

Final External Assessment of House Rehabilitation Project in
Jerusalem

Small Scale-High Impact Self-Help House Rehabilitation in Jerusalem
(00102747)

Implemented by United Nations Development Program (UNDP)

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Disclaimer

This document has been produced with the financial assistance of UNDP

The views expressed herein should not be taken, in any way, to reflect the official opinion of the UNDP.

(Abbreviations)	
OFID	OPEC Fund For International Development
UNDP	United Nations Development Programme
OPT	Occupied Palestinian Territory

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Executive Summary

The OPEC Fund for International Development (OFID) and the Islamic Development Bank (IDB) as strategic partners of the United Nations Program funded a project to rehabilitate 61 housing units in East Jerusalem. The project was implemented in January 2017-April 2018 with a total budget of \$ 1,000,000. The objective of the project was to ensure the provision of safe and acceptable housing, ease the economic burden and create jobs for the residents of East Jerusalem. The project is designed to target 61 households or families of poor social groups or people with disabilities.

The methodology used for this report qualitative and quantitative tools, including desk review, interviews and field visits. The findings of the evaluation and practical recommendations reached will be presented in this report.

(Main Findings) Overall Evaluation

The project has achieved its goal and target (improving living standards and enhancing resilience) to a large number in terms of meeting the needs of beneficiaries. The level of satisfaction of beneficiaries was high, and the project succeeded in introducing a new model; a self-help approach in the implementation of the project by the owner or beneficiary under the supervision and follow-up of the engineering team by the United Nations Development Program.

Beneficiaries' Selection

The evaluator found that the beneficiary selection process was related to the funding criteria (according to the funding amount of money) which means that the grant should cover 61 families. The limited amount of the housing was the main aspect of identifying of the housing that requires limited intervention. However, we find that there is a significant difference in the allocation of the cost of restoration (highest 27000 and minimum 2500). This may reflect that the choice was based on the need more fundamentally than the standard of the total distribution of the grant.

Although the granting of equal and equitable opportunities for the population is a necessary and essential criterion, but the sensitive conditions of the east Jerusalem and the emergency and sensitive circumstances of some homes or families made the selection process not according to the seniority on the one hand, but according to the specificity of each case, so we find that the beneficiaries are distributed over the past six years (2011 - 2017), but I can say as an evaluator that the beneficiaries were selected based on clear selection criteria according to

administrative records or social surveys carried out by the engineering team of UNDP, Housing Program.

Participatory Approach and Partnership

The project was designed in a participatory approach. It has maintained a high level of participation of beneficiaries and other partners in the project. A part of the project has been implemented by Welfare association which has rehabilitated 31 houses mostly in Silwan. The aim was to accelerate the completion of the project and respond quickly to the urgent needs of the Palestinian residents.

There was a clear role and responsibility for welfare according to the agreement signed between the parties (on November 25, 2016 in Amman) and the team sent all the progress reports and the Monthly, Midterm and Final reports. It also seems that the UNDP team has provided them with enough space to complete and follow up the project. This means that the UNDP team has been closely monitoring the work of the project cooperation institution.

The conclusion that I propose as an evaluator may be difficult to obtain. In this case, is the partnership with welfare organization necessary, despite the justification that the time is set for this partnership? Was it a successful experience??? Or did this experience was successful or did it added a new experience to the UNDP team? Is there a diversification of partners added value to the project?

Finally, it should be noted that the project's follow-up by the current team, although an excellent follower, but who supervised and opened the project at the beginning of the engineers are currently not working in the United Nations Development Program, and the current team completed work on the project.

Reporting

By reviewing the project documents t, I believe the project management has an effective reporting and documentation system which made it easy to evaluate. It should be noted that the files related to the applications of the beneficiaries are organized and available in a good filing system. I think and note that the database reflects the paper documents related to the beneficiaries and the project management in terms of field visits (a request for rehabilitation and an initial evaluation model) Including large and information to prepare reports or to identify future needs of beneficiaries.

Finally, quarterly and annual reports included sufficient information on the percentage of completion and the amount paid for any financial statements. Finally, it should be noted that welfare organization has sent all requested reports of the project in time, cost and financial expenditure

Monitoring and Evaluation

The project team has followed a system of follow-up and constant monitoring of the progress of the project based on clearly measurable indicators. The project included a clear reference in the

request for funding document as well as the agreement with the beneficiary for the work to be implemented by the United Nations program, with the need to refer to the project team was flexible to approve the changes requested by the partners who commensurate with the scope and budget of the project It was developed during the work and was approved as well as accepting some modifications proposed by the beneficiaries. It should be noted that the project team has shown a keen interest in feedback from beneficiaries.

However, the follow-up process, whether direct or by telephone, was characterized by rapid response, but I believe that despite the practice of supervision, follow-up and evaluation, it could not guarantee the high quality of the contractor's work (according to the beneficiaries). Supervisor / E or Engineer / E from the UN (he / she is a recent graduate and limited experience) or a short-time follower.

It should be noted that the project team was exchanging and sharing all knowledge and information with the rest of the team and considered that this work is an excellent educational experience daily in the field of restoring houses in East Jerusalem due to the specificity of buildings and social and economic conditions.

RELEVANCE

The project was designed based on the lessons learned from the successful UNDP experience in Gaza, especially in the self-help approach in the implementation of the project, which characterized the approach quickly to achieve the intervention and increase the participation of the beneficiaries or the community and finally to provide additional employment opportunities for the residents of Jerusalem.

According to the majority of the beneficiaries the evaluation showed the importance of the project to the needs of the beneficiaries who were satisfied from the results of the project that they will not be able to achieve these results in their own capacity, and there are many families

that need such intervention and help them in the rehabilitation and maintenance of their housing.

According to the beneficiaries this project has succeeded in meeting part of their needs and this assistance is very important for them. Also they indicated that meeting their needs of the project as specified was within their expectations, and the beneficiaries confirmed that the project has been followed up and delivered in an appropriate way with dignity and respect.

EFFECTIVENESS

The project of rehabilitating the buildings and self-help of the beneficiaries of the residents of East Jerusalem has successfully achieved the goal and the level of satisfaction of beneficiaries is high. Despite of the project has complication design, which has made the completion of some activities very complicated. On the one hand, the contractor accomplishes what has been agreed upon within the specified specifications and quantities, and the beneficiary wishes to obtain a much benefit or rehabilitation and maintenance. And effort) to the UNDP team in pursuing the required activities and intervening to resolve the problems with the contractor and the beneficiary. This will be more effective if the focus is on important activities of greater interest and benefit to the beneficiary as well as to the contractor.

EFFICIENCY (Overall Project Management)

The overall comparison between the project inputs and the delivered results indicates high efficiency of the project. The UNDP team was able to use the available resources in an effective way, taking into account that the project suffers from a shortage of staff who are working in an intensive work mode. The delivery of the project to the Welfare organization contributed to the completion of the project quickly and in a timely manner. The project has been managed based on the available resources and in accordance with the requirements and the beneficiaries needs.

GENDER

In the project design, Gender dimension" may not have been taken into consideration from the beginning of the project (planning and designing the project) because the social and mapping survey at the beginning of the project was mainly focusing on identifying the main problems and priorities of the houses maintenance in order to start rehabilitation immediately.

Therefore, we did notice through the interviews and outputs of the project Gender aspects within the project provided some areas of women and men needs. The project provided some spaces and improved the needs of women through maintenance and replacement of all facilities

in the house, especially the kitchen (as mentioned by the beneficiaries), which helped the women overcome obstacles and give her more space in the house.

IN conclusion we find that the number of women benefiting from the project is high (30 women from 61 beneficiaries, 50%) Of this project.

improving and rehabilitating homes gives women greater ability to manage their affairs, organize their time in their private sphere area and improve their chances of participation in the wider community and public sphere which help them to live in a better conditions and space in their life.

IMPACT

The impact of the project was determined by the evaluator at different levels; at the UNDP level and at the family, community level and partners, the project had a positive impact as detailed below:

- The participatory model in the preparation and implementation of the project is reflected by UNDP and supported by the majority of beneficiaries, so this strategy can be used as a reference base for future interventions. This mechanism or approach may therefore become an integral part of UNDP intervention strategies and organizations that have not been involved in the project may be very interested in endorsing this approach..
- I believe that the project has empowered the relationship of UNDP program engineers and the beneficiaries which was observed during the field visits. The project helped improving and enhancing the image of the UNDP program in Jerusalem..
- The house is the safe place for family members. It is also the area where women practice a part of their activities. Therefore, improving and rehabilitating homes gives women greater ability to manage their affairs, organize their time and improve their chances of participation in the wider community.

2.0 Introduction:

The general objective of the project is similar to the established frameworks and objectives of UNDP with regards to supporting justice and human rights. UNDP has a significant role in this field at the level of the programs and projects it has accomplished worldwide.

UNDP considers the provision of decent and proper housing as one of the fundamental human rights approved by the international norms and covenants, and the Israeli occupation's state - in East Jerusalem- is responsible for providing housing in accordance with the families' requirements and their normal development. Therefore, families, institutions and countries provide several tools and devices for providing housing.

The project's document, based on which the project was formulated, included a group of objectives and goals which reflected the objectives of the national strategic plans of the Palestinian National Authority which are represented in fostering the steadfastness of Jerusalemites and improving their standard of living.

Although the right of housing has been approved, the Israeli policies exploit this right as a means for deepening its control and dominance by inhibiting the provision of required housing for Palestinians; thus conflict on housing has become a part of the demographic and geographic conflict on Jerusalem.

Despite the fact that Arab citizens represent 36% of total population in Jerusalem city, the budgets allocated for them by the municipality are estimated to 12% of the municipality's total expenditures. The distribution of budgets has reflected the services provided by the municipality for Palestinian communities in East Jerusalem. For instance, on average, 1 km of paved streets is allocated for 710 persons in West Jerusalem, whereas in East Jerusalem, 1 km of paved streets is allocated for 2,448 persons. Concerning sewage lines, 1 km of sewage lines is allocated for 743 persons in West Jerusalem, whereas 1 km of sewage lines is allocated for 2,208 persons in East Jerusalem

Home demolition in Jerusalem and the non-issuance of building permits stems from political objectives rather than legal objectives that aim to the regulation of construction. The desired goal is to reduce the number of Arab citizens as much as possible. This policy is based on the hypothesis that the optimal method to minimize the increasing numbers of Palestinians in East Jerusalem is achieved by reducing the housing spaces allocated for Arabs; as if they are prevented from construction, they will leave.

Land ownership by the Jerusalemite citizens for construction purposes as well as obtaining the structural schemes of the Israeli Municipality of Jerusalem are fundamental conditions for allowing the Palestinians to build on their own lands. Therefore, we notice that the Municipality of Jerusalem exploits these conditions in order to hinder Palestinians from building; by refraining from issuing title deeds or proof of ownership deeds, particularly as the majority of East Jerusalem has not entered into the phase of land settlement; which makes it difficult for

the owner to issue a proof of ownership deed. On the other hand, the municipality delays the ratification of the structural schemes which allow Palestinians to construct on their lands.

Moreover, shortage in lands which can be used for construction, according to the Israeli schemes, has led to a rapid increase in the prices of lands which has reflected the ability of Palestinian citizens in East Jerusalem; the majority of them are workers, to demand obtaining affordable and decent housing for them. Despite of the limited attempts to support Jerusalem citizens in the housing sector, it still lacks the appropriate sources of support which enable to meet the needs of citizens.

Furthermore, support and provision of resources still depends basically on the savings of nuclear family, which leads to the continuation of construction for a long period, and also leads to the impossibility of providing decent housing for low-income families. If we linked between the economic situation of the Palestinian family and the possibility of providing housing, we find that a large part of Palestinians in Jerusalem still suffer from housing problems.

Due to the high cost of living and limited housing opportunities, the renovation or improvement of housing conditions has become one of the significant available methods, or maybe the only method, to mitigate the housing crisis due to the complications of building a new house. Therefore, the intervention of UNDP/Assistance for Palestinian People Program by the rehabilitation of houses in Jerusalem is considered a significant contribution in mitigating the economic burdens, creating job opportunities, fostering the steadfastness and persistence of Palestinian people in Jerusalem, as well as preserving their existence and enhancing their social bonds and cohesion.

The project aims to rehabilitate the residential units for the purpose of enhancing the living conditions for 61 marginalized and low-income families in Jerusalem; given that the total amount of this project is 1000000 US dollars. As UNDP recognizes the importance of renovating and rehabilitating houses in East Jerusalem; particularly in the old city of Jerusalem, in response to the OPEC Fund for International Development's concern in this respect as being one of the funders for the existing renovation program, it has been necessary to conduct an assessment study to evaluate the impact of renovation on the life of direct and indirect beneficiaries in East Jerusalem. This project also contributed in mitigating the negative impact of the economic and social conditions of the beneficiaries, and it also contributed in creating job opportunities for them through the renovation and rehabilitation of houses of the poor and marginalized categories in East Jerusalem.

3.1 Project Description:

Goal

The project seeks to foster the steadfastness and persistence of the Palestinian people in Jerusalem.

Specific Objective:

Enhancing the living conditions for 60 marginalized and low-income families in Jerusalem, reducing the economic burdens, and creating job opportunities through the rehabilitation of residential units. The total amount of the project is 1000000 US dollars.

Target Group

During 12 months, UNDP has rehabilitated and targeted 61 houses for low-income families which encounter different difficulties at the social, economic -special needs- and educational levels; these families directly benefited from the project. The project also aims to create additional job opportunities for several Palestinian workers and contractors.

Partners

Partners in the project include:

- Project beneficiaries
- Contractors
- Welfare Association
- Local community

4.0 Evaluation Scope

The main objective of evaluation is reaching to a final assessment of the project achievements and impacts with regards to supporting Jerusalem citizens, improving their standard of living, and enhancing their steadfastness and persistence in their houses and in Jerusalem. It also aims to draw the lessons learned from the project as well as the predefined objectives by revising the phases of project implementation and measuring the degree of achieving the goal/outputs through the activities within the framework of predefined resources, and also identifying the factors which have hindered or contributed in the success of the project, as well as drawing learned lessons which assist in improving all aspects and phases of performance in the future.

4.1 Objectives:

The project contents were evaluated and analyzed in terms of the following:

- The project's relevance and relation to the issue of improving the standard of living and fostering the steadfastness of citizens, which the project aims to highlight, as well as the targeted groups of the project.
- Project performance in view of objectives, effectiveness and efficiency as well as the time frame of the project inputs and outputs.
- Project implementation in view of time frame and budget, and the extent to which the administration's arrangements are sufficient for implementing the project.

- The success of the project in view of its impact, sustainability and ability to improve the standard of living and capacities of beneficiaries in light of the expenditure report and based on the project documents.
- The lessons learned from applying the project and the conclusions associated with future projects.

These contents were evaluated in accordance with the terms of reference mentioned in the assessment document.

4.2 Key Questions:

The purpose of assessment is to answer the following questions:

- What are the significant changes occurred and to what extent these changes can proceed?
- How was the project closely relevant to people's needs and priorities?
- What is the level of project's effectiveness?
- What is the level of efficiency and effectiveness of resources utilization?
- To what extent we have learned from this experience and exchanged this learning with others and with ourselves? What will we do now differently, or what will we do further?

5.0 Evaluation Methodology

The methodology used in this external assessment applies the steps and procedures used by UNDP as well as its fundamental standards (relevance or relation/ efficiency / effectiveness / impact and sustainability). External assessment was applied in accordance with the following specific steps and activities:

- An action plan was developed, adopted and discussed with the project management team.
- Locations, partners and beneficiaries to be interviewed (engineers and contractors) were identified within the action plan.
- The questions were designed by the external evaluator in order to clarify the general and specific information about these activities for the purpose of identifying the level of relevance, efficiency, effectiveness and sustainability of these activities, and ensuring that these activities are consistent with the objectives mentioned in the project documents.
- Conducting interviews with the beneficiaries and project management team for the purpose of examining their opinions on the project in terms of its implementation and impacts. Whereas, the purpose of conducting interviews with contractors is to gather additional information about the project efficiency and selection, as well as the general impact of the project's implementation. Such face-to-face interviews enabled us to examine and clarify

any misunderstanding associated with the main topics of the project and the documents which were revised.

5.1 Data Analysis:

The research team has collected and analyzed data in order to examine the level of the project's effectiveness and ability to achieve the defined objectives in the terms of reference draft. This has been achieved by concentrating on the appropriateness, effectiveness, eligibility, frequency, impact and sustainability of several activities of the project.

The project's assessment and analysis process was carried out through concentrating on each activity separately and on all activities as one unit, and also by verifying that activities have been accomplished by referring to documents, interviews or direct observations. The evaluator has reached to a group of recommendations which will contribute in improving the process of designing and implementing similar projects in the future; such suggestions have been included in the report.

5.2 Project Documentation Review

The majority of the project documents and materials were reviewed in UNDP files, in addition, the reports and documents of beneficiaries' sociological survey, as well as semi-annual and final follow-up and progress reports were also reviewed. Moreover, the basic documents of the project were examined, including:

- The text of the project document and budget
- The text of terms of reference document to evaluate the project
- The agreement signed between UNDP and Welfare association
- Sociological survey of beneficiaries
- Project's semi-annual follow-up report
- Project's final report

The main remarks and results which were concluded after reviewing documents and making evaluation are as follows:

- In general, the material presented for the project is compatible with the project proposal which included a clear and detailed description of all project activities, as well as the number of beneficiaries and suggested locations. It is also worth mentioning that the method of preparing the project proposal allowed the evaluation team to follow-up the expected results and the impact of each activity.

- Progress reports include the details of different interventions such as: cost, number of units, number of beneficiaries, locations and elements of different interventions.
- The material's quality is excellent in terms of coordination, reproduction and accuracy of printing. In addition, the material of documents is of a good quality and manifests the skill of the persons who prepared these reports.
- The level of technical, administrative and financial details in progress reports was sufficient.
- Documents have not included nor recommended any methods which clarify the manner of follow-up after the project is completed.

5.3 Field visits:

Making discussions with the representatives of project parties:

- A group of interviews were conducted with the parties responsible for project's implementation or the parties which implemented or supervised on the implementation of different aspects of the project. (Annex 1)
- Interviews were made with a part of targeted categories "stakeholders". (Annex 2)
- Interviews were made with a number of contractors who implemented the activities of the rehabilitation and renovation project (Annex 3)

6.0 Beneficiaries Selection

The evaluator concluded that the process of beneficiaries' selection was fair and transparent; as people were granted equal opportunities to benefit from the project. The geographical distribution of project beneficiaries included the majority of Jerusalem neighborhoods, Old City of Jerusalem and Silwan.

The project has not been released to the public, as there have been many applications for years, and beneficiaries are selected based on pre-defined selection criteria, including:

- (A) The elements which the applicant should acquire, otherwise he/she will be ineligible. (The financial and social situation, sensitivity of housing location...)
- (B) Factors of differentiation between applicants or beneficiaries
- (C) Verifying the families nominated for benefiting from the project through making field visits.

Despite of the importance of selection criteria, UNDP team evaluates the field visit made by the UNDP engineers' team to the houses in order to ensure that they still need rehabilitation, or if there are any exceptional circumstances related to the type of house and family conditions which require rapid intervention. Besides, there is a system which allows the opportunity for evaluation and identifying priorities through the total points which each application or beneficiary gets; which in turn will not lead to any problems to justify the fact that application was not accepted. The consideration based on which the scope of work in the project was identified are as follows:

1. The family's economic and social conditions
2. Identifying the priority of intervention to protect the property from any risks
3. Responding to the sensitivity of the property's location or its historical value.
4. Responding to the special needs and appropriateness to these needs.
5. The available budget ceiling to be distributed to specific tasks

I think that it is useful to prepare short lists based on specific considerations or standards to be adhered by, and the data of such lists should be updated. I also think that databases should assist to resolve such issue.

The project was designed to achieve the following goal: Enhancing the living conditions of marginalized and low-income families in Jerusalem, mitigating the economic burdens, and creating job opportunities through the rehabilitation of residential units. Obviously, the project has achieved the desired results as appears in the project's semi-annual or final reports which asserted that tasks have been completed in the percentage of 100%.

7.0 Partnership

The project was implemented through a group of contractors as well as Welfare Association as partners. Beneficiaries are allowed to select partners in implementation (contractors); which means that there are no criteria associated with partners' efficiency, although several names of contractors who have a good experience in rehabilitation work are adopted by UNDP and are presented to beneficiaries in case no contractors are suggested for implementation of work. Some UNDP engineers believe that requiring a contractor for the implementation of work or presenting work as a bid on which contractors compete, has both positive and negative effects; therefore, the beneficiary was allowed to select contractors with the supervision and recommendation of UNDP if necessary.

However, one of the contractors think that UNDP allows contractors who lack experience and capacity to implement work; and it also allows the intervention of family and relatives in this respect. Some of them believe that contractors should be classified to foster transparency, and

it is also necessary to present projects in the form of tenders in order to enhance equality between all parties (despite of additional cost); as the concluded agreements are of a social feature which is away from professionalism, and all problems are resolved with beneficiaries in an informal manner.

The UNDP team's position was professional in dealing with partners; as the team was flexible in making the necessary changes upon the request of partners within the project scope.

I think that it is necessary to hold guiding meetings with partners (contractors) in order to make them familiar with the standards and remarks of beneficiaries in order to continue partnership in the future projects; as relationship with beneficiaries were bad in some cases.

8.0 Reporting

After reviewing all the available reports about the project, whether the funding requests or beneficiaries' applications as well as other project models, I think that the system of documentation and report writing is good. The content of semi-annual or final reports for the period from January 2017 to April 2018 is clear and detailed and they include all planned or implemented activities in addition to their costs, time of accomplishing them, and the manner of following-up them. Thus, I think that preparing these reports, whether by UNDP or Welfare Association manifests a high level of professionalism and capacity of preparing reports and the information they include in order to create a perception about achieved progress.

9.0 Monitoring and Evaluation:

Intensive technical follow-up is a fundamental and significant element of the project success. This follow-up is represented in the positive relationship between the project's management and supervision team and beneficiaries; which is indicative of the success of project management in terms of overcoming the problems arising during implementation and finding the appropriate solutions for them.

One of the main indicators of project's success is effective follow-up of processing the applications for benefiting from the project. By reviewing applicants' files and the start date of project implementation, it appears that there is a time lag not less than one year, due to the possibility of obtaining more funding in order to meet the increasing needs of Jerusalemite citizens.

During the renovation and rehabilitation of old city houses, and due to the nature of these buildings and their architectural style, invisible works may exist such as (collapse of a wall - humidity - damaged sewage network). These are considered as permanent and continuous risks which require follow-up and a high level of readiness for intervention. This follow-up has assisted in mitigating these risks and reduced invisible works, particularly collapses.

The majority of interviewed persons (Mary, Hidaya, Mohammad Abdo, Yaqoub and Mary Shamma') asserted that the follow-up performed by UNDP supervision team was excellent, rapid and continuous. However, contactors and engineers believe that it is necessary to allocate a reserve of the project amount for risk prevention; as such risks are likely to occur due to the nature, distinctiveness and ageing of the historical buildings of Jerusalem.

10.0 Relevance and Appropriateness

One of the main issues in this evaluation is the degree of the project's appropriateness and relevance to the problems which need to be tackled. This project was evaluated by revising the project proposal, and also through holding meetings and interviews with the active parties and partners of the project. All beneficiaries agreed that the project is appropriate and relevant to their needs and basic problems; however, their views were slightly different from one activity to another.

Beneficiaries also mentioned that some activities are of high priority for them, and all of them emphasized the importance and appropriateness of the implemented activities within the framework of the project plan which was relevant to beneficiaries needs, in conformity with the results and the list of proposed priorities for interventions.

It is worth mentioning that beneficiaries need everything as they are marginalized and poor categories; thus, they need the support of others to foster their steadfastness in Jerusalem. So, it's hard to say that the achieved progress is not relevant to beneficiaries needs (as they need everything). However, as one of the beneficiaries mentioned, I think that several meetings should be made with citizens rather than making a survey (questionnaire) to identify their needs; as they do not only need renovation or maintenance of their houses, but they also need to resolve the problems they encounter through construction interventions and so on. The key element in this respect is not associated with the specified amount of money or the construction restrictions (a woman suggested tiling (paving) the external yard as it allows the leakage of water to the inside, and another woman suggested building a separate room with a bathroom for her son to be able to use it easily).

It is worth mentioning here that beneficiaries realize their needs realistically; therefore, it is necessary to listen to them and discuss this issue with them several times in order to find alternatives to resolve their problems; rather than only providing them with house maintenance which will end over time and by usage. Thus, the project document was appropriate to beneficiaries needs within this vision as well as construction and financial restrictions. Contractors have a realistic view; as they believe that the program should have two levels of interventions.

The first level is concerned with maintenance or partial rehabilitation of houses, especially for poor families; which is excellent and serves these families. The second level aims to renovate the backyards and houses. In this way, the work will be more relevant to the needs in terms of

resolving the problems of many people, on one hand, and also in terms of saving costs and avoiding dispute with neighbors, on the other hand. This suggestion assists to preserve the historical constructional feature of the city as well as its heritage.

Finally, beneficiaries asserted that the project was delivered properly in a manner that preserves their dignity. They were well-treated by the project team and partners. However, some beneficiaries think that some contractors should be further followed-up and monitored, as they are unwilling to listen to the family's needs even if that is within the scope of the required work; whereas other beneficiaries emphasized that contractors were cooperative with them and performed additional works.

11.0 Effectiveness

UNDP adopts self-assistance methodology in the project implementation; this methodology is based on the idea that the property owner selects the work team or the contractor by himself. In some cases, the property owner and his family implement renovation and rehabilitation work by themselves, after the project's scope of work is identified by UNDP engineers' team. The scope of work, special determinants as well as funding conditions and transfer of payments are included within the framework of an agreement signed between the property owner and UNDP administration and the contractor, in the presence of a lawyer to ratify on the agreement. Certainly, the signing of this agreement depends on the availability of legal conditions as well as "no-objection" of all parties associated with the property. This philosophy of work, which is considered new at the level of renovation programs in East Jerusalem, deserves attention.

However, the project's design is prolonged and slow; which has led to imposing considerable administrative burdens on the program's team. It required immense, prolonged and complex office work, and databases should contribute in saving the long time spent in the project's follow-up, survey and delivery as well as making continuous field visits. This does not have any added value, but it is rather a waste of the engineer's time (I think that the administrative cost of a project whose amount is 2500 USD was high; thus I think that the administrative and technical work is time and effort consuming and affects the team's ability of implementing the project in the required time due to this prolonged and slow administrative design. I believe that technical aspects such as databases and other files should facilitate the process of project designing and implementation, and also participation and consultation with beneficiaries should contribute in this respect.

12.0 Efficiency

In general, after comparing between project inputs and achieved outputs, it appears that the project has a high level of efficiency in terms of using resources and time effectively despite of the shortage of staff in comparison with the required tasks. At the operational level, the project was managed in a fair manner in accordance with the available resources and based on the donor's conditions or requirements. The project has well benefited from the technical and administrative experience of some partners (contractors). It is also worth mentioning that part of the project was accomplished by the partner "Welfare Association", which has contributed in saving time and accelerating progress.

The majority of activities were accomplished in the specified time (some contractors think that open-ended time is more important due to fact that surprises may arise during the renovation process because of the distinctiveness and ageing of buildings. However, all of them agree that the time specified in the agreement is sufficient, which is reflected by accomplishing projects and tasks in the required time. It is worth mentioning that the interviewed beneficiaries are satisfied with the quality of results and their contribution in achieving the general objective; that is improving the standard of living by creating a safe and appropriate environment.

13.0 Gender

By aiming to improve the houses of Palestinian families, and according to the dominant culture among Palestinian families, the project targets gender; as despite of the efforts made for the empowerment of women, the difficult economic and social conditions in Jerusalem have trapped the Palestinian woman and hindered her from being further involved in the labor market. Thus, house renovation and its considerable influence on the tasks which women do at home, as asserted by the project's women beneficiaries (Abeer – Mary), may assist women to get additional time for empowering herself through education and work.

I think that it is necessary, during the identification of main needs, to take into account woman's participation in this field; as she performs the majority of tasks at home, so she is the most capable of identifying the factors which improve the family's standard of living and living conditions. However, I reiterate that although the extent to which women problems are sensitive is unclear during the preparation of the project, the number of women beneficiaries is approximate to % of grand total; which is a high percentage. Therefore, it may be useful later to integrate policies which concentrate on the Palestinian woman needs in Arab Jerusalem and at home within designing and implementation processes.

14.0 Impact

Impact measurement methodology concerning social and humanitarian issues is a very difficult task; as there is no tool which accurately measures the level of impact or change made in the short run in various and interrelated aspects and issues and under changing circumstances. The project's impact is considered one of the most important aspects of project assessment, and it

is considered the main goal of this assessment; that is identifying the change or difference made by this project “renovation and rehabilitation of residential units in East Jerusalem”, and examining to what extent the initial goal was achieved which is “ensuring and providing safe and appropriate housing conditions through the renovation and rehabilitation of houses, mitigating economic burdens and creating job opportunities.

The living conditions of Palestinian citizens in Jerusalem are characterized by population density and overcrowding inside homes, as well as humidity, shortage of lighting and ventilation, lack of sanitary facilities as well as water and sewage supply in addition to other conditions. Therefore, the project has had a positive and tangible influence in this respect; as it has mitigated the impact of these conditions by providing wider spaces in some cases, adding new spaces which were not utilized, or by dividing the same room into parts, as well as improving lighting and ventilation.

The evaluator asked the beneficiaries and relevant people about the specific results of each activity, all of them indicated that there are many activities which need to be accomplished; however, the project has assisted them to meet a good part of their needs. Most importantly, they have generally realized that the project has contributed in improving their living conditions at the social level. Mazen stated: “building an additional room has contributed in providing an additional space for girls to study and maintain their privacy”. Abeer also stated: “things have become much better after building a room and a bathroom for my disabled son, as he has become more comfortable and it has become easier for me”. This indicates that the project has a considerable positive impact on enriching the social life of these families.

Mohammad Abdo stated: “I was not able to get out of the room to the yard to get some air; as it was full of water and it was cold there; so they built a glass room with an umbrella which allowed us to get some air and our condition is better now”.

It is also worth mentioning that beneficiaries realize that this process has allowed them to save a large amount of their income to meet other needs; as they are incapable of that at all. Mary stated: “we could not be able to do that without this assistance”. Hidaya also said: “I would like to express my gratitude to UNDP for this assistance and initiative which is very significant and everyone needs”. Mazen said: “As you can see, I could not be able to do that at all as I live in very poor conditions, and the house needs immense rehabilitation, thanks a lot”. Finally, Mary stated: “Now after the kitchen has been rehabilitated, and reaching to it has become easier in comparison with the old kitchen, I have been capable of doing my work in the kitchen easily”.

It is worth mentioning here that all project beneficiaries are of low-income and marginalized categories; which is evidenced by their income level and the housing conditions in which they live, as well as the type of work they do. Despite of the economic importance of the project as a kind of assistance for marginalized and low-income categories, the other dimensions of the project are not less important or less influencing than its social and political dimensions which justify investment in it.

The project is based on employing a number of workers and professionals; thus it contributes in income generation in the region. Bashar stated: “the majority of workers are from Hebron, and I do my best to involve them to work in East Jerusalem by providing them with work permits”.

Furthermore, the project contributes in reducing the pressure on housing in the old city and mitigating the accelerating rise in prices of residential units.

The majority of housing conditions and the surrounding circumstances are considered as expelling conditions; as some beneficiaries thought of searching for another place to live in, whereas others insisted on staying at their houses. For instance, Mazen stated: “they want me to leave, but no, I will stay here in my city and with my family, and UNDP’s initiative has assisted me to endure the condition and stay although it is easy to purchase a house in the West Bank and move there”. We think that every house in the old city of Jerusalem is threatened by confiscation, so the renovation and rehabilitation of houses contribute to preserve them by insisting on living and staying there; which is very important to foster the persistence and steadfastness of citizens in East Jerusalem and preserve their properties and also the historical heritage.

As it is a developmental project, it is necessary to verify the sustainability of several activities which were implemented. The evaluation team asked the interviewed persons about the project sustainability and if the positive impacts will proceed or not, and all of them think that the positive impacts on the society will proceed, since the project activities constitute as a significant element of their life, so they are continuous.

The project activities were implemented in a manner which ensures their sustainability. The materials and tools used in construction were of high quality specifications. All these factors contribute in ensuring the project sustainability and assist in increasing the expected benefit from implementing the project. For instance, as (Hidaya) mentioned, the materials used, including Aluminum, are good, and tiling the external yard with stones will make it unnecessary to renovate it again. Mohammad Abdo also mentioned that the supervising engineer recommended to use special materials of excellent quality for water insulation of roofs (the contractor did not approve on that in the beginning), and thanks to these materials, water leakage has been ceased.

Finally, the positive impacts, whether economic or social, of all project activities on beneficiaries constitute a significant part of ensuring the project sustainability.

One of the significant issues in evaluating this developmental project is the significance of replicating the project. Beneficiaries agreed that this project was implemented professionally and deserves to be replicated. The persons who were interviewed (Mazen, Hidaya, Mary, and Yaqoub) asserted that because of the project’s positive impact on their livelihood and professional life, they hoped that this project will be replicated to benefit other people.

One of the factors which assist in supporting the project sustainability is ensuring that there is no contradiction between any of the project activities as well as the social and economic practices and trends prevailing among the targeted society members (East Jerusalem citizens). Moreover, the principle of partnership in identifying needs by citizens in Jerusalem - beneficiaries - and in implementation contributes in ensuring the project sustainability and assists in increasing the benefit desired from implementing the project.

The positive impact of the project is manifested by the increasing need for similar projects and activities in other neighborhoods of Jerusalem; as this increase emphasizes that it is necessary to implement similar projects.

15 .0 Recommendations and learned lessons:

- (1) House maintenance and rehabilitation in East Jerusalem is considered as a positive form of the initiative which strives for fostering the steadfastness of Jerusalemite citizens as well as improving their standard of living in light of the weak interventions and increasing marginalization. Thus, we recommend encouraging financiers to proceed in implementing similar projects due to the immense need for them, and also to increase funding for such projects and expand their scope in several neighborhoods and regions of Jerusalem and old city.

Despite of the variation of needs and living conditions among Palestinian citizens in Jerusalem, and by reviewing the project and its total value (which is limited according to the number of beneficiaries), the project is still of high significance and benefit; thus it is realistic to search for two levels of funding.

The first level of funding is limited and covers a part of the needs of very poor families or families which suffer from problems, and it affects the majority of Palestinian families in the old city of Jerusalem. The second level of funding targets houses and families which have more costly needs; which requires the ability to identify and prepare documents which indicate the necessary tasks and visits...etc. It is also necessary to search for different financiers or expand the cycle of demand from the financier according to the needs, as some problems of the Palestinian families will require long years to be resolved due to the mechanism used and high costs of house renovation and rehabilitation; thus problems will accumulate year after year (whether we opened the door for accepting applications or not).

- (2) Cooperation between several representatives who are similar in delivering such projects is considered an urgent need; as cooperation in all activities and efforts will increase the positive impact of such projects. The simplest form of this cooperation is providing a database of applicants to be administrated by UNDP as an international organization with the participation of concerned institutions, and UNDP may play a role in coordination between donors.

- (3) I think that it may be useful to search for a mechanism to expand beneficiaries' participation in identifying their main priorities according to their economic and social problems. This means that it is not sufficient to prepare a questionnaire, but rather it is necessary to make long and extended discussions with beneficiaries; as I think that this will assist in finding solutions not only associated with the utilization of empty spaces or maintenance of buildings. Therefore, it is necessary to allocate longer time and wider space to carry out a sociological survey of the applicant families.

Paper-based and electronic registries about housing in Jerusalem (beneficiaries applications) are used after being updated to provide very significant information that constitute as a fundamental base to serve the purpose of renovation projects; as they are delivered to several donors without needing to wait for a long period to review, classify applications and deliver them to donors, otherwise the situation will remain as it is in the future.

- (4) Despite of the policy which aims to the preservation of buildings through rehabilitation and provision or improvement of services, it is not only adequate to renovate the historical buildings from inside to ensure the their sustainable viability, but it is also necessary to make a more comprehensive improvement of the building including the yard or several yards together; thus contributing to elevate the functional and historical value of the building and effectively ensure protecting buildings from external influences.

ANNEXES:**Annexe No 1: Tean UNDP interviewed**

Position	Tean UNDP	No
Programme Analyst	Motaz Dawabsheh	1
Project Manager	Rania Nubani	2
Engineer	Alaa Sharabati	3
Engineer	Hamzeh Abdo	4
Engineer	Lina	5

Annexe No 2 :Names of the beneficiaries of the project interviewed

Date of interview	Location	Beneficiary	No
25-2-2019	Abeer Alami	Wadi Al Joz	1
27-2-2019	Mary Shama	New Gate .Old City	2
27-2-2020	Ya qop Shama	New Gate .Old City	3
27-2-2021	Eshaq Al -Malhe	Salah Al Din St.Jerusalem	4
27-2-2022	Mzen Nofal	Salah Al Din St.Jerusalem	5
13-3-2019	Hedaia Budairi	Al Shekh Jarrah	6
20-3-2019	Mohammad Abdo	Wadi Al Joz	7

Annexe No 3: Names of the contractors interviewed and worked on the project

Date of interview	contractors	No
25-2-2019	Othmann Qaraeen	1
25-2-2019	Shawki Shahain	2
25-2-2019	Enad Abu Remelh	3
21-3-2019	Mammoun AL Jouba	4
21-3-2018	Bshar Qujeh	5

Annexr No 4 : Projects directly implemented by UNDP

No.	Beneficiary	Location	% of completion
1	Hussam Khaled Dabbagh	Aqabet Shadad 8-Old City of Jerusalem	100%
2	Denez Jalad	Christian Quarter, Churches St-.1-Old City	100%
3	Naheda Al Basety	Hosh Al Basety-Old City of Jerusalem	100%
4	Rowayda Mahmoud Al Shuaebe	Khaled ben Al Waleed st. Wadi Al Joz- Jerusalem	100%
5	Turkiyeh Hedaya Huseeni	Dar Al Tifel Al Arabi-Jerusalem	100%
6	Khamis Atteyeh	Al Wad-Old City of Jerusalem-	100%
7	Ismail Kamleh	Old City of Jerusalem	100%
8	Hatem hasan Kurd	Akhwan Alsafa st. 21- Wadi Al joz - Jerusalem	100%
9	Siseel Musleh	Christian Quarter, Churches St-.26-Old City of Jerusalem	100%
10	Saber Abu Sbeih	Al Wad Road- Old City of Jerusalem	100%
11	Nisreen Qattan	Al Khalil Gate- Old City of Jerusalem	100%
12	Mohammad Abdo	Al Akhtal St.-Wadi Al Joz-Jerusalem	100%
13	Asem Ali Shawa	Al Akhtal St.16 Wadi Al Joz-Jerusalem	100%
14	Ammar Asem Shawa	Al Akhtal St. Wadi Al Joz-Jerusalem	100%
15	Ezzo Asfour	Alshaikh Raihan ascent-Old City	100%
16	George Ajrab	Via Dolorosa-Old City of Jerusalem	100%
17	Abeer Alami	Alhariri st. 3 - Wadi Al Joz-Jerusalem	100%
18	Raed Abu Sbeih	Sheikh Rihan -Old City of Jerusalem	100%
19	Fatema Abu Sbeih	Sheikh Rihan -Old City of Jerusalem	100%
20	Mary Shama	New Gate, Old City of Jerusalem	100%

21	Musa Bazazo	Al Khanqa road, Oid City of Jerusalem		100%
22	Katy Al Taweel	Al Sa'deyeh neighborhood- Old City of Jerusalem		100%
23	Ya'qop Shama	New Gate-1, Old City of Jerusalem		100%
24	Elia Ahho	New Gate-Old City of Jerusalem		100%
25	Eshaq Al-Malhe	Salah Al Din St. Jerusalem	completed	100%
26	Mazen Saeed Nofel	Salah Al Din St. Jerusalem	completed	100%
27	Hazem Nofal	Salah Al Din St. Jerusalem	completed	100%
29	Maha Abu Nejme	Al Shekh Jarrah –Jerusalem	completed	100%
30	Hedaia Budairi	Wadi Alloz-Jerusalem	completed	100%

**Annexe No 5 : Projects implemented in collaboration with Welfare
Association under the direct supervision of UNDP**

No	Beneficiary	Location	Rehabilitation Status	% of completion
1	Muhamad Mhaisen	Silwan/Harah wusta-Tulah Hosh	Completed	100%
2	Myasar Hussein	Silwan / Hara wusta		
3	Salem Shyoukhi	Silwan/ Harah wusta		
4	Naeimeh Abbasi	Silwan/Harah wusta		
5	Kamleh Ibrahim	Silwan/Harah wusta		
6	Najah Rajabi	Silwan/batn elhawa- Hosh Rajabi	Completed	100%
7	Jadallah Rajabi	Silwan/batn elhawa-Hosh Rajabi		
8	Fouad Razem	Thouri/ziqaq 9		
9	Firyal Rajabi	Silwan/batn elhawa- Hosh Rajabi		
10	Fatmeh Dmieri	Thouri/Shahd street		
11	Ateyeh Abu Rmeileh	Thouri/ziqaq 6		
12	Nihad Badran	Silwan/Bustan neighborhood		
13	Huda Awdeh	Silwan/Ein illouzeh		
14	Rajab Jabari	Silwan/ Wadi Hilweh	Completed	100%
15	Muhamad Ruwaidi	Silwan		
16	Ahmad Ruwaidi	Silwan/Wadi Hilweh		
17	Amjad Abu Teen	Silwan/ Wadi Hilweh		
18	Fatmeh Abu Qalbien	Silwan		
19	Musa Abbasi	Silwan/Wadi Hilweh		
20	Ruwaida Yusuf	Silwan/ Wadi Hilweh		

21	Dallal Salaimeh	Silwan/Wadi Hilweh-Haret Baidoun		
22	Abdallah Dana	Silwan/ Wadi Hilweh	Completed	100%
23	Muhamad Yamani	Silwan		
24	Shiren Abu Khalid	Silwan/Al-Magharbeh Gate		
25	Samira Abu Khalid	Silwan/Al-Magharbeh Gate		
26	Nisreen Khalifa	Silwan/Hara alwusta		
27	Nawal Qarain	Silwan/Hara alwusta		
28	Ragheb Jabari	Silwan		
29	Abeer Halaseh	Silwan		
30	Rana Ramli	Silwan/Baidoun Neighborhood		
31	Wardeh Rafidi	Old City of Jerusalem	Completed	100%