers are among those affected. According to the Gaza Chamber of Commerce and Industry, 15,000-20,000 Palestinian workers lost their jobs as a result of the closure of economic facilities in the early stages of the pandemic.
- 5) Women are doubly exposed to unemployment and its impacts. On the one hand, women are laid off as first choices by the private sector without compensation or guarantees and are encouraged to do domestic and care work as an alternative. On the other hand, women work in the services, tourism and informal sectors, particularly in agriculture, all of which are more exposed to the crisis³⁵. In addition, 25% of women in the private sector work "without any paid protection", which means that they may not benefit from the government's agreement with the private sector to pay 50% of the wages of workers during the pandemic, as well as to prevent arbitrary dismissal. As recent years have seen an emphasis on economic empowerment of women by international and government institutions through SMEs, studies indicate that 95% of women with SMEs have been negatively affected and 27% of their enterprises were discontinued at that time (i.e. before the end of March 2020) due to the impacts of the COVID-19 pandemic³⁶.
- 6) Young people and university graduates continue to make up the largest part of the unemployed and are the most vulnerable to unemployment risks. According to World Bank sources, youth

³² The 2019 rate from the Palestinian Central Bureau of Statistics - Labor Force Survey - Q4, 2019, estimates for 2020 are from the World Bank, June 2, 2020, <https://bit.ly/38OYutG>.

³³ The World Bank, 1-June 2020. <https://bit.ly/3ewllvr>.

³⁴ MoL, 2020, "Plan to Reduce the Effects of the COVID19 Pandemic on Workers."

³⁵ MoL, 2020, "Plan to Reduce the Effects of the COVID19 Pandemic on Workers."

³⁶ UN Women, March 2020, "The Impact of COVID19 on Women-Run SMEs" <https://bit.ly/2OmDdOG>
The World Bank, June 2020, "Palestinian Economy Struggles as COVID-19 Inflicts Losses". <https://bit.ly/3ewllvr>.

unemployment reached 38% immediately after the pandemic³⁷. The pandemic has led to a marked decline, particularly in economic activities that employ a relatively large number of young people, such as restaurants, hotels, trade, which employs 32% of them, and the service sector, which employs 22% of young people working in the West Bank and Gaza Strip³⁸. This has significantly increased levels of unemployment and poverty among young people. A study showed that young people are the most affected among older groups, with 36% of young people aged 18 to 30 reporting losing their jobs as a result of the pandemic, compared to 26% and 15% among the 31-50 group and over 50, respectively. Eighty-six percent of young people indicated that their families had lost part of their income, compared to 69% and 56% of those aged 31-50 and over 50, respectively³⁹.

³⁷ The World Bank, June 2020, "Palestinian Economy Struggles as COVID-19 Inflicts Losses". <https://bit.ly/3ewllvr>.

³⁸ The Palestinian Central Bureau of Statistics, April 2019, "Dr. Ola Awad, Head of the Palestinian Central Bureau of Statistics, reviews the labor situation for 2019 on the occasion of the International Workers' Day." <https://bit.ly/32eCtDo>

³⁹ AWRAD, May 2020, "COVID-19 Pandemic: Its Effects and Strategies of Coping among the Palestinians." <https://bit.ly/2ZqUfS5>

Annex 12: Evaluation team structure

The following table summarizes our team structure for this assignment.

Name	Position Assigned	Task Assigned
Nader Said	Team Leader	Oversight for task, and overall team facilitation, quality assurance, primary review of all data collection and reporting, and final report writing.
Kirsty Wright	M&E Expert and research support	Supporting in monitoring and evaluation process
Samer Said	Deputy team leader and research support	Quality assurance, validation, relevance and performance provision, technical support, data analysis
Mariam Barghouti	Deputy Leader, senior researcher	Lead the overall research and evaluation process, data collection, analysis, quality assurance and report writing
Ghassan Abu Hattab	Senior Expert -Social development specialist - Gaza	Development, coordination, and leading of qualitative data collection, quality assurance, and relevance, validity, reliability of methods/data.
Ashraf Jerjawi	Senior Expert and social development expert - Gaza	Coordinate, facilitate data collection process, lead field team in Gaza, and quality assurance
Yazid Jaradat	Quantitative research assistant	Data analysis and visualization
Tala Barham	Research Assistant	Coordinate for FGDs, data analysis and support
Samar Barham	Field Researcher	Data collection

Annex 13: Suggested implementation modalities for JCP identity

#	Implementation modality	Pros and cons	Requirements for success
1	One unified and coherent programme/project (UNDP-CRDP as an example)	This modality has all the advantages of a typical uniform project/ programme including one theory of change, one Log frame, clear and common understanding of the project by all stakeholders and staff, its implementation method, easy linkage between project components. This modality does not allow for varying project elements that fit the need of each donor (can't be a collection of interests and projects that not organically connected). It is faced by a challenge of linkage to the overall sector, impact at the higher level of macro-level indicators, and less amenable to influence the overarching policies and strategies in the sector.	<ul style="list-style-type: none"> - One unified and aligned theory of change - Clear and proven linkage and connectivity between project components (elements) - A dedicated project staff implemented by one or more organizations or through a Project Management Unit (PMU)
2	A coordinated/ harmonized programme with various elements that are not necessarily connected (but require sector – level coordination) (World Bank Multi-Donor Infrastructure Programme as an example)	A good coordination mechanism to ensure sector-wide harmonization in case donors have somewhat varying interests. It provides the flexibility to provide varying interventions that are not necessarily connected to one ToC or Log frame, but are catering to the needs of a sector or sub-sector. In contrast, the requirement for implementation are complex and require varying project design to fit each project and specialized expertise to properly address each element.	<ul style="list-style-type: none"> - Design and implementation method that fist each project - Ensure that each (project) has its own ToC and Log frame, as well as its dedicated technical specialized staff (but serve the overall impact indicator for the programme) - Clear mandate and focus where the various projects/elements are harmonized to serve a specific sub-sector within the overall sector
3	A permanent multi-donor institution (MDLF as an example)	Clear mechanism that is nationally owned, building on past experience. Competence and flexibility to implement projects within the sector by any number of donors based on their requirements and needs. Ensures sustained sector harmonization and coordination which leads to a more effective implementation in the long run. It provides a better opportunity for sustainability and relevance based on a clear national sector agenda. In contrast, this might be vulnerable to donor funding policies and practices (including not providing direct funding to government and quasi-governmental agencies.	<ul style="list-style-type: none"> - The development of a clear agreed sector/subsector strategy and an annual list of needed projects/ interventions - National capacity and institutional setups that are capable of sustained and effective implementation - Trust by donors and other stakeholders - Specialized technical and management expertise