

### Annex 3: Evaluation matrix

Relevance To what extent the project and its intended output and outcomes are consistent with national and local policies and priorities and the needs of intended beneficiaries				
Specific sub questions	Indicators	Success standard	Data sources	Data-collection methods/tools
1. To what extent is the programme in line with the national development priorities, the country programme's outputs and outcomes, the UNDP Strategic Plan and the SDGs?	<ul style="list-style-type: none"> <li>The extent to which programme outcomes addressing national priorities, in line with the theory of change</li> </ul>	1.1 Project's objectives are consistent with at least one of the SDGs and national employment strategy which means having at least one objective formulation targeting the same development challenge and at least of one common target group. 1.2 Analysis of the problems and stakeholders is well developed in the project design and are well related to the outcomes of the programme 1.3 At least 50% of stakeholders report endorsement of the programme interventions	<ul style="list-style-type: none"> <li>Programme docs</li> <li>UNDP strategy</li> <li>National employment strategy</li> <li>National development strategy</li> </ul>	<ul style="list-style-type: none"> <li>Documents review</li> <li>KII</li> <li>FGDs</li> </ul>
Coherence : To what extent is this intervention coherent with UNDP and other actors' intervention in the socio- economic recovery				
2. How does UNDP's programme complement the work of other UN agencies, NGOs, donors and national/ international actors while avoiding duplication of effort?	<ul style="list-style-type: none"> <li>Degree of joint planning with national and international partners and other UN agencies and/ or NGOs in the Gaza strip.</li> </ul>	2.1 Project documents and reports revealed coordination with other actors' interventions with at least one national/ international partner/ other UN agency/ NGO also operating in the Gaza Strip. 2.2 Over 50% of job creation programmes providers confirm complementariness between UNDP	<ul style="list-style-type: none"> <li>Project documents/ reports</li> <li>Donors</li> <li>UNDP team, IPs</li> <li>UNRWA JCP</li> <li>Group CWG</li> <li>World Bank JCP</li> </ul>	<ul style="list-style-type: none"> <li>Documents analysis</li> <li>KII</li> </ul>

programme and other projects in same context.

*\*Complementariness are here understood as able to be linked and/or combined with other interventions within the same development challenge in such a way that the two different interventions are able to enhance or contribute to the result of each other.*

**Effectiveness: The measure of the extent to which progress toward intended results (outputs or outcomes) has been achieved.**

**Achieving results:**

<p>3. To what extent has the programme been effective in addressing urgent and priority interventions to meet the actual needs of beneficiaries (youth both women and men), and filling certain gaps in provision of basic services (relevant ministries and private sector), in cooperation with the implementing partners.</p>	<ul style="list-style-type: none"> <li>• The extent to which the programme is addressing urgent and actual needs and priorities of the beneficiaries.</li> <li>• The extent to which the programme has been able to effectively fill certain gaps in provision of basic services within the targeted sectors.</li> <li>• The extent to which the programme is cooperating with</li> </ul>	<p>3.1 Over 50% of the beneficiaries report that the programme reflected their priorities and met their needs at least to some extent*  <i>*From a likert scale from 1-5, where 1 is “did not reflect any of my priorities or meet any of my actual needs” and 5 is “reflected all my priorities and met all my actual needs.”</i></p> <p>3.2 Over 50% of the respondents confirm that the programme’s interventions have been able to fill out certain gaps* within the health, public, educational and private sector.  <i>*Certain gaps will be required specified by the respondents.</i></p>	<ul style="list-style-type: none"> <li>• Programme agreements</li> <li>• Progress and M&amp;E reports</li> <li>• Donors and stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Documents' analysis</li> <li>• KII</li> <li>• FGDs</li> <li>• Survey</li> </ul>
--	---	---	---	--

	implementing partners in the identification and implementation of the interventions	3.3 All partners confirm that they have at least to some extent felt included in the identification and implementation of the interventions.		
4. In which areas does the programme have the greatest achievements so far? Why and what have been the supporting factors? How can the programme build on or expand these achievements?	<ul style="list-style-type: none"> <li>Number of UNDP Programme team, implementing partners and stakeholders mentioning certain areas of the programme with the greatest achievements so far</li> </ul>	<p>4.1 At least two of the actors interviewed (i.e. UNDP Programme Team, implementing partners and stakeholders) mentioning the same areas of the programme* with the greatest achievements so far.</p> <p><i>*Requires the respondents to specify what areas it is and why they think they have the greatest results.</i></p>	<ul style="list-style-type: none"> <li>Progress reports</li> <li>UNDP team</li> <li>Stakeholders</li> <li>IPs</li> </ul>	<ul style="list-style-type: none"> <li>Documents analysis</li> <li>KIIs</li> <li>FGDs</li> </ul>
5. In which areas does the programme have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome?	<ul style="list-style-type: none"> <li>Percentage of UNDP Programme Team, implementing partners and stakeholders mentioning certain areas of the programme with the fewest achievements so far.</li> </ul>	<p>5.1 At least two of the actors interviewed (i.e. UNDP Programme Team, implementing partners and stakeholders) mentioning the same areas of the programme* with the fewest achievements so far.</p> <p><i>*Requires the respondents to specify what areas it is and why they think they have the fewest results.</i></p>	<ul style="list-style-type: none"> <li>Progress reports</li> <li>UNDP team</li> <li>Stakeholders</li> <li>IPs</li> </ul>	<ul style="list-style-type: none"> <li>Documents analysis</li> <li>KIIs</li> <li>FGDs</li> </ul>
<b>Programme approach &amp; management</b>				
6. To what extent are programme management, oversight and implementation participatory and is this participation contributing towards achievement programme's objectives?	<ul style="list-style-type: none"> <li>The extent to which IPs and stakeholders confirm their active participation* in implementation of the programme's interventions</li> </ul> <p><i>*Active participation is defined as being involved in the design and implementation of the programme interventions.</i></p>	<p>6.1 All MoMs and/ or MoUs with IPs and stakeholders and progress reports demonstrate active participation of IPs and stakeholders in the implementation of the programme's interventions.</p> <p>6.2 At least 70% of the IPs report active participation in implementation of the programme interventions</p>	<ul style="list-style-type: none"> <li>IPs</li> <li>Stakeholders</li> <li>Donor</li> <li>UNDP team</li> <li>Progress and M&amp;E reports</li> </ul>	<ul style="list-style-type: none"> <li>Documents analysis</li> <li>KIIs</li> <li>Documents analysis</li> </ul>

	<ul style="list-style-type: none"> <li>Percentage of stakeholders and IPs reporting that the achieved results to date have been positively influenced by their active participation</li> </ul>	<p>towards achievement of programmes' objectives.</p> <p>6.3 At least 50% of stakeholders report active participation in implementation of the programme interventions towards achievement of programmes' objectives.</p> <p>6.4 At least 50% of all IPs and stakeholders report influence by the active participation in the achievements of results to date.</p> <p>6.5 At least one other actor confirm participation in the design/implementation of the programme interventions</p>		
<p>7. To what extent is the programme strategy effective to link short-term temporary employments (track A) with savings generation, skill building, and business development (track B) to have greater access to decent productive jobs?</p>	<ul style="list-style-type: none"> <li>Extent to which the targeted sectors report positive attitude towards employing the beneficiaries after the end of the interventions</li> <li>Percentage of beneficiaries with positive attitudes towards finding more long-term job opportunities</li> <li>Number of long-term jobs created</li> </ul>	<p>7.1 At least 50% of targeted sectors report positive attitude towards employing the beneficiaries after the programme.</p> <p>7.2 At least 50% of the targeted beneficiaries report positive attitude towards finding long term job opportunities.</p> <p>7.3 .At least 10% of long term job opportunities created from the targeted beneficiaries.</p>	<ul style="list-style-type: none"> <li>Desk review</li> <li>Progress and M&amp;E reports</li> <li>UNDP team</li> <li>Beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>Documents analysis</li> <li>KIIs</li> <li>FGDs</li> </ul>

:

**Efficiency:** Measures how economically resources or inputs are converted to results, and comparing alternative approaches to achieving the same outputs, to see whether the most efficient process has been adopted.

8. Has the programme delivered its expected results to date, including in terms of budget allocation and cost-efficiency of activities?	<ul style="list-style-type: none"> <li>• Percent programme progress towards achievements of results to date.</li> <li>• Percent of planned budget actually spent on activities relative to results achieved</li> </ul>	8.1 70% of all planned results have been achieved within the planned timeframe and budget allocation.	<ul style="list-style-type: none"> <li>• Progress and financial reports</li> <li>• UNDP team</li> </ul>	<ul style="list-style-type: none"> <li>• Documents analysis</li> <li>• KIIs</li> </ul>
9. To what extent do the M&E systems utilized by UNDP ensure efficient programme management?	<ul style="list-style-type: none"> <li>• The extent to which monitoring and evaluation system and reporting is functioning in the programme</li> </ul>	9.1 All planned monitoring and evaluation activities and reporting are performed according to the plan	<ul style="list-style-type: none"> <li>• Programme docs, MoMs</li> <li>• Progress reports</li> <li>• UNDP team, IPs</li> </ul>	<ul style="list-style-type: none"> <li>• Documents analysis,</li> <li>• KIIs</li> </ul>

**Impact: Assesses the positive and negative consequences of the project activities, direct and indirect, as well as intended and unintended.**

10. What are the effects of the intervention on the lives of the beneficiaries and their families?	<ul style="list-style-type: none"> <li>• Percentage of beneficiaries who report that the interventions made a difference to their own and their families lives</li> </ul>	<p>10.1 At least 50% of beneficiaries report at least to some extent improved quality of life conditions as a result of the programme interventions* <i>*Likert-scale from 1 to 5 where one is "did not change my quality of life to the better at all" and 5 is "changed my quality of life to the better completely"</i></p> <p>10.2 At least 50% of beneficiaries report enhanced family dynamics and intrarelationships in their households</p>	<ul style="list-style-type: none"> <li>• Progress reports</li> <li>• Beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>• Documents analysis</li> <li>• Survey</li> <li>• FGDs</li> </ul>
11. Are there any unintended (positive or negative) effects on recipients and non-recipients of assistance?	<ul style="list-style-type: none"> <li>• Number of unintended changes made on the lives of beneficiaries as a result of the programme interventions</li> </ul>	11.1 At least 30% of the beneficiaries report changes in their lives and the community beyond the programme objectives	<ul style="list-style-type: none"> <li>• Progress reports</li> <li>• M&amp;E findings</li> <li>• Beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>• Documents analysis</li> <li>• FGDs</li> </ul>

**Sustainability: Measures the extent to which benefits of project continue after assistance has ended after project completion.**

12. To what extent have the selected IPs become able to lead job creation interventions beyond the programme duration?	<ul style="list-style-type: none"> <li>Degree of readiness of the selected IPs to continue providing job creation programmes</li> </ul>	12.1 At least 50% IPs confirm improved capacity and willingness to lead and deliver job creation programmes after completion of UNDP programme	<ul style="list-style-type: none"> <li>Progress reports</li> <li>IPs</li> </ul>	<ul style="list-style-type: none"> <li>KIIs</li> </ul>
13. To what extent do stakeholders support the programme's long-term objectives?	<ul style="list-style-type: none"> <li>Degree of support* by stakeholders to the long-term objectives of the programme</li> </ul> <p><i>*Support is understood as stakeholders' commitment to host the targeted beneficiaries and provide needed resources and infrastructure for them during the job creation period.</i></p>	13.1 At least 50% of stakeholders express commitment to support implementation of the programme interventions.	<ul style="list-style-type: none"> <li>Documents review</li> <li>Stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>KIIs</li> </ul>

#### Cross-cutting issues

<b>Gender equality</b>				
14. To what extent have gender equity and the empowerment of women been addressed in the design, implementation and monitoring of the programme to date?	<ul style="list-style-type: none"> <li>The extent to which gender equity and women empowerment tools and practices are clear for the implanting partners and stakeholders</li> <li>The extent to which the programme enhanced gender equity to change the mindset of the employment of women in the targeted sectors.</li> <li>The extent to which female beneficiaries report an increased ability to take care of themselves and their family and/ or an</li> </ul>	14.1 At least 50% of the implementing partners and stakeholders confirm that gender equity tools and implementation practices are clear.	<ul style="list-style-type: none"> <li>Project docs</li> <li>Progress reports</li> <li>UNDP team</li> <li>Target beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>Documents analysis, KIIs</li> <li>FGDs</li> <li>Survey</li> </ul>
		14.2 At least 50% of stakeholders report that women have the capacity as men to work in the sector at high quality according to the job requirements.		
		14.3 At least 50% of women confirm that the programme enhanced their role in the household and improved		

	increased motivation to search for new job opportunities, including starting their own business	their competencies to search for new job.		
<b>Inclusion</b> 15. To what extent has the programme considered the inclusion of the marginalized groups, especially PwDs, in the programme activities?	The extent to which inclusion and integration of PwDs are addressed in the programme	15.1 At least 5% of PwDs received job creation opportunities from the overall targeted beneficiaries to date. 15.2 At least At least 70% of stakeholders report readiness to employ PwDs in the targeted sectors if the meet the job requirements.	<ul style="list-style-type: none"> <li>• Project docs</li> <li>• Progress reports</li> <li>• UNDP team and IPs</li> </ul>	<ul style="list-style-type: none"> <li>• Documents analysis</li> <li>• KIIs</li> <li>• FGDs</li> </ul>
<b>Environment/Climate change</b> 16. To what extent environment issues have been addressed in the programme interventions.	The extent to which project design took into consideration environmental issues as a cross-cutting issue	16.1 At least one environmental issue was considered in the design and implementation of the programme interventions	<ul style="list-style-type: none"> <li>• Project docs</li> <li>• UNDP team and IPs</li> </ul>	<ul style="list-style-type: none"> <li>• Documents analysis</li> <li>• KIIs</li> </ul>