



Independent
Evaluation
Office

United Nations Development Programme

Independent Country Programme Evaluation

Programme of Assistance to the Palestinian People (PAPP)

Annexes



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Annexes are available on the website of the Independent Evaluation Office at
<https://erc.undp.org/evaluation/evaluations/detail/12798>

ANNEX 1. TERMS OF REFERENCE

I. Introduction

1. The Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) is evaluating the UNDP Programme of Assistance to the Palestinian People (PAPP). The evaluation will capture and demonstrate evidence of UNDP contributions to the development priorities of the people of Palestine, as well as the effectiveness of the programme strategy. The evaluation will assess UNDP contributions to building transformative resilience in recovery and development support under the thematic areas of accountable and responsive governance, service delivery, inclusive economic development and sustainable use of natural resources.

2. The evaluation will contribute to strengthening the forthcoming UNDP PAPP strategy and approach for 2023-2026. The evaluation will strengthen UNDP's accountability to global and regional partners and the people of Palestine. This independent evaluation will be carried out within the overall provisions contained in the UNDP Evaluation Policy.¹ Based on the principle of country ownership, IEO seeks to conduct this evaluation by engaging programme partners of UNDP.

3. This evaluation will assess the UNDP PAPP 2018-2021 (extended to 2022). This is the first independent evaluation of UNDP PAPP and, therefore, will include longer-term programmes extending to previous PAPP. The COVID-19 pandemic posed challenges in the implementation of UNDP PAPP and the UNDAF 2018-2021 (extended to 2022) for the State of Palestine and therefore was extended for an additional year.²

4. The evaluation will be conducted in the first quarter of 2022 before the finalization of the new UNDAF and UNDP PAPP strategy for 2023-2026. The evaluation will be conducted in close collaboration with the PAPP office, UNDP Executive Office and UNDP Regional Bureau for the Arab States.

II. Programme context: Development under occupation

5. Palestine, recognized officially as the State of Palestine by the United Nations, is a *de jure* sovereign state claiming the West Bank (bordering Israel and Jordan) and Gaza Strip (bordering Israel and Egypt) with Jerusalem. Under occupation, the People of Palestine have limited access to basic social services, particularly in Area C, East Jerusalem and the Gaza Strip (approximately 60 percent of the West Bank is under Israeli control). The occupation and restrictions have significant social and economic costs. In 2018 and early 2019, the performance of the Palestinian economy and humanitarian conditions reached an all-time low.³ Settlements

¹ UNDP, Revised UNDP Evaluation Policy, 2019, DP/2019/29, http://web.undp.org/evaluation/documents/policy/2019/DP_2019_29_E.pdf.

² Sixteen UN agencies with offices in Palestine and four non-resident agencies are signatories to the UNDAF. These include FAO, ILO, OCHA, OHCHR, UNDP, UNESCO, UNFPA, UN-Habitat, UNICEF, UNODC, UNOPS, UNRWA, United Nations Volunteers, UN Women, WFP and WHO, as well as four non-resident agencies ITC, UNCTAD, UNEP and UNIDO. See <https://www.un.org/unispal/document/undaf-for-the-state-of-palestine-2018-2022-frequently-asked-questions>.

³ UNCTAD, The Economic Costs of the Israeli Occupation for the Palestinian People: The Unrealized Oil and Natural Gas Potential (United Nations publication. Geneva), 2019; International Monetary Fund, West Bank and Gaza. Report to the Ad Hoc Liaison

continue to spread and expand rapidly across the West Bank, including East Jerusalem. Space has shrunk for Palestinians in Area C, which constitutes almost 61.4 percent of the West Bank, resulting in poor living conditions and a lack of access to basic services.⁴

Box 1: Key Terms and Definitions
<p>Palestine, State of Palestine: Depending on the context, we use “Palestine” and “State of Palestine” interchangeably. Consequent to the adoption of resolution 67/19 by the United Nations General Assembly on 29 November 2012, Palestine was accorded the status of non-member observer State in the United Nations. As a result, Palestine can generally be referred to as a State or Country, and its authorities can generally be identified as the Government of Palestine.</p> <p>The terms “Government of Palestine,” “Palestinian government,” and “Palestinian Authority” (PA) have been used interchangeably to refer to the PA.</p> <p>Occupied Palestinian territory (oPt): The term “occupied Palestinian territory” (oPt) refers as a whole to the geographical area of the Palestinian territory occupied by Israel since 1967.</p>
<p>GreenLine: The 1949 Armistice line (the Gaza Strip and the West Bank, including East Jerusalem)</p>
<p>Area C: As part of the 1995 interim Oslo II agreement, the West Bank (except East Jerusalem) was divided into three administrative areas, referred to as Area A, B and C. Area A has full Palestinian civil and security control, Area B has full Palestinian civil control and joint Israeli Palestinian security control, and Area C has full Israeli civil control and control over security, planning and construction. Area C surrounds Areas A and B of the West Bank and is mostly located in the eastern part of the West Bank along the Jordan Valley and the western and central parts of the West Bank. It constitutes over 60 percent of the West Bank and is fundamental to the contiguity of the West Bank and the viability of Palestine.</p>
<p>Israeli Civil Administration: A governing body that operates in the West Bank, which was established by the Government of Israel in 1981 to carry out bureaucratic functions within oPt.</p>
<p>Settlements: cities, towns and villages established by Israel in the West Bank, including East Jerusalem, since its occupation in 1967. This policy has been repeatedly condemned by the United Nations Security Council and other international bodies as a violation of international law.</p>
<p>Source: Common Country Assessment, United Nations Development Assistance Framework (UNDAF)</p>

6. The persistent Israel-Palestine conflict has created an unsustainable political, economic, security and humanitarian context in the State of Palestine. The progress towards and achievements on the Sustainable Development Goals (SDGs) in the occupied Palestinian territory (oPt) continue to be defined by the severe political, economic and social constraints of over five decades of Israeli occupation.⁵ The occupation impacts

Committee meeting, 17 September 2018; World Bank, Economic monitoring report to the Ad Hoc Liaison Committee meeting, 30 April 2019

⁴ OCHA, Most Palestinian Plans to Build in Area C Were Not Approved, 2020, <https://www.ochaopt.org/content/most-palestinian-plans-build-area-c-not-approved>; OCHA, Occupied Palestinian Territory: Humanitarian Needs Overview 2020, December 2019, <https://reliefweb.int/report/occupied-palestinian-territory/occupied-palestinian-territory-humanitarian-needs-overview-4>; Oxfam, Birzeit University, Addressing the Needs of Palestinian Households in Area C of the West Bank, 2019, https://reliefweb.int/sites/reliefweb.int/files/resources/Area%20C%20Complete%20Report%20web_FINAL.pdf; World Bank, Area C and the Future of the Palestinian Economy, 2014, <https://documents1.worldbank.org/curated/en/257131468140639464/pdf/Area-C-and-the-future-of-the-Palestinian-economy.pdf>.

⁵ State of Palestine Voluntary National Review, 2018, <https://sustainabledevelopment.un.org/memberstates/palestine>

the movement of people and goods through multilayered restrictions on citizens' movement for the past two decades, hindering access to large areas of the West Bank (including Area C and East Jerusalem and a total blockade of Gaza).

7. The sociopolitical fragmentation of territory has stunted economic growth and restricted Palestinian use of critical resources such as land, water and minerals.⁶ Restrictions also have consequences for social cohesion, fragmenting the Palestinian landscape, creating isolated communities and separating Palestinians from each other. Destruction, violence, the threat of forced displacement and regular instances of human rights violations undermine peace, citizen security and development.

8. Palestine is in the high human development category, with its human development index (HDI) increasing from 0.659 in 2005 to 0.708 in 2019, ranking 115th over 189 countries and territories.⁷ Between 1990 and 2019, Palestine's life expectancy at birth increased by 6.0 years, mean years of schooling increased by 1.4 years and expected years of schooling increased by 3.6 years. State of Palestine's GNI per capita increased by about 50.4 percent between 1990 and 2019.⁸

9. However, HDI improvements are not reflected in poverty levels. Poverty rates in Palestine stand at 29.2 percent (13.9 percent in the West Bank and 53 percent in Gaza). Around three-quarters of Palestinians in East Jerusalem live in poverty.⁹ This is above the average rate in the Middle East and North Africa region, but some of the lowest rates in the world, in particular for Gaza. About 2.5 million Palestinians, or about half of the population, need humanitarian aid, including 1.4 million Palestinian refugees, who are among the most vulnerable groups in the country.¹⁰

10. Falling GDP per capita, declining trends in foreign aid and persistent extreme levels of unemployment are widening poverty. In this context, Palestinian producers and households have resorted to coping strategies that may entail long-term costs, including using poorer food substitutes, selling valuable assets, and returning to subsistence agriculture.¹¹ In both West Bank and Gaza, per capita income declined, and mass unemployment has increased. In 2017, poverty rates remained at an alarming 25 percent in the State of Palestine (16 percent in the West Bank and 39 percent in Gaza).¹² Unemployment rates (per ILO standards) stood at 29 percent, with significant disparities between Gaza (44 percent) and the West Bank (20.5 percent). Of the two million

⁶ UNCTAD, The Economic Costs of the Israeli Occupation for the Palestinian People: Arrested Development and Poverty in the West Bank, 2021, United Nations https://unctad.org/system/files/official-document/gdsapp2021d2_en.pdf; UNCTAD, The Besieged Palestinian Agricultural Sector, 2015, https://unctad.org/system/files/official-document/gdsapp2015d1_en.pdf.

⁷ UNDP, Human Development Report 2020, http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/PSE.pdf.

⁸ Ibid.

⁹ World bank, Poverty & Equity Brief West Bank and Gaza, Palestinian, 2020, https://databank.worldbank.org/data/download/poverty/33EF03BB-9722-4AE2-ABC7-AA2972D68AFE/Global_POVEQ_PSE.pdf; Central Bureau of Statistics, 2017, https://www.pcbs.gov.ps/Document/pdf/txt/poverty2017.pdf?date=16_4_2018_2;

¹⁰ OCHA, Occupied Palestinian Territory: Humanitarian Needs Overview 2020, December 2019, <https://reliefweb.int/report/occupied-palestinian-territory/occupied-palestinian-territory-humanitarian-needs-overview-4>

¹¹ UNCTAD, The Economic Costs of the Israeli Occupation for the Palestinian People: Arrested Development and Poverty in the West Bank, 2021, United Nations, https://unctad.org/system/files/official-document/gdsapp2021d2_en.pdf.

¹² Ibid.

Palestinians living in the besieged Gaza Strip, some 70 percent are refugees who are dependent on the United Nations Relief and Works Agency for humanitarian assistance.¹³

11. In Gaza, recurring cycles of violence, physical destruction during successive rounds of hostilities and demographic pressures have had human losses and impacted all aspects of social and economic development. The ongoing blockade has devastated socio-economic conditions in Gaza, isolating it from the West Bank, East Jerusalem and the world. Over 60 percent of the housing incurred significant damage, as did service infrastructure (including water, energy, health and education facilities and government buildings) and private sector facilities and assets during the 2014 hostilities.¹⁴ The situation has deteriorated to uninhabitable conditions with poor access to safe, clean water, interrupted electricity supply, high unemployment, substandard housing and widespread food insecurity.¹⁵ The effects of the most recent escalation were also severe both in terms of human losses as well as loss of social infrastructure. An additional impact of the recent conflict is a heightened risk of COVID-19 transmission due to damage to health facilities. The ongoing division between Fatah and Hamas also compounds the impact of the closure on Gaza's population.

12. Palestine has prepared the National Policy Agenda (NPA), 'Putting Citizens First (2017-2022)'. It contains three pillars, viz., i) path to independence, ii) government reform and iii) sustainable development. Within these pillars are ten national priorities.¹⁶ There is a commitment to the Sustainable Development Goals (SDGs), and Palestine has adopted 75 of the SDG targets, taking into account the impediments of the Israeli occupation, the dire fiscal situation of the Palestinian Government and the sharp decline of donor aid to Palestine. A voluntary national assessment of SDG progress was presented to the High-Level Panel Forum in 2018.¹⁷ However, achieving the agenda is hampered due to internal fragmentation between Fatah and Hamas and high political polarization despite intermittent reconciliation talks since November 2017. Access to social services is constrained because of recurring security situations and political fragility. Challenges in ensuring accountable, responsive and inclusive governance across oPt further undermine development.

13. Economic stagnation is further compounded by the COVID-19 pandemic. It is estimated that the Palestinian Gross Domestic Product (GDP) contracted by 11.5 percent in 2020 compared to 2019, escalating unemployment and poverty levels.¹⁸ The Palestinian economy is facing a triple crisis: i) COVID-19 outbreak, ii) severe economic slowdown and iii) a political stand-off with Israel that disrupted tax clearance revenues for over seven months (70 percent of total Palestinian revenues).¹⁹ In 2020, the Palestinian economy recorded a

¹³ UNRWA, Gaza: EU and UNRWA Support Palestine Refugees with Cash and Shelter Repairs, 2021, <https://www.unrwa.org/newsroom/press-releases/gaza-eu-and-unrwa-support-palestine-refugees-cash-and-shelter-repairs>.

¹⁴ UNCT, Leave No One Behind: A Perspective on Vulnerability and Structural Disadvantage in Palestine, 2016, <https://www.un.org/unispal/document/auto-insert-194206>.

¹⁵ United Nations Country Team, Common Country Analysis for the Occupied Palestinian Territory, 2022.

¹⁶ State of Palestine, 'National Policy Agenda (2017-2022)', <http://www.palestinecabinet.gov.ps/WebSite/Upload/Documents/GOVPLAN/NPA%20English.pdf>.

¹⁷ State of Palestine Voluntary National Review, 2018.

¹⁸ United Nations Country Team, Common Country Analysis for the Occupied Palestinian Territory, 2022.

¹⁹ UN General Assembly, Seventy-fourth session. Economic costs of the Israeli occupation for the Palestinian people: fiscal aspects, https://unctad.org/system/files/official-document/a74d272_en.pdf.

sharp decline, with a 12 percent decrease in the GDP and a rise in unemployment rates (27.8 percent), particularly among youth (42 percent)²⁰, with new segments of the population (30 percent) entering the poverty cycle.²¹ In the next two years, the World Bank predicts a decline in real per capita income and an increase in unemployment, given that the current scenario of restrictions and internal divide between the West Bank and Gaza persists.²²

14. Foreign aid dropped by 25.1 percent during the first five months of 2020. Gaza's economic situation is particularly alarming.²³ The World Bank estimates that easing road obstacles just enough to improve market access by 10 percent would increase GDP per capita in the West Bank by 4.1–6.1 percent higher than its observed level. Over the years, Palestine has seen very high growth in its population (from 2.9 million in 2000 to 4.6 million in 2019 with a steady 2.65 growth rate annually. Youth constitutes 33 percent of the population, and unemployment remains a key issue.

15. The salary crisis in the public sector, which is linked to internal Palestinian divisions, has worsened. Over the past year, thousands of employees in Gaza's public sector faced pay cuts of 30-50 percent.²⁴ The direct impact on staff and families also spreads to the wider economy as a result of declining consumption and collection rates for services through the public sector.²⁵

16. The prolonged conflict has disproportionately affected women, men, girls and boys. Women-headed households represent 11 percent of the total households in Palestine, but account for almost 20 percent of families suffering from extreme poverty.²⁶ Pre-existing gender-based inequalities further increased discrimination against women. While protection is an underpinning factor in addressing women's security, problems facing Palestinian women are complicated by the division between Gaza and the West Bank. Violence against women and domestic abuse is of particular concern to Palestinian women. There is a decline in women's labour force participation, and women and youth will experience more difficulty in accessing employment and livelihood opportunities for their economic recovery.

17. Palestine is severely impacted by a water and energy shortage. The water crisis caused by Israeli restrictions and climate change impacts, especially in Gaza, is creating a serious public health issue. For example, 95 percent of Gaza's water is considered unsafe for human consumption. In addition, while energy needs continue to grow, oPt remains almost entirely dependent on imported power supplies. Due to the long-term overuse of natural resources, negative environmental impacts have increased significantly. The water shortages

²⁰ Data available at <https://data.worldbank.org/indicator/SP.POP.TOTL?locations=PS>.

²¹ Palestine's poverty level increased by 13.2 percent from 2011 to 29.2 percent in 2017.

²² World Bank, World Bank calls for coordination to fight the spread of COVID-19 in the Palestinian territories, 2021 <https://www.worldbank.org/en/news/press-release/2021/02/22/world-bank-report-calls-for-coordination-to-fight-the-spread-of-covid-19-in-the-palestinian-territories>.

²³ State of Palestine, Ministry of Finances. Financial report 2020.

²⁴ UNDP PAPP Brief 2019.

²⁵ Ibid.

²⁶ WFP Country Brief, August 2020 https://www.un.org/unispal/wp-content/uploads/2020/09/WFPCBAUG20_110920.pdf.

are exacerbated by population growth, pollution of aquifers and the marine environment, as well as by depletion of the limited agricultural and grazing areas.²⁷ Palestine is also affected by various emergencies and serious climate change impacts, such as extreme weather events, rising sea levels and changes in annual rainfall and average temperatures.

18. Notwithstanding strife and restrictions, Palestine has international law obligations, which include its commitments under the Paris Agreement on Climate Change 2016 (Paris Agreement) and the United Nations Framework Convention on Climate Change (UNFCCC). The PA updated its Nationally Determined Contributions (UNDC) to the UN Framework Convention on Climate Change (UNFCCC) in 2021.²⁸ The Climate Change Adaptation Strategy and Programme of Action adopted in 2010 identified water as the priority focus of climate change impacts. Progress in implementing the strategy, however, has been less effective, with severe adaptation challenges remaining unaddressed.

III. UNDP programme

19. UN and UNDP's Programme of Assistance to the Palestinian People (PAPP) derives its mandate from the United Nations General Assembly Resolution 33/147 of 20 December 1978. Called upon by United Nations Member States in that year, UNDP had the task "to improve the economic and social conditions of the Palestinian people by identifying their social and economic needs and by establishing concrete projects to that end."²⁹ The overall goal of UNDP engagement over the years has been to empower Palestinians to establish a viable state that can realize the right to development for its people. UNDP support to Palestine in the past two decades has largely been in the areas of strengthening accountable governance, employment and livelihood and sustainable infrastructure for better services.

20. The United Nations Country Team (UNCT) in Palestine comprises 23 UN agencies operating in the occupied Palestinian territory (oPt). The UNCT prioritizes inter-agency coordination and decision-making for individual agencies to plan and work together for the delivery of tangible results that enhance the development prospects for the people of Palestine. The UNCT works closely with the Government of Palestine and other development partners to ensure that its work is aligned with the PA's National Policy Agenda. The overall framework under which the UNCT delivers is the United Nations Development Assistance Framework (UNDAF), which presents the key shared development objectives of the UN system in the country. In this context, the UNCT works to ensure that the implementation of the UNDAF is harmonized and responsive to national priorities and targets. While there are agency-specific interventions, there are several activities, such as recovery, basic services and short-term employment, that are common across agencies. Also, resilience underpins the approach of several UN agencies.

²⁷ World Bank, Securing Water for Development in West Bank and Gaza, 2018
<https://documents1.worldbank.org/curated/en/736571530044615402/Securing-water-for-development-in-West-Bank-and-Gaza-sector-note.pdf>.

²⁸ State of Palestine, The State of Palestine's First Nationally Determined Contributions (NDCs), 2021
https://www4.unfccc.int/sites/ndcstaging/PublishedDocuments/State%20of%20Palestine%20First/Updated%20NDC%20State%20of%20Palestine_2021_FINAL.pdf.

²⁹ General Assembly Resolution 33/147 of 20 December 1978, Assistance to the Palestinian people,
<https://undocs.org/en/A/RES/33/147>.

21. In line with the programme support in Palestine, the UNDP PAPP framework for 2018-2021 (extended to 2022) is aligned with the State of Palestine National Policy Agenda 2017-2022 and the United Nations Assistance Framework State of Palestine (2018-2021 extended to 2022). UNDP aligned with four UNDAF outcome areas:

- i. Supporting Palestine's path to Statehood
- ii. Supporting equal access to accountable, effective, and responsive democratic governance for all Palestinians,
- iii. Leaving no one behind: Supporting sustainable and inclusive economic development, and
- iv. Leaving no one behind: Social Development and Protection.

22. The PAPP framework is anchored in the 2030 Agenda for Sustainable Development and committed to the principles of universality, equality and leaving no one behind. The PAPP is linked to SDGs 1, 4, 5, 6, 7, 8, 9, 10, 11, 15 and 16.

23. The PAPP is in accordance with the UNDP vision as outlined in the corporate Strategic Plan, 2018-2021, and is linked to five of the UNDP's Signature Solutions (Poverty, Governance, Resilience, Energy and Sustainable Development). Given the complexities of the programming context, UNDP has specifically acknowledged flexibility and site-specific responses.

24. UNDP operates in both Gaza and West Bank (including Area C), with central support provided from the main office in Jerusalem. UNDP PAPP established a strong field presence in Gaza, working with the non-refugee population.

25. While there has been a consolidation of the outputs, the programme emphasis largely remained the same. UNDP's focus is on the following three solution pathways, with particular emphasis on the most vulnerable of the population in West Bank and Gaza: 1) Improved democratic processes that ensure effective and accountable governance; 2) Improved sustainability and inclusive economic development; and 3) Improved access to green, inclusive and equitable basic social services. The PAPP outlines four strategic priority areas, which are presented below. Table A1 presents PAPP-Priority areas, outcomes and budget.

- **Supporting Palestine's path to Statehood** (aligns with SDGs: 16 and 17 and removing impediments to goals 1-13). UNDP's support is aligned to Palestinian national priorities and focuses on the rule of law and access to justice, national unity and social cohesion, inclusion and participation, local governance and public administration reform to build strong and accountable institutions.
- **Supporting equal access to accountable, effective and responsive democratic governance for all Palestinians** (aligns with SDGs: 1, 5, 10, 16 and 17 and as an enabling environment for goals 1-13). The focus is on strengthening social contract through the following areas of work: the rule of law and access to justice, political inclusiveness, responsible and accountable institution building and social cohesion.
- **Supporting sustainable and inclusive economic development** (aligns with SDGs: 1, 2, 5, 7, 8, 9, 10, 11, 12, 14 and 15). The focus is on strengthening environmental and water governance, mobilizing

environmental financing, improving access to environmental services such as water supply and sanitation, solid waste management and energy, mainstreaming environment and climate change and developing the capacities of Palestinian State institutions in climate change adaptation and mitigation.

- **Social Development and Protection** (aligns with SDGs: 1, 2, 3, 4, 5, 6, 7, 10, 11 and 13). The focus is on five key sectors; access to energy, transportation, housing, education and health. UNDP interventions target marginalized Palestinian communities and are implemented, especially in Area C, East Jerusalem and the Gaza Strip.

26. COVID-19 responses underscore the resilience of the Palestinian people and are located within the overall programme response. UNDP response to COVID-19 included enhancing the preparedness of the health systems for COVID-19, supporting the government’s leading role in inclusive and integrated crisis management and developing resilient-based recovery measures for vulnerable and marginalized groups.

27. UNDP has prioritized the formation of a Resilience and Development Facility (RDF) as an integrated country platform as supported. The RDF is an intended space for stakeholders to convene for enhanced coordination, advocacy, joint planning and policymaking towards a resilience methodology and practice. The RDF seeks to mobilize support for Palestine’s vulnerable communities where the government has limited sovereignty, most notably Area C (including H2 and the Seam Zones), East Jerusalem and Gaza. UNDP invested in promoting development innovation through the Accelerator Labs.

28. UNDP recognizes the imperative of developing multi-sectoral and better-coordinated development responses. It emphasizes the need to promote structural resilience, to address unemployment and the lack of access to basic services and rights for Palestinians, particularly those living in Gaza, East Jerusalem and Area C. The programme seeks to promote social cohesion to reduce political and social divisions. UNDP emphasized engagement with a wide range of actors, including UN agencies, government ministries, civil society, international NGOs, and in particular, the private sector. UNDP sought to use resilience-based programming in each of its priority areas while taking into consideration the economic, social and environmental dimensions of the process.

29. The PAPP emphasizes developing detailed and specific risk mitigation strategies for projects. These risks have implications for programme implementation and achieving intended outcomes and outputs. This includes risks to the programme, including the demolition of development structures in East Jerusalem, Area C of the West Bank; repeated military incursions in the Gaza Strip hampered the ability of the PA to exercise jurisdiction; and the inability to move materials into Gaza due to the blockade. Also, a heavy humanitarian focus has slowed longer-term development support.

30. Table 1A presents strategic priority areas and outcomes along with the budget. During the current programme period, there is a considerable discrepancy between planned resources and the budget, particularly in the areas of economic development and basic services.

31. Table A1: UNDP PAPP-Priority Areas, Outcomes and Budget

	Planned resources (US\$) (2018-2022)	Budget (US\$) 2018-2020	Expenditure (US\$) 2018-2020
Strategic Priority 1: Supporting Palestine's path to Statehood	40,299,510	\$28,723,253	\$23,781,780
Strategic priority 2: Supporting equal access to accountable, effective and responsive democratic governance for all Palestinians			
Outcome 1: Improved democratic processes that ensure effective and accountable governance			
Strategic Priority 3: Supporting sustainable and inclusive economic development	159,617,185	52,895,803	46,743,913
Outcome 3: Improved sustainability and inclusive economic development			
Strategic Priority 4. Social development and protection	262,574,002	108,242,341	101,961,771
Outcome 2: Improved access to green, inclusive and equitable basic social services			
Total	525,851,960	233,793,872*	206,636,429*
Source: UNDP Executive Snapshot *Includes \$43.9 million in budget and \$34.1 million in expenditure unlinked to a specific outcome (e.g. management and operational costs, UN management project costs, etc.).			

32. The main donors contributing to the UNDP programme in the country are the Islamic Development Bank Group (46.6 million) (22.5 percent of programme expenditure), the UN Relief and Work Agency 32.6 million (15.8 percent), the State of Palestine 16.5 million (8 percent), the Government of Japan 15.8 million (7.6 percent), the Netherlands 11.3 million (5.5 percent), Norway 11.1 million (5.4 percent), UNDP 5.8 million (2.8 percent). Other key donors contributing to programme expenditure to date include the Government of Qatar, the European Commission, Education Above All-AlFakhoora, and Kreditanstalt fuer Wiederaufbau (KfW).

IV. Scope of the evaluation

33. This evaluation will be conducted in the final year of the ongoing UNDP PAPP to feed into the process of developing the new PAPP. The scope of the evaluation will therefore include the *entirety of UNDP activities*, which includes *PAPP 2018-2021 (extended to 2022)*. The evaluation will cover interventions funded by all sources, including core UNDP resources, donor funds, government cost-sharing, joint funds, fiduciary funds etc. the evaluation will also cover the *pipeline projects* to assess the UNDP approach.

34. The evaluation will cover *joint projects/collaborations with the UN and other agencies*, as well as if any unused opportunities impacted the sustainability of outcomes achieved and external coherence for enhancing contribution to recovery and development in Palestine. The evaluation will seek to capture the role and contribution of *joint efforts of UNDP with United Nations Volunteers and the United Nations Capital Development Fund* with UNDP.

35. The evaluation will assess the *four strategic priority areas, three outcomes and 29 outputs*. The evaluation will assess UNDP contribution to the processes of Palestinians establishing an available state that can realize the right to development for its people. This will entail an assessment of the contribution of the *transformative resilience approaches* of its priority areas while taking into consideration the economic, social and environmental dimensions of the process.

36. UNDP, both in the corporate and PAPP strategies, has prioritized *innovative development solutions and private sector engagement* for accelerating SDG progress, and this will be assessed.

37. This is the first independent evaluation of the PAPP. Specific consideration, therefore, will be given to *programme areas that are an extension of previous PAPPs*.

38. In assessing the PAPP, the evaluation will *incorporate sensitivities* (social, cultural, political) and take into *consideration the volatile context* within which UNDP operates and implements its programmes.

Evaluation framework: Key evaluation questions

Question 1: What did the UNDP PAPP intend to achieve during the period under review?

1. This evaluation is conducted at the outcome level. In addressing question 1, the evaluation will assess how and under what conditions UNDP's interventions are building transformative resilience in the four strategic priority areas. The evaluation will focus on mapping the assumptions behind the PAPP's desired change(s) and the causal linkages between the intervention(s) and the intended outcomes. The context risks and how they are addressed that are factored in the programme design will inform the evaluation. As part of this analysis, the progression of the programme over the review period will also be examined. In assessing the programme progression, UNDP's capacity to adapt to the changing context in the state of Palestine and respond to national development needs and priorities will also be looked at.

Question 2: To what extent has the programme achieved (or is likely to achieve) its intended objectives?

2. The effectiveness of PAPP will be analysed in response to evaluation question 2. This will include an assessment of the achieved outcomes and the extent to which the outcomes have contributed to the intended programme objectives. In this process, both positive and negative, direct and indirect, as well as unintended results, will be identified. Assessment of the projects and outputs will be the basis for assessing outcomes.

Question 3: To what extent has UNDP been able to adapt to the COVID-19 pandemic and support the Government of Palestine's preparedness, response and recovery process?

3. Evaluation question 3 will examine UNDP support to COVID-19 preparedness, response and recovery in the State of Palestine. This will include an assessment of the relevance and effectiveness of UNDP support to the needs of partner countries; its alignment with national government plans as well as support from other UN Agencies, Donors and NGOs/ CSOs; and its effectiveness in preventing loss of lives and livelihoods and protecting longer-term social and economic development. The analysis will also explore the extent to which UNDP's funding decisions were informed by evidence, needs and risk analysis, the efficient use of resources and how the support has contributed to the development of social, economic and health systems that are equitable, resilient and sustainable. Special attention will be given to the integration of gender equality and women's empowerment in the design and implementation of the programme. Innovation in recovery and development initiatives will be assessed.

Question 4: What factors contributed to or hindered UNDP's performance and, eventually, to the sustainability of outcomes achieved?

4. To better understand UNDP's performance, the specific factors that influenced — positively or negatively — UNDP's performance and, eventually, the sustainability of overall outcomes in the areas of UNDP support will be examined in response to evaluation question 4. They will be examined in alignment with the engagement principles, drivers of recovery and development and principles of the Strategic Plan.³⁰ It also includes the utilization of resources to deliver results and how managerial practices impacted the achievement of programmatic goals.

Table 2 presents the evaluation matrix with questions and sub-questions for the five evaluation criteria (relevance, coherence, efficiency, effectiveness, and sustainability) and what is judged.

Table 2 Key questions, sub-questions and what is judged		
	QUESTIONS	WHAT IS JUDGED?
RELEVANCE	1. What are the contextual issues that determined UNDP programme choices? In the three outcome areas, outputs and projects assessed: <ol style="list-style-type: none"> What are the contextual issues in Palestine relevant to the UNDP support area? What are the Government of Palestine and international aid responses to those issues? Who are the key humanitarian and development actors, and broadly their scale of engagement? What are the key issues that needed attention and gaps yet to be filled? What is the scale and scale of engagement of UNDP in Palestine? 	<ul style="list-style-type: none"> Key challenges and gaps in the areas of UNDP's engagement
	2 Did PAPP align with UN and UNDP priorities? <ol style="list-style-type: none"> What was the nature of UNDP engagement with the UN team? Did UNDP prioritize joint projects with UN agencies? Did UNDP prioritize joint projects with other agencies? 	<ul style="list-style-type: none"> Alignment with UN and priorities If joint programme initiatives prioritized

³⁰ These principles include national ownership and capacity, a human rights-based approach, sustainable human development, gender equality and women's empowerment, voice and participation and universality.

Table 2 Key questions, sub-questions and what is judged

QUESTIONS

WHAT IS JUDGED?

3. How relevant were the priorities set out by PAPP?

- a. Does UNDP's support in Palestine include areas that have strategic relevance for sustainable development and social cohesion?
- b. Did UNDP respond to the evolving situation and priorities by adapting its role and approaches in each of the areas of support?
- c. How responsive have UNDP (and the corporate tools) been in responding to evolving Palestine priorities?
- d. Was the PAPP strategy appropriate for contributing to social cohesion and stabilization of the economy in the West Bank and Gaza?
- e. How critical are the areas of UNDP support for achieving intended outcomes in the West Bank and Gaza?
- f. Did the programme choices of UNDP activities build on its comparative strengths?
- g. Were UNDP's programme choices appropriate for promoting sustainable development in West Bank and Gaza?
- h. Were UNDP's choices appropriate for promoting a strategic role in strengthening inclusive governance capacities?
- i. Were UNDP's programme choices appropriate for promoting sustainable development at the local level in West Bank and Gaza?
- j. Were UNDP's programme choices appropriate for promoting inclusive local development in West Bank and Gaza?
- k. Were UNDP's programme choices appropriate for improving basic services?
- l. Did UNDP's programme choices emphasize inclusiveness?
- m. Did UNDP's programme choices emphasize gender equality?
- n. Did UNDP's programme approach enable humanitarian, peace and development convergence in the support areas?
- o. Did UNDP's programme approach improve cooperation with other development actors in Palestine? Were joint initiatives prioritized?
- p. Did UNDP's programme approach appropriate to promote inclusiveness (including persons with disabilities) and gender equality?

- The extent to which UNDP programme choices enabled a meaningful response within the evolving and volatile context in Palestine.
- The extent to which UNDP's positioning enabled an inclusive development process
- The extent to which UNDP's positioning enabled gender-inclusive development
- The extent to which UNDP's programme choices contributed to a resilient and sustainable response to Palestine's multiple crises.
- The extent to which UNDP's positioning enabled increasing complementarities and reducing gaps in livelihood support (improved coordination between UN agencies)
- The extent to which UNDP programme choices enabled addressing community development challenges

COHERENCE

4. Did UNDP establish linkages between projects, outputs and outcomes when there are synergies?

- a. Did UNDP map cross-cutting thematic programme areas within its support?
- b. Did UNDP map synergies between thematic areas within its support?
- c. Did the programme /project design take into consideration complementary areas of UNDP support? Were joint outcomes identified and common approaches applied?
- d. If the synergies are lacking, what were the factors that undermined programme synergies?

5. Did UNDP adopt an integrated, issue-based programming approach adapted to enhance development results (e.g. livelihoods and climate change adaptation; local governance, service delivery and local development)

- a. Did the programme /project design take into consideration complementary areas of UNDP support in design and practice for integrated programming?
- b. Were integrated programmes programme outcomes pursued?
- c. Did UNDP forge partnerships that would further integrated programming?

6. Did UNDP establish strategic partnerships with the UN, government and other actors?

- Internal programme coherence achieved
- Contribution of integrated programming
- Partnerships established with government, UN, bilateral and other actors for a consolidated and coherent response in Palestine
- Facilitating private sector engagement
- Partnership with non-state actors for advocacy

Table 2 Key questions, sub-questions and what is judged

QUESTIONS

WHAT IS JUDGED?

- a. To what extent were UN agency/other agencies' partnerships forged to enable a coherent programme response?
- b. Were partnerships established with UN/other agencies beyond funding-related joint projects?
- c. Did partnerships with UN/other agencies contribute to the consolidation development outcomes?
- d. Were programming context risks collectively dealt with?
- e. Were UNDP's programme choices and programme approaches appropriate /conducive to enhanced institutional capacity for promoting institutional capacities?
- f. Are UNDP programme approaches appropriate for enabling development financing?
- g. Did partnerships with other agencies enable providing recovery/sector programme models/improve the sustainability of outputs/improve the level of outcomes achieved?
- h. How successful was UNDP in proactively facilitating signature solutions that would bring together different sector actors?
- i. Did partnerships with non-state actors enable Advocacy?
- j. Are UNDP tools appropriate for supporting private-sector engagement in Palestine?
- k. Did UNDP support efforts to improve the enabling environment for private sector engagement in the country?
- l. Are there efforts by UNDP to facilitate private-sector engagement at the national /local levels?

EFFICIENCY

7. Did projects have a timely start and were activities implemented and completed according to established plans?

- a. Did the project implementation and completion timeline follow the work plan?
- b. Were delays addressed on time?
- c. Did delays impact the contribution of UNDP to development results?
- d. Were there delays that increased the cost of the project?
- e. Were there delays that resulted in lost opportunities to link with national development efforts?

8. Does the PAPP office have the necessary technical capacities and adequate staffing at the senior management level to achieve programme results?

- a. How did UNDP adhere to programme quality standards set out in the PAPP
- b. How did UNDP programmes factor in upstream results?
- c. How did UNDP address programme risks in the design and implementation of projects?
- d. Was the PAPP office efficient in allocating human resources to deliver programme results?

9. Was the country office successful in mobilizing programme resources?

- a. Were UNDP financial resources optimized (for example, by building on outcomes with synergies)?
- b. Were human resources optimized by building on synergies between outputs and outcomes?

- Timeliness of UNDP response
- Ensuring programme quality
- Efficient use of programme resources
- Whether UNDP programme resources were strategically allocated
- Successful mobilization of programme resources

Table 2 Key questions, sub-questions and what is judged

QUESTIONS

WHAT IS JUDGED?

c. Did the PAPP office structure enable joint programme efforts?

EFFECTIVENESS

10. Did PAPP achieve intended outputs and outcomes?

- a. Did UNDP achieve the stated PAPP outputs?
- b. Did UNDP achieve the stated PAPP outcomes?
- c. Did UNDP interventions strengthen institutional capacities and processes?
- d. What is the contribution of UNDP in the following areas?
 - Inclusive governance (local governance; access to justice; rule-of-law policies and institutional capacities; policies and advocacy to minimize barriers and increase the movement of goods; climate change policies)
 - Political participation
 - Improved capacities for social cohesion and reconciliation (national and community level)
 - Sustainable employment and livelihoods (business development; support to small farmers; entrepreneurship development; skill development; agri-development; financing mechanisms for investments)
 - Local development /Basic services recovery and resilience (improved water access and quality; improved housing and sanitation; community facilities; solid waste management
 - Community resilience (national and local capacity to mitigate and adapt to the impacts of climate change and disasters)
 - Energy efficiency
- e. What is the contribution of UNDP in the following areas?
 - Promoting citizen's rights and increasing access to justice
 - Innovating recovery /development solutions
 - Integrated sustainable energy and climate change adaptation solution
 - Improved access to development financing
 - Promoting resilient approaches
 - Public-private partnerships
 - Integrator platforms
 - Bridging humanitarian and development divides

- Extent to which the objectives of the country programme were achieved given their relative importance to national efforts
- Contribution of UNDP to development outcomes and processes in each of the areas of support
- Contribution of UNDP to strengthening policy and institutional capacities

11. What was the contribution of UNDP to the following cross-cutting areas?

- a. What was the contribution of UNDP to gender-inclusive development processes?
- b. What was UNDP's contribution to promoting gender equality and women's empowerment?
- c. What was the contribution of UNDP to youth empowerment and development?
- d. Did UNDP contribute to strengthening policies/programmes that resulted in tangible changes in Gaza?
- e. Are there unintended results (positive/negative) of UNDP interventions?
- f. Was there balancing support to West Bank and Gaza?

12. What factors enabled UNDP contributions and the sustainability of programme outcomes in Palestine?

- The contribution of UNDP to furthering gender equality and women's empowerment in development processes
- The contribution of UNDP to furthering youth empowerment in development processes
- Contribution of UNDP to strengthening inclusive national policy processes
- Specific outcomes in strengthening development processes in vulnerable territories

Table 2 Key questions, sub-questions and what is judged

QUESTIONS

WHAT IS JUDGED?

- a. Did UNDP programmes provide viable models that had the potential for scaling? What are the factors that facilitated the adoption / scaling-up of UNDP's programme outcomes?
- b. What are the factors critical for the consolidation of local-level outcomes of UNDP support?
- c. Which are the areas where UNDP had a comparative advantage over other actors (policy support, local /national level support, institutional strengthening/ technical support/specific development areas)? Was this advantage used to increase UNDP contributions?
- d. Did UNDP's collaboration with UN agencies enable a comprehensive response?
- e. Did UNDP use its global networks for knowledge exchanges?
- f. Did UNDP find the right programme niche that had the potential to add value to Palestine's recovery and development processes?

- Extent to which UNDP programme choices enabled support to further humanitarian-development nexus / innovative processes for improved economies for families and communities in conflict
- Contextual and programming factors that facilitated or constrained UNDP contributions to development outcomes and processes

SUSTAINABILITY

13. Target institutions and/ or beneficiary groups are equipped with knowledge, skills and partnerships to continue with programme/ project-related efforts after their completion

- a. What is the extent to which positive changes enabled by UNDP programme support could be pursued within the peace and development trajectory in the West Bank and Gaza (this includes scaling up successful programme models)?
- b. Are the intended individual beneficiary groups and/or institutions equipped with knowledge/skills/partnerships to continue with programme/ project-related efforts after their completion?
- c. Did UNDP take measures to ensure the capacities achieved can be sustained?
- d. Did UNDP take measures to institutionalize positive changes achieved at the local/national level, whether it is policy processes or institutional practices?
- e. What are the factors that enhanced/constrained the sustainability of outcomes achieved? (for example, UNDP's technical capacities, UNDP niche, partnerships, unanticipated context risks programming and operations; collaboration with UN agencies)?
- f. Did UNDP programmes provide viable models that had the potential for scaling? What are the factors that facilitated the adoption / scaling-up of UNDP's initiatives?
- g. Did UNDP take measures to ensure linkages with national policies and programmes?
- h. Were measures taken to promote scaling up where possible?

14. Were financial and human resource needs for sustaining/scaling results achieved addressed?

- a. Did UNDP prioritize development financing?
- b. Did UNDP use appropriate tools for facilitating development financing?
- c. Was UNDP successful in facilitating development financing?
- d. Did UNDP support efforts to address institutional bottlenecks in development financing?

- Extent positive changes enabled by the UNDP programme can be pursued within the country's development trajectory
- Measures are taken to promote scaling up
- Are financial and human resource needs for sustaining/scaling outcomes achieved are addressed

V. Approach and Methodology

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards.³¹ The evaluation will address the following four main evaluation questions.³² These questions will also guide the presentation of the evaluation findings in the report.

5. Assessment of existing data and data collection constraints: There were 10 decentralized evaluations³³ conducted since 2017, and there are 25 Audit Reports.³⁴ All these decentralized evaluations and audit reports will serve as important inputs into the evaluation.

Conclusion 1

6. With respect to indicators, the strategic priority and three outcomes are supported by 27 outcome indicators and 29 outputs are supported by 29 output indicators, most of them accompanied by baselines and targets. To the extent possible, the evaluation will seek to use these indicators to better understand the intention of the UNDP programme and or assess progress towards the outcomes. The data sources of the indicators are not always clearly identified, and, in many cases, the evaluation's ability to measure progress against these indicators will depend on other data analyses.

Conclusion 2

7. It is also important to note that UNDP projects that contribute to different outcomes are at different stages of implementation, and therefore it may not always be possible to determine the project's contribution to outcomes. In cases where the projects/activities are still in their initial stages, the evaluation will document observable progress and seek to ascertain the possibility of achieving the outcome, given the programme design and measures already put in place.

³¹ UNEG, Norms and Standards for Evaluation, 2016, <http://www.uneval.org/document/detail/1914>.

³² The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the four standard OECD DAC criteria. More detailed sub-questions will be developed during the desk review phase of the evaluation.

³³ List of decentralized evaluations and management review 2018 – 2021:

1. Sawasya II – Midterm Evaluation;
2. Support to Education in East Jerusalem;
3. Transboundary Wastewater Pollution Control;
4. Homes Rehabilitation Phase III;
5. Al Fakhoora Dynamic Futures Programme – 2;
6. Al Fakhoora Dynamic Futures Programme – 1;
7. Evaluation of the Rehabilitation and Consolidation of the Gaza Industrial Estate;
8. Right to Education in the Gaza Strip Programme;
9. Right to Education in East Jerusalem; and
10. Management Review: 2018.

³⁴ List of audits from 2018 to 2021:

- [UNDP PAPP - PAL/KFW- V \(Project No: 41098 \(6 outputs\);](#)
- [UNDP PAPP - Supporting rule of law \(proj. 57409, output no. 77024\);](#)
- [UNDP PAPP - community resilience \(proj. 69435, output no. 84013\);](#)
- [UNDP PAPP - FAIR \(proj ID: 75685, output no: 106598\);](#)
- [UNDP PAPP - Right to Education in Gaza \(Proj No: 87840 \(output No: 94739\);](#)
- [UNDP PAPP - PAL/Construction of Treatment \(Proj No: 41529 \(output no: 47395\);](#)
- [UNDP PAPP -PAL/Construction \(Proj No: 42831 \(Output No: 99288\);](#)
- [UNDP PAPP - Procurement of Drugs \(Proj No: 74904 \(output no: 87068\). 2019;](#)
- [UNDP PAPP - PAL/Construction of Treatment \(00041529 - 00047395\);](#)
- [UNDP PAPP - PAL/ Construction of 300 Hous \(00042831 - 00099288\);](#)

8. Data collection methods: The evaluation will use data from primary and secondary sources, including desk review of documentation and information and interviews with key informants, including beneficiaries, partners and managers. A survey will be administered to the UNDP PAPP office, government, donors and UN agencies before the data collection.

Conclusion 3

9. A multi-stakeholder approach will be followed, and interviews will include government representatives, civil society organizations, private-sector representatives, UN agencies, multilateral organizations, bilateral donors and beneficiaries of the programme. Focus group discussions will be used to consult some groups of beneficiaries as appropriate. Due to travel restrictions imposed by COVID-19, the stakeholder interviews and field missions will be conducted both virtually and in person, where possible.

Conclusion 4

10. The evaluation team will undertake an extensive review of documents. IEO and the UNDP PAPP office will identify an initial list of background and programme-related documents, which will be posted on an IEO SharePoint website. The document review will include, among others: background documents on the national context, documents prepared by international partners during the period under review and documents prepared by UN system agencies; programme plans and frameworks; progress reports; monitoring self-assessments such as the yearly UNDP Results Oriented Annual Reports; and evaluations conducted by the country office and partners.

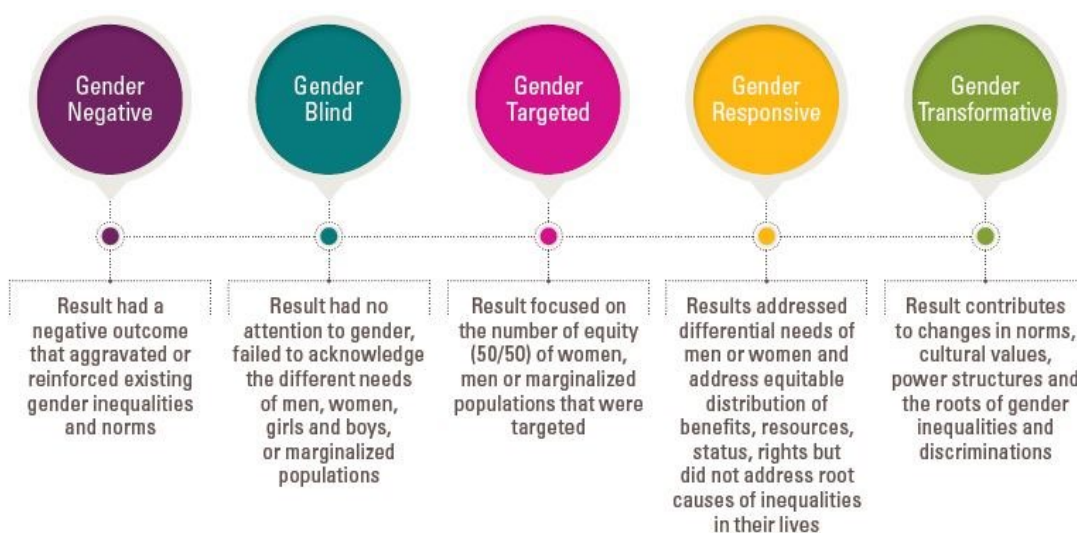
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- [UNDP PAPP - Supporting the Rule of Law \(00057409 - 00077024\);](#)
 - [UNDP PAPP - Productivity and Urban Renewal \(00087585 - 00094044\);](#)
 - [UNDP PAPP - Right to Education in Gaza \(00087840 - 00094739\);](#)
 - [UNDP PAPP - Right to Education in JRS II \(00099472 - 00102751\);](#)
 - [UNDP PAPP - Community Resilience & Dev. P \(00069435 - 00084013\). 2020: UNDP PAPP/ Pal-Construction of Treatment \(Project ID 41529 -Output ID 47395\);](#)
 - [UNDP PAPP/ Pal-Construction of 300 housing \(Project ID 42831 -Output ID 99288\);](#)
 - [UNDP PAPP/ Supporting the rule of law and . \(Project ID 57409 -Output ID 77024\);](#)
 - [UNDP PAPP/Productivity and Urban Renewal \(Project ID 87585 -Output ID 94044\);](#)
 - [UNDP PAPP/Wastewater Management\(Project ID 99404 -Output ID 102692\);](#)
 - [UNDP PAPP/Promoting the Rule of Law in P\(Project ID 99474 -Output ID 102754\);](#)
 - [UNDP PAPP/Community Resilience & Dev. P\(Project ID 69435 -Output ID 84013\);](#)
 - [UNDP PAPP/Economic Stimulus in Gaza \(Project ID 116171 -Output ID 113424\). 2021. UNDP PAPP / PAL/ Construction of 300 Housing \(project 00042831 output 00099288\); and](#)
 - [UNDP PAPP - Promoting the Rule of Law in Pal. \(project:00099474 output:00102754\).](#)

11. In line with UNDP's gender mainstreaming strategy, the evaluation will examine the level of gender mainstreaming across all UNDP PAPP programmes and operations. The level of sustainability of the high gender standards achieved and confirmed by the Office's certification with the Gold Gender Equality Seal in 2017 will be assessed. Gender-disaggregated data will be collected, where available, and assessed against programme outcomes.

Conclusion 5

12. Special attention will be given to integrating a gender-responsive evaluation approach to data collection methods. To assess gender, the evaluation will consider the gender marker³⁵ in the portfolio analyses by outcome area and the gender results effectiveness scale (GRES) when assessing results. The GRES classifies gender results into five categories: gender negative, gender blind, gender-targeted, gender-responsive, and gender transformative (see figure below). In addition, gender-related questions will be incorporated into the data collection methods and tools, such as the pre-mission questionnaire and interview questionnaire, analysis and reporting.

Conclusion 6



13. Stakeholder involvement: A participatory and transparent process will be followed to engage with multiple stakeholders at all stages of the evaluation process. During the initial phase, stakeholder analysis will be conducted to identify all relevant UNDP partners, including those that may not have worked with UNDP but play a key role in the outcomes to which UNDP contributes. This stakeholder analysis will serve to identify key informants for interviews during the main data collection phase of the evaluation and to examine any potential partnerships that could further improve UNDP contributions to the State of Palestine.

Conclusion 7

³⁵ A corporate tool to sensitize programme managers in advancing GEWE by assigning ratings to projects during their design phase to indicate the level of expected contribution to GEWE. It can also be used to track planned programme expenditures on GEWE (not actual expenditures).

14. Programme performance rating: The evaluation will use a rating system to determine the programme performance of UNDP in Palestine. The rating system will enable summarizing and quantifying evaluation performance and facilitate the codification of performance. The rating seeks to complement the rich qualitative evaluative evidence that will be collected and used and will be aligned with the evaluation criteria and questions presented in Table 2. The use of rating, a quantitative approach to performance assessment, will help improve further transparency in the way that evaluative judgement is rendered and provide a basis for constructive dialogue over programme performance in UNDP. The rating will also highlight areas where UNDP has performed well and those that need attention. The Rating Systems are presented on the [UNDP IEO website](#).

Conclusion 8

15. Validation: The evaluation will triangulate information collected from different sources and/or by different methods to enhance the validity of the findings.

VI. Management arrangements

Conclusion 9

16. Independent Evaluation Office of UNDP: The UNDP IEO will evaluate in consultation with the UNDP PAPP, UNDP Executive Office and the Regional Bureau for the Arab States and Palestinian Institutions. IEO Lead Evaluator will lead the evaluation and coordinate the evaluation team. IEO will meet all costs directly related to the conduct of the evaluation.

17. UNDP PAPP: The PAPP office will support the evaluation team to liaise with key partners and other stakeholders and ensure that all necessary information regarding UNDP's programmes, projects and activities is available to the team and provide factual verifications of the draft report in a timely basis. The country office will provide the evaluation team in-kind organizational support (e.g. arranging meetings with project staff, stakeholders, beneficiaries; assistance for project site visits). If travel/in-person meetings are not possible due to the COVID pandemic, the CO will support IEO to coordinate these virtually. To ensure the independence of the views expressed, UNDP PAPP office staff will not participate in interviews and meetings with stakeholders held for data collection purposes. UNDP PAPP will jointly organize the final stakeholder meeting, ensuring the participation of key government counterparts through a videoconference with the IEO, where findings and results of the evaluation will be presented. Additionally, UNDP PAPP will support the use and dissemination of the final outputs of the ICPE process.

18. UNDP Executive Office and UNDP Regional Bureau for the Arab States: UNDP EO and RBAS will support the evaluation through information sharing and will also participate in discussions on emerging conclusions and recommendations.

19. Evaluation Team: The IEO will constitute an evaluation team to undertake the evaluation. The IEO will ensure gender balance in the team which will include the following members:

- Lead Evaluator (LE): IEO staff member with overall responsibility for leading and managing the evaluation, including preparing for and designing the evaluation as well as selecting the evaluation team and providing methodological guidance. The LE will be responsible for the synthesis process and the preparation of the draft and final evaluation reports.

- Consultant(s): IEO will recruit two international and one national consultant who will support the evaluation and be responsible for their designated outcome areas. Under the guidance of LE, they will conduct preliminary research and data collection activities, prepare outcome analysis papers and contribute to the preparation of the final evaluation report.
- Research Analyst: An IEO research analyst will provide background research and will support the portfolio analysis.

VII. Evaluation Process

20. The evaluation will be conducted according to the approved IEO process. The following represents a summary of the five key phases of the process, which constitute the framework for conducting the evaluation.

Phase 1: Preparatory work. The IEO prepares the ToR and the evaluation design. Once the TOR is approved, additional evaluation team members, comprising international and/or national development professionals, will be recruited. The IEO starts collecting data and documentation internally first and then filling data gaps with the help of the UNDP PAPP office.

Phase 2: Desk analysis. Evaluation team members will conduct a desk review of reference material and identify specific evaluation questions and issues in a detailed evaluation design matrix. Further in-depth data collection will be conducted, by administering an advance questionnaire and interviews (via phone, Skype, etc.) with key stakeholders, including UNDP PAPP office staff. Based on this, detailed evaluation questions, gaps and issues that require validation during the field-based phase of the data collection will be identified.

Phase 3: Data collection. During this phase, the evaluation team will engage in data collection activities. Given the current travel limitations due to COVID-19, most of the data collection and interviews will be undertaken virtually. The evaluation team will liaise with PAPP office staff and management, key government stakeholders and other partners and beneficiaries during this stage. To supplement the virtual data collection, the evaluation team will include consultant/s based in Palestine.

Phase 4: Analysis, report writing, quality review and debriefing. Based on the analysis of data collected and triangulated, the LE will undertake a synthesis process to write the evaluation report. The draft will first be subject to peer review by IEO and its external reviewers. Once the draft is quality cleared, it will be circulated to the UNDP PAPP office, UNDP IEO and the UNDP Regional Bureau for the Arab States for factual corrections. The second draft, which takes into account any factual corrections, will be shared with national stakeholders for further comments. Any necessary additional revisions will be made, and the UNDP office will prepare the management response to the evaluation under the overall oversight of the regional bureau and the IEO.

The report will then be shared at a final debriefing, where the results of the evaluation are presented to key national stakeholders. The way forward will be discussed to create greater ownership by national stakeholders with respect to the recommendations as well as to strengthen the accountability of UNDP to national stakeholders. Taking into account the discussion at the stakeholder event, the evaluation report will be finalized and published.

Phase 5: Publication and dissemination. The evaluation report will be written in English. It will follow the standard IEO publication guidelines. The evaluation report will be widely distributed in both hard and electronic versions. It will be widely distributed by the IEO within UNDP as well as to the evaluation units of other international organizations, evaluation societies/networks and research institutions in the region. UNDP PAPP will disseminate the evaluation to stakeholders in

the country. The report and the management response will be published on the UNDP website³⁶ as well as in the Evaluation Resource Centre. The EO and the Regional Bureau for the Arab States will be responsible for monitoring and overseeing the implementation of follow-up actions in the Evaluation Resource Centre.³⁷

VIII. Time-frame for the Evaluation Process

21. The time-frame and responsibilities for the evaluation process are presented in Table 3. This evaluation is fast-tracked to meet the programme schedule of UNDP in Palestine.

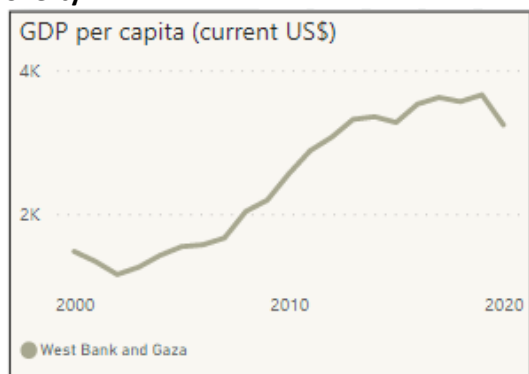
Table 3: Tentative Time-frame for the ICPE Process		
Activity	Responsible party	Proposed time-frame
Phase 1: Preparatory work		
TOR completed and approved by IEO Deputy Director	LE	February 2022
Selection of consultant team members	LE	February 2022
Phase 2: Desk analysis		
Survey (CO and stakeholders)	LE /CO	March 2022
Preliminary desk review of reference material	Evaluation team	March 2022
Pre-mission PAPP analysis paper	Consultants	March 2022
Phase 3: Data collection		
Evaluation data collection, stakeholder interviews, field visits, etc.	LE/ Consultant(s)	March-Mid-April 2022
Phase 4: Analysis, report writing, quality review and debrief		
Analysis of data and submission of Outcome Analysis Papers (final version)	LE/ Consultant(s)	April 2022
Synthesis and report writing	LE/ Consultant(s)	May 2022
Zero draft for internal IOE clearance/IEAP comments	LE/	May 2022
Zero draft	LE/ PAPP office/EO/RBEC	June 2022
First draft to PAPP office/EO/RBEC for comments		
Second draft shared with the government, programme partners and national stakeholders	LE/ PAPP office	July 2022
Draft management response	CO	July 2022
Stakeholder workshop via videoconference	IEO/CO/RBEC	July/August 2022
Phase 5: Publication and dissemination		
Editing and formatting	IEO	July/August 2022
Final report and evaluation brief	IEO	July/August 2022
Dissemination of the final report	IEO	July/August 2022

³⁶ web.undp.org/evaluation

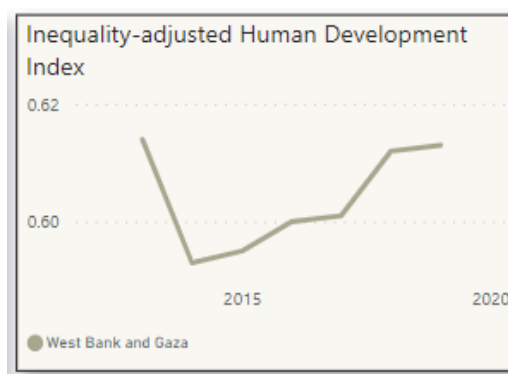
³⁷ erc.undp.org

ANNEX 2. COUNTRY AT A GLANCE

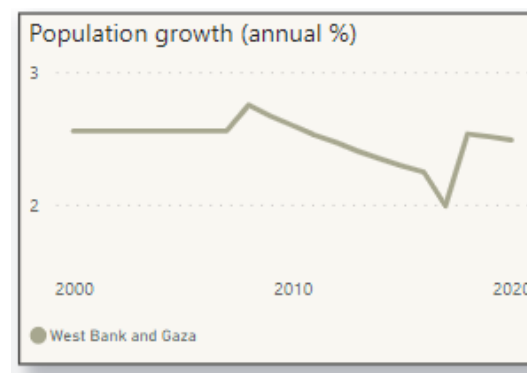
Poverty



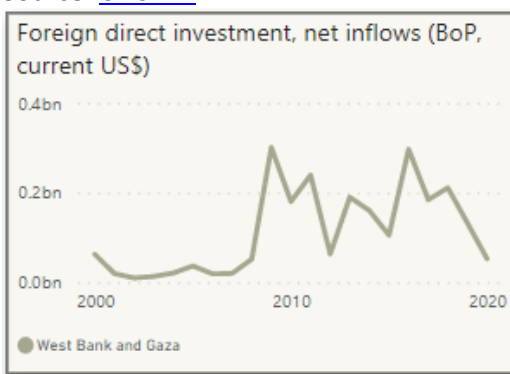
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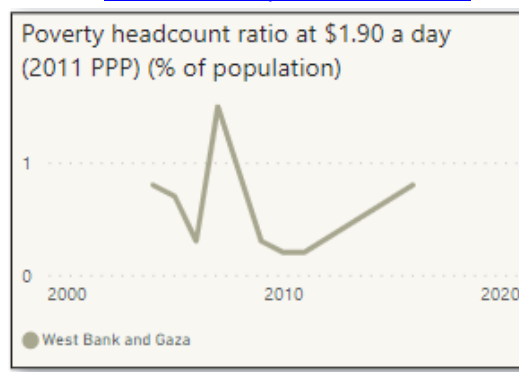
Source: [World Development Indicators](#)



Source: [World Development Indicators](#)



Source: [UNSTAT](#)

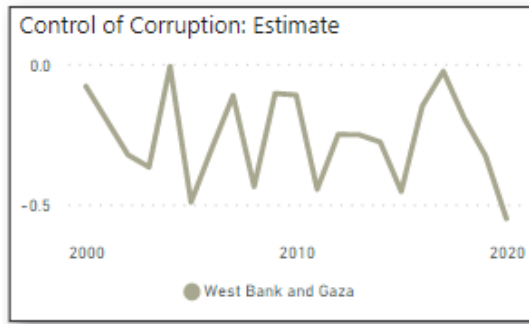


Source: [UNSTAT](#)

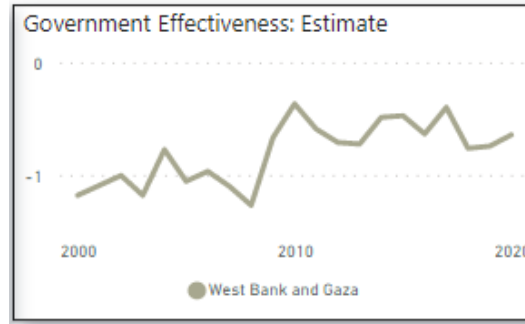


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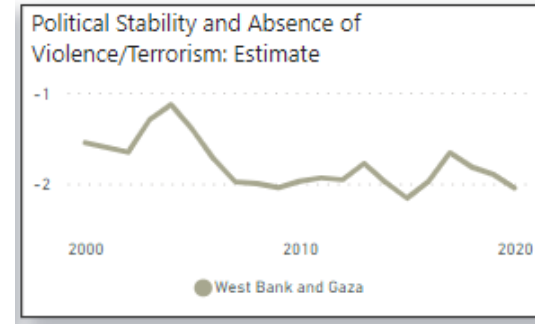
Governance



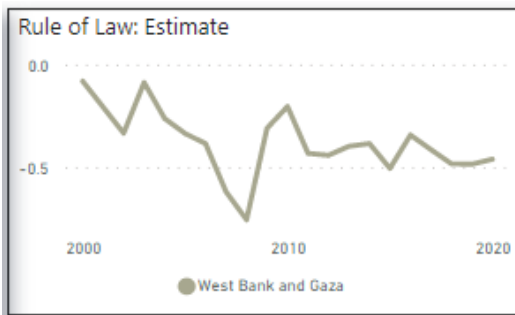
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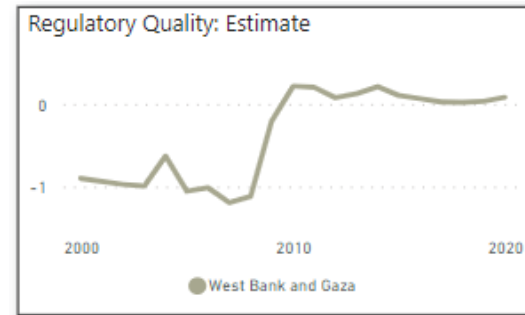
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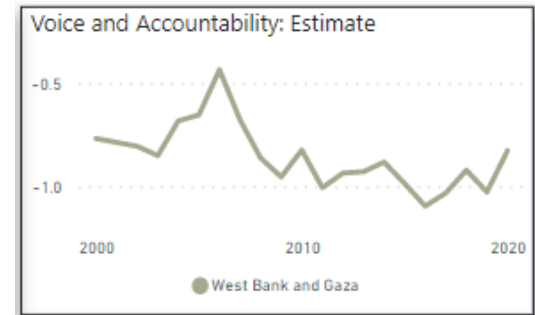
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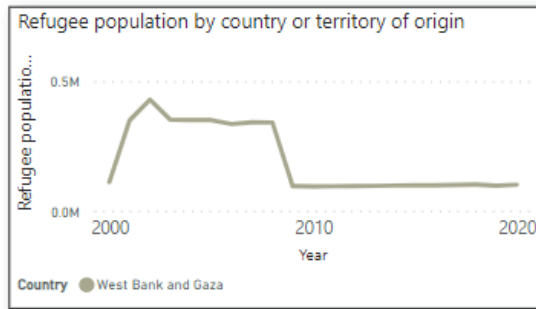


Source: [Worldwide Governance Indicators](#)

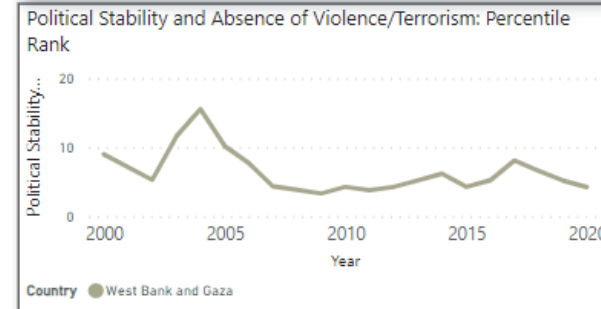


Source: [Worldwide Governance Indicators](#)

Resilience

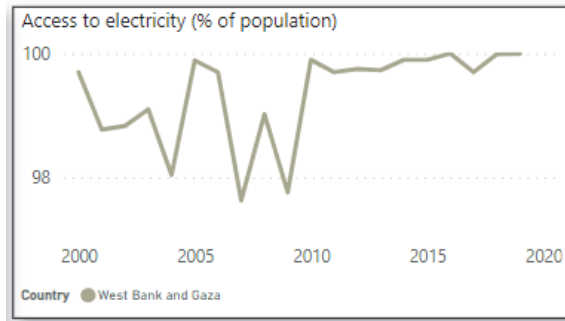


Source: [World Development Indicators](#)

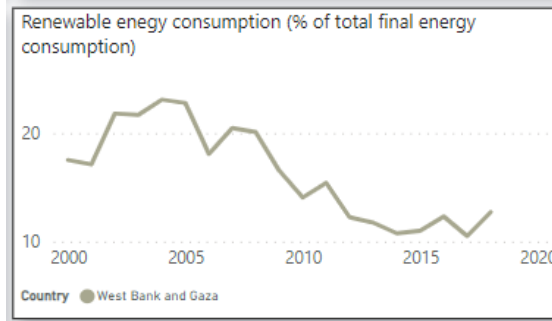


Source: [Worldwide Governance Indicators](#)

Energy

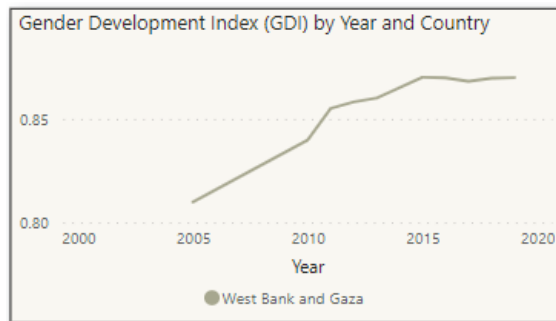


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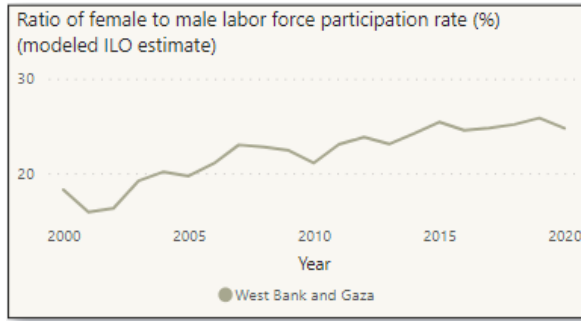


Source: [World Development Indicators](#)

Gender

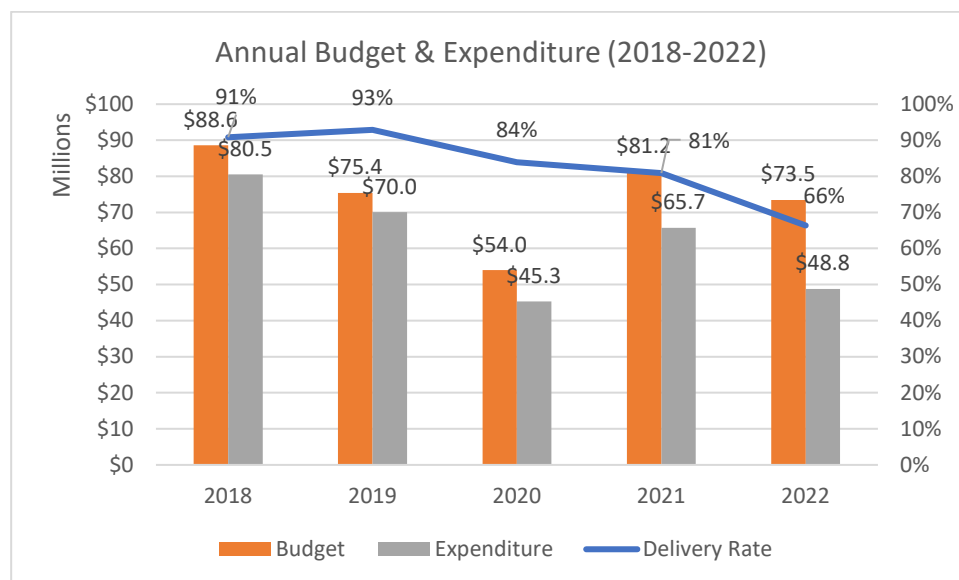


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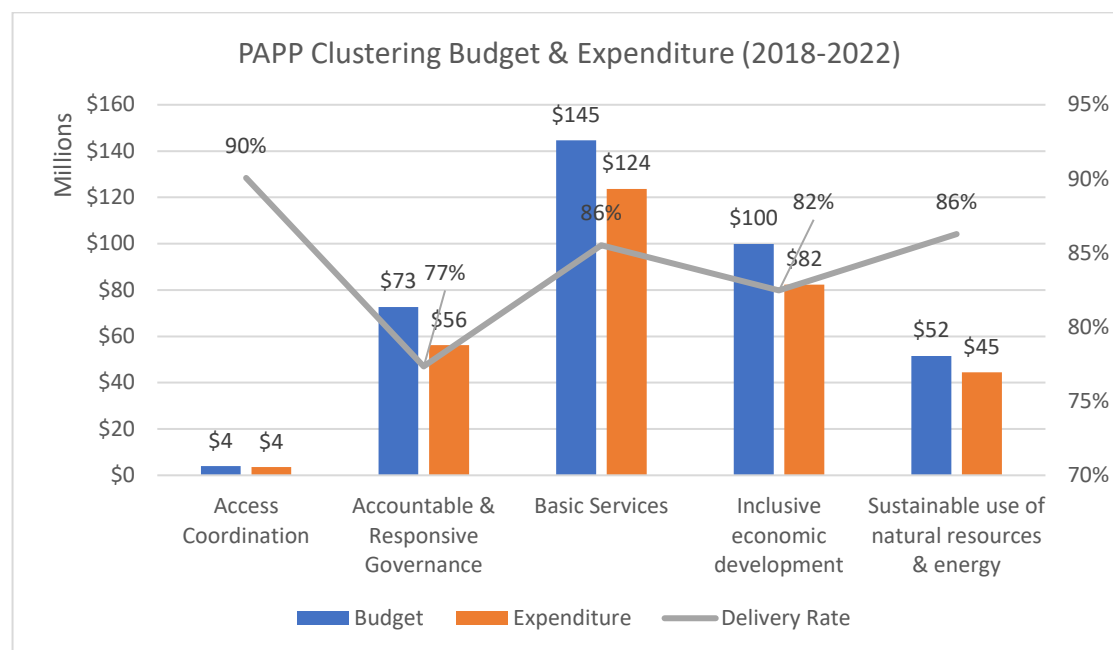


Source: [World Development Indicators](#)

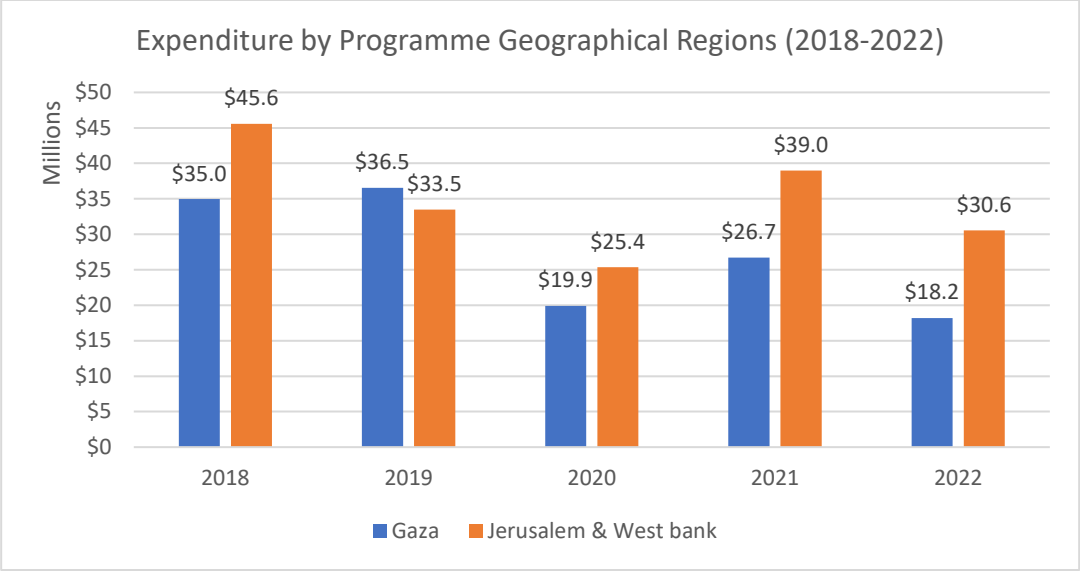
ANNEX 3: COUNTRY OFFICE AT A GLANCE



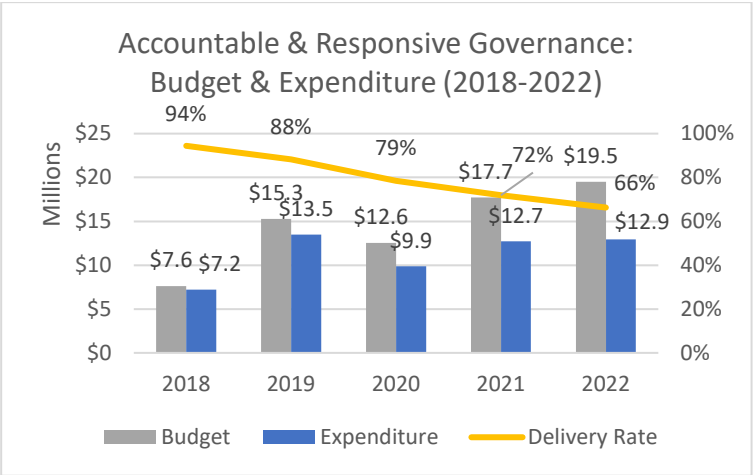
Source: Atlas Project data, Power BI, November 2022



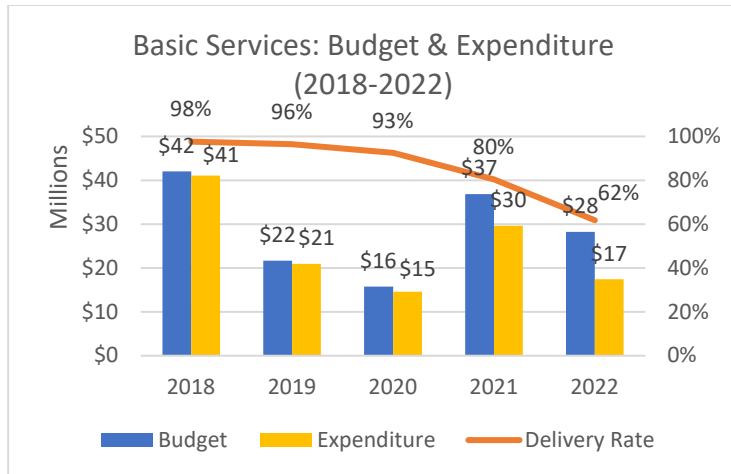
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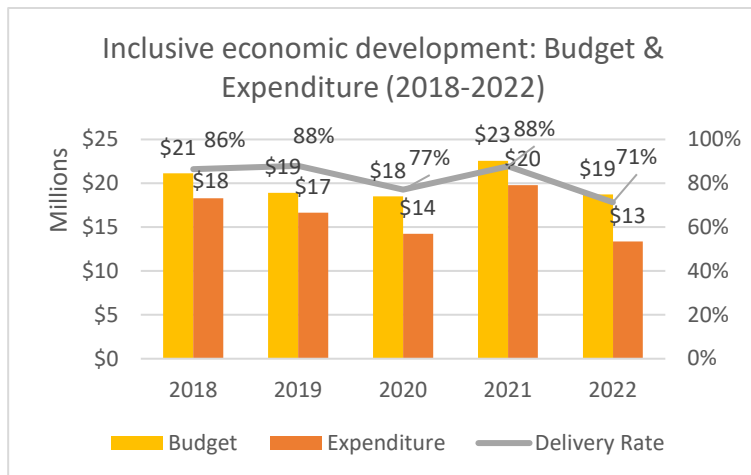
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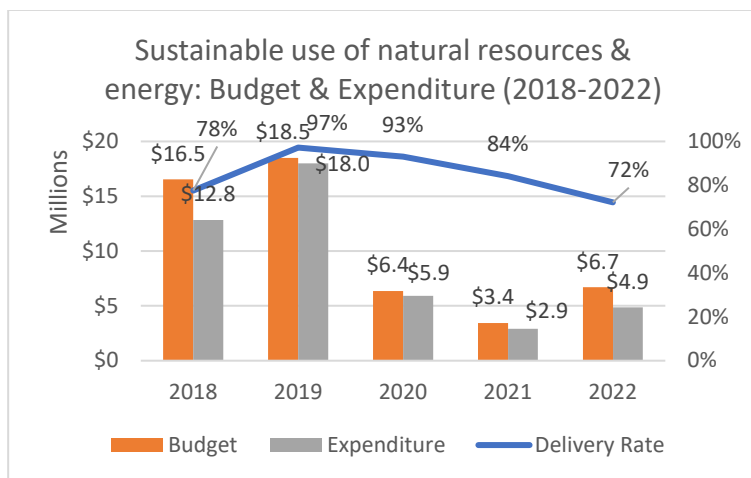
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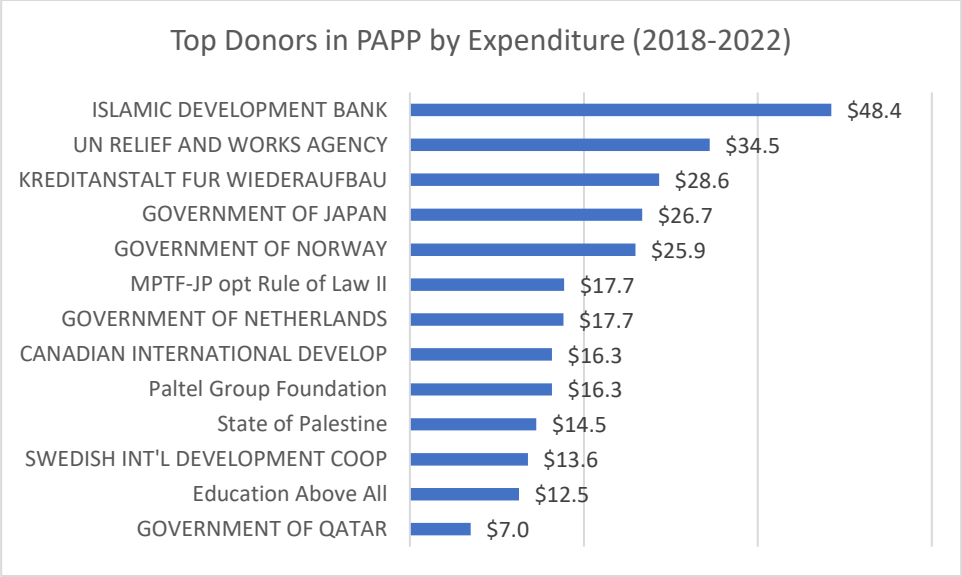
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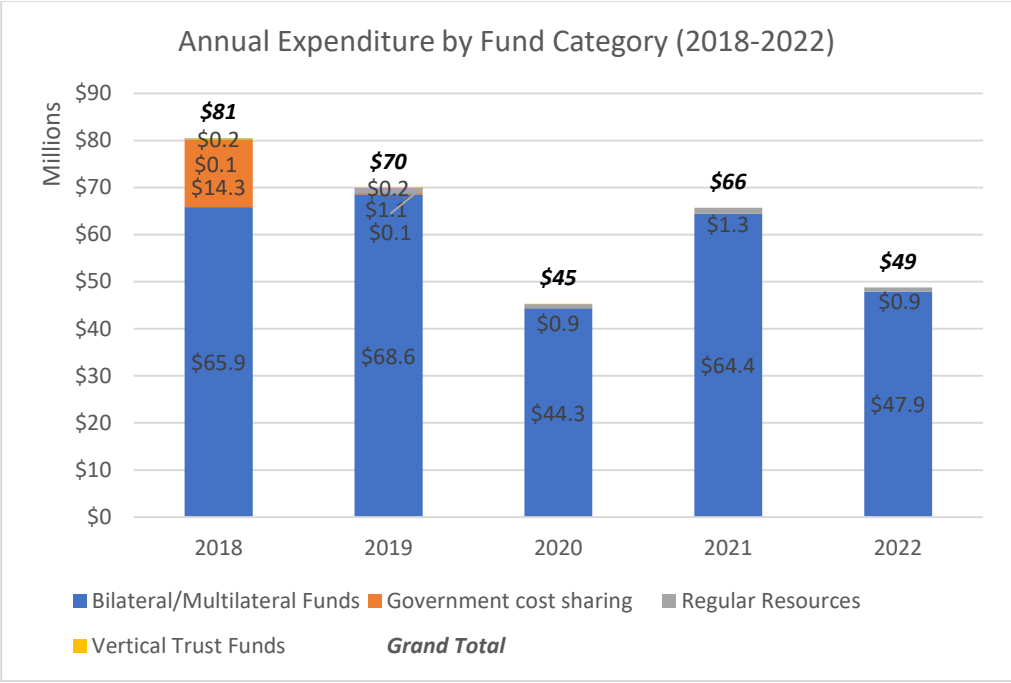
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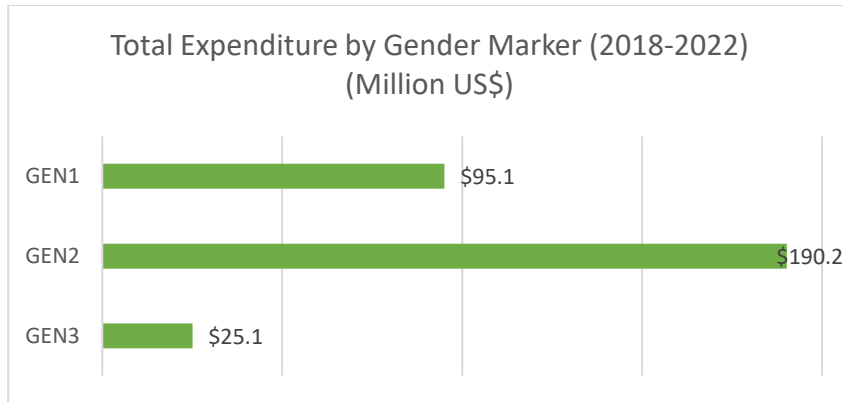
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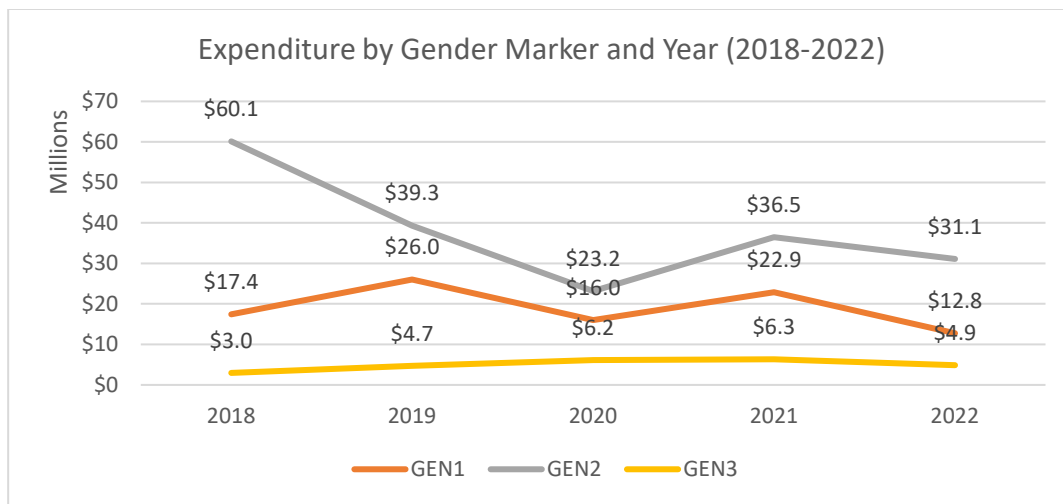
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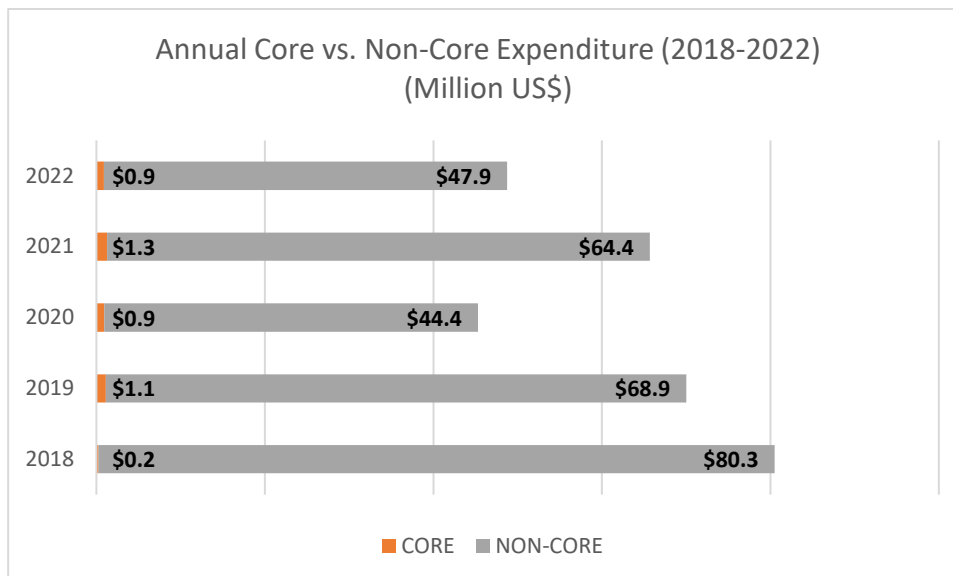
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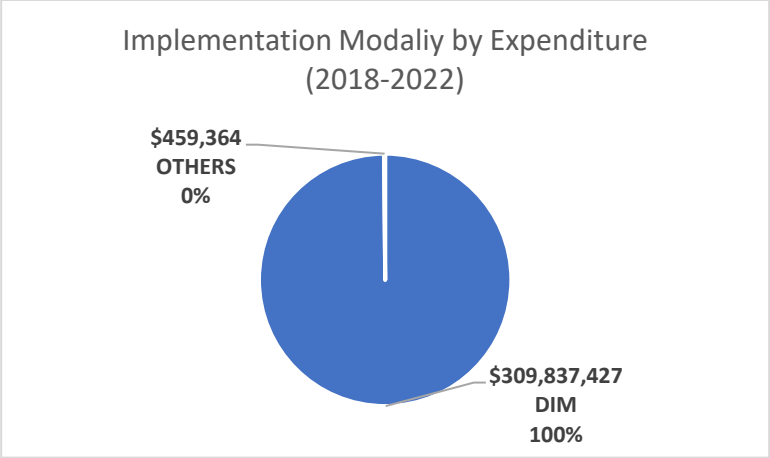
Source: Atlas Project data, Power BI, November 2022



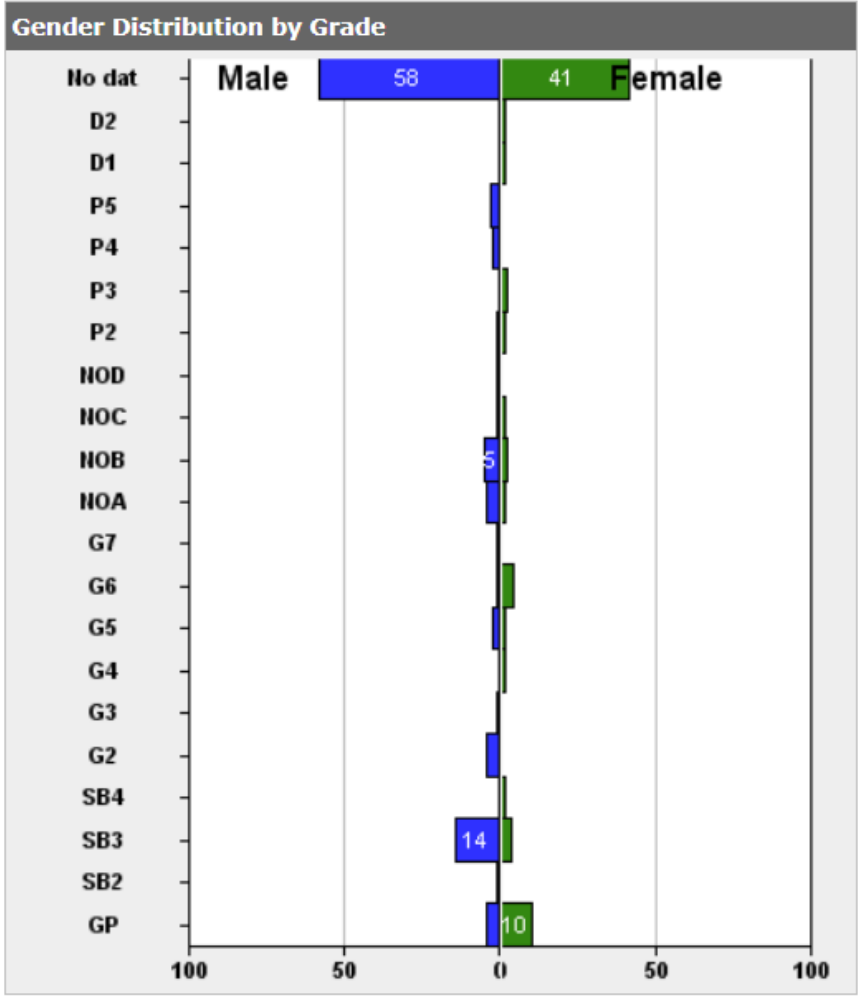
Source: Atlas Project data, Power BI, November 2022



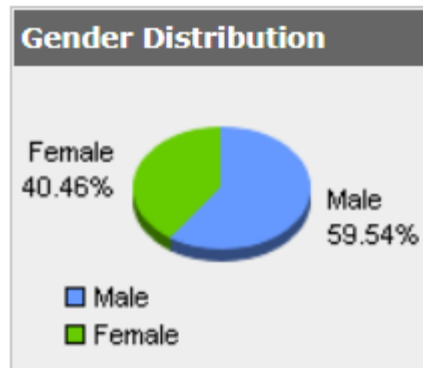
Source: Atlas Project data, Power BI, November 2022



Source: Atlas Project data, Power BI, November 2022



Source: Executive Snapshot, Human Resources Overview, November 2022



Source: Executive Snapshot, Human Resources Overview, November 2022

ANNEX 4. PROJECT LIST

PAPP Outcome	PAPP Output	Project ID	Project Title	Output ID	Output Title	Start Date	End Date	2018-2022 Budget	2018-2022 Expenditure
PAPP Clustering: Access Coordination									
Outcome 1	Output 1.4	00060907	Access Coordination and Monitoring Support	00096819	Access Coordination Project	2015	2018	\$60,266	\$58,641
Outcome 1	Output 1.4	00060907	Access Coordination and Monitoring Support	00106652	Access Coordination Project	2017	2022	\$3,888,323	\$3,497,590
Subtotal Access Coordination								\$3,948,589	\$3,556,231
PAPP Clustering: Accountable & Responsive Governance									
Outcome 1	Output 1.3	00069435	Community Resilience & Dev. Prog. for Area C & EJRM	00084013	Community Resilience Programme	2012	2020	\$8,069,272	\$7,734,579
Outcome 2	Output 2.10	00099396	Transparency, Evidence and Accountability Programme	00102675	Anti Corruption	2020	2022	\$2,563,591	\$1,509,716
Outcome 2	Output 2.2	00120473	Support to Elections	00116663	Support to Inclusive Electoral	2021	2023	\$2,088,693	\$924,666
Outcome 2	Output 2.4	00116482	SHUFUNA - Women in Reconciliation	00113608	SHUFUNA	2019	2021	\$451,711	\$422,022
Outcome 2	Output 2.6	00057409	Supporting the Rule of Law and Access to Justice	00077024	Hebron Courthouse Building	2011	2023	\$19,345,077	\$16,150,768
Outcome 2	Output 2.7	00077565	Strengthen Rule of Law in Palestine	00088270	Capacity of Justice & Security	2014	2018	\$10,595	-\$16,375
Outcome 2	Output 2.7	00077565	Strengthen Rule of Law in Palestine	00105165	Sawasya II Inception Phase	2017	2018	\$2,089,105	\$2,056,801
Outcome 2	Output 2.7	00099474	Promoting the Rule of Law in Palestine (Sawasya II)	00102754	Sawasya II: Promoting the Rule	2018	2024	\$25,122,057	\$18,368,534
Outcome 2	Output 2.7	00121663	Civil Society Empowerment	00117593	Civil SocietyOrgEmpower1-DUTCH	2019	2023	\$9,551,680	\$6,911,267
Outcome 2	Output 2.7	00121663	Civil Society Empowerment	00126049	Civil Society Empower-DENMARK	2021	2024	\$3,107,134	\$1,874,442
Outcome 2	Output 2.9	00110489	Palestinian Human Development Report 2018	00109498	Palestinian Human Report	2018	2019	\$136,850	\$136,941
Outcome 3	Output 3.4	00061270	JERUSALEM DEVELOPMENT - ISLAMIC DEVELOPMENT BANK	00077570	Support to CSOs in East Jerusalem	2011	2019	\$134,643	\$134,647
Subtotal Accountable & Responsive Governance								\$72,670,408	\$56,208,008
PAPP Clustering: Basic Services									
Outcome 1	Output 1.1	00099470	House Rehabilitation II	00102747	OFID House Rehabilitation II	2016	2018	\$86,401	\$86,394

PAPP Outcome	PAPP Output	Project ID	Project Title	Output ID	Output Title	Start Date	End Date	2018-2022 Budget	2018-2022 Expenditure
Outcome 1	Output 1.2	00061270	JERUSALEM DEVELOPMENT - ISLAMIC DEVELOPMENT BANK	00086299	Homes Rehabilitation Phase II	2013	2018	\$10,801	-\$397,376
Outcome 1	Output 1.2	00099487	Provision of public and basic services in Palestine	00104005	Support Housing in East Jerusalem	2016	2021	\$2,839,357	\$2,708,820
Outcome 1	Output 1.3	00075685	FAIR-Facilitating Access to Infrastructure Resilience	00090824	Resilience&Access Facilitation	2014	2020	\$78,112	\$72,698
Outcome 1	Output 1.3	00079772	Knowledge Management for Advocacy	00089658	Advocacy & knowledge production	2014	2018	\$123,300	\$113,847
Outcome 1	Output 1.3	00111167	Support Civil Society Organizations Jerusalem	00110312	Support to Jerusalem Organization	2018	2021	\$3,153,340	\$2,994,455
Outcome 2	Output 2.4	00099465	Emergency Response to Palestinian Youth Despair	00102744	Empowering Youth	2017	2018	\$48,420	\$47,977
Outcome 2	Output 2.4	00099465	Emergency Response to Palestinian Youth Despair	00112691	TAMKEEN II Sports Project	2018	2020	\$860,030	\$651,106
Outcome 2	Output 2.4	00099465	Emergency Response to Palestinian Youth Despair	00120289	TAMKEEN III Sports Project	2020	2022	\$694,145	\$578,571
Outcome 2	Output 2.4	00108853	Supporting Palestinian Development Priorities	00108408	Development Priorities	2018	2022	\$92,493	\$52,819
Outcome 2	Output 2.6	00113183	Support to Public Infrastructure	00111468	Const. Of Gov. Facilities – WB	2022	2024	\$1,911,600	\$4,520
Outcome 2	Output 2.9	00050123	Emergency Supply & Advanced Plan for Early Recovery-Gaza	00072955	UN Early Recovery Coordination	2009	2019	\$5,151	-\$1,093
Outcome 2	Output 2.9	00110489	Palestinian Human Development Report 2018	00113460	Pales. Human Development II	2018	2020	\$221,807	\$142,190
Outcome 2	Output 2.9	00111776	Resilience Development Facility	00110673	Support PA Resilience Building	2018	2021	\$362,173	\$236,267
Outcome 2	Output 2.9	00111776	Resilience Development Facility	00110863	Resilience Development Platform	2018	2021	\$85,174	\$87,100
Outcome 2	Output 2.9	00111776	Resilience Development Facility	00120834	COVID-19 Response	2020	2021	\$312,501	\$284,755
Outcome 3	Output 3.1	00120458	Investment Programme for Resilience	00116642	Investment Programme for Resil	2020	2023	\$24,120,713	\$17,275,081
Outcome 3	Output 3.2	00061270	JERUSALEM DEVELOPMENT - ISLAMIC DEVELOPMENT BANK	00077569	Land Development Jerusalem	2011	2019	\$69,155	\$54,021
Outcome 3	Output 3.2	00096078	Land reclamation in West Bank	00100915	Land reclamation in West Bank	2016	2020	\$961,653	\$913,526
Outcome 3	Output 3.2	00116175	Multi-sectoral Resilience	00113429	Tarabot Palestine	2020	2023	\$3,361,400	\$1,941,806
Outcome 3	Output 3.3	00058277	P1 - Construction-JAIP Jericho Agro-Industrial Park	00087560	Capacity Development Support P1	2013	2018	\$102,514	\$63,884

PAPP Outcome	PAPP Output	Project ID	Project Title	Output ID	Output Title	Start Date	End Date	2018-2022 Budget	2018-2022 Expenditure
Outcome 3	Output 3.3	00058277	P1 - Construction-JAIP Jericho Agro-Industrial Park	00094430	Capacity Development Support	2015	2020	\$268,145	\$175,293
Outcome 3	Output 3.3	00120435	National provision of basic services in Palestine	00116617	National Health COVID response	2022	2023	\$100,000	\$0
Outcome 3	Output 3.4	00109284	Summer Camps	00108675	Summer Camps	2019	2020	\$160,448	\$150,000
Outcome 4	Output 4.1	00075685	FAIR-Facilitating Access to Infrastructure Resilience	00106598	Support to Edu Sector in East Jerusalem	2017	2020	\$4,208,127	\$3,988,506
Outcome 4	Output 4.1	00087840	Right to Education in the Gaza Strip	00094739	Right to Education in Gaza	2015	2018	\$2,969,606	\$2,969,563
Outcome 4	Output 4.1	00087840	Right to Education in the Gaza Strip	00113503	Gaza Teachers Delegation	2019	2019	\$93,500	\$89,722
Outcome 4	Output 4.1	00099388	Support to Jerusalem-based institutions	00102665	Support to Al Quds University	2017	2021	\$2,915,197	\$2,660,899
Outcome 4	Output 4.1	00099472	Right to Education in JRS II	00102751	EDUCATION in East Jerusalem	2018	2023	\$11,819,463	\$10,550,803
Outcome 4	Output 4.1	00099472	Right to Education in JRS II	00125317	Support to Private Schools	2020	2022	\$1	\$0
Outcome 4	Output 4.1	00099487	Provision of public and basic services in Palestine	00103834	Support New Schools E Jerusalem	2016	2022	\$7,217,166	\$6,974,224
Outcome 4	Output 4.1	00111169	Socio-economic Resilience in East Jerusalem	00110314	Capacity of East Jerusalem health inst.	2022	2025	\$1,225,040	\$1,000,000
Outcome 4	Output 4.1	00111169	Socio-economic Resilience in East Jerusalem	00132973	Improved quality education East Jerusalem	2022	2024	\$32,400	\$0
Outcome 4	Output 4.1	00113188	Support to Education-EiE	00111470	Support to Education-EiE	2019	2023	\$2,249,692	\$1,712,599
Outcome 4	Output 4.3	00109210	Solid Waste management	00108575	Improvement of Health Care Was	2019	2020	\$516,000	\$496,955
Outcome 4	Output 4.3	00109210	Solid Waste management	00121129	Medical Waste-COVID-19 OCHA	2020	2021	\$865,313	\$758,047
Outcome 4	Output 4.3	00109210	Solid Waste management	00121130	Medical Waste-COVID-19-Japan	2020	2021	\$103,900	\$81,895
Outcome 4	Output 4.3	00109210	Solid Waste management	00121131	Medical Waste COVID19-NoR	2020	2022	\$2,678,277	\$1,835,619
Outcome 4	Output 4.4	00042831	Construct 300 housing units in Rafah	00099288	Repair damaged housing units	2016	2022	\$37,128,753	\$34,570,952
Outcome 4	Output 4.4	00050123	Emergency Supply & Advanced Plan for Early Recovery-Gaza	00092457	Re-construction of houses	2014	2018	\$95,720	\$95,537
Outcome 4	Output 4.4	00136606	Gaza Recovery May 2021	00127421	Rubble Removal	2021	2022	\$4,788,312	\$2,904,390
Outcome 4	Output 4.4	00136606	Gaza Recovery May 2021	00127422	Temporary Shelter Cash	2021	2023	\$3,468,831	\$2,922,979
Outcome 4	Output 4.4	00136606	Gaza Recovery May 2021	00127423	Damage Assessment	2021	2023	\$538,553	\$395,610
Outcome 4	Output 4.4	00136606	Gaza Recovery May 2021	00128155	Housing Rehabilitation and Rec	2021	2022	\$1,060,200	\$1,000,000

PAPP Outcome	PAPP Output	Project ID	Project Title	Output ID	Output Title	Start Date	End Date	2018-2022 Budget	2018-2022 Expenditure
Outcome 4	Output 4.5	00066569	Rehabilitation and Reconstruction of health premises	00108583	Visually service building	2018	2019	\$313,003	\$309,990
Outcome 4	Output 4.5	00074904	Procurement of Drugs to Gaza	00087068	Medical Procurement for Gaza	2013	2022	\$16,531,575	\$16,423,652
Outcome 4	Output 4.5	00099471	Chemotherapy treatment daycare centre	00102748	Health system in Jerusalem	2018	2019	\$528,250	\$499,928
Outcome 4	Output 4.5	00099487	Provision of public and basic services in Palestine	00103835	Support to Health Sector in WB	2016	2021	\$3,252,126	\$3,193,920
Subtotal Basic Services								\$144,627,838	\$123,672,448
PAPP Clustering: Inclusive economic development									
Outcome 1	Output 1.1	00061270	JERUSALEM DEVELOPMENT - ISLAMIC DEVELOPMENT BANK	00084404	Jerusalem Shops Rehabilitation	2012	2019	\$345,821	\$286,841
Outcome 1	Output 1.1	00074323	Safeguarding of Cultural Heritage in the Old City	00086777	Cultural Heritage Safeguarding	2013	2020	\$265,355	\$108,627
Outcome 1	Output 1.1	00078870	Support to the Development of Cultural Tourism	00088974	Development Cultural Tourism	2014	2022	\$3,527,118	\$2,761,143
Outcome 1	Output 1.2	00087585	Productivity and Urban Renewal in East Jerusalem	00094044	Productivity & Urban Renewal JRS	2015	2021	\$9,308,201	\$6,110,561
Outcome 3	Output 3.1	00096081	BUSINESS DEVELOPMENT CONSULTING SERVICES	00100082	JAIP-BUSINESS DEV CONSUL-SERV	2017	2018	\$505,106	\$359,151
Outcome 3	Output 3.1	00096081	BUSINESS DEVELOPMENT CONSULTING SERVICES	00108610	Business Development Capacity Intervention	2018	2022	\$945,621	\$702,000
Outcome 3	Output 3.1	00099398	Rehabilitation & Construction of Gaza Industrial Estate	00102677	Early recovery for Economy	2017	2018	\$2,137,938	\$1,809,011
Outcome 3	Output 3.1	00108492	Socio-economic Response	00125204	Support MSMEs COVID-19	2020	2022	\$488,711	\$459,642
Outcome 3	Output 3.1	00108492	Socio-economic Response	00125753	Enabling Environment	2020	2022	\$447,280	\$403,500
Outcome 3	Output 3.1	00117729	Peace-Corridor ICT Development	00119867	JAIP ICT Centre	2020	2022	\$1,455,514	\$1,181,275
Outcome 3	Output 3.1	00117729	Peace-Corridor ICT Development	00130856	JAIP Business Centre Operation	2022	2024	\$346,725	\$77,527
Outcome 3	Output 3.2	00117729	Peace-Corridor ICT Development	00114501	Innovation & ICT Development	2019	2020	\$1,466,669	\$1,248,623
Outcome 3	Output 3.3	00041098	Poverty-Oriented Infrastructure thru EPG'S - KFW V-VII	00093278	Small Scale Works Employment10	2014	2019	\$822,876	\$577,726
Outcome 3	Output 3.3	00044201	DEPRIVED FAMILIES ECONOMIC	00091584	FAKHOORA II/DynamicFuturesEdu2	2014	2022	\$10,166,231	\$9,561,501

PAPP Outcome	PAPP Output	Project ID	Project Title	Output ID	Output Title	Start Date	End Date	2018-2022 Budget	2018-2022 Expenditure
			EMPOWERMENT PROGRAMME DEEP						
Outcome 3	Output 3.3	00044201	DEPRIVED FAMILIES ECONOMIC EMPOWERMENT PROGRAMME DEEP	00094477	Youth Employment Generation-SDC I	2015	2018	\$92,827	\$92,827
Outcome 3	Output 3.3	00061270	JERUSALEM DEVELOPMENT - ISLAMIC DEVELOPMENT BANK	00079215	Small Enterprises Jerusalem	2011	2019	\$226,587	\$224,280
Outcome 3	Output 3.3	00087577	Support to Employment Generation	00094529	Support Employment Generation	2015	2018	\$149,519	\$142,837
Outcome 3	Output 3.3	00099410	Solar Energy in Jericho	00109718	JAIP Admin Building 2Floors	2018	2023	\$5,091,895	\$3,307,882
Outcome 3	Output 3.3	00099469	Employment Generation Programme	00102746	Employment Generation	2019	2022	\$12,897,771	\$10,937,287
Outcome 3	Output 3.3	00108492	Socio-economic Response	00108288	Multisectoral supp. to COVID19	2020	2022	\$2,202,002	\$2,038,834
Outcome 3	Output 3.3	00108492	Socio-economic Response	00125296	Access to dignified jobs	2020	2022	\$1,111,710	\$979,834
Outcome 3	Output 3.3	00108492	Socio-economic Response	00128026	Innovative Eco Emp Opportunity	2021	2025	\$389,404	\$125,432
Outcome 3	Output 3.3	00108492	Socio-economic Response	00128087	Impacts of COVID-19 on Women	2021	2022	\$594,487	\$424,795
Outcome 3	Output 3.3	00109211	National MSMEs support	00108580	Handcraft service company	2022	2024	\$90,720	\$0
Outcome 3	Output 3.3	00109211	National MSMEs support	00108581	Monshati II	2022	2024	\$100,000	\$0
Outcome 3	Output 3.3	00110485	Palestinian Industrial Estate & Free Zones authority	00109497	Palestinian Industrial Estates	2018	2020	\$439,623	\$428,947
Outcome 3	Output 3.3	00111166	Youth Employment Generation	00110311	Youth & Women Employ. - SDC II	2018	2022	\$1,277,755	\$1,216,555
Outcome 3	Output 3.3	00116171	Economic Stimulus in Gaza through Cash for Work	00113424	Economic Stimulus in Gaza thro	2019	2020	\$7,089,518	\$7,064,942
Outcome 3	Output 3.3	00116171	Economic Stimulus in Gaza through Cash for Work	00116580	Facilitating Decent Jobs in GS	2019	2023	\$6,305,448	\$4,710,281
Outcome 3	Output 3.3	00116171	Economic Stimulus in Gaza through Cash for Work	00119089	Cash for Work Norway COVID-19	2019	2022	\$9,196,676	\$8,385,670
Outcome 3	Output 3.3	00116171	Economic Stimulus in Gaza through Cash for Work	00120609	Employment for Gaza Women COVID-19	2020	2022	\$3,298,935	\$3,142,259
Outcome 3	Output 3.4	00099487	Provision of public and basic services in Palestine	00124511	Support to TVET Sector	2020	2023	\$1,635,575	\$1,191,746
Outcome 3	Output 3.8	00044201	Deprived Families Economic Empowerment Programme Deep	00086176	DEEP II- Microfin&EconGrants2	2013	2019	\$8,444,688	\$8,151,243

PAPP Outcome	PAPP Output	Project ID	Project Title	Output ID	Output Title	Start Date	End Date	2018-2022 Budget	2018-2022 Expenditure
Outcome 4	Output 4.2	00087577	Support to Employment Generation	00104547	Ph II Levelling & DEEP WELL	2017	2023	\$5,428,301	\$3,768,616
Outcome 4	Output 4.3	00044853	PAL/ 95R52 Upgrading of Hebron Sewage System	00052888	PAL/ 95R52 Upgrading of Hebron	1995	2022	\$46,691	\$46,690
Outcome 4	Output 4.4	00050123	Emergency Supply & Advanced Plan for Early Recovery-Gaza	00092143	Emergency Cash Assistance BCPR	2014	2018	\$1	-\$44,374
Outcome 4	Output 4.4	00050123	Emergency Supply & Advanced Plan for Early Recovery-Gaza	00092145	Emergency Cash Assistance Sida	2014	2018	\$3,303	-\$651
Outcome 4	Output 4.4	00136606	Gaza Recovery May 2021	00129492	Dignified short-term jobs	2021	2023	\$1,515,791	\$374,813
Subtotal Inclusive economic development								\$99,858,393	\$82,357,872
PAPP Clustering: Sustainable use of natural resources & energy									
Outcome 3	Output 3.1	00120474	Transition to sustainable energy and economy	00116664	TRANSITION to SOLAR ENERGY	2021	2023	\$575,868	\$473,011
Outcome 3	Output 3.1	00120474	Transition to sustainable energy and economy	00133802	SOLAR ENERGY in WB COMMUNITIES	2022	2023	\$0	\$0
Outcome 3	Output 3.3	00058277	P1 - Construction-JAIP Jericho Agro-Industrial Park	00130907	WADI-JAIP REHABILITATION	2022	2023	\$19,440	\$15,219
Outcome 3	Output 3.3	00087577	Support to Employment Generation	00104548	JAIP Solid Waste Management System	2017	2018	\$50,014	\$42,694
Outcome 3	Output 3.6	00091323	Renewable energy for all – Gaza Strip	00096619	Renewable energy for all – Gaza	2015	2018	\$152,627	\$152,625
Outcome 3	Output 3.6	00091323	Renewable energy for all – Gaza Strip	00109381	Hospital Photo Voltaic Cells	2018	2019	\$567,273	\$495,587
Outcome 3	Output 3.6	00091323	Renewable energy for all – Gaza Strip	00109382	Rafah Reuse Photo Voltaic Cell	2018	2019	\$500,000	\$498,828
Outcome 3	Output 3.6	00091323	Renewable energy for all – Gaza Strip	00130908	SOLAR ENERGY-TURK-HOSPITAL-GZA	2022	2023	\$80,675	\$4,906
Outcome 3	Output 3.6	00091323	Renewable energy for all – Gaza Strip	00132337	Solar Energy-Economy	2022	2022	\$49,369	\$0
Outcome 3	Output 3.6	00099410	Solar Energy in Jericho	00102699	Solar Energy in Jericho	2018	2021	\$3,301,766	\$3,045,347
Outcome 3	Output 3.6	00120474	Transition to sustainable energy and economy	00127570	Solar Canopies- Design Jericho	2021	2023	\$80,695	\$58,289
Outcome 3	Output 3.6	00120474	Transition to sustainable energy and economy	00131755	Solar Canopies CONSTRUCT Jericho	2022	2023	\$3,217	\$3,217
Outcome 3	Output 3.6	00121913	Solar Energy System for KYWWTP	00117719	Solar Energy for KYWWTP	2019	2022	\$2,348,907	\$1,804,977
Outcome 3	Output 3.7	00107971	Protection of natural reserves and coastal wetlands	00108030	Wadi Gaza coastal wetland	2017	2022	\$1,210,226	\$661,518

PAPP Outcome	PAPP Output	Project ID	Project Title	Output ID	Output Title	Start Date	End Date	2018-2022 Budget	2018-2022 Expenditure
Outcome 4	Output 4.2	00094074	Improved Water and Waste Water in Gaza Strip	00108584	Const. of Desalination units	2018	2019	\$400,000	\$400,000
Outcome 4	Output 4.2	00111163	online WATER SUPPLY monitoring system	00110308	Monitoring Sys. for Water Sup.	2022	2025	\$0	\$0
Outcome 4	Output 4.3	00041529	Construction of Sewage Treatment Plant in Khan Younis	00047395	Construction of Treatment Plant	2005	2022	\$29,016,274	\$25,867,422
Outcome 4	Output 4.3	00099404	Wastewater Management	00102692	Wastewater pollution control	2018	2022	\$7,921,743	\$6,690,662
Outcome 4	Output 4.3	00099404	Wastewater Management	00123704	Transboundary Wastewater	2020	2023	\$4,256,942	\$3,536,404
Outcome 4	Output 4.3	00109210	Solid Waste management	00129324	Towards Green Gaza	2021	2026	\$627,713	\$459,364
Outcome 4	Output 4.6	00066131	Low carbon development and climate change resilient Prog	00086815	Hydro Climate Modelling	2014	2018	\$40,299	\$22,352
Outcome 4	Output 4.6	00109286	Circular economy model for Dairy sub-sector	00108676	Climate Smart Agriculture-CSA	2021	2023	\$129,600	\$60,258
Outcome 4	Output 4.7	00109799	Green Climate Fund Readiness&Preparatory	00109009	Green Climate Readiness Support	2018	2020	\$243,416	\$209,551
Subtotal Sustainable use of natural resources & energy								\$51,576,066	\$44,502,232
Grand Total								\$372,681,294	\$310,296,791

Source: Data from Atlas Project Data, Power BI as of November 18 2022.

ANNEX 5. PEOPLE CONSULTED

Palestinian Authority

Abed, Aya, Monshati Coordinators, Federations of Palestinian Chambers of Commerce, Industries, and Agriculture

Abo Rabee, Isa, Director, Chambers of Commerce in Deir Al Balah

Abu Sada, Muath, Adviser, Palestinian Water Authority

Abu Sara, Saha, Financial manager, Hebron Chamber of Commerce and Industry

Abu Sharar, Issa, Chief Justice, High Judicial Council

Abu Thaher, Ahmed, Director General, Environment Quality Authority

Al Deek, Daoud, Adviser, Prime Minister's Office, Former Deputy Minister, Ministry of Social Development

Al Naser Al Fari, Abdel, Deputy Director of Finance, Ministry of Health

Al Sharif, Ismail, Monshati Coordinator, Hebron Chamber of Commerce

Budari, Tawfik, Deputy Minister, Ministry of Local Government

Dar Yousef, Tasneem, Monshati Coordinator, Palestine Monetary Authority

Farahat, Manal, Deputy Minister, Ministry of National Economy

Habib, Nour, Palestinian Employment Fund Gaza

Hammad, Yasser, Head of Planning, Attorney General Office

Jwailles, Zyad, Head of TVET commission, TVET commission

Manasrah, Mohammed, Deputy Governor, Palestine Monetary Authority

Mardawi, Nazeeh, Information Department Manager, Federations of Palestinian Chambers of Commerce, Industries and Agriculture

Maslama, Nizar, General Director of Finance, Ministry of Health

Mehdawi, Rami, Director, Palestinian Fund for Employment and Social Protection, Ministry of Labour

Nakhleh, Hanna, Adviser, Ministry of Women Affairs

Nakhleh, Wesam, Adviser, Ministry of Education

Saadeh, Irene, Director, Public Relations and Communication Department, Palestine Monetary Authority

Saeed, Haleema, Director General of International Relations Directorate, Palestinian Central Bureau of Statistics (PCBS)

Salameh, Estephan, Senior Adviser, Prime Minister Office

Salameh, Mousa, Gender Unit Coordinator, Federations of Palestinian Chambers of Commerce, Industries and Agriculture

Saleh, Basri, Deputy Minister, Ministry of Education and Higher Education

Shehadeh, Odeh, General Secretary, Palestinian Federation of Industries (PFI)

Shnaiwer, Khader, Gaza Director, Palestinian Federation of Industries (PFI)

Thabaleh, Ahmad, Deputy Minister, Ministry of Justice

Usaily, Khaled, Minister of National Economy, Ministry of National Economy

Yassin, Jihad, General Director, Ministry of Tourism

Zeidan, Ahmad, Project Manager, Palestine for Development (PIF Social Investment Subsidiary)

Civil Society and Non-Profit Organizations

Faqih, Amal, Executive Director, Human Rights and Democracy Media Centre (SHAMS)

Faqih, Riham, Director, Development, Communication and Outreach, The Palestinian Initiative for the Promotion of Global Dialogue and Democracy (MIFTAH)

Kabaja, Naim, Director, Atfaluna Society for Deaf Children

Rahhal, Omar, Human Rights and Democracy Media Centre (SHAMS)

Shu'aibi, Lamis, Director/Policy Dialogue and Good Governance Programme, The Palestinian Initiative for the Promotion of Global Dialogue and Democracy (MIFTAH)

Donors

Abdallah, Tanya, National Programme Officer, Swiss Agency for Development and Cooperation

Abdel LATIF, Fida, Programme Officer, Kreditanstalt für Wiederaufbau (KfW)

Abudiab, Hani, General Manager, Jerusalem Design Centre, Former Director, Islamic Development Bank

Bassil, Johnny, Task Manager, Economic Development & Trade, Office of the EU Representative

Daoudi, Maher, Senior Programme Manager, Humanitarian Assistance, Swedish Consulate
 Horne, Nick, Team Leader for Governance, Economics and Security, British Consulate
 Jalajel, Yara, Legal Adviser, Representative Office of Canada
 Jaroschek, Rainer, Development Adviser, Civil Peace Service, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
 Jenatsch, Thomas, Deputy Director of Cooperation, Swiss Agency for Development and Cooperation
 Karisson, Annika, Consul Development Cooperation, Swedish Consulate
 Karlsen, Ketil, Representative, Representative Office of Denmark, Ramallah
 Majaj, Rima, Programme Officer, Norway Representative Office
 Masahiro, Matsui, First Secretary, Head of Economic & Development Cooperation Section, Representative Office of Japan to Palestine
 Nusaibeh, Mohammad, Tasdeer Project
 Omar, Said, Governance Adviser, Representative Office of Denmark, Ramallah
 Stewart, Billy, Development Director, British Consulate

Private Sector

Al-Atrash, Fadi, Acting CEO and Medical Doctor, Augusta Victoria Hospital
 Ali, Bassma, Co-Founder, CEO, G-Gateway Tech
 Alustath, Rose, Talent Acquisition & Impact Manager, G-Gateway Tech
 Bajjali, Badiah, Chief Operating Officer, Augusta Victoria Hospital
 H. Abu El-Hawa, Maher, Business Development Manager, Sbitany
 Hulileh, Samir, Malchat and former PADICO CEO
 Hussein, Kamel, Chief Strategic Relations and Engagement Officer, Bank of Palestine
 Kleibo, Tamara, Head of Strategic Relations and Partnerships, Bank of Palestine
 L. Skaik, Sobhi, Hospital General Director, Turkish Palestinian Friendship Hospital
 Safi, Mostafa, Administrative Director, Palestine Medical Complex
 Shaqour, Ibtisam, Director of Nursing, Palestine Medical Complex

Academia

Al-Taher, Akram, General Director, Economic and Social Development Centre of Palestine (ESDC)
 Khaildi, Raja, Director General, Palestine Economic Policy Research Institute
 Merbaselet, Jamal, Economic and Social Development Centre of Palestine (ESDC)
 S. Hijazi, Ashraf, Project Manager, Islamic University of Gaza
 Salem, Aisha, Economic and Social Development Centre of Palestine (ESDC)
 Yasin, Abed, Manager Monitoring and Evaluation Manager, Economic and Social Development Centre of Palestine (ESDC)

UNDP

Abasi, Heidar, Security Analyst, UNDP PAPP
 Abshir, Ayan, Adaptive Management Country Support Analyst, UNDP
 Abu ARFAH, Ismail, Head of Solution Mapping, UNDP PAPP
 Abu Eid, Tala, Project Manager, UNDP PAPP
 Abu-Aisha, Mahmoud, Results-Based Management (RBM) Coordinator, UNDP PAPP
 Aburoos, Ossama, Project Coordinator, UNDP PAPP
 Al Adham, Ruba, Head of Exploration Lab, UNDP PAPP
 Al-Assouli, Omar, Strategic Policy Adviser, UNDP PAPP
 Alhammal, Ahmad, Operations and Service Manager, UNDP PAPP
 Alhessi, Mohammed, GIS Specialist, UNDP PAPP
 Atta, Nader, Programme Analyst, UNDP PAPP
 Dal Gobbo, Alice, Programme Analyst, UNDP PAPP
 Darwish, Dania, Partnerships and Communications Specialist, UNDP PAPP
 Dawabsheh, Motaz, Programme Analyst, UNDP PAPP
 Decker, Chris, Joint Programme Manager, UNDP PAPP
 Fazzani, Selma, Reporting Specialist, Sawasya II Joint Programme, UNDP PAPP
 Hammad, Salah, Project Coordinator, UNDP PAPP
 Helle, Yvonne, Special Representative of the Administrator – PAPP, UNDP PAPP
 Hussein, Iman, Assistant Special Representative – Gaza, UNDP PAPP

Khairy, Hekmat, Programme Analyst, UNDP PAPP
Kuehnel, Joerg, Adaptive Management Consultant, UNDP
Kuperus, Nynke, Adaptive Management Specialist, UNDP
Motzfeldt, Julie, Programme Analyst, UNDP PAPP
Munteanu, Victor, Head of Gaza, UNDP PAPP
Mushasha, Sufian, Assistant Special Representative - West Bank and East Jerusalem, UNDP PAPP
Noguchi, Chitose, Deputy Special Representative – PAPP, UNDP PAPP
Otham, Hala, Programme Analyst, UNDP PAPP, Gaza
Ploem, Rachel, Programme Specialist on Access to Justice, UNDP PAPP
Saedeh, Nour, Assistant, UNDP PAPP
Shamala, Ashraf, Programme Manager, UNDP PAPP
Skenderi, Petrit, Technical Specialist, UNDP PAPP
Tubail, Husam, Programme Analyst, UNDP PAPP
Vaghetti, Federica, Gender Focal Point, UNDP PAPP

Other UN Agencies

Abdeljaber, Samer, Representative & Country Director, WFP
De Domenico, Andrea, Deputy Head of Office, OCHA
Feeney, Katherine, Deputy Country Director, WFP
Fiorillo, Ciro, Head of Office, FAO
Frederick WILLCOXON, George, Development Coordination Officer, UNSCO
Guimond, Maryse, Special Representative, UN Women
Hasting, Lynn, Deputy Special Coordinator, Resident and Humanitarian Coordinator, UNSCO
J. Malki, Mayyada, Operations Manager, UNFPA
Kleibo, Mounir, Representative, ILO
Kobayashi, Tokumitsu, Director, UNOPS
Natta, Alberto, Coordination Officer, Political Affairs at United Nations, UNSCO
Pettorino, Sveva, Coordination Officer, UNSCO
Yaish, Ziad, Assistant Representative, UNFPA

Site Visits

Al Amal and Alnour Secondary School for the Blind, Al Zhara city, Gaza
Augusta Victoria Hospital, Jerusalem
Beit AL Karmah, Dalia Association restored historic house
East Jerusalem schools
Hebron Court House
Islamic University of Gaza, Gaza City
Khan Younis Waster Water Treatment Plant (KYWWTP), Khan Younis, Fukhari
Medical Waste Management Facility, Johr El Deik
One Stop Shop, Family Protection Unit
Qalandia village restored historic house
Ramallah courthouse and archive
Recovery project, Zahra City, Gaza
Turkish-Palestinian Friendship School, Al Zahra city, Gaza
University College of Applied Sciences, Gaza City

Focus Groups

Al Fakhoura partners (2 F, 2 M)
Al Fakhoura beneficiaries (5 F, 2 M)
Parc partners (4 F, 1 M)
MSMEs in Gaza (7 F, 2 M)

ANNEX 6. DOCUMENTS CONSULTED

In addition to the documents named below, the evaluation team reviewed project documents, annual project reports, midterm review reports, final evaluation reports and other project documents. The websites of many related organizations were also searched, including those of UN organizations, governmental departments, project management offices and others.

Arab Weekly, 7 February 2022.

Asharq Al-Awsat Newspaper, 19 October 2021.

Biermann, Frank et al., “Scientific Evidence on the Political Impact of the Sustainable Development Goals,” in Nature Sustainability, 2022.

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Donor Priority List, Strengthening Rule of Law in Palestine, 14 December 2018.

European Council on Foreign Relations, Local Elections (2021-2022), https://ecfr.eu/special/mapping_palestinian_politics/municipal-elections-2021.

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Palestine Economic Policy Research Institute (MAS), “Prospects for Development in Palestine 2021”, 2022.

State of Palestine, ‘Local Government Policy Improvement (LGPI) Model’ (draft, not published).

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State of Palestine, ‘Local Government Sector Strategy Action Plan 2017-2022’.

State of Palestine, ‘National Development Plan: Resilience, Disengagement, and Cluster Development towards Independence 2021-2023, April 2021’.

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State of Palestine, ‘National Policy Agenda 2017-2022 - Putting Citizens First’, December 2016. <https://www.elections.ps/tabid/1167/language/en-US/Default.aspx>.

UNDESA E-Government Survey 2020 - Digital Government in the Decade of Action for Sustainable Development.

UNDP Evaluation Resource Centre, <https://erc.undp.org>.

UNDP PAPP Country Programme Document.

UNDP PAPP, COVID-19 Results Oriented Annual Report 2021.

UNDP PAPP, Gender Equality Strategy and Action Plan 2019-2021 (2020 update).

UNDP PAPP, Palestinian Programme Framework (PPF) 2018 -2021.

UNDP PAPP, Results Oriented Annual Report, 2018-2021.

UNDP Strategic Plan 2018-2021.

UNDP Strategic Plan 2022-2025.

United Nations Country Team, Common Country Analysis for the Occupied Palestinian Territory, 2022.

United Nations Country Team, United Nations Development Assistance Framework State of Palestine 2018-2022.

United Nations, Transforming Our World: The 2030 Agenda for Sustainable Development, 2015.
UNSCO, “Aid Management Structure in Palestine,” 2021.

ANNEX 7. STATUS OF COUNTRY PROGRAMME OUTCOME & OUTPUT INDICATORS

*As reported by PAPP Office

Indicators		Baseline	Target 2021	Status(Progress/Regression)				Sources	CO Comments
				2018	2019	2020	2021		
CPD Outcome 1: Supporting Palestine’s Path to Statehood									
Indicator 1.1. Number of heritage sites and places of historical importance in Palestine that are under Palestinian Jurisdiction and are documented and promoted		0	2	1 (Progress)	2 (Target Achieved)	2 (No change)	2 (No change)	UNDP PAPP Cultural Heritage Portfolio overview	2018 - 1: Khan el Wakale 2019 - 2: Nabi Musa and Hammam Al Ein 2020 - 2: Salah Al Din, Sultan Suleiman 2021 - 3: Qalandiya, QA, Hebron Old City
Indicator 1.2. Number of local outline and detailed plans prepared for and with Palestinians to acquire building permits in East Jerusalem	1.2.1. Number of local outline plans prepared for and with Palestinians to acquire building permits in East Jerusalem	8	12	9 (Progress)	10 (Progress)	11 (Progress)	12 (Target Achieved)	Palestine Programmatic Framework - Ministry of Local Governance	2021 - One local outline plan was prepared for Sultan Suleiman and Salah Eddin 2020 - spatial analysis and concept plan were produced.
	1.2.2. Number of detailed plans prepared for and with Palestinians to acquire building permits in East Jerusalem	6	10	7 (Progress)	8 (Progress)	8 (No change)	10 (Target achieved)	Palestine Programmatic Framework - Ministry of Local Governance	2021 - Two detailed plans prepared for 1) Sultan Suleiman and 2) Salah Eddin 2020 - Due to complex situation in East Jerusalem, a detailed plan was not prepared in 2020.
Indicator 1.3. Percentage of land in Area C coherently planned and integrated within national development interventions		25%	60%	35% (Progress)	45% (Progress)	45% (No change)	45% (No change)	Palestine Programmatic Framework - PCBS, UN-Habitat, UNSCO, FAO	There are no updates on this indicator for 2020 and 2021
Indicator 1.4. Truckloads of goods moving between Gaza and the West Bank - (Inflows into Gaza)	1.4.1. Truckloads of goods moving between Gaza and the West Bank - (Inflows into Gaza)	5,410	5,729	7,038 (Target Achieved)	7,413 (Progress)	7,512 (Progress)	7,567 (Progress)	UNDP Access Coordination Project	
	1.4.2. Truckloads of goods moving between Gaza and the West Bank - (Outflows from Gaza)	1,295	1,371	1,359 (Progress)	1,449 (Target Achieved)	2,099 (Progress)	2,015 (Regression)	OCHA Gaza Crossings: https://www.ochaopt.org/data/crossings	2021: 2,015 truckloads of mainly food items exiting Gaza to the West Bank through Israel Source:

									https://www.ochaopt.org/data/crossings
CPD Outcome 2: Supporting equal access to accountable, effective, and responsive democratic governance for all Palestinians									
Indicator 2.1. Free and fair elections take place in all of oPt at the national and local levels	No	Yes	No (No change)	No (No change)	No (No change)	No (No change)	No (No change)	Palestine Programmatic Framework - PLC	<p>2021: The parliamentary and presidential elections were cancelled by the Palestinian President due to “inability to run the elections in East Jerusalem.” However, the first phase of the local elections took place in December 2021 and will be concluded Q1 2022. Because the elections are not concluded yet, no actuals for 2021 are reported as the final number of observers stating the election as free and fair can first be concluded in 2022. In total, UNDP supported 80 local observers through Al Haq and 15 international bodies, i.e. consulates and UN agencies, were considered as guests of the Central Election Commission. The Jordanian EMB also sent observers.</p> <p>National elections did not take place in 2020 and are planned to take place in 2021.</p>
Indicator 2.2. Existence of a single democratically elected government in all of oPt.	No	Yes	No (No change)	No (No change)	No (No change)	No (No change)	No (No change)	Palestine Programmatic Framework - PLC	<p>2021: The parliamentary and presidential elections were cancelled in 2021 due to the inability to run the election in East Jerusalem.</p> <p>National elections did not take place in 2020 and are planned to take place in 2021.</p>

Indicator 2.3. Number of youth, women and persons with disabilities elected to/running for office in public institutions (PLC)	2.3.1. Number of youth elected to/running for office in public institutions (PLC)	1	5	0 (Regression)	0 (No change)	0 (No change)	0 (No change)	Palestine Programmatic Framework - PLC	2021: The parliamentary and presidential elections were cancelled in 2021 due to the inability to run the election in East Jerusalem. National elections did not take place in 2020 and are planned to take place in 2021.
	2.3.2. Number of women elected to/running for office in public institutions (PLC)	17	20	0 (Regression)	0 (No change)	0 (No change)	0 (No change)	Palestine Programmatic Framework - PLC	2021: The parliamentary and presidential elections were cancelled in 2021 due to the inability to run the election in East Jerusalem. National elections did not take place in 2020 and are planned to take place in 2021.
	2.3.3. Number of persons with disabilities elected to/running for office in public institutions (PLC)	0	2	0 (No change)	0 (No change)	0 (No change)	0 (No change)	Palestine Programmatic Framework - PLC	2021: The parliamentary and presidential elections were cancelled in 2021 due to the inability to run the election in East Jerusalem. National elections did not take place in 2020 and are planned to take place in 2021.
Indicator 2.4. Percentage of the public who have trust in the judiciary		58.15%	60%	57.7% (Regression)	57.7% (No change)	57.7% (No change)	65% (Target Achieved)	UNDP-PCBS Perception Surveys	The perception survey is conducted biannually and was planned to be conducted in 2018 and 2020. However, in 2020 PCBS did not manage to carry out the survey due to COVID-19 and the inability to collect data from public households, and the survey was therefore first conducted again in 2021. Actuals reported for 2019 and 2020 are, therefore, actually figures from 2018.

Indicator 2.5. Public perception of a free trial: “Level of confidence that you will receive a fair trial if you were charged with committing a criminal act/delinquency”	47.9%	65%	39.8% (Regression)	39.8% (No change)	39.8% (No change)	44.5% (Progress)	PCBS Public Perception Survey Country-wide. Baseline from 2015. The survey is run every two years, in 2018 and 2020.	The perception survey is conducted biannually and was planned to be conducted in 2018 and 2020. However, in 2020 PCBS did not manage to carry out the survey due to COVID-19 and the inability to collect data from the public households and the survey was therefore first conducted again in 2021. Actuals reported for 2019 and 2020 are, therefore, actually figures from 2018.
Indicator 2.6. Disaggregated data from the latest population census and national household surveys accessible by users for policy making through web-based platforms that facilitate mapping of socio-economic and demographic inequalities	No	Yes	No (No change)	No (No change)	Yes (Progress)	Yes (Progress)	Voluntary national review, SDG Reports, CACC, UNDP Knowledge Products	
Indicator 2.7. Data collected to generate baselines for appropriate indicators on all vulnerable groups	No	Yes	No (No change)	No (No change)	Yes (Progress)	Yes (Progress)	Voluntary national review, SDG Reports, CACC, UNDP Knowledge Products	
Indicator 2.8. Index of government effectiveness	36.54%	40%	20.67% (Regression)	20.67% (No change)	23.08% (Progress)	28.85% (Progress)	World Bank Worldwide Governance Indicator (WGI) West Bank and Gaza - Government Effectiveness Indicator - baseline 2017 - yearly statistics produced	Actual figure for 2021 is data from the 2020 World Bank WGI Actual figure for 2020 is data from the 2019 World Bank WGI https://info.worldbank.org/governance/wgi/Home/Rep orts

Indicator 2.9. Gender gap reduced in key development markers (Unemployment rate)		23.8%	19%	22.8% (No change)	22.8% (No change)	19% (Target Achieved)	25% (Regression)	PCBS Labour Work Force Annual Report	<p>According to the PCBS Labour Force Survey Third Quarter (July – September 2021) unemployment rate for males in Palestine reached 22% compared to 47% for females: https://www.pcbs.gov.ps/site/512/default.aspx?lang=en&ItemID=4109</p> <p>According to the PCBS Labour Work Force Annual Report in March 2020, “unemployment rate for males in Palestine was 21% compared with 40% for females”. Data retrieved at: http://www.pcbs.gov.ps/site/512/default.aspx?lang=en&ItemID=3748</p>
CPD Outcome 3: Leaving no one behind: Supporting sustainable and inclusive economic development									
Indicator 3.1. Growth rate of GDP per employed person for productive sectors		1.1%	1.5%	1.6% (Progress)	1.6% (No change)	0.9% (Regression)	1.5% (Target Achieved)	GDP Per Capita Growth (% annual) - World Bank	Data for 2021 and 2020 is not yet available. Actuals entered for 2021 and 2020 are figures referred to 2019 actuals.
Indicator 3.2. Standardized trade balance for main productive sectors	3.2.1. Standardized trade balance for the Agriculture sector	0	0	0 (No change)	0 (No change)	0 (No change)	0 (No change)	PCBS, FAO, MoA, World Bank, UNCTAD, UNSCO, Ministry of Agriculture Reports	This indicator is no longer applicable
	3.2.2. Standardized trade balance for the Manufacturing sector	0	0	0 (No change)	0 (No change)	0 (No change)	0 (No change)	PCBS, FAO, MoA, World Bank, UNCTAD, UNSCO, Ministry of Agriculture Reports	This indicator is no longer applicable

Indicator 3.3. Unemployment rate disaggregated by sex, age, geographical location and vulnerable groups	3.3.1. Unemployment rate	28.4%	24.4%	30.8% (Regression)	30.8% (No change)	25% (Progress)	26% (Regression)	PCBS Palestinian Labour Force Survey	Data for 2021 is not yet available. Actuals entered for 2021 are figures referred to 2020 actuals. Details: The labour force participation rate decreased to 41% in 2020 compared to 44% in 2019 (From 46% to 44% in the West Bank and from 41% to 35% in Gaza Strip). This explains why unemployment rates did not increase significantly during the 2020 despite the impact of the COVID-19 pandemic. Data for 2020 is not yet available. Actuals entered for 2020 are figures referred to 2019 actuals.
Indicator 3.4. Proportion of youth (aged 15-24 years) not in education, employment, or training		36.4%	30%	33.4% (Progress)	33.4% (No change)	33.4% (No change)	34.5% (Regression)	PCBS Database on SDG achievements: https://www.pcbs.gov.ps/SDGs.aspx?pagelid=8	Data for 2021 is not yet available. Actuals entered for 2021 are figures referred to 2020 actuals. West Bank: 29.4%, Gaza Strip: 42.1%, Male: 30.0, female: 39.1 Data for 2020 is not yet available. Actuals entered for 2020 are figures referred to 2019 actuals.
Indicator 3.5. Proportion of wastewater used for irrigation and ecosystems		0%	0%	0% (No change)	0% (No change)	0% (No change)	0% (No change)	PENRA, UNESCO, PWA	PAPP is working on wastewater treatment but doesn't have current or near future interventions on wastewater reuse for irrigation purposes.
Indicator 3.6. Units of solar energy produced		300	3,797	300 (No change)	597 (Progress)	597 (No change)	2,417 (Progress)	UNDP Annual Progress Reports	KW produced through UNDP Implemented Projects. 2021: One connection of 1300 KW pending in 2022. 2020: Actual instalment of one solar PV system will first take place in 2021, while the

									other needs to last connection to the grid, which will take place in January equal to 1300 KW.
Indicator 3.7. Proportion of severely food insecure households (by WB and Gaza, and by vulnerable groups)	3.7.1. Proportion of severely food insecure households - West Bank	0%	0%	0% (No change)	0% (No change)	0% (No change)	0% (No change)	PCBS, FAO, WFP, Ministry of Social Development and DEEP reports	This indicator is no longer applicable
	3.7.2. Proportion of severely food insecure households - Gaza Strip	0%	0%	0% (No change)	0% (No change)	0% (No change)	0% (No change)	PCBS, FAO, WFP, Ministry of Social Development and DEEP reports	This indicator is no longer applicable
Indicator 3.8. Employed to total population ratio	3.8.1. Employed to total population ratio - West Bank	81.3%	85%	82% (Progress)	82% (Progress)	85% (Target Achieved)	84.3% (Regression)	PCBS Labour Work Force Survey - Baseline 2017 - Percentage of employment of individuals aged 15 and above.	Data for 2021 is not yet available. Actuals entered for 2021 are figures referred to 2020 actuals. Data for 2020 is not yet available. Actuals entered for 2020 are figures referred to 2019 actuals.
	3.8.2. Employed to total population ratio - Gaza Strip	55.6%	60%	48% (Regression)	48% (No change)	55% (Progress)	53.4% (Regression)	PCBS Labour Work Force Survey - Baseline 2017 - Percentage of employment of individuals aged 15 and above.	Data for 2021 is not yet available. Actuals entered for 2021 are figures referred to 2020 actuals. Data for 2020 is not yet available. Actuals entered for 2020 are figures referred to 2019 actuals.
CPD Outcome 4: Leaving no one behind: Social Development and Protection									
Indicator 4.1. Proportion of population	4.1.1. Proportion of Male population with education at secondary level and above	39.7%	43.7%	42% (Progress)	42% (No change)	42% (No change)	42% (No change)	World Bank Statistics - World Development Indicators, Last Updated on 14/01/2021	Data for 2019, 2020 and 2021 is not yet available. Actuals entered for 2019, 2020 and 2021 are figures referred to 2018 actuals.

with education at secondary level and above disaggregated by age, gender, and geography	4.1.2. Proportion of Female population with education at secondary level and above	39.6%	43.6%	43.2% (Progress)	43.2% (No change)	43.2% (No change)	42% (No change)	World Bank Statistics - World Development Indicators, Last Updated on 14/01/2021	Data for 2019, 2020 and 2021 is not yet available. Actuals entered for 2019, 2020 and 2021 are figures referred to 2018 actuals.
	4.1.3. Proportion of West Bank population with education at secondary level and above	0%	0%	0% (No change)	0% (No change)	0% (No change)	0% (No change)	no source was found	Data is not available for this specific indicator
	4.1.4. Proportion of Gaza Strip population with education at secondary level and above	0%	0%	0% (No change)	0% (No change)	0% (No change)	0% (No change)	no source was found	Data is not available for this specific indicator
Indicator 4.2. Number of youth who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship		0	0	0 (No change)	0 (No change)	0 (No change)	0 (No change)	UNICEF, WHO, PCBS, MoEHE, PWA, UNDP, CMWU	This indicator cannot be measured and is therefore not applicable
Indicator 4.3. Percentage of families served by a wastewater and solid waste services.	4.3.1. Percentage of families in West Bank served by a wastewater and solid waste services.	0%	0%	0% (No change)	0% (No change)	0% (No change)	0% (No change)	UNICEF, WHO, PCBS, MoEHE, PWA, UNDP, CMWU	This indicator cannot be measured and is therefore not applicable
	4.3.2. Percentage of families in Gaza served by a wastewater and solid waste services.	0%	0%	0% (No change)	0% (No change)	0% (No change)	0% (No change)	UNICEF, WHO, PCBS, MoEHE, PWA, UNDP, CMWU	This indicator cannot be measured and is therefore not applicable
Indicator 4.4. Percentage of population that has access to adequate and affordable housing through reconstruction efforts		0%	33%	16% (Progress)	24% (Progress)	32% (Progress)	32% (No change)	UNDP Housing Reconstruction Post 2014 Conflict - Annual Progress Report	Figures refer to UNDP contribution to the overall reconstruction efforts in Gaza. However, UNDP is not the only actor working in this sector, but data on overall milestones and target is difficult to collect.

Indicator 4.5. Proportion of population covered by social protection /systems, disaggregated by sex and as far as possible by vulnerable groups (children, youth, communities in area C, elderly, food insecure, households headed by women, women exposed to GBV, persons with disabilities, etc.)	0%	0%	0% (No change)	0% (No change)	0% (No change)	0% (No change)	MoSD, UNICEF	This indicator is no longer applicable
Indicator 4.6. A dedicated national framework for climate change and disaster risk reduction is in place.	No	Yes	No (No change)	Yes (Progress)	Yes (Target Achieved)	Yes (Target Achieved)	UNDP Progress Reports	Dedicated institutional national coordination mechanism for DRM was prepared and endorsed in 2017. A framework for mainstreaming climate change was disseminated in 2019.

Output Description	Output Indicator # /description	Output Indicator Baseline	Output Indicator Target by 2021	Output Indicator Value 2018	Output Indicator Value 2019	Output indicator value 2020	Output indicator value 2021	Sources	CO Comments
CPD Outcome 1: Supporting Palestine's path to Statehood									
CPD Output 1.1: Local capacities in conservation, rehabilitation, and management of historic buildings and sites enhanced, as well as job opportunities for the short and medium term to young professionals provided (restoration, tourism, and cultural management), and accessibility	Indicator 1.1.1 Number of cultural heritage sites restored, preserved, managed, and used by the local community disaggregated by geographic locality	1.1.1.1. Number of cultural heritage sites restored, preserved, managed, and used by the local community disaggregated by geographic locality - Gaza	0	0	0 (No change)	0 (No change)	0 (No change)	PAPP Cultural Heritage Portfolio Progress Reports	
		1.1.1.2. Number of cultural heritage sites restored, preserved, managed, and used by the local community disaggregated by geographic locality - WB	0	8	1 (Progress)	2 (Progress)	5 (Progress)	8 (Target Achieved)	PAPP Cultural Heritage Portfolio Progress Reports 2018 - Khan el Wakale (1) 2019 - Nabi Musa and Hammam Al Ein (2) - 2020: Salah Al Din + Sultan Suleiman (2), 2021: Qalandiya, Khal Al Wakaleh, Hebron Old city

of the sites for people (Palestinians and Tourists) improved to contribute towards conservation and restoration of cultural heritage sites in the Old City of Jerusalem and the other areas of Palestine										
CPD Output 1.2: Palestinians' participation in the development of urban plans in East Jerusalem ensured to support Palestinian economic and social needs as well as support efforts to improve commercial conditions in East Jerusalem continued and ensure access to adequate housing units in East Jerusalem supported	Indicator 1.2.1 Number of local outline plans and technical studies, including town planning (i.e.: for Sultan Suleiman and Salah Eddin) produced using participatory approaches.	1.2.1.1. Number of local outline plans and technical studies, including town planning (i.e.: for Sultan Suleiman and Salah Eddin) produced using participatory approaches.	0	2	0 (No change)	0 (No change)	2 (Target Achieved)	2 (No change)	Al Awqaf - PURE and Support to CSOs Project Progress Report	2020 - spatial analysis and concept plan were produced.
CPD Output 1.3: Sustainable economic and social development enhanced in Area C and East Jerusalem	Indicator 1.3.1 Number of community representatives actively participating in decision-making for community	1.3.1.1. Number of Male community representatives from actively participating in decision-making for community planning and mapping.	0	50	0 (No change)	25 (Progress)	41 (Progress)	41 (No change)	CRDP (Beit Hanina Project) and PURE progress reports	2020: CRDP 6 & PURE 15

	planning and mapping disaggregated by locality and gender	1.3.1.2. Number of Female community representatives from actively participating in decision-making for community planning and mapping.	0	50	0 (No change)	22 (Progress)	21 (Regression)	21 (No change)	CRDP (Beit Hanina Project) and PURE progress reports	2020: CRDP 6 & PURE 15
	Indicator 1.3.2 Number of business developed and sustained for more than a year in Area C and East Jerusalem	1.3.2.1. Number of business developed and sustained for more than a year in Area C and East Jerusalem	0	70	0 (No change)	78 (Target achieved)	78 (No change)	78 (No change)	CRDP Database	CRDP was closed in 2019 - further support is still under discussion for 2020-2021. Therefore target for 2021 reflects figures achieved through the support of CRDP in 2019
CPD Output 1.4: Coordination and advocacy with Israeli and PA enhanced to increase the transfer of goods and materials, including minimizing barriers and promoting uniformity in policies and standards across oPt	Indicator 1.4.1 Number of truckloads of goods entering Gaza Strip per year.	1.4.1.1. Number of truckloads of goods entering Gaza Strip per year.	5,410	5,800	7038 (Target achieved)	7413 (Progress)	7512 (Progress)	7567 (Progress)	Access Coordination Unit Reports	Cumulative
CPD Outcome 2: Supporting equal access to accountable, effective, and responsive democratic governance for all Palestinians										
CPD Output 2.1: Capacity of CSOs and media developed for civic and voter education	Indicator 2.1.1 Level of people's awareness on elections (through perception survey conducted twice)	2.1.1.1. Level of people's awareness on elections (through perception survey conducted twice)	0%	0%	0% (No change)	0% (No change)	0% (No change)	0% (No change)		This indicator is no longer valid

CPD Output 2.2: Capacity of the Electoral Management Body (EMB) developed to perform its functions focusing on public information and outreach capacity; and planning, preparing and conducting election and referendum.	Indicator 2.2.1 Number of electoral observers, including international monitoring bodies, consider election free and fair.	2.2.1.1. Number of electoral observers, including international monitoring bodies, consider election free and fair.	0	500	0 (No change)	0 (No change)	0 (No change)	0 (No change)	Central Elections Commission and MAWRED	The local election is not concluded yet, and can therefore no actuals for 2021 as the final number of observers stating the election as free and fair can first be concluded in 2022. In total, UNDP supported 80 local observers through Al Haq and 15 international bodies, i.e. consulates and UN agencies, were considered as guests of the Central Election Commission. The Jordanian EMB also sent observers. The achievement of the target for 2020 is subject to Elections actually taking place in 2020. The milestone was identified based on the figures referring to the previous election in 2006. In 2020, the election did not take place.
CPD Output 2.3: Political parties are sensitized and engaged to place qualified youth, women, and persons with disabilities as viable political candidates	2.3.1. Number of youth, women, and persons with disabilities participating as candidates in local and national elections supported by UNDP	2.3.1.1. Number of youth participating as candidates in local and national elections supported by UNDP	0	0	0 (No change)	0 (No change)	0 (No change)	0 (No change)		This indicator is no longer valid
		2.3.1.2. Number of women participating as candidates in local and national elections supported by UNDP	0	0	0 (No change)	0 (No change)	0 (No change)	0 (No change)		This indicator is no longer valid

		2.3.1.3. Number of persons with disabilities participating as candidates in local and national elections supported by UNDP	0	0	0 (No change)	0 (No change)	0 (No change)	0 (No change)		This indicator is no longer valid
CPD Output 2.4: National capacities strengthened for reconciliation and social cohesion	Indicator 2.4.1 Number of tools (e.g. dialogue, CSOs (particularly women and youth-led) platform for reconciliation, religious leaders dialogue) developed	2.4.1.1. Number of tools (e.g. dialogue, CSOs (particularly women and youth-led) platform for reconciliation, religious leaders dialogue) developed	0	30	4 (Progress)	23 (Progress)	24 (Progress)	28 (Progress)	Shufuna Project - Sources from Miftah and Wattan reports. Tamkeen II - Progress report	<p>2021: 4 initiatives - contributed to youth reconciliation and cohesion 1) youth Advisory panel 2) connection through social innovation, 3) workshops throughout the country for youth community volunteers, 4) international youth day activities across the country.</p> <p>In 2020: 24 different tools/platforms were used. Over 100 activities, including: 25 online shows with Wattan, two Shufuna bus tours, production of audio-visual infographic, animation film and documentary, etc.</p> <p>In 2019: Includes 12 sectoral workshops on reconciliation and roles of women; creation of the Shufuna Platform; two multimedia shows on Women and Reconciliation; three</p>

										Radio spots; four online surveys, national Tokyo league soccer championship for males, etc.
CPD Output 2.5: West Bank and Gaza rule of law institutions are reunified	Indicator 2.5.1 Number of Palestinian laws reviewed by the harmonization committee	2.5.1.1. Number of Palestinian laws reviewed by the harmonization committee	0	5	1 (Progress)	2 (Progress)	2 (No change)	2 (No change)	Sawasya II Programme Reports	2021: The harmonization committee did not meet in 2021 2020: The Harmonization Committee didn't convene due to the COVID-19 Emergency. Cumulative figures
CPD Output 2.6: Quality and efficiency of security and justice services provided to the Palestinians are improved.	Indicator 2.6.1 Number of security and justice-related community services provided with the support of the project in pilot areas unserved by the Palestinian Government (PG).	2.6.1.1. Number of security and justice-related community services provided with the support of the project in pilot areas unserved by the Palestinian Government (PG).	0	15	0 (No change)	0 (No change)	0 (No change)	0 (No change)	Sawasya II Programme Reports	2021: "Sawasya reports zero against the community policing in Jericho due to two reasons: First, the COVID-19 pandemic discouraged the PCP from meeting with community policing committees and the latter did not find the courage to keep going with their services. Second, the concept of community policing is still new and not fully adopted by the PCP leadership and Sawasya is investing a lot of efforts to have this concept adopted by all PCP officers. Sawasya will push more for community services in the areas unserved by the PG. The community

										<p>policing committee was formally established in 2020 and they are found in three pilot areas (Jericho, Al-Oja, and Aqbat Jaber). Currently Sawaseya are in the process of training its members. No activities on the ground to report.</p>
<p>CPD Output 2.7: Vulnerable populations have access to justice, security and protection</p>	<p>Indicator 2.7.1 Number of individuals living in Palestine served by the Palestinian Government who benefited from legal aid services supported by PAPP projects (disaggregated by age, gender, geographical area, type of jurisdictions (Palestinian/Israeli) and type of legal aid providers (CSO or PG).</p>	<p>2.7.1.1. Number of individuals living in Palestine served by the Palestinian Government who benefited from legal aid services supported by PAPP projects (disaggregated by age, gender, geographical area, type of jurisdictions (Palestinian/Israeli) and type of legal aid providers (CSO or PG).</p>	14,456	41,032	14,456 (No change)	17,173 (Progress)	16,792 (Regression)	38,041 (Progress)	Sawasya I and II Programme Reports	<p>Not cumulative</p> <p>2021 - target and actuals include two projects: Sawasya: 11,464 (males: 2,171, females: 8,576, boys: 664, girls: 53) CSO supported interventions: Out of the total 19,808 were women. Legal aid services were provided by the CSOs Total: Males: 8,940; females: 28,384; boys: 664; girls: 53</p> <p>The milestones and target correspond to an increase of individuals reached of 1% each year. For 2018 the actual figure is 10,205 because of the discontinuation between phase 1 and 2 of the Programme. Results of 2020: 16,792</p>

CPD Output 2.8: Key legislations to strengthen the independence of Rule of Law institutions and ensure their consistency with international standards are reviewed	Indicator 2.8.1 Number of laws reviewed/ revised to align with Human Rights standards.	2.8.1.1. Number of laws reviewed/ revised to align with Human Rights standards.	0	5	1 (Progress)	2 (Progress)	2 (No change)	2 (No change)	Sawasya II Programme Reports	<p>Cumulative Indicator.</p> <p>Due to COVID-19 pandemic and crisis, the harmonization committee (comprised of multiple-government bodies) did manage to review the relative Palestinian laws.</p> <p>2019: 1) Family protection bill (FPB). One bill, two different versions. The first revision in February 2019 for the version submitted in Dec 2018 by the Council of Ministers to the President's office, while the second revision for the version submitted in Sept 2019 to the Council of Ministers.</p> <p>2) Marriage law.</p>
CPD Output 2.9: Capacity of the PMO and other relevant ministries is improved in evidence-based policy making, and implementation and monitoring progress on national development goals aligned to SDGs.	Indicator 2.9.1 Existence of the SDG baselines for the State of Palestine and regular report (at least annual) monitoring progress against SDGs	2.9.1.1. Existence of the SDG baselines for the State of Palestine and regular report (at least annual) monitoring progress against SDGs	0	2	1 (Progress)	1 (No change)	2 (Target Achieved)	3 (Progress)	Palestinian National Voluntary Review Report on "The Impact of COVID-19 Pandemic on the SDGs in the State of Palestine"	<p>2021: Report on "The Impact of COVID-19 Pandemic on the SDGs in the State of Palestine" finalized in Q4 2021</p> <p>The Palestinian National Voluntary Review took place in 2018. A second review was planned to take place in 2020, yet a SDG Progress Report was prepared by the PMO with support from UNDP.</p>

										Cumulative figures
CPD Output 2.10: Institutional capacity developed (national and sub-national) for transparency, accountability and integrity	Indicator 2.10.1 Number of municipalities that implemented recommendations from the assessment of transparency, accountability and integrity.	2.10.1.1. Number of municipalities that implemented recommendations from the assessment of transparency, accountability and integrity.	0	0	No data	0	No data	0		This indicator is no longer valid
CPD Output 2.11: Support to women to access decent jobs provided	Indicator 2.11.1 Proportion of jobs for women provided through project interventions	2.11.1.1. Proportion of jobs for women provided through project interventions	0	0	No data	0	No data	0		Figures related to women's employment are reflected under other output indicators
CPD Outcome 3: Leaving no one behind: Supporting sustainable and inclusive economic development										
CPD Output 3.1: Capacity investments in small producers in sourcing inputs, product design, business development, marketing enhanced	Indicator 3.1.1 Number of Businesses supported and accessed to new markets (disaggregated by gender and age)	3.1.1.1. Number of Businesses supported and accessed to new markets (disaggregated by gender and age)	21	7	21 (No change)	7 (Target achieved)	7 (No change)	7 (No change)	JAIP Business Development Progress Report (phase 1 and 2)	UNDP/PAPP has supported MSMEs in Palestine through multiple projects. In total 1,788 businesses were supported in 2021, however, no data has been collected on how many accessed new markets. Non-cumulative figures; of the 21 businesses supported in 2018, 4 continued to be supported in 2019 and 2020 in addition to 3 new businesses.

CPD Output 3.2: Support to farmers and fishers in accessing seeds, fertilizers, Agro-Industry, innovative farming, and higher productivity of land, labour, and water provided	Indicator 3.2.1 Number of Farmers and Fishermen supported through introducing new farming technologies and techniques.	3.2.1.1. Number of Framers supported through introducing new farming technologies and techniques.	0	1,500	95 (Progress)	3 (Regression)	1,272 (Progress)	1,272 (No change)	2020: Final report IP - ESDC, Final report IP - UAWC I, Final Report IP - UAWC II 2019: Innovation and ICT development Progress Report and Land Reclamation and Capacity Building Project Progress Report	2021: No updates as the same farmers have been supported as in 2020. However, UNDP initiated a larger support to the Arab Society in Jericho with potential influence for all farmers in Jericho when demonstration sites for innovative farming are concluded. 2020: Due to COVID-19, some of the innovative farming interventions were changed to provide simple equipment for home gardening to rural farmers highly affected by the pandemic. Eight farmers (three females and five males) were supported in the North of the West Bank. 2019: Innovation and ICT supported farmers Farmers benefited from water harvesting technique 2018: 95 farmers benefited from water harvesting technique.
		3.2.1.2. Number of Fishers supported through introducing of new farming	0	0	0 (No change)	0 (No change)	0 (No change)	0 (No change)		

		technologies and techniques.								
CPD Output 3.3: Access of youth, women and rural communities to skills and financing for economic empowerment and entrepreneurship improved	Indicator 3.3.1 Number of young women and men employed through programme-supported job placement initiatives. (Disaggregated by Gender).	3.3.1.1. Number of young women employed through programme-supported job placement initiatives. (Disaggregated by Gender).	No data	2,000	224	1,000 (Progress)	594 (Regression)	2,427 (Target achieved)	Facilitating Decent Jobs in Gaza Project progress report; Economic Stimulus in Gaza Project progress report; Youth and Women Employment Project progress report; Al Fakhoora Dynamic Futures M&E MIS	Projects contributing: ID 125296 (F: 189), ID102746 (F: 110), ID116580 (F: 288), ID119089 (F: 640), ID116642 (F: 540), ID120609 (F: 660)
		3.3.1.2. Number of young men employed through programme-supported job placement initiatives. (Disaggregated by Gender).	No data	3,000	256	2,957 (Progress)	1,264 (Regression)	5,018 (Target achieved)	Facilitating Decent Jobs in Gaza Project progress report; Economic Stimulus in Gaza Project progress report; Youth and Women Employment Project progress report; Al Fakhoora Dynamic Futures M&E MIS	Projects contributing: ID 125296 (M: 211), ID102746 (M: 2,858), ID116580 (M: 578), ID119089 (M: 547), ID116642 (M: 608), ID120609 (M: 216)

CPD Output 3.4: Skill development for employability among adolescents and other vulnerable groups enhanced	Indicator 3.4.1 Number of young women & men benefited from programme supported capacity development initiatives.	3.4.1.1. Number of young women benefited from programme supported capacity development initiatives.	No data	1,000	224	1,000 (Target achieved)	594 (Regression)	172 (Regression)		Figures are reflected under output indicator 3.3.1. In addition, 172 young women were provided with vocational training and job placements.
		3.4.1.2. Number of young men benefited from programme supported capacity development initiatives.	No data	2,957	256	2,957 (Target achieved)	1,264 (Regression)	193 (Regression)		Figures are reflected under output indicator 3.3.1. In addition, 193 young men were provided with vocational training and job placements.
CPD Output 3.5: PWA, CMWU and related institutions supported to improve treated wastewater quality to promote reuse applications	Indicator 3.5.1 Size of agricultural land (dunums) irrigated with treated wastewater	3.5.1.1. Size of agricultural land (dunums) irrigated with treated wastewater	0	0	0 (No change)	0 (No change)	0 (No change)	0 (No change)		PAPP is not supporting this indicator; there is no plan as of yet to support it in the coming period. The focus instead is on access to wastewater services which are reflected under output 4.3
CPD Output 3.6: Installation of solar panels and mainstreaming solar energy supported	Indicator 3.6.1 Total amount of renewable energy produced (KW) by Solar Energy	3.6.1.1. Total amount of renewable energy produced (KW) by Solar Energy	300	2,797	300 (No change)	597 (Progress)	0 (Regression)	2,417 (Progress)	Hospital Photo Voltaic in Gaza; Rafah Treatment Plant in Gaza; OFID visually impaired hospital in Gaza; KYWWTP in Gaza; Agro-industrial Park PV system in Jericho.	Cumulative figures 2021: Actual instalment of one solar PV system on 1300 kW will first take place in 2022. 2020: Actual instalment of one solar PV system will first take place in 2021, while the other needs to last connection to the grid, which will take place in January 2021.

CPD Output 3.7: Conservation and management of natural resources and their ecosystems supported	Indicator 3.7.1 Number of rehabilitated and protected natural areas and sites	3.7.1.1. Number of rehabilitated and protected natural areas and sites	0	1	0 (No change)	0 (No change)	0 (No change)	0 (No change)	Wadi Gaza Master Plan (2020) Wadi Gaza Project Document, (2017) Master Plan for Wadi Abu Nar (2015)	2021: The physical activities on the ground have not started yet. We expect to start in 2023 2020: The target was not met due to not having new allocations and funds for the project this year because all donors' interests and focus were given to COVID-19 responses. Two sites will be protected by 2020 as per the programmatic framework for PAPP - 1 in 2020 and 1 in 2022.
CPD Output 3.8: Capital investments – financial and human – made in food production through animal husbandry and agricultural outputs support provided	Indicator 3.8.1 Number of employed poor women and men in programme support have developed or started up their MSME (Desegregated by Gender)	3.8.1.1. Number of employed poor women in programme support have developed or started up their MSME.	102	1,030	1,030 (Target achieved)	0	0	1,030 (No change)	DEEP II Final Report	The Programme closed in 2018 - Target reflects the final figures achieved in the period 2018-2021
		3.8.1.2. Number of employed poor men in programme support have developed or started up their MSME.	153	1,478	1,478 (Target achieved)	0	0	1,478 (No change)	DEEP II Final Report	The Programme closed in 2018 - Target reflects the final figures achieved in the period 2018-2021
CPD Output 3.9: Integrated poverty reduction strategy, anchored to	Indicator 3.9.1 Number of people that no longer need resources from the national safety net	3.9.1.1. Number of women that no longer need resources from the national safety net financing	0	0	No data	0	0	0		PAPP is no longer supporting this indicator

sustainable financing mechanisms for investments with the poor implemented to create more employment opportunities in partnerships with PS or starting up their MSME.	financing (Desegregated by Gender)	3.9.1.2. Number of men that no longer need resources from the national safety net financing	0	0	No data	0	0	0		PAPP is no longer supporting this indicator
CPD Outcome 4: Leaving no one behind: Social Development and Protection										
CPD Output 4.1: Support to inclusive education through increasing enrolment provided, improved quality of education and learning outcomes, enhanced access to persons with disabilities, promoting life skills in the curriculum, teaching methods, remedial education in East Jerusalem and Gaza	Indicator 4.1.1 Number of Palestinian students benefiting from improved access to quality education (Desegregated by Gender).	4.1.1.1. Number of Palestinian female students benefiting from improved access to quality education in East Jerusalem	0	30,300	14,600 (Progress)	21,850 (Progress)	26,707 (Progress)	31,391 (Target achieved)	Support to Al Quds University Project Progress Report Education in East Jerusalem Support New Schools E Jerusalem	Cumulative
		4.1.1.2. Number of Palestinian male students benefiting from improved access to quality education in East Jerusalem	0	22,200	12,741 (Progress)	17,650 (Progress)	22,029 (Progress)	26,994 (Target achieved)	Support to Al Quds University Project Progress Report Education in East Jerusalem Support New Schools E Jerusalem	Cumulative Numbers based on enrolled students
		4.1.1.3. Number of Palestinian Female students benefiting from improved access to quality education in West Bank	0	2,100	0 (No change)	320 (Progress)	2,393 (Target achieved)	4,794 (Progress)	Education Cannot Wait	Cumulative Numbers based on enrolled students

		4.1.1.4. Number of Palestinian Male students benefiting from improved access to quality education in West Bank	0	1,431	0 (No change)	181 (Progress)	5,520 (Target achieved)	4,794 (Regression)	Education Cannot Wait	Cumulative Joint Programme
		4.1.1.5. Number of Palestinian Female students benefiting from improved access to quality education in Gaza Strip	0	9,896	9,896 (Progress)	9,896 (No change)	9,896 (No change)	9,896 (No change)	Support to teachers; Right to Education UNDP Projects Progress Reports	Cumulative Joint Programme
		4.1.1.6. Number of Palestinian Male students benefiting from improved access to quality education in Gaza Strip	0	13,168	13,168 (Progress)	13,168 (No change)	13,168 (No change)	13,168 (No change)	Support to teachers; Right to Education UNDP Projects Progress Reports	Cumulative
CPD Output 4.2: Improved and equitable access to quality water services to people ensured	Indicator 4.2.1 Percentage of Palestinian residents having decent access to quality water	4.2.1.1. Percentage of Palestinian residents in West Bank who have decent access to quality water	0%	0%	0% (No change)	0% (No change)	0% (No change)	0% (No change)		This indicator is no longer valid as no interventions in the water sector neither took place nor are planned.
		4.2.1.2. Percentage of Palestinian residents in Gaza Strip who have decent access to quality water	0%	0%	0% (No change)	0% (No change)	0% (No change)	0% (No change)		This indicator is no longer valid as no interventions in the water sector neither took place nor are planned.
CPD Output 4.3: Support and build the capacity of PWA, Ministry of Local Government, and related municipalities in wastewater and solid waste management	Indicator 4.3.1 Number of families with improved access to wastewater collection and treatment	4.3.1.1. Number of families with improved access to wastewater collection and treatment	520	51,292	1,329 (Progress)	38,150 (Progress)	40,784 (Progress)	55,284 (Target achieved)	West Bank Transboundary Wastewater Project Feasibility Study Report 2015 and Khan Younis Wastewater Treatment	Cumulative figures. 2021: In addition, 14,500 families in the Northern West Bank received improved access. Reported milestones refer to Wastewater treatment in Gaza. The KYWWTP serves

(i.e. wastewater tariff, cost recovery, promote community participation, and raise awareness) and Improve access to wastewater and solid waste services including collection, treatment and reuse/recycling									Plant Project Report	217,000 with an average of 5.5 people = 39,455 families + 1329 of 2018 = 40,784. Average household size in Gaza is 5.5. Families targeted by the transboundary wastewater project are not linked to the network yet.
CPD Output 4.4: Access to adequate housing units, as part of early recovery to the damaged housing stock in Gaza Strip provided through reconstruction and rehabilitation of housing units, including construction of proper access to sanitation facility.	Indicator 4.4.1 Number of households rehabilitated and reconstructed	4.4.1.1. Number of Partially Damaged households rehabilitated and reconstructed	No data	57	55	2 (Regression)	0 (Regression)	0 (No change)	Results from 2014 Damage Assessment Report.	Not cumulative - Target for 2021 refers to the sum of yearly milestones
		4.4.1.2. Number of Totally Damaged households reconstructed	No data	819	279	280 (Progress)	111 (Regression)	117 (Progress)	Results from 2014 Damage Assessment Report.	Not cumulative - Target for 2021 refers to the sum of yearly milestones
CPD Output 4.5: Construction of facilities serving vulnerable groups in the Palestinian society, including visually impaired children, elderly, women addressed to	Indicator 4.5.1 Number of Palestinian with disabilities benefiting from infrastructure facilities (desegregated by Gender)	4.5.1.1. Number of Palestinian with disabilities benefiting from infrastructure facilities (desegregated by Gender)	0	400	0 (No change)	400 (Target achieved)	0 (Regression)	400 (Target achieved)	Construction of a Visually Impaired Service Building Project Progress Report	Not Cumulative Project completed in 2019. Target and actuals in 2021 refer to final

violence, people with disabilities etc. provided										
CPD Output 4.6: Support the development of institutional and regulatory frameworks and mechanisms and contribute to building national and local capacity to mitigate and adapt to the impacts of climate change and disasters provided	Indicator 4.6.1 Extent to which disaster risk reduction is integrated into national plans and policies	4.6.1.1. Extent to which disaster risk reduction is integrated into national plans and policies	Yes	Yes	Yes (No change)	Yes (No change)	Yes (No change)	Yes (No change)	National Policy Agenda 2017	National disaster risk management institutional and legal framework was prepared and endorsed by the government in 2017. UNDP is working on mobilizing resources to develop sub-national coordination mechanisms in Gaza, expected to materialize in 2021
CPD Output 4.7: Support and build the capacities of EQA and the government of Palestine to develop the national mechanisms and guidelines to access Green Climate Fund (GCF) provided	Indicator 4.7.1 A national guideline, manual and mechanism, to access GCF is in place and country programme developed	4.7.1.1. A national guideline, manual and mechanism, to access GCF is in place and country programme developed	No	Yes	No (No change)	Yes (Target achieved)	Yes (No change)	Yes (No change)	State of Palestine's Country Programme to Green Climate Fund (GCF) and Operational Manual of National Designated Authority of Palestine to GCF	

Data Source:

Outcomes CPD 2018-2022

https://intranet-apps.undp.org/UNDP.HQ.CPS2018/Pages/IRRFCDOutcomeIndicators.aspx?ou=PAL&cycle_id=242

Date: May 26 2022

ANNEX 8: PERFORMANCE RATING

i. Rating Scale used

The ICPE rating system is developed by the IEO to quantify programme performance data or contribution data consistently across country programme evaluations. Strengthening performance measurement systems will enhance the quality of evaluations.³⁸ This rating scale for the UNDP's Programme of Assistance to the Palestinian People (PAPP) provides quantitative assessments and assists in differentiating levels of UNDP contributions. The Rating System is also intended to enable aggregation of the UNDP programme performance across countries.

A four-point rating system as follows was used to allow clarity in performance scoring.

4 = Fully Achieved/ Exceeds Expectations. A rating of this level means that programme outputs and outcomes have been fully achieved (or are likely to be achieved) or even exceed expectations. This score indicates high performance.

3 = Mostly Achieved. A rating of this level is used when the overall assessment is substantially positive and problems are small relative to the positive findings. There are some limitations in the contribution of UNDP programmes that have prevented the achievement of stated outputs and outcomes, but no major shortfalls. Many of the planned programme outputs/ outcomes have been delivered. This score indicates moderate, but good, performance.

2 = Partially Achieved. A rating of this level is used when significant shortfalls are identified. The intended outputs and outcomes have only been partially achieved. Overall, the assessment is moderate but less positive.

1 = Not Achieved. A rating of this level means that the contribution of the UNDP programme faced severe constraints, and the negative assessment outweighs any positive achievements. There has been limited or no achievement of planned programme outputs/ outcomes. This score indicates poor performance.

³⁸ See UNDP, Revised UNDP Evaluation Policy, 2019, DP/2019/29, http://web.undp.org/evaluation/documents/policy/2019/DP_2019_29_E.pdf.

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Consolidated Rating Table	Outcome 1 Rating	Outcome 2 Rating	Outcome 3 Rating	Outcome 4 Rating	Overall rating
1. Relevance	2.4	2.4	2.8	3	2.7
1.A. Adherence to national development priorities	2.5	2.2	3	3	2.7
1.B. Alignment with United Nations/UNDP goals	2.2	2.3	2.4	2.9	2.5
1.C. Relevance of programme priorities	2.6	2.7	2.9	3	2.8
2. Coherence	1.9	1.8	2	1.9	1.9
2.A. Internal programme coherence	1.8	1.8	1.9	1.8	1.8
2.B. External programme coherence	1.9	1.8	2.1	2	2
3. Efficiency	2.3	2.3	2.7	3	2.6
3.A. Timeliness	2.2	2.3	2.5	3	2.5
3.B. Management and operational efficiency	2.4	2.2	2.9	3	2.6
4. Effectiveness	2.4	2.3	2.7	3.1	2.6
4.A. Achievement/ eventual achievement of stated outputs and outcomes	2.4	2.3	2.6	3.1	2.6
4.B. Programme inclusiveness (especially those at risk of being left behind)	2.6	2.3	2.7	3.1	2.7
4.C. Prioritization of gender equality and women's empowerment	2.4	2.3	2.6	3	2.6
4.D. Prioritization of development innovation	2.2	2.1	2.6	3	2.5
5. Sustainability	1.9	1.2	2.2	2.2	1.9
5.A. Sustainable capacity	2.3	1.5	2.6	2.4	2.2
5.B. Financing for development	1.6	0.8	1.9	2	1.6

ANNEX 9: THEORY OF CHANGE

