

EVALUATION DEPARTMENT

REPORT 5/2017 COUNTRY EVALUATION BRIEF



Norad

Palestine

Evaluation Portrait



Commissioned by
The Evaluation Department

Carried out by
Chr. Michelsen Institute (CMI)

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Photo: Ken Opprann (cover)
*The Community Based Rehabilitation
Program (CBRP) on the West Bank
helps children attend school and
handicapped adults find jobs.*

ISBN: 978-82-7548-850-1

CEB Evaluation Portrait: Palestine

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2016

Title	<i>Economic costs of the Israeli occupation for the Palestinian people</i>
Published	07/2016
Agency/author	UNCTAD
Commissioned by	UN General Assembly
Type of evaluation	UN Conference report / sector evaluation
Project period	Not relevant
Keywords	Governance / Multi-lateral / costs of occupation
Abstract	<p>On 25 November 2014, the General Assembly adopted resolution 69/20. In paragraph 9 of the resolution, the Assembly requested the United Nations Conference on Trade and Development (UNCTAD) to report to the Assembly on the economic costs of the Israeli occupation for the Palestinian people. Previous studies have suggested that the Palestinian economy could be twice its current size, had the occupation not occurred. The Ministry of National Economy of the State of Palestine and the Applied Research Institute — Jerusalem have estimated the cost of the occupation in 2010 at \$6.9 billion or 85 per cent of GDP. The Applied Research Institute — Jerusalem estimated the specific direct costs at 74 per cent of GDP (\$9.95 billion).</p> <p>There is a need to establish within the United Nations system a systematic, evidence-based, comprehensive and sustainable framework for estimating the economic costs of the occupation and to report on the results to the General Assembly, not only to fulfil the request contained in resolution 69/20, but also to achieve the Sustainable Development Goals in the Occupied Palestinian Territory. UNCTAD expects that the evaluation exercise and building an inventory of the ongoing and historical economic costs of the occupation may take about four years (two bienniums) of work.</p>
Crosscutting issues	Poverty (strong, some or no), gender (strong, some or no), environment (strong, some or no), corruption (strong, some or no).
Link to evaluation	http://unctad.org/meetings/en/SessionalDocuments/a71d74_en.pdf

Title	<i>Palestine Independent Commission for Human Rights: External Evaluation Report</i>
Published	09/ 2016
Agency/author	Authors: Chris Sidoti, Ashley Bowe and Naema Habed
Commissioned by	ICHR
Type of evaluation	Summative evaluation /programme
Project period	2013–2016
Keywords	Human rights / NGO/CSO / human rights
Abstract	The Palestine Independent Commission for Human Rights (ICHR) is recognized internationally as the national human rights institution (NHRI) of the State of Palestine and has 'A' status as fully compliant with the Paris Principles. With regional offices in Gaza City, Hebron, Khan Younus, Nablus and Ramallah it has 72 staff. It is supported financially by a group of five international donors (Denmark, Netherlands, Norway, Sweden and Switzerland) with a budget of

	<p>USD 2.8 million (2016), of which the five donors contribute almost USD 2.5 million.</p> <p>The evaluation of its performance (2013-16) is part of its commitment to accountability and transparency and to learning from experience. The ICHR operates in a conflict zone with high conflict levels, Israeli military occupation and internal political and geographical divisions. The prevalence, persistence and severity of human rights violations lead to ICHR working under pressure at all times. ICHR has been and is very effective, given the very difficult and complex context in which it works. The ICHR has had a substantial impact on Palestinian institutions and society, and has made great progress on governance reform over the past six years and especially in 2015 and 2016. It is highly dependent on donors for 95% of its budget, but the donors are long-term funders that are very committed to ICHR. The ICHR has succeeded in operating as a truly national Palestinian institution, in spite of the internal divisions in Palestine, and that it is highly regarded by both the PNA and the Gaza administration.</p>
Crosscutting issues	Poverty (no), gender (some), environment (no), corruption (strong, some or no).
Link to evaluation	<i>Not available online</i>

Title	<i>Organizational Assessment of the Coalition for Accountability and Integrity - AMAN</i>
Published	03/2015
Agency/author	COWI
Commissioned by	Bilateral-donor consortium (Norway, The Netherlands and Luxembourg)
Type of evaluation	Summative / programme
Project period	2013–2016
Keywords	Governance / bi-lateral / anti-corruption
Abstract	<p>AMAN, a national chapter of Transparency International, managed to become a renowned and respected institution among key stakeholders in Palestine. In Gaza, AMAN has a comparative advantage, because national institutions, fighting corruption, do not operate in Gaza. AMAN is the key CSO addressing anti-corruption, transparency, accountability and integrity systematically in a mainstream perspective and in a situation of emergency and reconstruction (Gaza). Key donors are Norway, the Netherlands, and Luxembourg, "the Consortium". The Consortium funded 59 % and 53 % of AMANs activities in 2013 and 2014, respectively. The assessment finds that AMAN has been a leading organization in the promotion of a national framework for fighting corruption, including the adoption of Anti-Corruption legislation, establishment of the Anti-Corruption Commission (ACC) and the Anti-Corruption Court. Aman works in an efficient structured and the quality of publications are high. Aman as no local donors and is dependent on foreign donors. There are problems with institutional overstretch being involved in too many reviews and evaluations.</p> <p>The report makes a number of recommendations including:</p> <ul style="list-style-type: none"> - assign more staff to the Gaza branch - involve stakeholders, esp. target women, in the strategic process - work strategically on major hindrances for combating corruption

	<ul style="list-style-type: none"> - re-establish relations with the Anti-Corruption Commission - introduce systematic monitoring and follow-up mechanisms.
Crosscutting issues	Poverty (no), gender (some), environment (no), corruption (strong)
Link to evaluation	<i>Not available online</i>

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

Title	<i>How to Break the Vicious Cycle: Evaluation of Dutch Development Cooperation in the Palestinian Territories 2008-2014</i>
Published	04/2016
Agency/author	Policy and Operations Evaluation Department (IOB), Ministry of Foreign Affairs, the Netherlands, Floris Blankenberg and Elise Landowski.
Commissioned by	Dutch House of Representatives
Type of evaluation	Formative evaluation / Programme evaluation
Project period	2008–mid 2014
Keywords	Multi-sectoral / bi-lateral / State building
Abstract	<p>The ultimate goal of Dutch development efforts in the Palestinian Territories (PT) was to contribute to the establishment of two states. To what extent has the Dutch development cooperation programme in the PT been relevant, effective, coherent and sustainable in terms of contributions to the development of a functioning Palestinian state and a viable Palestinian economy.</p> <p>The Israeli occupation of the Palestinian Territories and the weak position of the Palestinian Authority were the two main factors constraining the effectiveness of the Dutch development cooperation programme in the PT. The Netherlands contributed to laying a foundation for a Palestinian state; however, it did not substantially contribute to developing a viable Palestinian economy. The programme of the Netherlands was mostly relevant from the perspective of the Palestinian population, the PA, the EU and the general and thematic Dutch development policy.</p> <p>One of the main lessons is that The Netherlands should continue the critical dialogue with Israel on improvement of the conditions that currently undermine the effectiveness of Dutch support to the Palestinian Territories. The Israeli government is sometimes sensitive to pressure, especially when it is brought to bear by friendly nations such as the Netherlands.</p>
Crosscutting issues	Poverty (some), gender (some), environment (no), corruption (some)
Link to evaluation	https://english.iob-evaluatie.nl/publications/evaluations/2016/04/01/412-%E2%80%93-evaluation-of-dutch-development-cooperation-in-the-palestinian-territories-2008-2014-%E2%80%93-how-to-break-the-vicious-cycle

Title	<i>Assessment of Norwegian Support to Democratization and Strengthened Political Legitimacy in Palestine</i>
Published	06/2016
Agency/author	Norad (Authors: Petter Skjæveland and Petter Bauck)
Commissioned by	The Representative Office of Norway to the Palestinian Authority (NRO)
Type of evaluation	Formative evaluation / country evaluation
Project period	Not relevant
Keywords	Governance / bilateral / democracy promotion
Abstract	The main challenges for democracy and human rights in Palestine today is the Israeli occupation, lack of sovereignty and varied international interest in changing the present situation. It leaves Palestinians and their political system with weak legitimacy, authority and capacity.

	<p>Development assistance will not by itself solve the Israeli-Palestinian conflict, end the occupation, remove the biggest hindrances for development or secure a strengthened democracy and political legitimacy in Palestine. Development assistance could however improve the conditions for reaching a negotiated solution, strengthened democratization and the realization of human rights.</p> <p>The authors recommend for international development aid donors to:</p> <ul style="list-style-type: none"> - Improve aid coordination and division of labour among donors. - Continued high level of development aid to Palestine, UNRWA and for Gaza's reconstruction. - Support elections, as well as national and international agreement on clear criteria for an election process and the outcome. - In face of possible PA collapse, focusing on strengthening local governments' authority and capacity for service delivery. <p>And for Norwegian development aid to:</p> <ul style="list-style-type: none"> - Complement development engagement with other foreign policy measures, as well as ensuring policy coherence, to increase likelihood of sustainable development. - Do not engage in new sectors or increase the number of agreements, and over time consolidate efforts focused on strategic interventions.
Crosscutting issues	Poverty (no), gender (some), environment (no), corruption (strong)
Link to evaluation	https://www.norad.no/om-bistand/publikasjon/2016/assessment-of-norwegian-support-to-democratization-and-strengthened-political-legitimacy-in-palestine/

Title	<i>Partnership for Infrastructure Development Multi-donor Trust Fund - PID MDTF (DRAFT)</i>
Published	Draft of 09/2016. Not yet published
Agency/author	Arab World for Research and Development – AWARD (Authors: Dominique Lallement, Kirsty Wright, Mohammad Eila, Nader Said-Foqahaa, Reem Ziad-Ghattas, Nicholas Hyman, Noor Araj)
Commissioned by	World Bank
Type of evaluation	Formative evaluation / Programme evaluation, mid-term
Project period	2012–2015
Keywords	Governance / multilateral organisation / Infrastructure
Abstract	<p>The Program for Infrastructure Development Multi-donor Trust Fund (PID MDTF) was established by the World Bank, in partnership with the Government of Sweden, and became effective in 2012. The development objectives were to improve the coverage, quality and sustainability of infrastructure in the West Bank and Gaza, which are very valid and well aligned with the PA national priorities as well as World Bank strategies.</p> <p>The evaluation concludes that PID MDTF is a major achievement in terms of improved aid coordination and harmonization and that the PID has proved to be a valuable instrument for the World Bank and participating donors to respectively leverage their funding. The Program has also demonstrated its value-added for the reform process in water and urban development.</p>

	<p>However, the PID MDTF has not yet reached its full potential and the PID MDTF continues to face major risks, which may affect the long-term viability of the mechanism as well as the sustainability of the finances.</p> <p>The evaluation recommends, among other things, to strengthen the PID from a collection of projects to a true program and to change the format of the Oversight Committee in order to raise the PA participation to a more strategic level.</p>
Crosscutting issues	Poverty (no), gender (some), environment (no), corruption (no)
Link to evaluation	<i>Not available online</i>

2015

Title	<i>Effectiveness of core funding to CSOs in the field of human rights and international humanitarian law in occupied Palestine</i>
Published	06/2015
Agency/author	Indevelop (Authors: Cecilia Karlstedt, Waddah Abdulsalam, Smadar Ben-Natan, Haneen Rizik)
Commissioned by	The Swedish Consulate General in Jerusalem
Type of evaluation	Summative evaluation
Project period	2013–2015
Keywords	Human rights / CSO/NGO / core funding
Abstract	<p>This report evaluates the effectiveness of the core funding provided to 24 Palestinian and Israeli human rights organizations through a joint The Human Rights and International Humanitarian Law Secretariat (HR-IHL). The donor consortium is composed of Sweden, Denmark, Switzerland and The Netherlands since 2004, managing a pooled fund through the HR-IHL secretariat in order to simplify and harmonize donor procedures, align to partners' systems and promote more transparency in the donor–CSO relation.</p> <p>A sample of 15 CSOs located in the West Bank and East Jerusalem, in Israel and in the Gaza Strip was selected for in-depth study. The study found that core funding is extremely important for all human rights organisations regardless of the geographical context they operate in and contribute. A number of reasons were found to explain this including a volatile security landscape needing daily field monitoring and long processes in courts. In addition, core funding allowed for setting priorities, as well as strengthened long-term viability and job security for the staff. Most CSOs have a number of core funding donors (15-20), that collectively contribute from 40-50 per cent of their annual budgets, yet most of the CSOs had not been able to fully cover their budget.</p> <p>The study concludes that the core funding levels (< 20 per cent) from the secretariat are below the CSOs' needs, hence recommend increasing the total</p>

	resources available, distribute them based on need and regard the CSOs as long-term partners.
Crosscutting issues	Poverty (no), gender (no), environment (no), corruption (some)
Link to evaluation	http://www.sida.se/contentassets/1f8d14b36785430b81e5c485b7de7d32/79621b66-0044-4f44-ae26-4db04fb7797e.pdf

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

Title	<i>Evaluative review of the Statebuilding Grant and the Palestinian Governance Facility – DFID Palestinian programme</i>
Published	2015
Agency/author	ODI (Authors: Bryn Welham, Heidi Tavakoli, Sami Miaari and Edward Hedger)
Commissioned by	DFID
Type of evaluation	Summative evaluation / Programme evaluation
Project period	2011–2016
Keywords	Governance / bi-lateral / financial management

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

Title	<i>Programme Evaluation: Support to Accountable Security and Justice in the OPT</i>
Published	20/03/2015
Agency/author	Social Development Direct (Authors: Caroline Roseveare, Catherine Müller, Samar Baidoun)
Commissioned by	DFID
Type of evaluation	Summative evaluation / Programme evaluation
Project period	2011–2015
Keywords	Human rights & gender / bi-lateral / Violence against woman (VAW)
Abstract	<p>This report presents the findings of an end of programme evaluation of the DFID funded “Support to Accountable Security and Justice in the OPT” programme (2011–15) implemented by UN Women (UNW), and later planned for integration with the UNDP/ UNW Programme (“Strengthening the Rule of Law in the OPT: Justice and Security for the Palestinian People”). This aims to develop and maintain conditions for a viable Palestinian state, based on the rule of law and principles of gender equality. This is an evaluation of a specific programme and not of UNW as an institution that implements a number of programmes in Palestine.</p> <p>The main findings are:</p>

	<p>Relevance: The programme has contributed to the development of VAW specialist police services for women victims of violence at three levels.</p> <p>Effectiveness: The programme has contributed to the generation of robust evidence on the access to S&J of women and girls in the West Bank</p> <p>Efficiency: The programme has experienced some implementation delays and time-lags between activities and the way in which resources (particularly human resources) have been utilized and combined for the achievement of programme results has been complex.</p> <p>Impact: the programme has contributed to efforts to enhance women and girls' access to PA/state provided S&J services in the West Bank.</p> <p>Sustainability: The long term sustainability of specialist police services is potentially constrained.</p>
Crosscutting issues	Poverty (no), gender (strong), environment (no), corruption (no)
Link to evaluation	http://www.oecd.org/derec/unitedkingdom/Evaluation-Support-Accountable-Security-Justice-OPTs.pdf

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

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

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

Title	<i>DFID’s Palestinian Programme: ‘Improving Food Security for the People of Gaza’</i>
Published	08/2015
Agency/author	Public Administration International (PAI) and Atos Consulting & Technology Service
Commissioned by	DFID

Type of evaluation	Formative evaluation / programme evaluation
Project period	2011 – 2015
Keywords	Commodity Aid / Multilateral organisations / Food security
Abstract	<p>DFID has funded the programme under review with £25.5 mil. The evaluation assess a) the UNRWA Job Creation Programme (JCP), which provides cash to refugees for short-term work assignments for professional, skilled and unskilled workers, and b) the WFP Voucher Programme (VP), which provides food vouchers to non-refugee families assessed through the use of a proxy means test to be poor.</p> <p>Overall conclusions:</p> <ol style="list-style-type: none"> 1) Expanding food assistance and creating income opportunities will remain a priority in the longer term. 2) Cash or food assistance will need to continue until interventions improve economic activity and increase access to jobs and income opportunities. 3) WFP’s voucher program is a valuable and dignified safety net that provides a positive impact on food security. DFID should continue to support the WFP VP. 4) The evaluation has shown that JCP does not create jobs, has little impact on food security or alleviating poverty and has limited potential for monitoring and evaluation. DFID should therefore cease to support the JCP. <p>Further the evaluation recommends that a) the WFP should continue developing and expanding the VP platform, and should work to increase the secondary impacts of the VP; b) UNRWA should conduct an internal review of the JCP objectives with its donors and must strengthen their monitoring and evaluation regime.</p>
Crosscutting issues	Poverty (strong), gender (some), environment (no), corruption (no)
Link to evaluation	http://www.oecd.org/derec/unitedkingdom/Evaluation-Report-Final-Improving-Food-Security-Gaza.pdf

2014

Title	<i>Evaluation of the European Union’s cooperation with the occupied Palestinian territory and support to the Palestinian People (volume 1)</i>
Published	07/2014
Agency/author	DRN (lead), ECDPM, ECORYS and PARTICIP
Commissioned by	Evaluation Unit of the Directorate General for Development and Cooperation – EuropeAid (European Commission)
Type of evaluation	Summative evaluation / Country evaluation
Project period	2008–2013
Keywords	Cross-cutting / Multilateral Organisation / Development cooperation
Abstract	For more than twenty years, the EU has been a strong supporter of the Palestinians and their quest for self-determination. EU has consistently pursued an ambitious, norm-based vision for resolution of the Israeli-Palestinian conflict – the “two-state solution” including a democratic, viable

	<p>and contiguous State of Palestine. The EU's aid to Palestine amounts to € 2.5 billion between 2008 and 2013.</p> <p>On the one hand, the Evaluation findings suggest that there have been important accomplishments. The EU can legitimately claim to be the most reliable partner of the PA, and the largest contributor to Palestinian welfare. All these efforts contribute to the broad ENP goal of stability, at least in the short term. Yet little was done to remove the most significant obstacles to sustainable Cooperation outcomes and achievement of a viable, democratic and contiguous Two-State solution, particularly Israeli occupation and settlement policies and the political division of the West Bank and Gaza.</p> <p>Consequently, the evaluation team's overarching Recommendation is to commence a "greenfield approach", which invites the EU to step back, face squarely the structural limitations of current approaches, and on that basis design a more interconnected and coherent Cooperation framework – a solid architecture for going forward, a design better suited to the context, EU norms and effective implementation.</p>
Crosscutting issues	Poverty (some), gender (some), environment (no), corruption (some)
Link to evaluation	https://ec.europa.eu/europeaid/sites/devco/files/evaluation-cooperation-ec-palestine-1327-main-report-201405_en.pdf

Title	Area C and the Future of the Palestinian Economy
Published	2014
Agency/author	World Bank (Authors: Orhan Niksic, Nur Nasser Eddin, and Massimiliano Cali)
Commissioned by	Not relevant
Type of evaluation	Summative evaluation / country evaluation
Project period	Not relevant
Keywords	Governance / Multi-lateral / costs of occupation
Abstract	<p>This is the first report to systematically evaluate and quantify the economic potential of Area C, which constitutes approximately 61 percent of the West Bank. The report finds that lifting the restrictions on economic activity in Area C could have a large positive impact on Palestinian GDP, public finances, and employment prospects. The economic significance of Area C lies in that it is the only contiguous territory in the West Bank, which renders it indispensable to connective infrastructure development across the West Bank, and a relative abundance of natural resources.</p> <p>Key findings: the potential additional output from the sectors evaluated in this report alone would amount to at least USD 2.2 billion per year, equivalent to about one fifth (23 percent) of Palestinian GDP. This would reduce the dependence on donor aid for financing chronic budget deficits. PA fiscal deficit would be halved (56 Percent reduction) and the greatly reduce the need for external budget support.</p> <p>Impact: The impact on Palestinian livelihoods would be significant: an estimated increase in GDP of 35 percent would improve livelihoods, reduce</p>

	the high rate of unemployment and add to result least an USD 800 million in increased tax revenues for the Palestinian authority.
Crosscutting issues	Poverty (strong), gender (strong, some or no), environment (strong, some or no), corruption (strong, some or no).
Link to evaluation	http://documents.worldbank.org/curated/en/257131468140639464/pdf/893700PUB0978100Box385270B00PUBLIC0.pdf

Title	Review report: Al-Haq
Published	11/ 2014
Agency/author	Chr. Michelsen Institute (Authors: Kjetil Selvik and Are Knudsen)
Commissioned by	NORAD and NPO
Type of evaluation	Summative evaluation / programme review
Project period	2011–2013
Keywords	Human rights / NGO/CSO / human rights
Abstract	<p>Al-Haq is a Palestinian human rights organization with its headquarters in Ramallah, West Bank. Established in 1979, its main objective is protecting and promoting human rights and respect for the rule of law in the oPT. Al-Haq is the West Bank affiliate of the International Commission of Justice in Geneva and has special consultative status with the Economic and Social Council of the United Nations. Al-Haq conducts and disseminates legal research based on international humanitarian and human rights law. In addition, the organization, using its extensive database, documents and monitors violations of international human rights and humanitarian law. Al-Haq is a founding member of the Palestinian Human Rights Council and takes a leading role within the council.</p> <p>The review of its Al-Haq’s strategic plan (2011–13) finds that it is an important component of the Palestinian civil society. The relevance of Al-Haq’s work is very high and is an an important civil society actor. Al-Haq combines meticulous documentation of human rights breaches with legal research and advocacy work at the national and international levels. Al-Haq has demonstrated ability to influence, constrain and hold accountable the Palestinian Authority (PA), including surprise visits to detention centres in the West Bank. Al-Haq’s financial basis is solid, and despite reliant on many donors (including Norway), close to 90 percent of Al-Haq’s funds are core funds.</p>
Crosscutting issues	Poverty (no), gender (some), environment (no), corruption (no)
Link to evaluation	https://www.cmi.no/publications/file/6234-review-report-al-haq.pdf

Title	Review report: Al-Miftah
Published	11/2014
Agency/author	Chr. Michelsen Institute (Authors: Are Knudsen and Kjetil Selvik)
Commissioned by	NPO and NORAD
Type of evaluation	Summative evaluation / programme
Project period	2011–2013

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

2013

Title	<i>Final Evaluation: Gender Equality and Women’s Empowerment in the Occupied Palestinian Territory</i>
Published	01/2013
Agency/author	Authors: Hanife Kurt, Rana Nashashibi, independent researchers
Commissioned by	UN Resident Coordinator’s Office
Type of evaluation	Summative evaluation / Programme evaluation
Project period	02/2009–12/2012
Keywords	Human rights & gender / Multilateral Organisations / Gender equality
Abstract	The MDG-F Gender Equality and Women’s Empowerment Programme in the OPT has been implemented by six UN agencies in an effort to address gender based violence, violence against women, political participation of women and equal economic rights. The MDG Achievement Fund has funded the joint programme with a total amount of 9.000.000 USD. Despite the challenges to set up an organizational structure based on the specifications of the MDG-F Implementation Guidelines, the programme has achieved measurable progress in addressing the MDGs at the national level such as:

	<ul style="list-style-type: none"> - the development and endorsement of the Violence Against Women Strategy, which was enacted in January 2011 - The draft of the Cross-Sectoral National Strategy on Gender (2011-2013), which was the very first in its kind advocating to mainstream gender across all sectors in OPT <p>These are some of the recommendations proposed in order to ensure sustainability of the JP accomplishments:</p> <ul style="list-style-type: none"> - To conduct an in depth capacity development needs assessment of the capacities of the main implementing ministries at the design phase - The design of the programme should be more results based - The UN agencies financial systems should be adjusted to produce disaggregated financial data on the West Bank and Gaza
Crosscutting issues	Poverty (some), gender (strong), environment (no), corruption (no).
Link to evaluation	http://www.mdgfund.org/sites/default/files/Palestinian%20Territory%20-%20Gender%20-%20Final%20Evaluation%20Report.pdf

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

Crosscutting issues	Poverty (no), gender (no), environment (no), corruption (some)
Link to evaluation	http://pdf.usaid.gov/pdf_docs/PA00J36H.pdf

Title	<i>DFID's Support for Palestine Refugees through UNRWA</i>
Published	09/2013
Agency/author	Independent Commission for Aid Impact (ICAI)
Commissioned by	DFID
Type of evaluation	Summative evaluation / Programme evaluation
Project period	2008–2013
Keywords	Humanitarian aid / Multi-lateral / Refugees
Abstract	<p>The Department for International Development (DFID) is UNRWA's fourth largest donor, contributing £173.2 million (2008-12). This review assesses the impact that DFID's support has on Palestine refugees and the effectiveness of DFID's engagement with UNRWA. The review focusses on UNRWA's provision of health, education and social support to refugees in all locations, except Syria.</p> <p>DFID's support to UNRWA is an effective way of supporting both organisations' twin aims of improving the human development outcomes of Palestine refugees and of contributing to regional stability. UNRWA is delivering a good standard of basic public services in a challenging environment. Until a regional political settlement is reached, UNRWA's role is central to ensuring that Palestine refugees can access basic services. There is, however, a real risk to the sustainability of this model, caused by the growing gap between demands for and supply of UNRWA services. To ensure sustainability, critical decisions must be made urgently and the pace of reform accelerated. At present, however, it is not clear whether UNRWA is in a position to do this, unless profound changes are made.</p>
Crosscutting issues	Poverty (strong), gender (no), environment (no), corruption (no).
Link to evaluation	http://www.oecd.org/derec/unitedkingdom/UK_DFID_ICAI%20UNRWA_Palestine_Refugees.pdf

2012

Title	<i>UNFPA Country Programme Evaluation: Occupied Palestinian Territory Jan 2011-August 2012</i>
Published	11/2012
Agency/author	Advance (Authors: Nahed Freij, Rihab Sandouka, Muhannad Sandouka, Petra Scheuermann, Rami al Wehaidy, Reham al Wehaidy)
Commissioned by	UNFPA
Type of evaluation	Summative evaluation / Project, programme, sector or country evaluation
Project period	2011-2013
Keywords	Human rights and gender / Multi-lateral / Reproductive health

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

Title	<i>United Nations Trust Fund on Human Security (UNTFHS) Joint Programme: Mid-Term Evaluation Assignment</i>
Published	06/10/2012
Agency/author	Independent researcher
Commissioned by	UNRWA (on behalf of UN Women, UNRWA, UNESCO, and FAO)
Type of evaluation	Formative evaluation / programme evaluation
Project period	2010 –07/2013
Keywords	Multi-sectoral / Multilateral organisations / Gender
Abstract	<p>The United Nations Trust Fund for Human Security Joint Programme titled <i>Livelihood Protection and Sustainable Empowerment of Vulnerable, Rural and Refugee Communities in the Jordan Valley</i> is a comprehensive and prevention-oriented initiative. It is designed to enhance Human Security through responding to the protection and livelihood needs of selected vulnerable Palestinian communities. UN Women, UNRWA, UNESCO, and FAO jointly implement the programme, in close partnership with relevant PA institutions, and local stakeholders.</p> <p>Standard OECD/DAC evaluation criteria were used including:</p>

	<ul style="list-style-type: none"> - Relevance –the design of the programme objectives and activities were consistent with the needs and priorities of the targeted communities. - Ownership – the various participatory tools used in the implementation of the different activities contributed in enhancing the collaboration and partnership among key stakeholders and the UN implementing agencies. - Effectiveness – generally satisfactory. There were, however, some challenges during implementation, the most significant being societal perception and treatment of women’s role and status. - Efficiency – The governance modality ensures a high level of engagement of different stakeholders while at the same time avoids complicated and rigid arrangements. - Sustainability – the incorporation of certain elements enhanced the ability of the programme to provide long-term benefits to the targeted communities.
Crosscutting issues	Poverty (some), gender (some), environment (some), corruption (no)
Link to evaluation	http://gate.unwomen.org/Evaluation/Details?evaluationId=4694

2011

Title	<i>Organisational Effectiveness Assessment: United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) Vol 1</i>
Published	12/2011
Agency/author	Multilateral Organisation Performance Assessment Network (MOPAN)
Commissioned by	UNRWA
Type of evaluation	Formative evaluation / assessment
Project period	2010–2011
Keywords	Humanitarian aid / Multi-lateral Organisations / Organisational effectiveness
Abstract	<p>UNRWA has 30,000 staff members that pursue a broad mandate in five fields of operation, serving, in 2011, 4.76 million Palestine refugees. The Agency’s services encompass education, health care, relief, camp infrastructure and improvement, community support, microfinance and emergency response. UNRWA has in the last 20 years, been operating under serious financial constraints and has over the past three years undertaken a number of efforts to improve its effectiveness. The MOPAN assessment, provide a snapshot of four dimensions of organisational effectiveness.</p> <ol style="list-style-type: none"> 1. Strategic management is one of UNRWA’s strengths. However, some improvements need to be made, ranging from the need to articulate a policy on results-based management to improved phrasing of results statements and selection of indicators. 2. UNRWA’s strongest performance in operational management relates to the Agency’s adherence to humanitarian principles, its efforts in linking aid management and performance and various aspects of financial management. There is room for improvement with regard to defining roles and responsibilities between Headquarters and Field Offices.

	<p>3. UNRWA has shown an adequate capacity in relationship management with a variety of actors and has demonstrated its capacity to adjust its working procedures promptly to respond to changing circumstances.</p> <p>4. When it comes to knowledge management, improvements are needed in terms of quality and coverage of evaluations.</p>
Crosscutting issues	Poverty (strong), gender (some), environment (no), corruption (no)
Link to evaluation	http://www.mopanonline.org/assessments/unrwa2011/MOPAN_Common_Approach - UNRWA Report 2011 Part 1.pdf

2010

Title	<i>The World Bank Group in the West Bank and Gaza, 2001–2009: Evaluation of the World Bank Group Program</i>
Published	2010
Agency/author	WB Independent Evaluation Group (IEG)
Commissioned by	World Bank Group (IBRD, IDA, IFC, MIGA)
Type of evaluation	Formative evaluation / Country evaluation
Project period	2001–2009
Keywords	Multi-sectoral / Multi-lateral / Institutional capacity building
Abstract	<p>The World Bank Group assistance covered four broad areas: governance (public financial management and fiscal reform), private sector, infrastructure, and human and social development. Institutional capacity building was a pervasive theme in all four areas. The overarching objectives—investing in peace and building institutions necessary for future statehood—were relevant to the needs of the client (the PA). However, their achievement was dependent on finding a political solution to the conflict, which was beyond the control of the Bank.</p> <p>Institutional development is highly uneven, with serious gaps at the sector and municipal levels. Most infrastructure sectors continue to face technical and political constraints. Recent economic growth is driven almost exclusively by donor subsidies, and the private sector is extremely weak. The economic peace dividend did not materialize, as the main constraints to peace and prosperity were never seriously addressed.</p> <p>IEG recommends that Bank management focus attention on the following areas and actions:</p> <ul style="list-style-type: none"> - Strategy: Institutionalize a process to formalize and regularly update the Bank Group’s strategy for the West Bank and Gaza. - Specific Program Issues: Continue support for reform of public financial management, and increase support for the productive sectors, as well as for institutional development in education and health. - Partnerships and Aid Effectiveness: Strengthen existing partnerships, develop new ones, and enhance aid effectiveness.
Crosscutting issues	Poverty (some), gender (some), environment (no), corruption (no)
Link to evaluation	http://ieg.worldbankgroup.org/Data/reports/westbankgazacpe.pdf

