**COMMUNITY RESILIENCE AND DEVELOPMETN PROGRAMME (CRDP)**

**TERMS OF REFERRENCE – EXTERNAL EVALUATION**

1) BACKGROUND AND CONTEXT

The CRDP is the result of a fruitful collaboration between the Palestinian Authority through the Ministry of Planning and Administrative Development (MOPAD), the United Nations Development Programme/Programme of Assistance to the Palestinian People (UNDP/PAPP), and the Government of Sweden. In 2012, an agreement was signed between the Government of Sweden and UNDP/PAPP so as to support a three-year programme (from 2012 to 2015), with a total amount of SEK 90,000,000, equivalent to around USD 13,717,420. During the same year, the UK’s Foreign and Commonwealth Office (FCO) joined the program and provided funds for the first year with an amount of £300,000, equivalent to USD 453,172. In 2013, the government of Austria joined the programme and contributed €1,900,000, equivalent to around USD 2,620,691, to support the programme for two years.

*About the CRDP*

Responding to the needs of the Palestinian population living in Area C and East Jerusalem is essential for their well-being and development and helps enable them to safeguard their livelihoods, preserve their basic civil rights, remain on their land and have access to education, health and housing. On the other hand, Area C is critical to the viability of the Palestinian State as acknowledged by a growing number of actors including the PA, the UN, the EU, the AHLC and the Quartet. The CRDP tries to bridge the gap that exists in terms of addressing the needs of communities living in these areas from a developmental standpoint. The programme facilitates a complementary approach and a transitional process from humanitarian interventions towards development.

To this end, the programme will contribute to:

i) Prevent the erosion of living conditions of Palestinians in Area C and East Jerusalem that undermines their development capital;

ii) Protect Palestinian land and property in Area C and East Jerusalem;

iii) Mitigate and ideally reverse migration flow from Area C and East Jerusalem by enhancing human security and the livelihood of Palestinians.

The CRDP represents one of the instruments in which the PA can further focus on Area C and East Jerusalem, as highlighted in their report to the AHLC earlier this year (Please see Annex 1). The programme will assist the PA to plan, channel resources and implement actions for Area C and East Jerusalem[[1]](#footnote-1), to strengthen resilience of local communities and promote local development. The programme is being implemented by a wide array of partners, including grassroots’ organizations, local and international NGOs.

*CRDP Outcome and Outputs*

The desired outcome of this programme is to empower local stakeholders in Area C and East Jerusalem, through the most appropriate partners (CSOs), to act with resilience when facing threats that affect their sustenance on the land. It contributes to the development of Area C and East Jerusalem and strives to ensure that these areas provide improved conditions for the Palestinian population. In addition, it will inject the development capital needed for Palestinian sustainable development. This is accomplished through a granting process focused on the following outputs:

**Output 1**: Public and social infrastructure are improved

**Output 2**: Improved access to and protection of natural resources

**Output 3**: Economic opportunities enhanced through support to livelihoods

Jerusalem

**Output 4**: Rights of Palestinian citizens are upheld through legal protection and communityparticipation and mobilization

2) EVALUATION PURPOSE

The UNDP/PAPP intends to commission an independent evaluation to assess the level of progress made towards achieving the outputs and outcomes listed in the Programme Document.

In addition, the evaluation is expected to provide concrete recommendations (strategic and operational) for the design of subsequent phases of the programme.

3) EVALUATION SCOPE AND OBJECTIVES

In view of the above, the independent evaluation is expected to:

* Assess the relevance of the programme in the context of the oPt and validate results achieved against the Programme Document and the M&E Plan.
* Provide a comprehensive assessment of the overall impact of the programme, both at the ‘supply’ and the ‘demand’ side of the ‘development in Area C and East Jerusalem’ equation.
* Appraise UNDP/PAPP’s relations with relevant actors and stakeholders, particularly to the CRDP-PMU, donors and the PA.
* Assess if and how activities have been carried out in a mutually reinforcing manner, including vis-à-vis other interventions in Area C and East Jerusalem.
* Appraise the sustainability of the programme, including the institutionalisation of interventions.
* Review the programme’s efforts to mainstream gender and ensure the application of UNDP’s rights-based approach.
* Discuss the main challenges faced by the programme, including the ways in which UNDP/PAPP has sought to overcome them. Describe and analyse current challenges to implementing transition/development interventions in Area C in general, and CRDP activities in particular.
* Assess relevance and utilisation of M&E processes.
* Offer a comprehensive risk assessment, including UNDP/PAPP’s ability to manage existing risks effectively and responsibly. Refer to the risk analysis matrix as part of the programme document and how it was put into action.
* Capture lessons learned and best practices and provide concrete recommendations for the programme’s planning of future interventions, in addition to subsequent phases.
* Look in to other unforeseen or foreseen external factors that affected and slowed down the implementations of CRDP

4) EVALUATION QUESTIONS

To define the information that the evaluation intends to generate, the following evaluation questions have been developed:

* What progress towards achieving the outputs and outcomes listed in the Programme Document has been made? Are the outputs and outcomes relevant in the context of the Area C and East Jerusalem? How does programme implementation align with the original Programme Document?
* What factors have contributed to achieving (or not achieving) the intended outputs and outcomes?
* To what extent has the programme managed to promote inclusiveness, gender mainstreaming and women’s empowerment?
* Was the M&E Plan systematically applied and was it appropriate to the programme?
* Has the programme managed risks effectively?
* Was the programme effective in focusing on resilience and shifting from humanitarian to development?
* How was the CRDP’s interventions different from other instruments operating in Area C and EJ? And how the programme could be developed to complement other actors in Area C and East Jerusalem?
* To what extent the programme was effective in avoiding duplication of funding?

5) METHODOLOGY

In line with UNDP’s M&E guidelines, the incumbent is expected to:

* Review all documentation related to the programme, including the Programme Document, annual workplans, progress reports, agreements, concept notes, previous assessments and knowledge products (1 week).
* Collate all necessary data, including from sources other than UNDP/PAPP such as CRDP’s Donors strategy reports, decisions, agreements and any assessments. (1 week).
* Interview key actors and stakeholders, including UNDP/PAPP colleagues, relevant government institutions, civil society organisations, implementing partners, academic institutions, beneficiaries, international development agencies, donors/development partners and UN agencies (2 weeks).
* Draft a comprehensive evaluation report in English (2 weeks).
* Team leader will be responsible for supervising, directing, coordinating and quality assurance with other members prior and during the study.

6) INPUT

A team of two consultants (International / local) are needed to complete the study.

7) DELIVERABLES

* An evaluation inception report, totalling 10 pages plus annexes, which outlines the methodology as well as proposed schedule of tasks and activities (including list of meetings).
* The team will produce a graphical presentation (through power point) to UNDP, MOPAD and Donors before issuing the draft report.
* A draft evaluation report, totalling 25 pages plus annexes, with an executive summary of not more than 5 pages describing key findings and recommendations. The incumbent will prepare a PPP on methodology, key findings and recommendations, and will be expected to present the (draft) review during a number of stakeholder meetings.
* A final report, totalling 30 pages plus annexes should be delivered. The report should contain statistics (visual graphics, diagrams and maps) showing to the extent possible, volume and percentage how CRDP donor funding have been utilised in the Area C and East Jerusalem.

1. CRDP Definition of CRDP of East Jerusalem is that it is the land that was captured and annexed by Israel in 1967, falls within the boundaries inside the Separation Barrier, which separates it from the overall Governorate of Jerusalem and the West Bank. East Jerusalem is not classified by Oslo Accords as areas A, B and C. [↑](#footnote-ref-1)