



End-term Project Evaluation of ‘Fostering Tenure Security and Resilience of Palestinian Communities through Spatial-Economic Planning Interventions in Area C’ West Bank, Palestine

October 2020

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Acknowledgments

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Acronyms and Abbreviations

ACCT	Area C National Coordination Team
AFD	French Development Agency
AJP	Arabtech Jardaneh Engineers & Architects
APLA	Association of Palestinian Local Authorities
ARWS	Al Aqaba Rural Woman Society
CEP	Center for Engineering and Planning
COVID-19	Corona Virus Disease 2019
DAC	Development Assistance Committee
DRO	Danish Representative Office
Enable	Belgian Development Agency
EU	European Union
EUREP	Office of the European Union Representative
FGDs	Focus Group Discussions
HOPE	House of Palestinian Expertise for Consultancies & Studies
ICA	Israeli Civil Administration
IEU	Independent Evaluation Unit
IOF	Israeli Occupation Forces
IPCC	International Peace and Cooperation Centre
LGUs	Local Government Units
LOPs	Local Outline Plans
MDLF	Municipal Development and Lending Fund
MEDCO	Mechanical Design and Contracting Company
MoLG	Ministry of Local Government
NCD	National Center for Sustainable Development
NNU	An-Najah National University
NSP	National Spatial Plan
OECD	Organisation for Economic Co-operation and Development
oPt	occupied Palestinian territories
PA	Palestinian Authority
PM	Prime Minister
PMC	Project Management Committee
ROAS	Regional Office for Arab States
ROM	Results-Oriented Monitoring
SDC	Swiss Agency for Development and Cooperation
SHSPPP – UN-Habitat Palestine	The Special Human Settlements Programme for the Palestinian People
ToC	Theory of Change
ToRs	Terms of Reference
UG	Universal Group for Engineering and Consulting
UNEG	United Nations Evaluation Group
UN-Habitat	United Nations Human Settlements Programme

[Executive Summary]

Introduction

This end-term Project evaluation of the “Fostering Tenure Security and Resilience of Palestinian Communities through Spatial-Economic Planning Interventions in Area C”, West Bank, Palestine for the period of 2017-2020 focused on the assessment of the results achieved and the lessons learnt from the implementation of the of the Project. The evaluation was conducted in the months of June to September 2020 by the independent consultant Mr. Abdul-Nassir Farraj.

The Project was funded by the European Union (EU) [ENI/2017/384-631], with a total funding of Euro 1.5 million and implemented by UN-Habitat in partnership with the Ministry of Local Government (MoLG) and other local and international partners. The Project aimed at improving resilience and tenure security of Palestinian communities in Area C through spatial-economic planning interventions. The two specific outcomes of the Project were:

1. Improved conditions of Palestinian communities in Area C through the preparation of statutory and non-statutory (development) frameworks to enhance the economic wellbeing of these communities, and foster resilience through participation in planning processes; and
2. Strengthened capacity of the MoLG to monitor, quality control, perform planning functions and undertake coordinated advocacy

Evaluation Purpose and Objectives

The evaluation serves both accountability and learning purposes. It aimed at providing evidence on what was achieved, challenges and opportunities of the Project through its Project implementation cycle. The target audiences for the evaluation findings are the MoLG, EU, UN-Habitat and international and local implementing partners and other stakeholders. The focus of the evaluation is on what worked, what did not work well and why. The key objectives of the evaluation, as provided by the Terms of Reference (ToRs) were as follows:

1. To assess achievement of the results at objective, expected accomplishment and output levels
2. To assess the relevance, efficiency, effectiveness, sustainability, impact and coherence of the Project in improving conditions for Palestinian communities in Area C in terms of planning to protect and ensure the right to an adequate standard of living
3. To assess Project management modalities, appropriateness of partnerships, working arrangements, adequacy of resources and how these may have impacted on the effectiveness of the Project
4. To assess how cross-cutting issues such as gender equality, youth and human rights were integrated and impacted the Project

5. To Identify lessons learned and make strategic, programmatic and management recommendations on what needs to be done to effectively promote and develop sustainable spatial planning in Area C and the Palestinian territory; and
6. The evaluation will assess the Project's implementation strategy and the different activities carried out by the Project, in the field of visibility, information and communication, the results obtained, and the impact achieved with these actions in Area C and the Palestinian territory

Approach and Methodology

The evaluation was conducted in line with the United Nations Evaluation Group (UNEG) Norms and Standards for the evaluation in the United Nations system. A results-based, Theory of Change (ToC) and utilization approaches were adopted. Main emphasis was on Project delivery (including partnership and collaboration). The objectives and key questions under each evaluation criteria provided the analytical framework for the evaluation.

The main methods for the data and information collection was documentation review; of progress and monitoring reports; organizational information systems, financial records; remote and structured interviews with the key stakeholders, including MoLG, LGUs at the local level, MoLG Directorates and Governorate Offices; representatives of the local communities and beneficiaries, including NGOs, CBOs, and academia; UN-Habitat staff, donor representatives, and community groups.

A limitation to the evaluation was the COVID-19 public health crisis, which resulted in closures of areas in the West Bank, plus physical distancing, which limited the number of field visits and did not allow for Focus Group Discussions (FGDs). UN-Habitat facilitated remote interviews during the assignment for the Evaluator ensuring the fulfilment of the ToRs.

A results-based, Theory of Change (ToC) and utilization approaches were adopted.

Main Findings

This final evaluation report, for the European Union (EU) funded and UN-Habitat implemented Project: 'Fostering Tenure Security and Resilience of Palestinian Communities through Spatial-Economic Planning Interventions in Area C', in the West Bank, Palestine (2017-2020), shows the intervention is ultimately a successful one that should be built on and replicated, given the continuous and urgent need for planning in Palestine and in particular in Area C, given the Israeli threats of annexation. The Project responded to the current needs and rights of the Palestinian population in Area C and strongly contributed to the Palestinian National Policy Agenda (2017–2022) to develop the most vulnerable communities in Palestine.

As discussed in the report and illustrated in the tables presented, the Project has achieved its two specific outcomes, results and outputs and in some cases exceeded them. When the presented theory of change is considered and the evidence gathered, the following can be concluded as a result of this end-term evaluation:

- The Project has strengthened the capacity of MoLG and enhanced its planning, monitoring and control in Area C
- The targeted Palestinian communities have enhanced local ownership, leading to facilitating the implementation of the plans developed; and
- The detailed assessment of basic services needs inside communities has led to improved conditions of the Palestinian communities in Area C

The outcomes achieved have contributed to reducing barriers for economic development and ultimately contributed to the main objective of improving resilience and tenure security of Palestinian Communities in Area C.

It was clear to the Evaluator that the Project ensured guidance and incorporation of cross-cutting themes, including gender equality, environmental sustainability, good governance, and youth empowerment. The Evaluator also found the Project to be highly relevant and demonstrated effectiveness and efficiency in its implementation. The impact of finalized plans and policies is of course long term, though clearly will be realised given they are a key reference point for PA and donors targeting. The key to sustainability will be how the plans are moved forward and who champions them. The Project showed coherence/complementarity and community value added. Communities visited emphasised the positive difference the Project made and will make to decreasing number of demolition orders and actual demolitions and ultimately to their tenure security. Visibility of the Project was good given the Project's limited tangible results but there is always room for improvement.

The report stresses the urgency to build on the Project's results and operationalize further the plans and policy papers completed, given the underlying threat by the Israeli government to annex much of Area C. The support and fronting of such Projects by the international donor community and the UN family is critical for Palestinians and their institutions now more than ever.

The main recommendations from this evaluation, given the Project has been a success by all accounts, are by default limited and build on the EU's commissioned Results Oriented Monitoring (ROM) report completed on 18 February 2020.

The intervention is ultimately a successful one that should be built on and replicated, given the continuous and urgent need for planning in Palestine and in particular in Area C, given the Israeli threats of annexation.

Conclusions

As this evaluation report highlights, the completed Project is a success and has greatly supported fostering tenure security and resilience of Palestinian communities, not only in Area C, also in Areas A&B through timely and quality spatial-economic planning interventions. Key conclusions from the evaluation are mainly:

1. The Project's interventions in Area C are and continue to be valid and fully respond to the current needs and rights of the Palestinian population in Area C and strongly contributes to the Palestinian National Policy Agenda (2017–2022) to develop the most vulnerable communities in Palestine. The support for placemaking Projects through community contracting successfully complemented the planning process and demonstrated how the local community (including women and youth groups) can work together to start the implementation of the plan and improve the living environment. There was also evidence that the process somewhat succeeded in mobilizing local resources and in-kind contributions from the communities targeted.
2. Recent political developments (Trump peace plan and PA Prime Minister statement of not considering any longer the division between Area A, B and C of the West Bank, Israeli government plans for annexation of the Jordan Valley) may change the context for spatial-economic planning in Area C. The strong commitment to the planning process at local, cluster and regional/governorate level demonstrated by the local communities and public authorities and the expectations raised require the PA/MoLG political and financial support (also from donors and the UN Family) for the implementation of the plans. The coherence and coordination between planning policies and processes at different levels and sectors is important to channel the scarce public resources. Strengthening the horizontal and vertical communication and coordination within the MoLG and other line ministries and the PMO involved in the elaboration of sectoral plans and between them is needed to better

align the efforts at PA technical and policy/management level

3. Additional efforts are needed to support the MoLG to endorse and implement in practice the policy support provided (with concrete action plans to implement the policy recommendations) and to move forward the Governorate plans. Although the Project provided a lot of capacity building to Project final beneficiaries, further capacity strengthening is needed to ensure sustainability. The Governorate offices staff of the MoLG need additional capacities to help further planning and/or update/revision/consolidation of the existing plans as well as facilitation of the technical negotiations with the ICA for the approval of the plans
4. Impact of the local outline plans on decreasing the percentage of demolition orders issued and freezing the demolition actions is of great importance. Different sources state that the presence of spatial plans reduced the demolitions, even though demolition orders are still being issued
5. The spatial-economic planning process and mainly the implementation of the elaborated plans continue to strongly depend on donor financial support. There are some signs of increased private investments (mainly so far for the NSP as highlighted in this report)

Lessons Learned

As emphasised in this report and highlighted during the evaluation assignment, UN-Habitat is a learning organisation that has ensured with the EU as the donor, its responsive to Palestinian needs and plans by building on its technical experience and lessons learnt from previous Projects and interventions.

The Project was elaborated in close cooperation with the MoLG and built on the experience and lessons learned from the previous EU funded Project 'Spatial Planning Support Programme for Palestinian Communities in Area C (2013 – 2015)'. Since this is the second Project funded by the EU to support the spatial planning in Area C of the

West Bank, its elaboration took into consideration the existing capacities and the lessons learned from the first funded Project.

The role of UN-Habitat as a proficient technical agency in the Project was essential. UN-Habitat needs to participate in any future planning activities in Area C given its experience and the need for it to be present in a politically sensitive area. For this, UN-Habitat's role on the managerial and technical level was vital in implementing and following up the different activities.

While significant work has been undertaken at the local level for spatial plans, in terms of local outline plans, there remain more local plans to be completed with and for the Palestinian communities in Area C, as do the higher order levels of the national planning framework (clusters plans, Governorate plans, and the NSP), realising Area C as the cornerstone for statehood.

UN-Habitat is a learning organisation that has ensured with the EU as the donor, its responsive to Palestinian needs and plans by building on its technical experience and lessons learnt from previous Projects and interventions.

Recommendations

The seven recommendations made in this report aimed at building on the success of this Project are as follows:

1. Given the EU and its member states are the key donors in Area C and much have been done and achieved in this critical geographical region for Palestinians, and given the real possibility of annexation by the Israeli government, the EU are urged to continue their focus and investments. One possible way is to consider how best to support the Palestinian Authority (PA) entities in further operationalizing the plans completed and advocating more with the Israeli government

on the approval process. As only five out of 107 plans (completed to international standards) submitted have been approved by the Israelis, it shouldn't be taken as given and will need international advocacy. It is recommended that UN-Habitat discuss with the EU, the scaling up of this Project to focus on operationalizing plans and policy papers completed and to continue planning in localities not covered in this and previous Projects. Given the need and urgency for international advocacy, as highlighted by many Palestinians interviewed during evaluation process, it is recommended that UN-Habitat discuss with the EU, the possibility of reallocating funding from current on-going Project, for the development of a focused hard hitting international advocacy plan to lobby the Israeli government with regards to approval of plans in Area C

2. MoLG needs to ensure there are 'champions' for moving the plans forward and operationalizing them. Also as recommended in the ROM report, more effective coordination by MoLG across the PA institutions is not only expected; it's critical for moving forward and operationalizing the completed plans. Further empowerment of MoLG staff at the Governorate offices level would assure focused support to the Local Government Units (LGUs) to continue prioritising their plans and working on implementing them. This will reduce the pressure on the central Ministry and support decentralizing the implementation process. UN-Habitat's potential involvement would add value, given their knowledge of the communities, the people involved in the planning process and the plans themselves. This recommendation could be linked to the first one of scaling up the Project, where one of the components could be having 'champions' in place to move plans forward. It would also include the provision of training for MoLG Directorate staff to follow-up on plans with the ICA and have a key focal point to champion each plan with all concerned stakeholders



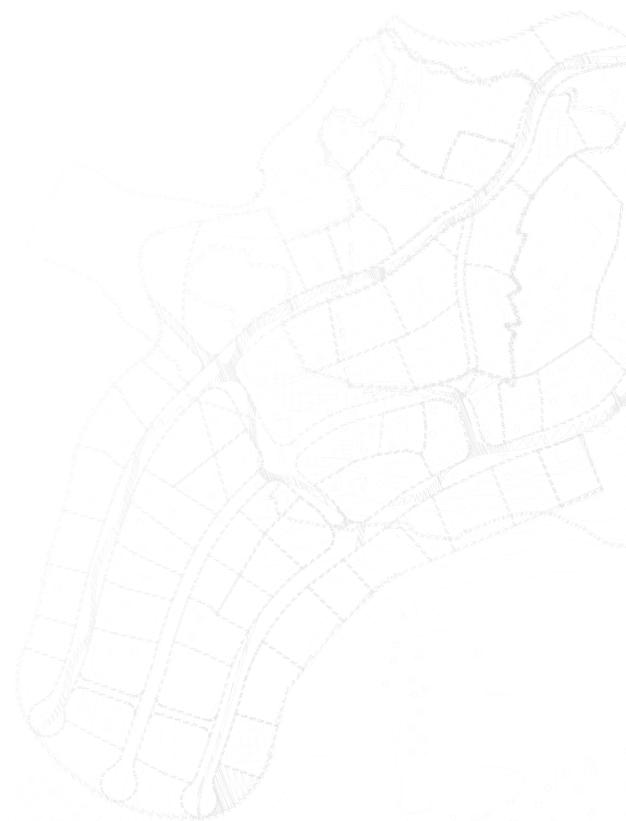
MoLG needs to ensure there are 'champions' for moving the plans forward and operationalizing them.

3. Given the various plans completed at the local, regional, cluster and national levels and the ones envisaged, plus the various terminologies, processes and products used to describe the same/similar plans, also the potential confusion on which plans build on others to reach a final national plan, the introduction by the Palestinian Prime Minister (PM) of economic cluster planning, the question arises if there is a need for a PA/MoLG planning reform initiative? The evaluator understands there was a previous attempt by the PA for a planning reform initiative, though this stalled given other emerging priority. As UN-Habitat has been a leading player in spatial planning in Palestine and its technical competence is appreciated and seen as necessary, the evaluator suggests UN-Habitat considers developing a follow-up Project that would focus on the need for spatial planning reform in Palestine, to be presented to donors for funding. An initial step in operationalizing this recommendation would be to have a roundtable discussion with key persons/entities involved in planning in Palestine and in particular Area C focusing on what a planning reform initiative should include
4. As emphasised in this report, UN-Habitat Palestine have and continues to do excellent work in the implementation of Projects and interventions, living up to their role as a technical agency, as well as one that strives to be a continuously learning organisation. As highlighted, the staff's professionalism, technical expertise and willingness/availability to work closely with the Palestinian partners and support their capacity strengthening was commended across the board. There are though, a few points/questions that UN-Habitat are advised to consider:

- a. Consider a different mechanism for seconding staff to MoLG with a view to ensuring the Ministry retains them beyond the end of external Project funding
 - b. There is a case to revisit UN-Habitat's publication policy and amongst other matters reconsider the following points:
 - 1) Need for all documents to be also in English;
 - 2) Technical language and terminology to be easier to comprehend for non-specialists;
 - 3) Use of more recycled paper where possible;
 - 4) Print and publish only a limited number of hard copies as necessary and make more use of the web and social media, therefore cutting on costs
 - c. The need for more engagement from UN-Habitat Headquarters and in-country leadership as to continue to advocate with the PA on the policy front and on what next with the plans and operationalizing them
5. An impact assessment is recommended for a representative sample of the localities with completed plans, that have been with the ICA for 18 months or over, to measure what difference has been made and what else needs to be done. This could possibly inform all concerned stakeholders on potential future steps
 6. Linkages between spatial planning and economic livelihoods in Area C is key to ensure sustainable outcomes and build resilience to the most vulnerable groups. Likewise, achieving land rights and substantiating land claims of Palestinian owners and users are important interventions that should be scaled up and mainstreamed across the West Bank
 7. Given UN-Habitat's strengthened partnership and cooperation with various PA entities, in particular with the MoLG, this is a good opportunity to enhance collaboration when the new MoU is signed between MoLG and UN-Habitat in September, 2020, keeping in mind the potential for scaling up joint work/ Projects completed to date. As well as,

potential for other interventions, given UN-Habitat's long history of work in the planning sector and implementation of a number of Projects, including support for the NSP, also the need to continue work on the advocacy front in particular at the international level with support and coordination with other UN entities

As emphasised in this report, UN-Habitat Palestine have and continues to do excellent work in the implementation of Projects and interventions, living up to their role as a technical agency, as well as one that strives to be a continuously learning organisation.



1. [Background and Context]

In June 2020 and after the completion of the 'Fostering Tenure Security and Resilience of Palestinian Communities through Spatial-Economic Planning Interventions in Area C' Project, in the West Bank, Palestine (2017-2020). UN-Habitat hired a consultant, Abdul-Nassir Farraj, contracted over a period of three months, from 9 June to 9 September 2020, to conduct a final external evaluation of the Project. The Project was funded by the European Union (EU) and implemented by UN-Habitat in partnership with the Ministry of Local Government (MoLG) and other local and international partners.

Spatial planning has proven to be an entry point for the strengthening of core state functions and supporting state building efforts for a future Palestinian state, and it is the focus of this Project's interventions and targeted areas. Area C is more than critical for a viable Palestinian State, a cornerstone for statehood. As the Palestinian Authority (PA) states clearly: 'Area C is an integral part of Palestine, the backbone of the Palestinian economy and true sovereignty thrives or dies with control over it.'¹ Furthermore, the PA has and continues to call on international partners to cooperate on the prioritization and development of local plans vis-à-vis the Israeli Civil Administration (ICA) approval process, and to support its efforts in establishing national development plans and

investments in Area C and across Palestine, noting the PA's decision to disregard the Oslo Agreement's division between Area A, B and C in the West Bank, and expand the master plans on the natural basins (historical ownerships).²

The Project was implemented within the EU Programme in Area C and its objectives were in line with the European Joint Strategy (2017-2020). The Project was fully aligned with the Palestinian National Policy Agenda (2017- 2022) to develop the most vulnerable communities in Palestine and is in harmony with the Area C Strategic Framework and Action Plan (2018-2019). As well as, in line with the 'One UN' approach to spatial planning in Area C (2015)³.

To this end, spatial planning with a focus on promoting, rather than restricting, development has an important role to play in realizing the ambitions of the Palestinian people, with a focus on some of the most vulnerable communities in Area C, including Bedouins and herders. It can be the means to coordinate investments spatially, to create synergies between investments in different sectors, to connect urban and rural areas into functional economic units, to build consensus amongst stakeholders and to chart a development path that is respectful of local needs and requirements.

1 Palestine's Reports to the meetings of the Ad Hoc Liaison Committee September 2012 and March 2013, as well "National Strategic Framework for Development Policies and Interventions in Area C (2014-2016), Ministry of Planning and Administrative Development, State of Palestine, May 2014.

2 Memo issued by Minister of Local Government on 25 August 2019.

3 Retrieved on 10 June 2020 from: http://www.lacs.ps/documentsShow.aspx?ATT_ID=22057

Given the Israeli Governments plans to annex a large chunk of Area C in 2020, mainly the Jordan Valley - plans, interventions and lessons learned from completion of this Project being evaluated becomes even more critical in particular from a human rights-based-approach that the Project has adopted. Within this context and in view of the many challenges imposed by the Israeli occupying authorities on planning, the PA's supports and prioritisation of the vulnerable Palestinian communities in Area C, this Project has been implemented over the past three years.

The Special Human Settlements Programme for the Palestinian People (SHSPPP – UN-Habitat Palestine) is the coordinating agency within the UN System in Palestine for human settlement activities and in collaboration with the government is responsible for promoting and consolidating collaboration with all partners, including local authorities, private and non-governmental organizations in the implementation of the Sustainable Development Goals (SDGs), in particular, Goal 11 of "Making cities and human settlements inclusive, safe, resilient and sustainable", as well as the task manager of the human settlements chapter of Agenda 21 and focal point for the monitoring, evaluation and implementation of the New Urban Agenda adopted during the United Nations Conference on Housing and Sustainable Urban Development (Habitat III), in Ecuador, Quito, 2016.

The SHSPPP has worked based on its mandate and the 'One UN' approach. UN-Habitat Governing Council (now Assembly) articulated the following requests to UN-Habitat Palestine... 'to further focus its operations on planning, land and housing issues in view of improving the housing and human settlement conditions of Palestinians' (Resolution 19/18 of 2003). Further, in 2017, resolution 26/9 was adopted calling UN-Habitat Palestine... 'to continue to focus its work where there are acute humanitarian and development needs as identified through technical assessments by UN-Habitat'. In response, UN-Habitat Palestine Office has and continues supporting a spatial planning programme for Palestinian communities in Area

C, West Bank. Indeed during the implementation of the UN-Habitat Strategic Plan 2014-2019, UN-Habitat, under SHSPPP, in close collaboration with the MoLG and funding from the EU, has provided spatial planning support to the Palestinian communities through the following Projects: "Spatial Planning Support Programme for Palestinian Communities in Area C (2013-2015)"; "Fostering Tenure Security and Resilience of Palestinian Communities through Spatial-Economic Planning Interventions in Area C (2017-2020)" the Project being evaluated in this report; and "Achieving Planning and Land Rights in Area C (2019-2023)" Project which is currently on-going.

UN-Habitat needs to continue work on the advocacy front in particular at the international level with support and coordination with other UN entities.

The Project is centered around SDG 11, especially the following targets:

- 11.3: By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries
- 11.7: By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities
- 11-a: Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning



The Project also contributes as well in localizing the following paragraphs of NUA:

- ▶ 13(f). We envisage cities and human settlements that: Promote age- and gender-responsive planning and investment for sustainable, safe and accessible urban mobility for all and resource-efficient transport systems for passengers and freight, effectively linking people, places, goods, services and economic opportunities
- ▶ 14(a) Leave no one behind, by providing equal access for all to physical and social infrastructure and basic services, as well as adequate and affordable housing
- ▶ 29. We commit ourselves to strengthening the coordination role of national, subnational and local governments, as appropriate, and their collaboration with other public entities and non-governmental organizations in the provision of social and basic services for all, including generating investments in communities that are most vulnerable to disasters and those affected by recurrent and protracted humanitarian crises
- ▶ 91. We will encourage appropriate regulatory frameworks and support to local governments in partnering with communities, civil society and the private sector to develop and manage basic services and infrastructure, ensuring that the public interest is preserved and concise goals, responsibilities and accountability mechanisms are clearly defined



This evaluation report includes an overview of the Project, the evaluation's approach and methodology, main findings, conclusions, lessons learned and recommendations.

1.1 Project Description

The Project 'Fostering Tenure Security and Resilience of Palestinian Communities through Spatial-Economic Planning Interventions in Area C' was implemented over a three-year period from 5 May 2017 to 4 May 2020. The total funding for the Project amounted to Euro 1.5 Million. The Project aimed at improving resilience and tenure security of Palestinian communities in Area C through spatial-economic planning interventions.

The two specific outcomes of the Project were:

- ▶ Improved conditions of Palestinian communities in Area C through the preparation of statutory and non-statutory (development) frameworks to enhance the economic wellbeing of these communities, and foster resilience through participation in planning processes; and
- ▶ Strengthened capacity of the MoLG to monitor, quality control, perform planning functions and undertake coordinated advocacy work for changes in the planning system in Area C

The expected outputs were:

1. Five New Local (Detailed) Outline Plans prepared; with an area of 8,500 dunums, targeting 9,600 Palestinians in Area C
2. 25 Local (Detailed) Outline Plans consolidated to advance discussions with the Israeli Civil Administration (ICA); with an area of 14,300 dunums, targeting 18,600 Palestinians in Area C
3. Four Public Spaces locally designed and implemented; with an area of 21 dunums, targeting 5,320 Palestinians in Area C
4. Two Cluster Plans for a group of local Palestinian communities; with an area of 183,000 dunums, targeting 17,000 Palestinians in Area C, and the activation of local planning committees to monitor and

support the implementation of the prepared plans

5. Three new city-region plans at the Governorate level; with an area of 2,197,000 dunums, targeting 1,440,000 Palestinians living in 399 communities
6. One National Spatial Framework supported
7. Four advocacy-oriented newsletters are published to defend the building and planning rights of the Palestinian communities in Area C
8. Two Policy documents on tenure security for Bedouin and pastoral communities and on urban economics and economies of scale in the rural communities in Area C are prepared
9. An enhanced Planning and Monitoring System for Area C is established with new functions and improved agility; <https://www.ochaopt.org/page/community-driven-outline-plans-area-c>

The local implementing partners in the Project were:

- ▶ International Peace and Cooperation Centre (IPCC) based in Jerusalem city
- ▶ Center for Engineering and Planning (CEP) based in Ramallah city
- ▶ Universal Group for Engineering and Consulting (UG) based in Nablus city
- ▶ Consortium: Arabtech Jardaneh Engineers & Architects (AJP) based in Al-Bireh city and IPCC
- ▶ Consortium: National Center for Sustainable Development (NCD), House of Palestinian Expertise for Consultancies & Studies (HOPE), and An-Najah National University (NNU) all based in Nablus City; and
- ▶ Local Contractors: Abu Al-Teen for General Contracting Company based in Bethlehem; Mechanical Design and Contracting Company (MEDCO), based in Bethlehem; Al-Hamdeyeh Company for General Contracts based in Jenin; and Al Aqaba Rural Woman Society (ARWS), based in Tubas

The key stakeholders in the Project were mainly: the MoLG at the national level (in close consultation

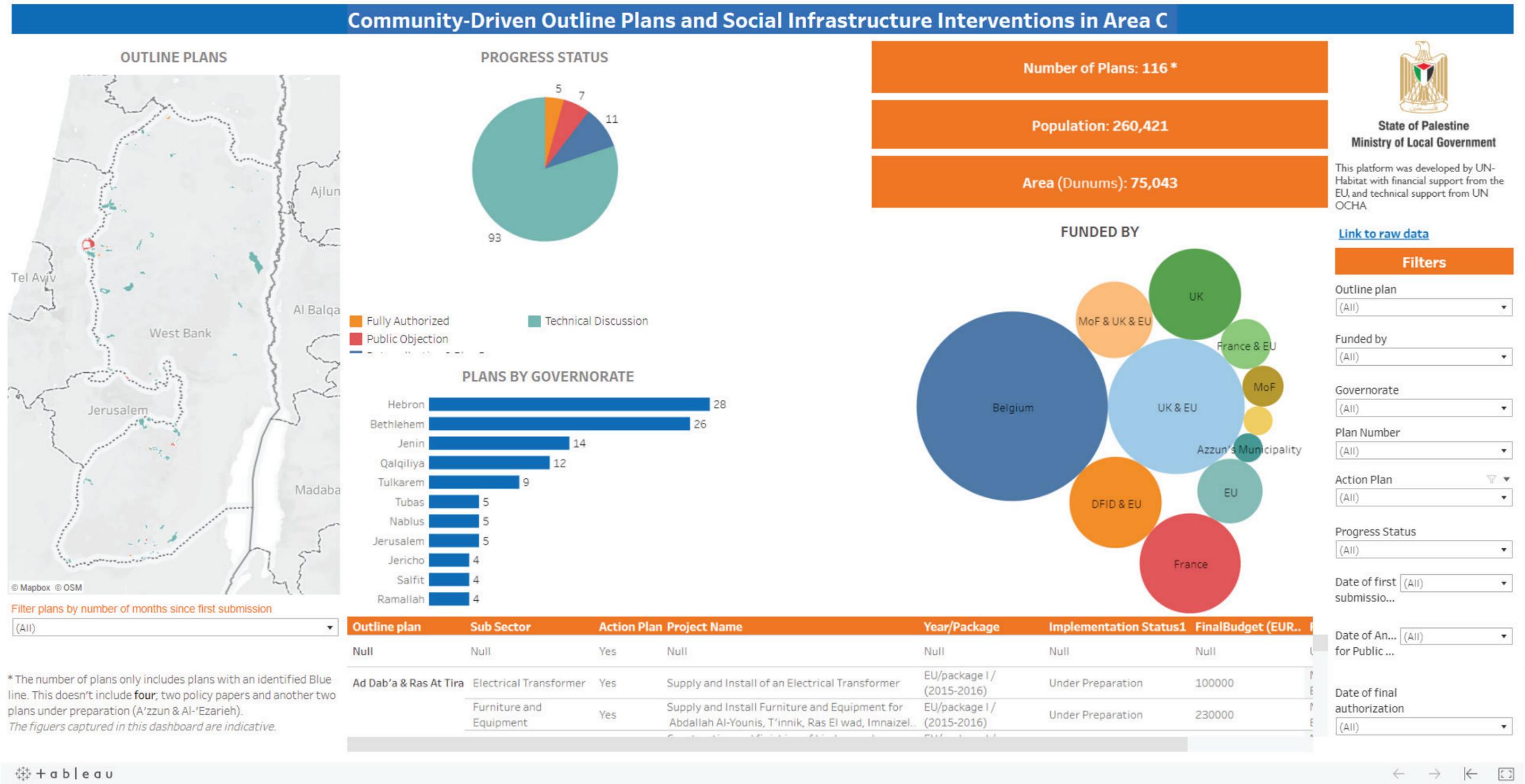
with the Area C National Coordination Team of the Prime Minister (ACCT); the targeted LGUs at the local level across Area C and some in Area A and B, MoLG Directorates and Governorate Offices, and representatives of the local communities and beneficiaries, including NGOs, CBOs, academia, UN-Habitat staff, donor representatives, and community groups.

The Project was in conformity with the UN-Habitat Strategic Plan 2014-2019 and Regional Office for Arab States (ROAS) Regional Strategic Plan 2014-2019, especially focus areas 2 and 6, namely: city and regional authorities have implemented policies, plans and designs for more compact, better integrated and connected cities (focus area 2), and cities are more resilient to the impacts of natural and human-made crises (focus area 6). Furthermore, the strategic interventions identified in the Project contributed and cut across a number of the key elements identified in the Action Framework for Implementation of the New Urban Agenda, and the 2030 Agenda for Sustainable Development, with focus on Goal 11- sustainable cities and communities.

As mentioned, the Project was designed to build upon existing PA initiatives and has incorporated challenges and lessons learnt from the previous EU-funded Project in Area C "Spatial Planning Support Programme for Palestinian Communities in Area C" (2013 – 2015) Figure 1: Planning and Monitoring System for Area C shows community-driven plans and social infrastructure interventions in Area C.

The Project was designed to build upon existing PA initiatives and has incorporated challenges and lessons learnt from the previous EU-funded Project in Area C

Figure 1 Planning and Monitoring System for Area C



1.2 Evaluation Background

Purpose and Objectivities

This end-term evaluation was commissioned by UN-Habitat, as stated in the ToRs (attached Annex 1) to: '...serve both accountability and learning purposes. It is intended to provide evidence on what was achieved by the Project at objectives, expected accomplishment (outcomes) and output levels by assessing the achievements, challenges and opportunities of the Project through measurement and analysis of all the phases of the Project management cycle in relation to its results chain and the Project's logical framework.

It is also intended to enhance learning by identifying constraints, lessons learned and recommendations that may be the basis of decision-making for future UN-Habitat programming and funding. More specifically informing the development of the future portfolio, with specific attention to identifying opportunities and areas of future action that will strengthen the results and contribute further to the tenure security of Palestinians in Area C; and leverage to influence strategies, opportunities for scaling-up and replicating the implementation approach used. The evaluation assessed to what extent the delivery of the Project's objectives and expected accomplishments were relevant, efficient, effective, sustainable, and achieved impact and coherence. The sharing of the evaluation findings will inform the MoLG, EU, UN-Habitat and international and local implementing partners and other stakeholders on what worked, what did not work well and why.'

1.3 Evaluation Objectives

The key objectives of the evaluation can be summarised as follows:

1. To assess achievement of the results at objective, expected accomplishment and output levels
2. To assess the relevance, efficiency, effectiveness, sustainability, impact and coherence of the Project in improving conditions for Palestinian communities in Area C in terms of planning to protect and ensure the right to an adequate standard of living

3. To assess Project management modalities, appropriateness of partnerships, working arrangements, adequacy of resources and how these may have impacted on the effectiveness of the Project
4. Assess how cross-cutting issues such as gender equality, youth and human rights were integrated and impacted the Project
5. Identify lessons learned and make strategic, programmatic and management recommendations on what further needs to be done to effectively promote and develop sustainable spatial planning in Area C and the Palestinian territory; and
6. The evaluation assessed the Project's implementation strategy and the different activities carried out by the Project, in the field of visibility, information and communication, the results obtained, and the impact achieved with these actions in Area C and the Palestinian territory

1.4 Evaluation Questions

The key evaluation questions as per each criterion set out in the ToRs, are as follows:

1.4.1 Relevance

- To what extent was the Project relevant to requirements/needs of the beneficiaries (national and local governments)?
- To what extent was the implementation strategy responsive to the EU and UN-Habitat strategies?
- To what extent were the Project's intended outputs and outcome consistent with national and local policies and priorities, and the needs of target beneficiaries?
- To what extent is UN-Habitat's comparative advantage in this area of work compared with other UN entities and key partners? To what extent were the identification of key stakeholders and target groups (including gender analysis and analysis of vulnerable groups) and of institutional capacity issues relevant?
- How has the Project impacted on Palestinian national policy and planning?
- The Prime Minister's Economic Clusters

Development Plan and how the Project's outputs/outcomes fitted into it, if they do?

1.4.2 Effectiveness

- ▶ To what extent were the Project's intended results (outputs and outcome) achieved how did UN-Habitat contribute towards these achievements?
- ▶ What types of products and services were provided to beneficiaries through this Project? What kind of positive changes to beneficiaries have resulted from products and services delivered?
- ▶ To what extent has the Project proven to be successful in terms of ownership in relation to the local context and the needs of beneficiaries? To what extent and in what ways has ownership, or lack of it, impacted the effectiveness of the Project?
- ▶ To what extent was cross cutting issues of gender, human rights, youth, climate change considered and integrated in the programme design and implementation of the Project?
- ▶ To what extent did the assumptions and risk assessments at results level turn out to be inadequate or invalid, or unforeseen external factors intervened, and how flexible the Project's management has been to ensure that the results would still achieve the intended purpose?
- ▶ Process in itself is critical.....did Project get both process and product/services right?
- ▶ Large amount of publications churned out, their use? Need to be in both languages?
- ▶ Advocacy.....who should be doing what on this important front?
- ▶ The PA/MoLG (and donors) political and financial support for the implementation of the plans, given the raised expectations with the number of plans completed? Statistics on what has been implemented/invested

1.4.3 Efficiency

- ▶ To what extent did resources and management structure of the Project support efficiency for Project implementation?
- ▶ To what extent did the Project management and international and local partners have the capacity to design and implement the Project?

- ▶ To what extent were the institutional arrangements of UN-Habitat adequate for the Project? What type of (administrative, financial and managerial) obstacles did the Project face and to what extent has this affected the Project?
- ▶ To what extent the Project demonstrated value for money, as well what was the quality of the monitoring performed during the implementation and measures taken to adapt as necessary?
- ▶ To what extent did activities and outputs contribute to the expected accomplishments (outcomes) and objective of the Project?
- ▶ To what extent was monitoring and reporting on the Project transparent and satisfied key stakeholders?
- ▶ Challenges and delays from the ICA, what were the implications?
- ▶ MoLG and coordination with other PA entities + approval/endorsements of plans finalised, how effective was this?

1.4.4 Impact

- ▶ To what extent has the Project attained its developmental results for the targeted population, beneficiaries, communities, institutions, etc.? More specifically, at impact level this evaluation will make an analysis of the following aspects:
- ▶ Extent to which the objectives of the Project have been achieved as intended in particular to the Project planned overall objective

Whether the effects of the Project:

- ▶ have been facilitated/constrained by external factors
- ▶ have produced any unintended or unexpected impacts, and if so, how have these affected the overall impact
- ▶ have been facilitated/constrained by Project/ programme management, by co-ordination arrangements, by the participation of relevant stakeholders
- ▶ have contributed to economic and social development
- ▶ have contributed to poverty reduction
- ▶ have made a difference in terms of cross-cutting issues like gender equality,

environment, good governance, human rights, conflict prevention etc

- were spread between economic growth, salaries and wages, foreign exchange, and budget
- ownership of various plans produced, in particular cluster and regional/governorate plans
- possible inequality between groups of population inside and outside the new spatial plans
- Consider the National Spatial Plan and progress or otherwise on this front?

1.4.5 Sustainability

- To what extent was capacity developed in order to ensure sustainability of the efforts and benefits?
- To what extent did the Project engage the participation of beneficiaries in design, implementation, monitoring, and reporting?
- To what extent was the theme of the Project aligned with national/local development priorities and contributed to increased investments to accelerate the achievement of priorities?
- To what extent will the Project be replicable or scaled up at national or local levels?
- To what extent did the Project foster innovative partnerships with local institutions and authorities and other development partners?
- What's UN-Habitat's exit strategy?
- Seconded staff and their sustainability/exit strategy given their added value while within MoLG? Plus, capacity strengthening for MoLG Directorate to enhance decentralisation?
- Capacity building interventions targeting MoLG and beneficiaries – is it fit-for-purpose?
- Trump peace plan, potential annexation and the PA's PM decision to disregard the division between Area A, B and C and plan across Palestine, and what is MoLG's strategy going forward, mainly regarding business continuity plans in terms of service delivery in case of 'annexation'?

1.4.6 Coherence/Complementarity

- Was the Project coherent and implemented in synergy within the donor's development programme?
- Was the Project coherent or complement

with partners' policies and with other donors' interventions?

1.4.7 Community Value Added

The extent to which the intervention adds benefits to what would have resulted from development partners' interventions in the same context.

- Has the Project brought added value by involving UN-Habitat and partners?
- What impact has this Project made that would not have been possible without the intervention?

1.4.8 Visibility

The consultant will also evaluate the media coverage, outreach impact of the different visibility activities and the extent of the EU exposure in both Palestinian and international media with regard to these activities. The consultant will provide recommendations/suggestions on how to improve EU-UN-Habitat visibility and media coverage.

It should be noted the questions developed are in line with the United Nations Evaluation Group (UNEG), Organization for Economic Co-operation and Development (OECD) - Development Assistance Committee (DAC) evaluation criteria.

1.5 Previous Evaluations and Assessments

This evaluation builds on, among other sources, findings from the EU's commissioned Results Oriented Monitoring (ROM) report completed on 18 February 2020. The ROM report stated that the '...UN-Habitat team to continue their excellent performance and accuracy in Project implementation, their support to the local implementing partners and public authorities, their responsiveness to the needs of the final beneficiaries.' This the UN-Habitat did as the Project came to an end, as well as working on operationalizing the other recommendations made in the ROM, during the current ongoing EU funding, as outlined in this report.

The Evaluator reviewed the EU's ROM report, given it was completed recently, it made sense to revisit the recommendations made as to consider progress made in operationalizing and the lessons learned as shown in Table 1.

Table 1 Evaluator’s Assessment of the ROM Report’s Recommendations and Progress Made Towards Operationalizing them

ROM Recommendation	Progress in Operationalizing as per Evaluator’s Assessment
<p>(i) UN-Habitat team to continue their excellent performance and accuracy in Project implementation, their support to the local implementing partners and public authorities, their responsiveness to the needs of the final beneficiaries;</p>	<p>Continued excellent operationalizing of this recommendation in both EU (and other) funded Projects, this one being evaluated and the on-going one. As highlighted in this report, UN-Habitat’s Palestine staff were commended for their professionalism and technical knowledge across the board during this evaluation assignment.</p>
<p>(ii) PA/MoLG to have a clear, coordinated policy, shared with all interested stakeholders, for the spatial-economic planning in Area C; to ensure coherence and coordination between planning policies and processes at different levels and sectors; and to provided political and financial support for the implementation of the plans; to improve the horizontal and vertical coordination and cooperation within the MoLG and the coordination with other line ministries for the implementation of the sectoral plans; to introduce clear criteria for using public fund only for Projects identified within the planning process for city-region plans, as the case for local outline plans/cluster plans and to strengthen their donor coordination role, especially for coordination of the interventions implemented in the same territory.</p>	<p>Much still needs to be done to operationalize this key and critical recommendation. Lack of effective coordination within MoLG and the PA is a recurring challenge that is constantly highlighted by all concerned stakeholders involved in the Palestinian developmental context.</p> <p>The Evaluator suggests that this recommendation is brought up at the highest levels within the PA, by the EU and other donors and by UN-Habitat and the rest of the UN family...focusing on how best to deal with this on-going challenge. Then an action plan focusing on ensuring effective coordination should be agreed and operationalized, disseminated and followed-up/tracked on a regular basis by the PA’s PM office.</p>
<p>(iii) EU/UN-Habitat to provide further capacity development support to the MoLG to ensure full ownership over the planning processes and support for plans implementation; to identify a pool of experts at governorate level and strengthen their capacities to serve as an “expert hub” and to provide assistance to LGUs and to provide capacity building to the institutional framework established for the implementation of the plans at all levels;</p>	<p>Needs further operationalizing, as the EU/UN-Habitat are doing under the current on-going Project</p> <p>MoLG needs to work on a capacity building plan for the continued professional development of the Ministry’s staff</p>
<p>(iv) EU to explore the possibility of establishing a small Project grant fund to support small scale Projects within the local outline plans on a competitive base; to involve the Association of Palestinian Local Authorities (APLA) in policy formulation and advocacy Project interventions and to encourage them to promote practices of successful planning processes in Area C and implemented Projects/improved services within the planned territories;</p>	<p>Although the EU stated that this is already being done by the Municipal Development and Lending Fund (MDLF) under a different mechanism, the specifics of the recommendation and the involvement of APLA should be operationalized</p>
<p>(v) UN-Habitat to develop practical guidelines for cluster plans elaboration, including the identification of possible sources of funding, annual target values of the monitoring indicators to allow proper monitoring, reporting and accountability and possible steps for promotion of the plan to all interested parties and building partnerships for the implementation of the plan; to compliment the process of development of policy papers with discussions and agreement of concrete action steps for their endorsement and implementation and to provide detailed analysis on demolition orders issued and freezing the demolition actions in the final progress report as well as any available information on the implementation of the plans.</p>	<p>In the process of being realized under the on-going EU funded Project.</p>

2. [Evaluation Approach and Methodology]

2.1 Approach

The evaluation used a results-based approach ((ToC)). The Theory of change (ToC) is a framework describing the building blocks required to bring process change. It shows the **cause – and effect** links helping to understand how the Project was supposed to work to achieve its objectives under certain assumptions. In evaluations, it helps to determine appropriate evaluation methods and to assess the Projects' relevance, efficiency, effectiveness and likelihood of sustainability and impact.

The evaluation also used the utilization-focused approach to enhance the use of the findings and recommendations by target audiences of the evaluation. As highlighted previously, it was an independent evaluation and carried out following the evaluation norms and standards of the United Nations System as required. Also, the UNEG Evaluation criteria guided the evaluation process.

The main emphasis was placed on Project delivery (including partnership and collaboration), achievement of results; lessons learned including critical gaps, and recommendations. It should be noted that the evaluation was conducted under the ongoing COVID-19 situation. It considered travel restrictions and physical distancing, plus the need to avoid over burdening stakeholders in the evaluation process. While the emphasis was on the evaluative evidence to meet the accountability and learning purposes, the evaluation as mentioned, focused on what is deemed essential and feasible under the current circumstances of COVID-19 situation.

2.2 Theory of Change for this Evaluation

The Theory of Change (ToC) for this evaluation was formulated as follows: **"IF inputs** for the Project of fostering tenure security and resilience of Palestinian communities through spatial-economic planning interventions in Area C, including the resources of Euro 1.5 million, UN-Habitat staff and other implementing partners were timely disposed and used efficiently for the Project; **THEN** activities and actions, including preparation of statutory and non-statutory frameworks to enhance the economic and wellbeing of Palestinian communities, participation in planning processes of the communities to foster resilience, development of advocacy newsletters to facilitate advocacy work, activation of local planning communities would have taken place to produce the desired **outputs** of tangible goods and services, including five new local plans, 25 consolidated plans, four public spaces, two cluster plans, three regional plans and advocacy-oriented newsletters. If the outputs were used effectively by local Palestinian communities working closely with key stakeholders in Area C of the West Bank that continue to be under Israeli control but benefit from international community support, **THEN** the use of outputs would have likely resulted and lead to **outcomes** of strengthened capacity of MoLG and enhanced planning, monitoring and control in Area C; Palestinian communities would have had local ownership and this would have facilitated the implementation of the plans and the detailed

assessment of basic services needs inside communities leading to improved conditions of the Palestinian communities in Area C. These outcomes would have contributed to reducing barriers for economic development and ultimately contributed to the main objective of improving resilience and tenure security of Palestinian Communities in Area C. This ToC is illustrated in figure 1.

As this report highlights, the achievements of the Project's outputs and outcomes have contributed to reducing barriers for economic development and ultimately contributed to the main objective of improving resilience and tenure security of Palestinian Communities in Area C, as per the outlined ToC above.

The external evaluator also considered the set of indicators proposed to measure the contribution to the specific objective and whether they have been achieved or otherwise.

Those indicators were as follows:

- ▶ Over 30,000 dunums within the Palestinian communities in Area C are planned/zoned
- ▶ Increased percentage of built environment within Palestinian communities in Area C planned/zoned
- ▶ Over 50 percent of the West Bank mass area is coherently planned, in terms of future spatial-economic strategic interventions; and
- ▶ Decreased percentage of demolition orders against Palestinian properties in the planned Palestinian communities in Area C

From working on and completing the initial milestones in the Evaluator's work plan, a number of key issues emerged, that its believed the final evaluation, should focus on, as to ensure its useful for key stakeholders, plus lessons learnt and recommendations to be made are practical. Those include the following on top of the specific questions, as per the ToRs and evaluation matrix Annex 3 finalized in the Inception Report.

- ▶ There seems to be a need for more clarity and consistency with the various planning terminologies, processes and products used, is there a need for a PA planning reform initiative?

- ▶ Following on from the EU commissioned Results-Oriented Monitoring (ROM) review report dated 18 February 2020, statistics and analysis of Israeli imposed stop work orders/ demolition orders and how they are followed up, plus who lobbies/advocates in particular in the context of the EU's 18-month rule needs to be considered and assessed
- ▶ Another important point is the visibility focus and need for it in particular given targeting of Area C and the inherent political challenges

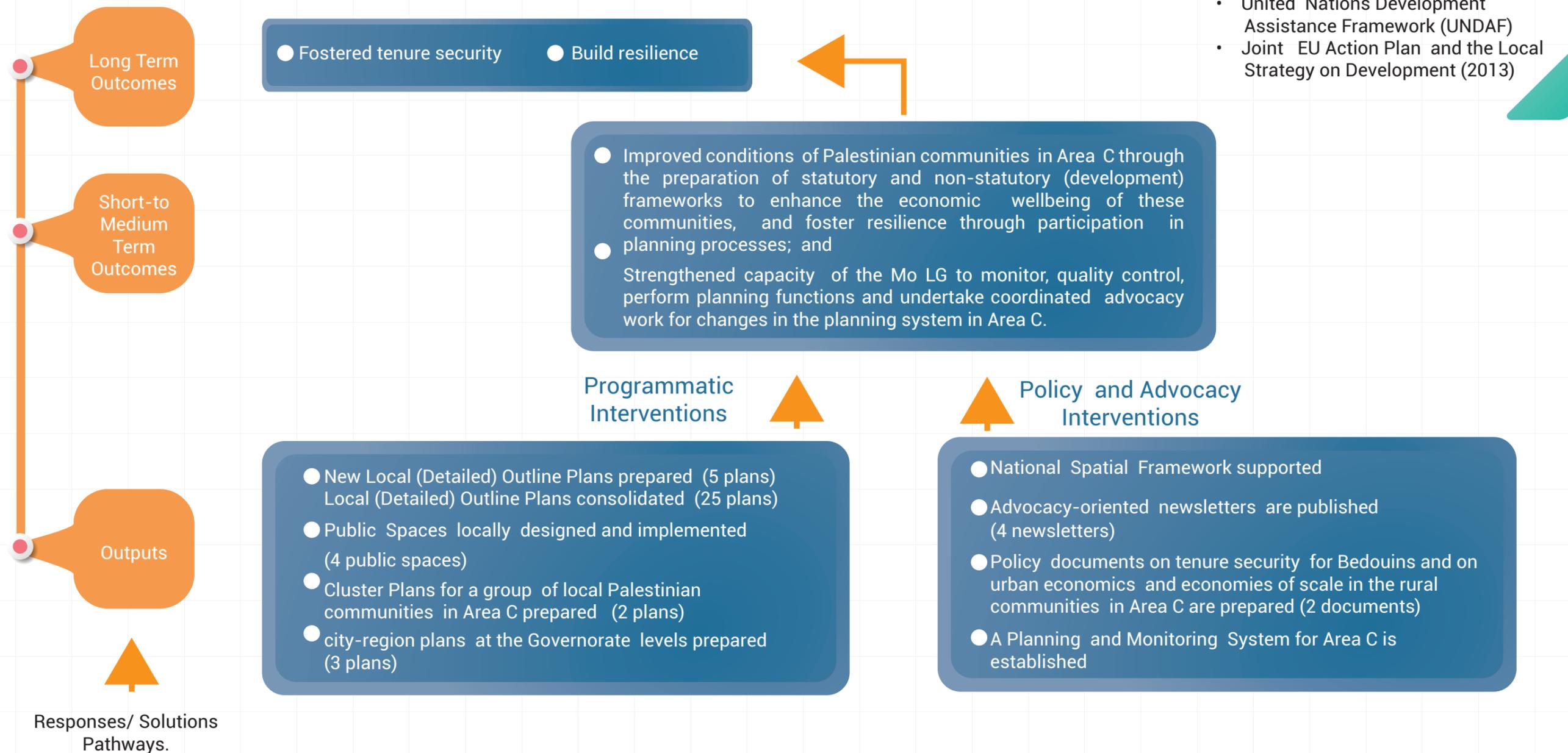
2.3 Methodology

To address the above questions, the evaluation used a mixed methods approach. The main methods for the data and information collection focused on document review of progress and monitoring reports; organizational information systems, financial records; the Project's publications; and structured interviews with the key stakeholders consisting of: MoLG at the national level; the ACCT of the Prime Minister's Office; the targeted LGUs at the local level across Area C and some in Area A and B; MoLG Directorates and Governorate Offices; and representatives of the local communities and beneficiaries, including NGOs, CBOs, academia; UN-Habitat staff, donor representatives, and community groups.

The evaluator had access to the information related to groups consulted with and engaged in the Project during its different activities. It was evident that the Project managed to engage women and youth groups using different tools, including FGDs, individual consultations with women leaders. The level of participation was satisfactory and representative to the women and youth needs in the targeted communities.

During the consultations done for the evaluation, 40 per cent of the direct respondents were women representing different stakeholders, including resource partners, implementing partners, beneficiaries, and policymakers.

Figure 2 Theory of Change



Main causes for spatial planning crisis in Area C

- Demolition crisis, and weak basic services
- Weakened capacity to monitor, quality control, perform planning functions

External Assumptions

- Israeli control over Area C continue
- International community support to Palestinian planning continue

Internal Assumptions

- Existing technical capacity
- No change in priorities

The specific activities can be broken down as presented below and per the approved inception report:

- ▶ Review of Project documents (refer to Annex 4), documentation that were provided by UN-Habitat and reviewed included:
 - a. Project document and its logframe
 - b. The EU Area C mid-term Evaluation and the ROM Reports
 - c. Progress reports and all publications
 - d. Draft of the final progress report

The documents were reviewed in some cases several times. The initial read was at the start of the consultancy, to get familiar with the context, as well as the Project and to check the documentation process. This review was important to give the Evaluator the background about the various Project components and to enable him to finalize and have the Inception Report approved. Other reviews of the Project's documentation and publications were done after the interviews and field visits were completed to check the documented information against those collected in the field and from the meetings/interviews held.

- ▶ Drafting and finalising of the inception report following feedback from UN-Habitat Palestine Team and UN-Habitat's IEU
- ▶ Data collection which included:
 - a. Further reviews of Project documents and publications
 - b. Structured interviews with key stakeholders including MoLG, UN-Habitat (local and international staff), the EU, the local and international partners (please refer to list of persons interviewed, Annex 2). The list of questions includes but were not limited to all questions mentioned in the ToRs under the key headings, some questions were also included in the structured interviews to collect responses regarding lessons learned and recommendations for future activities in the same field
 - c. Field visits to Al Walaja and Kisan Villages in the Bethlehem Governorate

- d. Observations during above field visits

- ▶ Data processing, analysis and report writing

It should be pointed out that during the evaluation process, a number of additional questions also arose, which the Project's key stakeholders are considering and following up, as to ensure consolidation of achievements and building on the success of the Project. Ultimately, real measurable impact of the achieved outputs and results, on the end beneficiaries/entities can only be determined in a longer time horizon (at least five years and more). Those questions the Evaluator discussed with the concerned stakeholders include the following:

1. Who will continue 'championing' the plans developed and move them forward? What are the next steps?
2. Given recent commitments from the private sector to fund the National Spatial Plan (NSP), what further support does MoLG need to ensure the completed plans (in particular the ones at the Governorate and cluster levels) are key documents that will inform the development of the NSP? Also, how do they fit in with the PM's economic cluster development plans?
3. Do the advocacy newsletters need to be more focused and hard-hitting/targeted as to: 'defend the building and planning rights of the Palestinian communities in Area C', as stated in the Project's output
4. Next steps in operationalizing the two policy papers?
5. Given the two UN-Habitat staff seconded to MoLG will not likely be retained as staff, given MoLG budgetary constraints, how and who will ensure the enhanced planning and monitoring system for Area C is maintained, developed and sustained?

While the data was being gathered, the Evaluator began analysing it, building up a picture of the effectiveness of the Project in meeting its outcomes as stated in the Project document and its logframe. The analysis evaluated the Project as a whole, as well as by focussing on its different outputs/activities. Evidence was drawn

from the Project documents and interviews to evaluate the Project. In addition to evaluating and assessing the Project, the evaluator has identified recommendations and lessons learned on how a similar future Project could be better designed and implemented. These recommendations are included in this evaluation report and will be discussed with MoLG, UN-Habitat Palestine and the IEU. Feedback and comments on this draft will be collected and incorporated and a final Project evaluation document will be prepared and submitted for approval.

Limitations to the Evaluation

- ▶ The availability of credible statistics for Area C – from size of area to population to economic activities, was not always clear cut; conflicting figures and not comparable sources sometimes resulted in contradictory data and information.
- ▶ Clearly from the number of documents churned out by the Project, also the number of direct and indirect stakeholders, means much time had to be put in by the Consultant to ensure dept of understanding and clear focus on key areas and challenges.
- ▶ The COVID-19 public health crisis and resulting closures of areas in the West Bank, limited the number of field visits (therefore there was more remote interviews conducted by phone, Skype, WhatsApp, Zoom,...etc., than originally planned.) and carrying out FGDs was not possible given the restrictions.

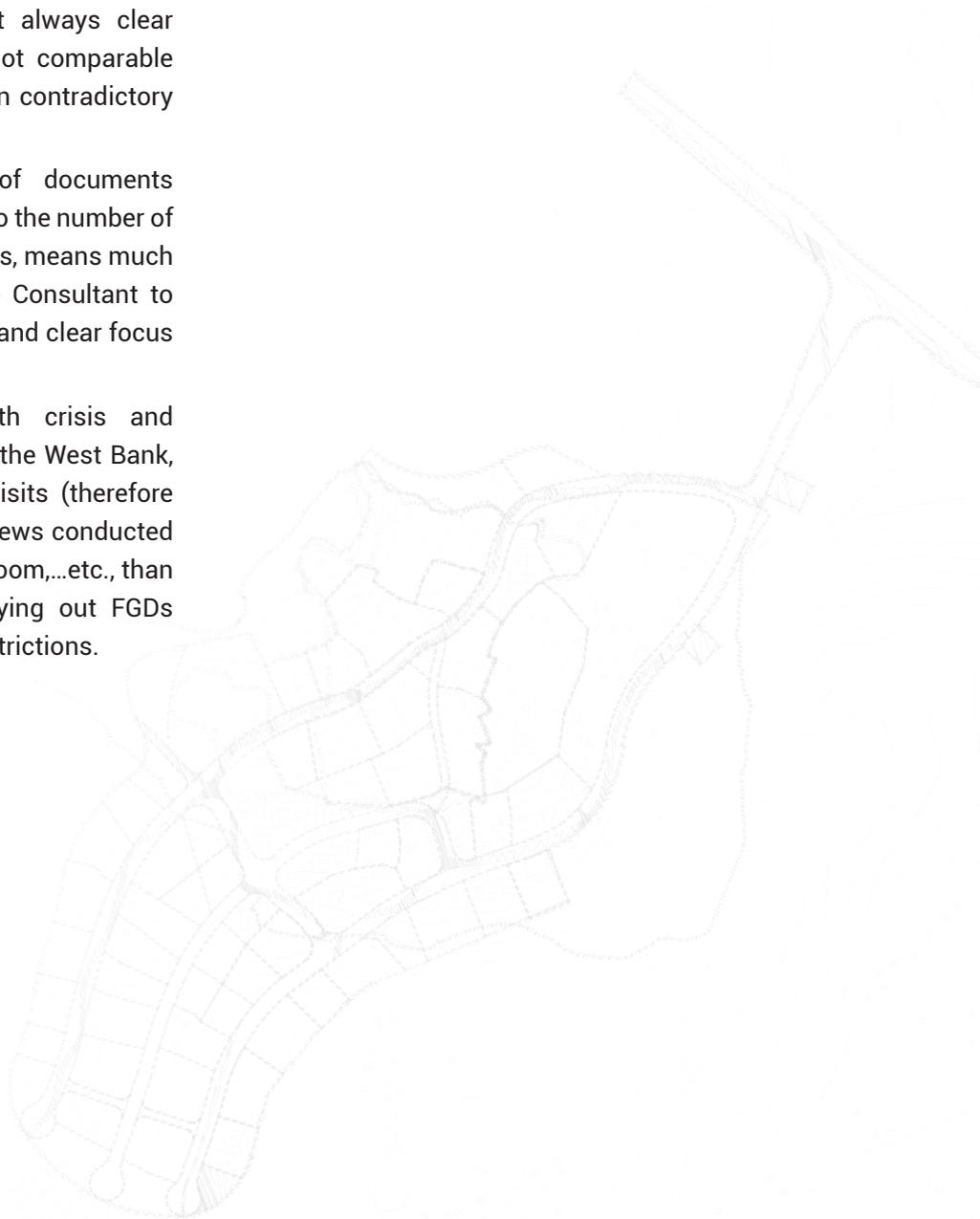


Photo 1 Structured Interviews with Key Stakeholders and Field Visits



(A) Field visit to Al Wajah, Bethlehem, 24 June 2020 © UN-Habitat



(C) Consultations with, Universal Group for Engineering and Consulting, 26 June 2020 © UN-Habitat



(B) Structured interview with Ramallah and Al-Bireh Governorate, 25 June 2020 © UN-Habitat



(D) Field visit to Kisan, Bethlehem, 24 June, 2020 © UN-Habitat

3. [Main Findings]

Following the review of the Project's documentations, publications, interviews, field visits, the processing and analysis of the data and information gathered, Table 2 below assesses the level of achievements of the Project at the expected accomplishment level. Also, in this section of the report, the Evaluator discusses and analyses how the achievements of the outputs contributed towards realizing or otherwise the Project's two outcomes and specific objective as per revised logframe. Plus, each of the evaluation criteria as per ToRs, gender and other cross-cutting issues were assessed as relevant.

At the local level, the 35 local outline plans are designed to contribute in freezing 1,125 out of 18,711 demolition orders; 6 per cent of all demolition orders in the West Bank. The graph adjacent to the map above shows the average demolition orders per dunums for each local outline plan across the targeted governorates. The highest figure is in Bethlehem governorate with an average of 23.7 demolition orders per dunum. This is due

to the sensitivity of the location of the selected local outline plans in Bethlehem governorate and the close proximity to the Separation Barrier. The lowest figure is in Jerusalem governorate; 0.4 demolition orders per dunum. This is because there is only one plan consolidated under the framework of this Project (Um al Lahem).

As Table 2 and the maps in Figure 3 and 4 show, the Project achieved and in some cases, exceeded the planned outputs, therefore one can conclude that the two results and the Project's specific objective were also achieved.

Review of the Project's Documentation

Findings based on review of key documents listed in Annex 4.

- The level of details for the various Project components are adequate and extensive. The log-frame included in the Project document and the indicators followed in the Project are clear and were updated in the interim report. All the indicators are measurable and reflect the degree of proficiency at which these indicators were prepared. In the Project document, the level of technical, administrative and financial details was also well presented
- The publications finalised for the Project matches what was proposed in the Project document and in some cases were exceeded
- Only one interim report by UN-Habitat to the EU, though regular meetings were held with the EU that were recorded

4 UN-Habitat reports the following: In terms of overall achievements of this Project, by end of April 2020 through all initiatives there were 40 multi-layered plans produced with and for Palestinian communities in Area C, about 2,000 Palestinians involved in participatory processes in determining the shape and design of their future built environment, and freezing the eviction and displacement of more than 47,000 Palestinians in the West Bank territory. The Project's total beneficiaries is around 1.5m Palestinians (about 49 per cent are women and 33 per cent are young people) in 470 communities, including the 3 Governorates of Hebron, Ramallah and Al-Bireh, and Jerusalem in a total area of 2.4m dunums. In addition, EU and EU countries have supported the implementation of a range of social infrastructure Projects through the Municipal Development and Lending Fund.

- ▶ The Project document lists the potential risks that might be associated with implementing the different activities and provides practical mitigation measures on how to overcome these risks if they took place
- ▶ The language used in the publications could be simplified and become more reader-friendly, as not all concerned are necessarily familiar with spatial planning. Also, generally the planning terminology used in particular by MoLG needs to be more consistent and clearer, for example, plans are sometimes referred to as physical, spatial, master, outline plans. The Evaluator suggests that MoLG revisits its manuals and policies with a view to updating
- ▶ Though as a UN agency, UN-Habitat's publications are in both host country's language and also in English. The Evaluator questioned if this was always necessary and the added value of such publications, in particular ones that would be considered specific to the Palestinian context. Also questioned was the quality of the translations in some documents and what seems to be a limited final quality review
- ▶ Another point regarding the publications was the limited use of recycled paper, plus the need to actually publish everything in hard copies. Worth UN-Habitat Palestine revisiting their publications policy

Bearing in mind the above and the follow-up of progress in operationalizing the ROM recommendations, the Evaluator below addresses the key indicative questions in the ToRs, under each heading, as well as assessing how cross cutting issues of gender equality, human rights, climate and youth have been integrated in the planning and implementation of the Project.

3.1 Relevance

A key area in this evaluation is the relevance of the Project to Palestinian national and local policies and needs, the EU and UN-Habitat. This, like the other evaluation criteria, was checked during the desk review, the interviews and the

field visits. The design of the Project was fully in line with the identified needs for spatial economic planning in Area C, which comprises 60 per cent of the West Bank and holds immense cultural, economic, agricultural, natural resources and environmental assets. The Project was elaborated in close cooperation with the PA, mainly the MoLG, and built on the experience and lessons learned from the previously EU funded Project 'Spatial Planning Support Programme for Palestinian Communities in Area C (2013 – 2015)'. The design of the Project ensured the operationalizing of the recommendation made in evaluating the previous Project, mainly: 'Involvement of MoLG from the start of the Project design phase is necessary to identify its main priorities and to identify the prioritized communities.' Also, an MoU was signed between MoLG and UN-Habitat to assure a stronger partnership going forward, also emphasizing the importance of involving the MoLG in the development of all future Project concepts of similar nature. The Deputy Minister of MoLG said: '...the partnership with UN-Habitat is critical for us in particular given interventions targeting Area C', he also added that the Project convinced him about the need for place making activities, plus the importance of the study on Bedouins. He also emphasised the solid working relationship with UN-Habitat and its current staff (mentioning previous challenges, pre-this Project). This amongst other factors observed by the Evaluator, shows that UN-Habitat Palestine is a learning organisation.

As stressed, the Project is fully aligned with the Palestinian National Policy Agenda (2017– 2022) to develop the most vulnerable communities in Palestine and is in harmony with the Area C Strategic Framework and Action Plan (2018–2019). Also, it is aligned with the 2030 Agenda for Sustainable Development.

Table 2 Achievements of the Project at the Expected Accomplishment Level

Expected Accomplishment	Indicators of achievement	Level of Achievement	Notes on the achievement
Improved resilience and tenure security of Palestinian communities in Area C of the West Bank through spatial economic planning interventions	Over 30,000 dunums within the Palestinian communities in Area C are planned/zoned;	Achieved	Evidence that this indicator has already been reached or exceeded
	Increased percentage of built environment within Palestinian communities in Area C planned/zoned;	Achieved	Evidence that this indicator has already been reached – it is reported that 12 per cent increase in built environment was planned/zoned through 10 new local outline plans (five within two cluster plans)
	Over 50 percent of the West Bank mass area is coherently planned, in terms of future spatial-economic strategic interventions;	Achieved	Evidence that this indicator has already been reached or exceeded ⁴
	Decreased percentage of demolition orders against Palestinian properties in the planned Palestinian communities in Area C.	Achieved	<p>Regarding this indicator, different sources state that the presence of spatial plans reduced the demolitions, even though Israeli occupation demolition orders are still being issued (on a regular basis), including in communities targeted by this Project</p> <p>It was reported that the statutory plans introduced under this Project resulted in freezing 1,901 demolition orders issued against Palestinians' properties within the boundaries of the 30 Local Outline Plans (LOPs) (25 consolidated LOPs and five new LOPs)</p> <p>There is an evidence for only two actual demolition of private houses in Kisan (Bethlehem), and a commercial facility in Deir Ballut (Salfit) (the plan has not been given a number by the ICA). Also, it was reported that there is a (verbal) stop work order against a school with funding from the Swiss Agency for Development and Cooperation (SDC) via the MDLF in Kisan (Bethlehem).</p>

¹ There were 14 communities targeted by N-W Jenin Cluster Plan, and they are: Khirbet al Muntar ash Sharqiya; Kherbet al Muntar al Gharbiya; Dhaher al Malih; Barta'a ash Sharqiya; Khirbet 'Abdallah al Yunis; Ar Ra'dyeh; Umm ar Rihan; Khirbet ash Sheikh Sa'eed; Tura al Gharbiya; Tura ash Sharqiya; Um Dar; Khirbet Fares; Khirbet Mas'ud and Dhaher al 'Abed, and there are 15 communities targeted by N-E Tubas Cluster Plan and they were: Al Malih, Ein Al Hilwah, Al A'qaba, Tayasir, Khirbet Tell el Himma, Ibzic, Kardala, 'Ein el Beida, Bardala, Al Burj, Al Mayteh, Om Al Jamal, Al Farisia, Al Farisiya-Khalet Khader and Al Farisiya-Ihmayer.

Expected Accomplishment	Indicators of achievement	Level of Achievement	Notes on the achievement
<p>Improved conditions of Palestinian communities in Area C through the preparation of statutory and non-statutory (development) frameworks to enhance the economic wellbeing of these communities, and foster resilience through participation in planning processes; and</p>	<p>Five New Local (Detailed) Outline Plans prepared</p>	<p>Achieved</p>	<p>As per evidence from the reviewed documents that were either published or not published shared with the evaluator</p>
	<p>25 Local (Detailed) Outline Plans consolidated to advance discussions with the Israeli Civil Administration (ICA)</p>	<p>Achieved</p>	
	<p>Four Public Spaces locally designed and implemented</p>	<p>Achieved</p>	<p>See maps below highlighting targeted communities</p>
	<p>Two Cluster Plans⁵ for a group of local Palestinian communities in Area C, and the activation of local planning committees to monitor and support the implementation of the prepared plans.</p>	<p>Achieved</p>	
	<p>Three new city-region plans at the governorate level</p>	<p>Achieved</p>	
<p>Strengthened capacity of the MoLG to monitor, quality control, perform planning functions and undertake coordinated advocacy</p>	<p>One National Spatial Framework supported</p>	<p>Achieved</p>	<p>As per documentations shared with the Evaluator and input from key stakeholders highlighted in this report</p>
	<p>Four advocacy-oriented newsletters are published to defend the building and planning rights of the Palestinian communities in Area C</p>	<p>Achieved & Exceeded (see further discussion within the report)</p>	
	<p>Two Policy documents on tenure security for Bedouin and pastoral communities and on urban economics and economies of scale in the rural communities in Area C are prepared</p>	<p>Achieved</p>	
	<p>An enhanced Planning and Monitoring System for Area C is established</p>	<p>Achieved</p>	

Figure 3 Project's Interventions

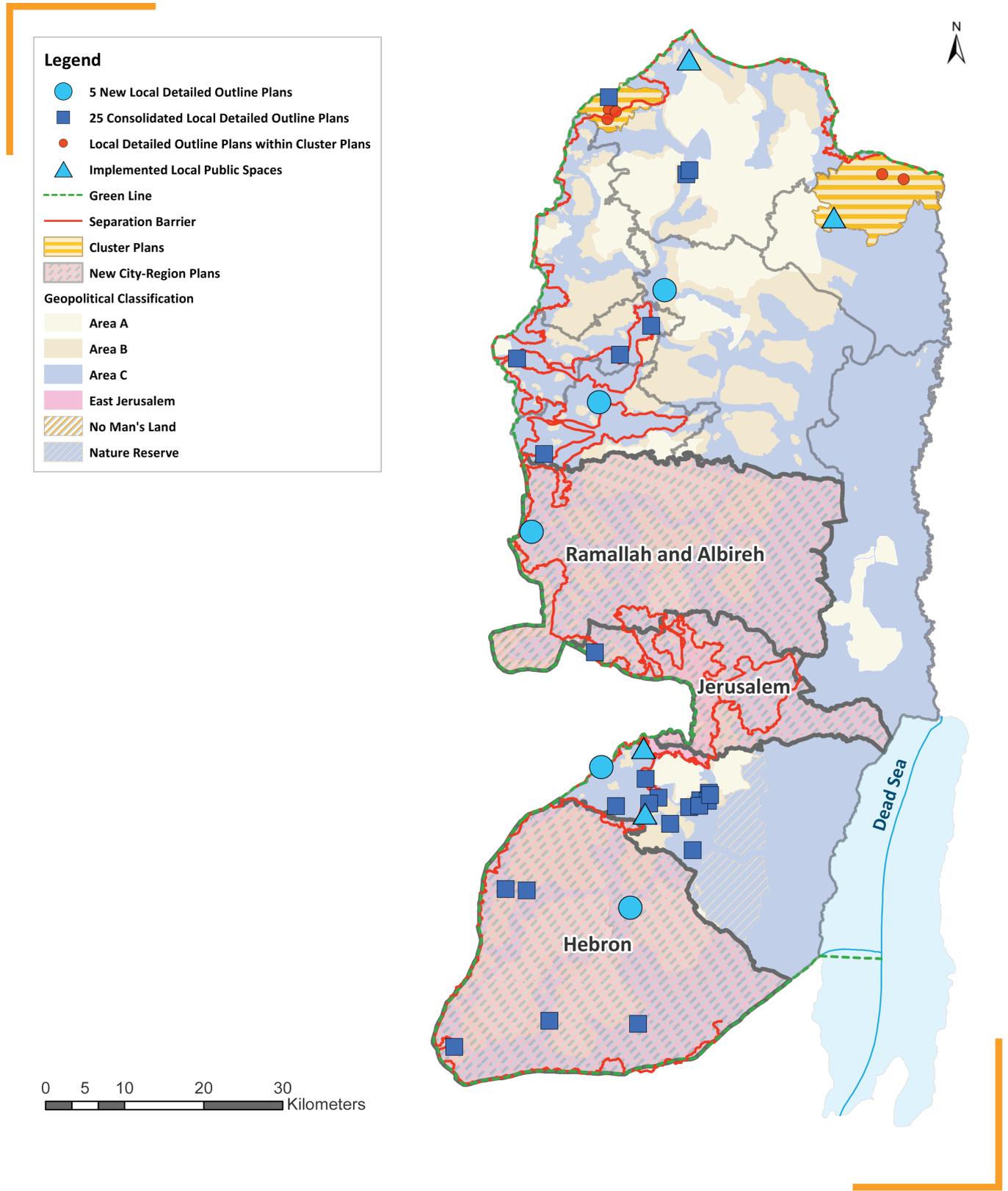
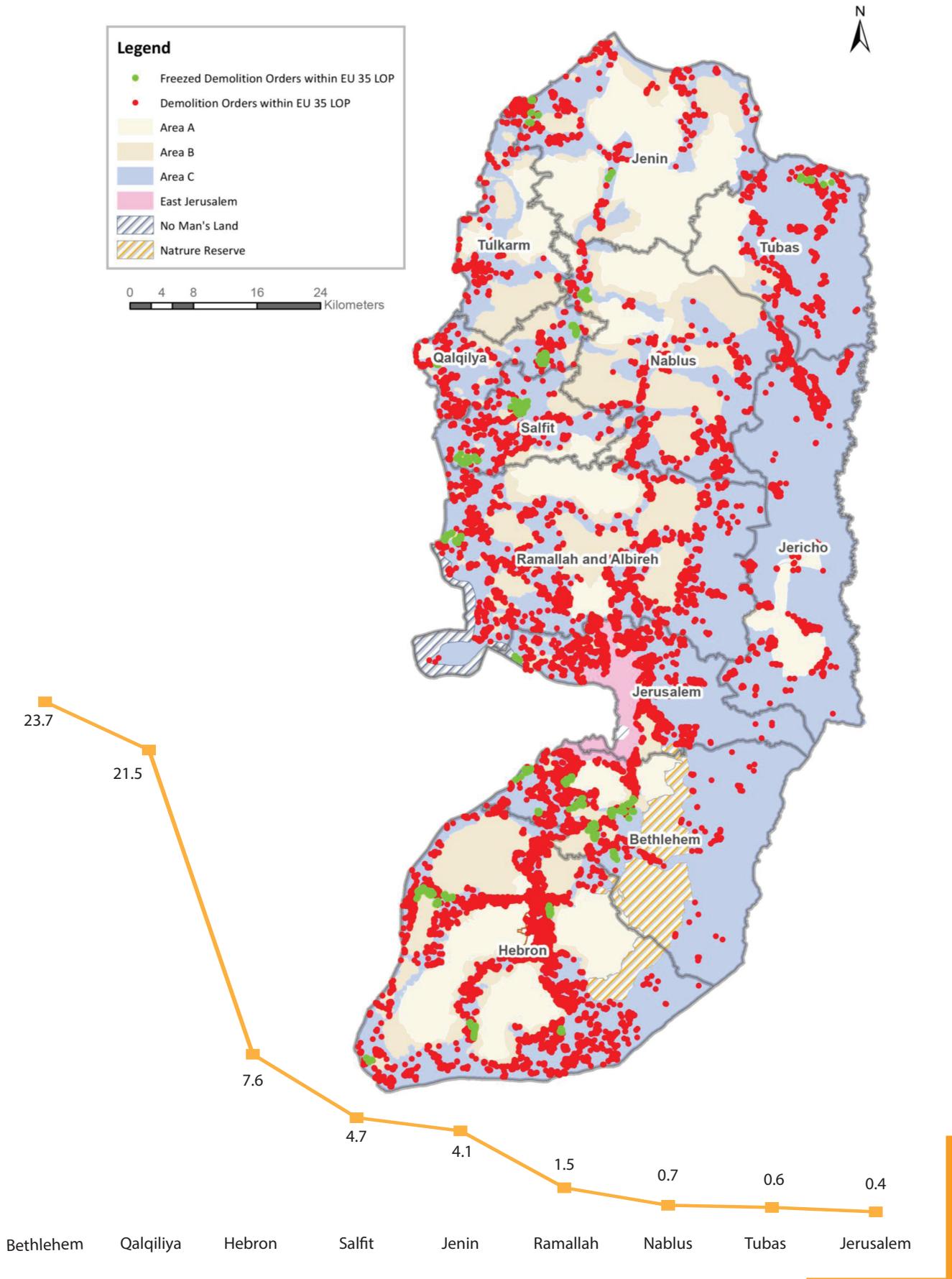


Figure 4 Average Frozen Demolition Orders Per Planned Dunums



The evaluator asked the various stakeholders interviewed about the importance and relevance of the implemented activities to their major policies, strategies and needs. They all agreed that the Project was relevant and targeted a key need (planning) and a critical area (Area C) for Palestinians. All parties interviewed agreed that the implemented activities were not only relevant but also form a priority for them. The Project is in line with UN-Habitat's Strategic Plan (2020-2023), mainly, domain of change 1 "Reduced spatial inequality and poverty in communities across the urban-rural continuum", and domain of change 2 "Enhanced shared prosperity of cities and regions". Furthermore, the Project is in line with "Pillar Fiche N°5: Sustainable Economic Development" of the European Joint Strategy in Support of Palestine (2017-2020).

At the end of the Project three types of plans have been developed: local outline plans (30 individual communities), two cluster plans (covering a total of 37 communities) and city-region plans, covering three Governorates. The estimated direct and indirect beneficiaries of the Project are more than 75 per cent of the West Bank's population. These plans fully respond to the current needs and rights of the Palestinian population in particular in Area C as follows:

- ▶ Delay demolitions and freezes demolition orders and obstructs Israeli government and settlers counter-planning. This Project contributes to freezing 1,901 demolition orders issued within the boundaries of the 30 local outline plans and two cluster plans developed under the framework of this Project, and this presents 10.2 per cent of all demolition orders in the West Bank
- ▶ Allow for expansion of built up areas; 11,225 dunums were planned in detail in terms of land uses within the ambit of this Project
- ▶ Facilitated humanitarian and development assistance
- ▶ Serves a precondition for infrastructure investments and provision of social services.
- ▶ Creates opportunities for inter-community cooperation and economy of scale (cluster plans), strengthen the urban – rural linkages and contributes to coherent territorial

development (Governorate and cluster plans)

- ▶ Encourages community participation, ownership and commitment to development of their localities
- ▶ Increases citizens' trust in their LGUs
- ▶ Empowers women's and youth participation in local development and increase their self-esteem
- ▶ Could potentially provoke partnerships between public and private sector and CBOs/CSOs
- ▶ Could stimulate private investments, improves the coordination between local, regional and national government and the public institutions involved in the process
- ▶ Developed planning capacities at all levels

It should be emphasized that all prepared plans were developed with direct involvement of the targeted communities/clusters/Governorates, which indicates that the plans are consistent with priorities and needs of the targeted areas. This was evident during interviews; review of participants lists and Project publications highlighting level of involvement of various actors. In the filed visit to Al Walaja and Kisan villages, community members, noted the benefits of public participation in the process of preparing the local outline plans including the ability to organize their social structures, improve problem solving, and overall increase their resilience in the face of the restrictive planning regime.

The Evaluator concludes that the Project constitutes an important response to the needs and rights of the target groups and ultimately to the end beneficiaries, it is clear to the Evaluator that the implemented Project especially the community outline plans are adequate to the Palestinian needs. There is a need to continue implementing similar Projects in other parts of Area C. In addition and despite the fact that MoLG had some initial reservation on the place-making in terms of localizing the interventions, the implementation to the place-making design schemes that took place through community contracting mechanism in four communities under this Project was a success story that also needs to be considered for other parts of Area C and publications on this are a useful resource for future interventions.

3.2 Effectiveness

Project effectiveness is another important aspect in evaluating a Project. The aim of this evaluation was to determine what difference the Project made in practice and to what extent the specific objective and its indicators were achieved or otherwise. The evaluator asked the beneficiaries and stakeholders about the specific outcomes of the different Project activities in order to find out what they believed the Project helped them achieve and the nature of the challenges solved.

The evaluator focused on the effectiveness of the Project through checking if the Project's specific objective was met using the indicators in the Project document. The Project's outputs as already highlighted above, have been achieved and in a timely manner, as well as to the highest international standards in planning, given the experience and professionalism of the local contracted implementing partners and the expertise of UN-Habitat in Palestine and globally. The interviews with final beneficiaries suggest satisfaction with the quality and the inclusiveness of the participatory process from the word go. The participants in the planning process valued both the process itself and the product of spatial plans, sector plans and priority Projects. Many meetings/workshops were held with targeted communities as illustrated from reports, photos and participants lists. The process mobilised the involvement of female and youth participants. The interviewed female participants from the Bar'ta cluster stated that the Project's process gave them the opportunity to think beyond one's personal problems and to address wider community matters.

Some concerns were shared whether sector plans are realistic in terms of implementation, since the local/governorate resources are limited, national funds insufficient and response to the COVID-19 public health crisis has been prioritised understandably. The dependence on donor money will continue, although there are some signs of mobilisation of private sector contribution.

The place-making Projects demonstrate how the local community can work together to start the implementation of the plan and to improve the living environment (emphasised to Evaluator during field visit to Al Walaja). The process mobilised

local resources and in-kind contributions from the community. Questions regarding ensuring maintenance by the LGU were raised during visit to Al Walaja though.

The quality of the second group of outputs related to the MoLG capacity to monitor the planning process and to undertake advocacy work is as follows:

- Monitoring planning system for Area C is enhanced and used in practice; evaluator questioned though the potential dependency on the two UN-Habitat seconded staff and if MoLG staff will take over from them and continue using this system. Also, the need for a role in this system for the MoLG Directorates in the Governorates to keep it updated and sustained
- The NSP has been supported by preparing the three Governorate plans for Hebron, Ramallah & Al-Bireh and Jerusalem. The completion of the NSP will be realized, as an agreement has been signed with the Palestinian private sector on this front recently as reported to the Evaluator. UN-Habitat will continue being involved in this strategic plan, through its Senior Urban Programme Officer
- The policy paper on fostering tenure security and resilience for Bedouin communities in Area C has been welcomed by the MoLG. The Deputy Minister of MoLG said this policy paper, made him rethink/reconsider the importance of the Bedouin communities for protecting the Palestinian land from Israeli settlements expansion. The policy paper on urban economics and economies of scale was prepared and presented by UN-Habitat during the Second Palestinian Urban Forum that took place in October 2017 at Birzeit University

The Project has made good progress towards achieving its specific objective: 'To improve resilience and tenure security of Palestine communities in Area C through spatial-economic planning interventions', though fully realizing this is basically dependent on the ever changing political context within Palestine/Israel and the actions of the ICA. Given Israeli threats of annexing much of Area C and that out of the 107 plans presented to the ICA over the past nine years, only five have been

approved, begs the question of what else needs to be done to pressure Israel.

Important to note that there are 97 plans submitted (61 of them supported by UN-Habitat through EU funding) covering 107 communities that were not approved by the ICA and 18 months have passed since their first submission. These plans cover an area of 76,133 dunums and directly benefit about 99,000 Palestinians in Area C. The total investment in terms of social infrastructure, including schools, clinics, and other infrastructure from these plans is about USD 18million out of a total USD 19million invested so far by the EU and its member states through the MDLF.

UN-Habitat has been the main entity in the preparation of spatial plans in Area C, not only during this Project but also through other interventions. The bulk of these interventions has been made possible because of funding provided by the EU. Below are the main outputs achieved at the time of the evaluation:

- ▶ 123 local outline plans prepared or under preparation, covering 135 communities and 91 LGUs with a total population of 134,000 Palestinians in Area C. UN-Habitat supported 84 of those plans, that's more than two thirds. Under an ongoing EU-funded Project, UN-Habitat in partnership with MoLG is supporting the preparation of 18 plans.
 - a. Out of the 107 local outline plans submitted to the ICA, UN-Habitat led on 71 of these
 - b. Of the 16 under preparation. UN-Habitat is supporting 13
 - c. UN-Habitat has supported the only 5 local outline plans approved by the ICA, those are:
 - 2 in 2014: Imneizel (Hebron), Ad Dab'a & Ras At Tira (Qalqiliya)
 - 1 in 2015: Wadi An Nis (Bethlehem); and
 - 2 in 2017: Ti'nnik (Jenin) and Izbat at Tabib (Qalqiliya)
- ▶ 7 local outline plans in public objection stage; 6 of which are supported by UN-Habitat
- ▶ 102 submitted local outline plans have passed 18 months in the technical discussion; 66 of

which have been supported by UN-Habitat). Of which, 85 plans have a number (57 supported by UN-Habitat)

- ▶ 5 local outline plans have been submitted in 2019: Al Uddeisa (Hebron), Qarawat Bani Hassan (Salfit) and Wadi Fukin (Bethlehem) on August 6, 2019, Bardala and Ein el Beida (Tubas) on December 18, 2019. All supported by UN-Habitat

Since the spatial-economic plans (local outline plans, cluster plans and Governorate plans) are elaborated through very inclusive process involving all interested parties and marginalised groups including women and youth, they assure a fairer distribution across different groups of the population. Though, as highlighted in the EU's mid-term evaluation, the preparation of the local outline plans may lead to possible inequality between groups of population inside and outside the new spatial plans, the cluster plans and the Governorate plans are overcoming this possible inequality by using more integrated approach to territorial development. Obviously, finalising the NSP would deal with this challenge even further, which as mentioned, UN-Habitat Palestine will continue to be involved in. Also, the elaboration of a nation-wide urban policy for Palestine under the NSP, which is funded under the on-going EU support would further support countering any negative impacts of spatial planning interventions across the urban-rural continuum.

The Project effectively influenced the partners' relevant policy and actions. After the recent statement of the PA Prime Minister to stop considering the division between Areas A, B and C of the West Bank, the development of cluster plans is considered as a high priority. The elaboration of these plans creates opportunities for inter-community cooperation and economy of scale and allow vulnerable communities located in Area C of the West Bank to benefit from better infrastructure and services from the more developed communities in Area A or B. The development priorities identified within the Governorate plans are taken into consideration while elaboration the Prime Minister's Economic

Clusters Development Plan (this was the case in particular for the Jerusalem Governorate, as per the published summary of the plan). The two policy papers developed in full coordination of the MoLG are also influencing the national policy in the respective areas as highlighted.

Based on the interviews, it is evident that the Project had positive outcomes on the planning process in Area C which reflects its effectiveness. These include:

- ▶ The Project contributed to the development of clear national policies and strategies for planning and development in Area C. On the LGU level, the Project was able to contribute positively to their mandate through:
 - a. Increased capacity to support the steadfastness of LGUs and enhance their capabilities to implement the Projects in a more technical and professional way
 - b. Raised the awareness and the ownership of LGUs on their rights to be involved in the planning process
 - c. Enhanced the use of the developed plans as a reference point to implement the different development Projects which in turn raises the feeling of ownership among the different LGUs
 - d. Raise the ability of the LGUs to professionally present the outline plans, detailed plans and investment plans to donors
- ▶ On the community level, the Project raised the level of trust of the targeted localities towards the central government and their interest in the development and investment in Area C. In addition, it was mentioned by some interviewees that the number of demolition notices was reduced due to the submission of plans to ICA through this Project
- ▶ Involvement of citizens in the planning process especially women. The Project identified local community leaders, including positive deviant men who promote gender and other forms of equality in various social and human rights domains, especially related to plan-making processes, programmes, and

communications. Through these community leaders, the Project was able to utilize their community influence to affect significant behavioural insights within local communities in order to achieve greater results. The use of positive deviant men as gender/human rights champions has been showcased in an UN Innovation Lab of the UN in Palestine in 2018 on promoting positive and non-violent behaviour in Palestine, as a way to increase resilience to deal with stress due to the Israeli occupation and the prevention of violence against women and children

- ▶ The operationalizing of the EU policy to invest in Area C based on the developed outline plans once these plans have been submitted to the ICA for approval for a period of 18 months regardless of the fact that these plans have been approved or not by the ICA (if no major objection). This will enhance the implementation of development Projects in Area C, potentially increase the pressure on the ICA to speed up the approval process, reduce demolition orders, allow the MoLG and central government to invest in Area C (as per PM statement) and increase the ownership of the targeted communities

The Project contributed to the operationalization of the 'ONE UN' approach to the spatial planning in Area C of the occupied West Bank and clearly, UN-Habitat Palestine lived up to its role as a technical agency.

To conclude, the Project was able to achieve all its outputs and outcomes. The achievement of Project outputs and outcomes demonstrated a high level of ownership in relation to the local context and the needs of beneficiaries. This was demonstrated in the delivery of many Project outputs and was emphasized by the various stakeholders interviewed.

3.3 Efficiency

UN-Habitat's management structure was a lean one for the implementation of the Project. UN-Habitat's Palestine office has a lot of professional expertise relevant to spatial economic planning processes and well-established management practices and procedures. UN-Habitat's head of country

programme and the Project manager provided the needed leadership to execute the activities agreed. The Project manager provided day-to-day support and follow-up with partners and stakeholders with support from the technical staff involved (spatial planner, GIS officer, community mobilizer, and land tenure security specialists – the first two seconded to MoLG and the latter two engaged only at the start of the Project). Also, the operational officer provided the needed operational support to the staff and partners. MoLG staff, including the Deputy Minister, highlighted the much-enhanced relationship with the UN-Habitat team and their appreciation of the Project Manager's (the Senior Urban Programme Officer) abilities on all levels and in particular how he facilitated and ensured their role, ownership and ultimately the success of the Project. It was clear to the Evaluator and mentioned by a number of the Project's stakeholders, that the Manager is taking on a great deal of management, technical and leadership responsibilities. The Evaluator suggests that the Project Manager is supported with a capable team, so that his solid expertise is utilized more efficiently, as thoroughly he is an asset for UN-Habitat and for Palestine in a key subject matter.

The Evaluator met with the key partners, who shared their satisfaction with the work of the Project Management Committee (PMC), which allowed them to exchange experience and lessons learned, to be informed by the MoLG of any policy change regarding the planning processes in Area C of the West Bank and to explore challenges and coordinate efforts regarding their interaction with the ICA and the regular meetings with the EU.

It should also be mentioned that this Project also operationalized recommendation from previous Project, specifically: 'Concerning the selection of the IPCC, the evaluator suggests that a bidding process takes place in selecting the consultant. This will make the process more transparent and will reduce unit costs of the different activities.' This was done and a number of new partners came on board as highlighted in this report.

Proper institutional arrangements play an important role in the efficiency of the Project implementation process. In general, the Project institutional arrangements were also accepted by all people interviewed. Most of the people interviewed

were happy about the institutional arrangements especially the local planning committees for the different Project areas.

The Project team demonstrated high capacity when it comes to monitoring the implementation of the activities as outlined in the workplans with the implementing partners and stakeholders. As highlighted in the ROM report, the Project team complimented the formal channels of monitoring against the logical framework, with an internal monitoring tool – the Assignment Tracker to register the status of all Project activities.

From the MoLG side, the Organization & Urban Planning Directorate played the main role in the Project. Due to the heavy responsibilities imposed on the shoulders of this directorate from approving physical and master plans to developing regional and local strategic plans and many other responsibilities, the Directorate faced challenges in following up the Project activities as much as they would have wanted. The two UN-Habitat staff seconded to the directorate made valuable contribution to the establishment and maintenance of the monitoring planning system for Area C, as was acknowledged during the interviews with the MoLG. Clearly also, the monitoring system was what the MoLG needed and staff showed the Evaluator its use and highlighted their appreciation of it. Given their important work within MoLG and the need for them by the Ministry, the EU and UN-Habitat Palestine agreed to continue their secondment in the ongoing Project. Though, as per discussions with the Evaluator, secondment of staff to governmental entities is not always a sustainable way forward, in particular when Projects end and staff cannot be retained. The Evaluator suggested that in the future, when UN-Habitat and MoLG sign a new MoU, they should consider the possibility of joint coverage of salary of seconded staff on a declining scale, where by the end of the Project, the Ministry retains the staff and is responsible for their full salaries.

Another point that came up during the evaluation interviews, also raised in the ROM report, was the need for MoLG to decentralize part of the follow up of future Project activities to its 11 Directorates in the governorates. Follow-up with ICA should be done by MoLG Directorate staff, who also attend meetings with the ICA, though still lack full

capacity to provide argument and defend the plans as consulted with the communities. This would empower the Directorate staff further, decrease the workload of the MoLG's Organisation and Urban Planning Directorate and importantly allow for decentralisation.

Overall, the inputs/resources provided by the various stakeholders have been adequate for achieving the planned outputs. All the inputs provided by the UN-Habitat team are well designed and fully address the needs of the Project beneficiaries. The technical support and capacity building, effective teamwork provided to the MoLG was highlighted throughout the assignment as highly appreciated. UN-Habitat Palestine used staff from its HQ for the development of the two policy papers: Fostering tenure security and resilience for Bedouin communities in Area C and Urban economics and economies of scale.

The financial resources for achieving the planned outputs were fully provided by EU and are considered sufficient. It was stated by the UN-Habitat team that as a result of the competitive process in selecting local implementing partners, a 36 per cent decrease in the market value for spatial planning (USD \$ 30 per 1 dunum compared to USD \$ 47 per 1 dunum) was realised.

The Evaluator's review of the Project's budget showed that funds have been expended by the end of the EU funding agreement in May 2020. Figure 5 outlines the budget breakdown as main budget classes summarising the variances between the total budget approved and the total accumulative expenditure.

3.4 Impact Outlook

An elderly man attending the Evaluator's field visit in Kisan, stated that pre-master plan for his village, he had built a house that was demolished by the Israeli occupation, though after the master plan was finalised he has built another house that he feels his family will be secure in and protected.

The impact of the local outline plans on decreasing the percentage of demolition orders issued and freezing the demolition actions is of great importance. As per the community member above, different sources stated that the presence of

spatial plans reduced the demolitions, even though demolition orders are still being issued...this is one recent example from the press: 1 August, 2020: IOF delivers stop-work orders in Al Walaja village - The Israeli Occupation Forces (IOF) on Saturday delivered stop-work orders against Palestinian property in Al Walaja.

The aim of this evaluation was to identify the most significant change the Project made in practice and to what extent the principal objective was achieved. The evaluators asked the interviewed beneficiaries and stakeholders about the specific impact of the different Project activities in order to find out what they believed the Project helped them achieve. Based on the interviews and field visits, it is evident that the Project did have a positive impact on the livelihood of people in the targeted communities and the different Project stakeholders including the LGUs, MoLG, MDLF, the central government, UN-Habitat, the EU and the donor community. The extent of this impact varied from one stakeholder to another. The success stories mentioned in the different interviews and for the different activities were satisfactory. No real failure stories were reported, with the exception of an understandable challenge in Um El-Laham village that MoLG and UN-Habitat dealt with effectively. For example, and according to the EU, the Project had different positive impacts on the different stakeholders. These include and were confirmed by the Evaluator during the assignment:

- Enhancing the participation of local communities in the planning process and in identifying their priority needs, as confirmed in interviews and reviews of participants and attendance sheets
- Raised hope for a better future among communities in Area C
- Considered the communities priorities and put their needs on the agenda of governmental policies and strategies. This increases people willingness to be steadfast and invest in Area C and enhance the feeling of safety and hope for a better future (as also highlighted in field visits)
- The Project encouraged other donors to be involved in funding the investment activities based on spatial planning interventions.

Figure 5 Budget Breakdown



█ Total Budget (EUR)
█ Accumulative Expenditures (EUR)
█ Variance (EUR)

Donors like Switzerland, Belgium, France, United Kingdom, Denmark and other are now engaged in funding different joint financing efforts related to Area C

Finally, it can be concluded with regards to the Project's impact:

- ▶ Though UN-Habitat is one of the smaller UN agencies in Palestine, it has become much more recognised as the 'go to' entity for information/data on planning in Area C
- ▶ Project might have been small with regards to funding size, its impact has been across the board
- ▶ The Project was able to attain its specific objective to a satisfactory level
- ▶ The effects of the Project have been constrained to a certain extent by external factors namely the political conditions and the approval process of both the MoLG of the different documents and the ICA approval of the different outline plans
- ▶ The evaluator believes that the outcomes achieved on the basis of the different Project outputs and activities will contribute positively to the economic and social development of the targeted communities which will contribute to poverty reduction on the long run
- ▶ The Project activities have contributed positively to different cross cutting issues. Project activities have made a difference in terms of gender equality, environment, good governance and conflict prevention.

3.5 Sustainability

Sustainability prospects for the Project's outputs are positive due to the high ownership and commitment of the key stakeholders involved in the implementation of the Project, though further capacity strengthening is needed and 'champions' for the plans produced to keep moving them forward and ensure: knowledge of them; dissemination; they are built on and updated and ultimately they are the documents for development of their communities/clusters/Governorates.

As shown in the relevance part of this report, all the implemented Project activities form a priority on the national level. Planning in Area C contributes

in solving an urgent problem and protects the most important potential area for future developmental expansions and fosters people attachment to their land which helps in creating Palestinian facts on the ground. Therefore, the Project is totally aligned with national and local development priorities. The Project provided technical support to the MoLG, which increased their capacity to perform planning functions, to monitor and provide quality control and to undertake some degree of advocacy work. It has been noted during some of the Evaluator's interviews that MoLG staff have excellent technical skills, but still lacks capacities to work together and to network and coordinate policies with other line ministries and the Prime Minister's Office. The MoLG coordination role with the line ministries for the implementation of the plans produced is essential. The plans are consulted/approved at technical level by the respective Ministries, but the political support for implementation has not been clearly declared yet. There are signs of disconnection between MoLG technical level and policy/management level. Improvement of the horizontal and vertical coordination and cooperation within the MoLG is needed.

The recent political developments (Trump plan, PA Prime Minister statement to disregard the division between Area A, B and C of the West Bank, Israeli annexation plans of the Jordan Valley) require the MoLG to have a clear and shared policy for the spatial/economic planning for the communities in Area C, based on the human rights imperative, and to communicate it clearly to all interested parties. Additional challenge is the coherence and coordination between the planning policies and processes at different levels and sectors.

As mentioned, the Directorate offices of the MoLG are taking an active part in all planning meetings within the planning processes at all levels (local, cluster, regional) and are considered as technical resource persons especially by the village councils. Additional capacity building is needed to aid further planning and/or update/revision/consolidation of the existing plans as well as facilitation of the technical negotiations with the ICA for the approval of the plans.

The Project approach of using local implementing partners for the design of the spatial-economic plans is increasing the sustainability of the planning

process in the long run, building local consultancy capacities and stimulating the link between private sector companies and academia.

The local communities gained experience in prioritising and designing small scale initiatives for improvement of the living environment, which can be replicated using their own resources or fundraising reaching to local businesses, Palestinian diaspora, etc.

The necessary financial resources to ensure the continued flow of benefits/services are under question. The established criteria to use public funds only for Projects part of the local outline plans and cluster plans need to be applied for Projects within Governorate plans as well. The donor support for Project implementation through the MDLF will remain the main source of funding. The donor community expects better coordination on behalf of the MoLG to ensure synergy of the development interventions in the field.

Although the MoLG declared their strong support and commitment to the planning process in Area C of the West Bank it is not very clear if they will/can allocate the needed funds to continue the process without donor support....given also the COVID-19 public health crisis and its prioritisation. The biggest challenge remains, moving forward with the implementation of the plans, which strongly depends on donor financial support.

Representatives of the private sector took an active part in the inclusive planning process and it is expected that they will contribute with the implementation of the plans. There are already some signs for their commitment and further involvement demonstrated during the interviews, though as yet no real commitments, except for the NSP.

The replicability of this Project is very high and similar Projects form a priority on both local and national levels (given the continued need for planning in Area C). This high priority for planning and investment activities forms an asset to enrich Project sustainability and viability and will promote stakeholders to assure the continuation of the positive impact of the Project.

The perception of stakeholders met regarding the ability of the LGUs to sustain the Project outcomes

was positive. They all agree that village councils with the support of MoLG and donors will be able to maintain the different Project outcomes. They mentioned that planning is an essential component in the development efforts of communities, they stressed: 'failing to plan is planning to fail'.

Training and capacity building are also important issues for Project sustainability. The Project includes different capacity building activities that will enable the LGUs and communities to better manage the different Project components. This will enhance the sustainability of the Project components.

Based on the above analysis of Project activities, the evaluator assesses that the implemented Project is sustainable, it got both the process and the product/service right. This assessment is also based on the following:

- The Project was a priority for the stakeholders
- The expected positive impact of the Project activities on the socio-economic living conditions of the communities will encourage stakeholders to protect these outcomes and do their utmost to guarantee sustainability
- The involvement and commitment of local authorities towards maintaining, protecting and sustaining these Projects is another indicator of sustainability

3.6 Project Coherence/ Complementarity

The Project interventions in the development of local outline plans, cluster plans and Governorate level plans are in full synergy with the planning interventions funded by several other donors (including, Switzerland, United Kingdom, France and Belgium). The Evaluator noted during the interviews the complementarity between the Project's approach in development of cluster plans and sectoral plans and the planning and service provision approach used by the Belgian Development Agency (Enabel) and the Swiss Development Cooperation (SDC) as very strong and allows for exchange of experience and lessons learned. Table 3 below provides a summary of main highlights of complimentary efforts with development partners prompted under this Project.

Table 3 Complimentary Efforts with Development Partners

Development Partner	Project	Main Deliverables	Targeted Area	EU-Project Interventions (2017-2020)
	Support Palestinian Local Authorities to Deliver Planning Functions to Communities at Risk of Displacement in the Israeli Controlled Area C of the West Bank – The Case of Bar'ta'a Cluster, Jenin (2018-2019)	A new joint planning committee (LPC/DPC) is established and trained to undertake joint planning functions.	Bar'ta'a Cluster, Jenin	N-W Jenin (Bar'ta'a) Cluster Plan
	Social Infrastructure Interventions: SDC/Package 1 / (2015-2016)	Rehabilitation of internal roads	Al Walaja Arab Ar Ramadin & Arab Abu Farda Tarqumiya South	Local Outline Plans consolidated
	Rural Development Project 1&2	Improve the livelihood, social and economic conditions and strengthened the resilience of 19 communities in rural Areas with emphasis on Area C.	Al Jiftlik Cluster, Salfit Cluster and Tubas Cluster	Communities of Tubas were targeted by N-E Tubas Cluster Plan
	Social Infrastructure Interventions: EU/DRO/ package 2 / (2017-2018)	Rehabilitation of internal road in Al Halqum	Al Halqum & Al Manshiya	Local Outline Plans consolidated (2017-2020)
		Construction of additional classrooms in Al Manshiya		
	Social Infrastructure Interventions: EU/DRO/ package 2 / (2017-2018)	Construction of internal roads	Idhna North	Local Outline Plans consolidated (2017-2020)
		Updating Master (physical) Plans and Aerial Photogrammetric and in Area C.	36 Communities in Area C	Bar'ta'a Ash Sharqiya is targeted by N-W Jenin Cluster Plan
	Local Government Reform & Development Program Phase II (LGRDPII)	Updating Master (physical) Plans and Aerial Photogrammetric and in Area C.	36 Communities in Area C	Bar'ta'a Ash Sharqiya is targeted by N-W Jenin Cluster Plan

The Project fits well with the United Nations Development Framework (2018–2022), specifically, Strategic Priority 1: Supporting Palestine's path to Independence - Outcome 3: The geopolitical fragmentation of the occupied Palestinian territories (oPt) is halted. The Project supported the UN efforts to help improve the territorial integrity and contiguity of Palestine to reduce the impact of locational drivers of vulnerability, by challenging the negative consequences of the zoning and planning regime in Area C. In this regard, the UN supported the Government of Palestine to develop and implement national policies that promote territorial contiguity and integrity, including spatial planning and a development framework that covers all Palestinian communities in the oPt.

The issues of land use (spatial planning, control of land use) and land development (construction planning and permits, regulations and implementation) are inextricably linked in Area C of the West Bank. Efforts to develop and - through the ICA system - approve spatial plans in Area C have been ongoing and continue to improve in terms of scope of coverage, complexity of issues addressed (moving more towards building linkages for economic development) and complementarity with higher level non-statutory planning instruments.

With the new on-going EU-funded Project that focuses on mapping of land rights in Area C, local investments are set to be encouraged, since land rights and uses rights will be substantiated and safeguarded.

3.7 Community Value Added

A key point emphasised during the assignment was UN-Habitat's role in fronting the planning processes in the politically sensitive Area C in particular, their technical know-how and status as a UN agency facilitated the process and the final products.

The interventions in Area C appear to have provided added value in the spatial planning process, which started mainly to foster tenure security and resilience of Palestinian communities in Area C

of the West Bank. Based on the experience of the local outline plans the EU and UN-Habitat support evolved to cover the development of cluster/Governorate plans thus creating opportunities for vulnerable communities in Areas C to be linked to more developed neighbouring communities/urban centres in Area A and B and to get access to better services. Also, as per indicator resulted in over 50 per cent of the West Bank mass area coherently planned, in terms of future spatial-economic strategic interventions.

As highlighted, the Project process mobilised the involvement of female and youth participants, which in some cases has been their first chance to share their needs and ideas for development in public. Several of the interviewed female participants stated that the opportunity to think beyond one's personal problems and to address community problems was a great added value of the planning process. Also, it should be stressed that a number of stakeholders interviewed highlighted the benefits of the participatory process undertaken, on top of the outputs, with its focus on consensus building and how this contributed to social cohesion, as well as a common shared vision, which all would agree is critical in development.

3.8 Cross-cutting issues

It was clear to the Evaluator that the Project ensured guidance and incorporation of cross-cutting themes, including gender equality, environmental sustainability, good governance, and youth empowerment. Below is a summary on this:

- ▶ The Project followed a human-rights based approach, as elaborated in what is referred to as the Human Rights Impact Assessment Mechanism (HRIAM) prepared with support from UN-Habitat and the EU and adopted by MoLG and LGUs in Area C-based spatial plans. The Project provided policy analysis to vulnerable groups, including Bedouins and non-Bedouin pastoralists. The human rights-based approach used as outlined in the HRIAM

supported the documentation of the adverse impacts on human rights which resulted from the prevailing practice of spatial planning interventions based on the engagement with the ICA, including the right to adequate standard of living. This includes details on how the spatial planning interventions are addressing and integrating human rights in a disaggregated form

- ▶ The Project provides disaggregated data on women and youth groups. Also, the Project's activities included FGDs with these groups, with specific focus in terms of solutions and future programmes of action, especially at the local level
- ▶ The Project's deliverables provide a blueprint to protect sensitive cultural and environmental assets and sensitive areas, including water and forests. Building regulations were suggested to safeguard land use functions and protect the agricultural and rural identity of the communities, as well as open and green public spaces
- ▶ The plans finalised support decentralization in terms of planning duties, by leveraging the district and joint planning committees

3.9 Visibility

The Project's communication and visibility plan was implemented in line with the EU requirement and published guidelines and was well developed and strictly followed by UN-Habitat and partners. Clearly, the EU financial support was promoted in developed plans, publications and in the placemaking interventions. The strong visibility of the Project as funded by the EU and implemented by UN-Habitat is very important, having in mind the difficult political context in Area C of the West Bank and the security issues that Palestinian communities are facing.

Some of the visibility materials reviewed by the Evaluator also included the Project's brochure, newsletters, roll-up/banners, stories/press releases and high-level visits. The communication tools used were written materials (brochures,

newsletters, fact sheets, and reports) electronic distribution through internal and external data bases, social media platforms (UN-Habitat Palestine Facebook page/, UN-Habitat Palestine YouTube channel, UN-Habitat Global Website), short documentaries and newspaper and magazine articles/press releases.

The UN-Habitat team also kept an event tracker with all press releases, publications in newspapers, media coverage, which demonstrate the successful communication and visibility policy.

One suggestion for the EU for the future, observed at the Walaja placemaking Project was the bus stop design, a better form of visibility would have been like the photo below, from across the Red Crescent HQs in Al-Bireh. Benefits of such a design is the memorable name recognition of the donor, as passers by clearly would recognize that the 'EU passed here'.

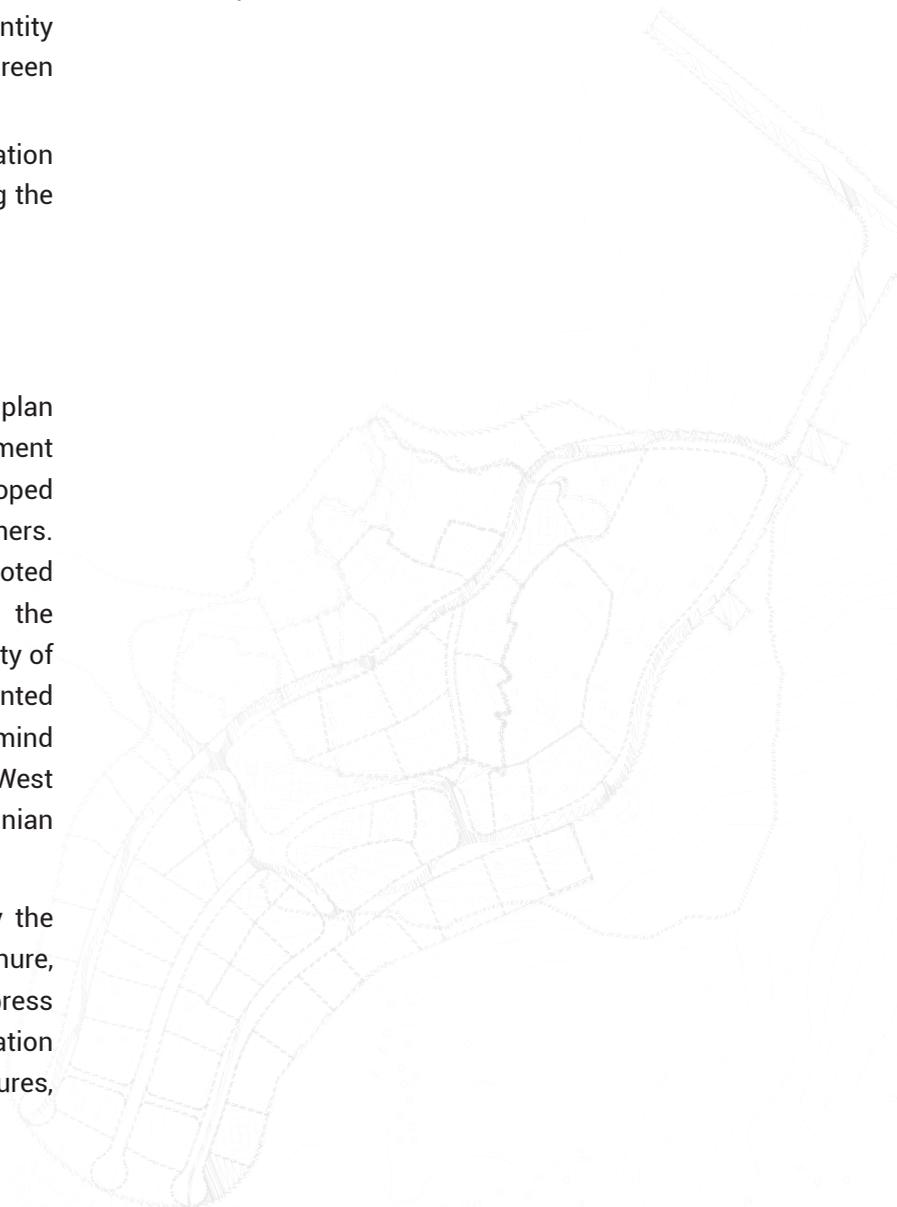


Photo 2 Al Amari, Ramallah Visibility Example



Bus stop with EU signage © Abdul-Nassir Farraj 2020



Bus stop with EU signage © Abdul-Nassir Farraj 2020

4. [Conclusions]

As this evaluation report highlights, the completed Project is a success and has greatly supported fostering tenure security and resilience of Palestinian communities, not only in Area C, also in Areas A&B through timely and quality spatial-economic planning interventions. Key conclusions from the evaluation are mainly:

1. The Project's interventions in Area C are and continue to be valid and fully respond to the current needs and rights of the Palestinian population in Area C and strongly contributes to the Palestinian National Policy Agenda (2017–2022) to develop the most vulnerable communities in Palestine. The support for placemaking Projects through community contracting successfully complemented the planning process and demonstrated how the local community (including women and youth groups) can work together to start the implementation of the plan and improve the living environment. There was also evidence that the process somewhat succeeded in mobilizing local resources and in-kind contributions from the communities targeted
2. Recent political developments (Trump peace plan and PA Prime Minister statement of not considering any longer the division between Area A, B and C of the West Bank, Israeli government plans for annexation of the Jordan Valley) may change the context for spatial-economic planning in Area C. The strong commitment to the planning process at local, cluster and regional/governorate level demonstrated by the local communities and public authorities and the expectations raised require the PA/MoLG political and financial support (also from donors and the UN Family) for the implementation of the plans. The coherence and coordination between
3. planning policies and processes at different levels and sectors is important to channel the scarce public resources. Strengthening the horizontal and vertical communication and coordination within the MoLG and other line ministries and the PMO involved in the elaboration of sectoral plans and between them is needed to better align the efforts at PA technical and policy/management level
3. Additional efforts are needed to support the MoLG to endorse and implement in practice the policy support provided (with concrete action plans to implement the policy recommendations) and to move forward the Governorate plans. Although the Project provided a lot of capacity building to Project final beneficiaries, further capacity strengthening is needed to ensure sustainability. The Governorate offices staff of the MoLG need additional capacities to help further planning and/or update/revision/consolidation of the existing plans as well as facilitation of the technical negotiations with the ICA for the approval of the plans
4. Impact of the local outline plans on decreasing the percentage of demolition orders issued and freezing the demolition actions is of great importance. Different sources state that the presence of spatial plans reduced the demolitions, even though demolition orders are still being issued
5. The spatial-economic planning process and mainly the implementation of the elaborated plans continue to strongly depend on donor financial support. There are some signs of increased private investments (mainly so far for the NSP as highlighted in this report)

5. [Lessons Learned]

As emphasised in this report and highlighted during the evaluation assignment, UN-Habitat is a learning organisation that has ensured with the EU as the donor, is responsive to Palestinian needs and plans by building on its technical experience and lessons learnt from previous Projects and interventions.

The Project was elaborated in close cooperation with the MoLG and built on the experience and lessons learned from the previous EU funded Project 'Spatial Planning Support Programme for Palestinian Communities in Area C (2013 – 2015)'. Since this is the second Project funded by the EU to support the spatial planning in Area C of the West Bank, its elaboration took into consideration the existing capacities and the lessons learned from the first funded Project.

The main lessons learned were taken into consideration while designing and implementing the Project that remain valid for this Project as well, could be summarized as follows:

1. MoLG role and their involvement from the beginning of the Project design phase was critical for the success of the Project
2. Continuous discussion between MoLG, UN-Habitat and local implementing partners was important for enhanced follow-up, monitoring and evaluation of the progress of the Project.
3. A longer period for the implementation of such a Project was vital, considering the lengthy endorsement process of the ICA and the time needed to obtain aerial photos for preparing the local outline plans
4. While opportunities for economic development have been revealed through the local outline plans and place-making Projects, they have not been a primary concern of the first-generation planning initiatives. Thus, there is need to consolidate and complete the ongoing

spatial planning work and harnessing of the new economic potential revealed through it

Other lessons learned from the implementation of the Project could be summarized as follows:

1. The national planning capacities available in Palestine are capable to be engaged in more sophisticated and complex processes of community-driven planning initiatives. This can be considered for future engagements
2. This Project is strong with its focus on strengthening communities, Local Government Units (LGUs) and national authorities through a combination of statutory and non- statutory planning activities. This model can be further considered for future engagements
3. The Project demonstrated that the technical advice provided to other partners and stakeholders is considered vital and key to the successful implementation of their respective interventions, including social infrastructure Projects through MDLF. In the design of new interventions, this function of technical advice needs to be maintained and further developed

The role of UN-Habitat as a proficient technical agency in the Project was essential. UN-Habitat needs to participate in any future planning activities in Area C given its experience and the need for it to be present in a politically sensitive area. For this, UN-Habitat's role on the managerial and technical level was vital in implementing and following up the different activities.

While significant work has been undertaken at the local level for spatial plans, in terms of local outline plans, there remain more local plans to be completed with and for the Palestinian communities in Area C, as do the higher order levels of the national planning framework (clusters plans, Governorate plans, and the NSP), realising Area C as the cornerstone for statehood.

6. [Recommendations]

As this report, the recent ROM and all interviewed stakeholders attested, this Project is ultimately a successful one that should be built on and replicated, given the need for planning in Palestine and in particular in Area C to support tenure security and resilience of communities. The urgency to build on the Project's results and operationalize further the plans completed, is clear given the threat by the Israeli government to annex much of Area C. The support and fronting of such Projects by the international donor community and the UN family is critical for Palestinians and their institutions now more than ever.

The main recommendations from this evaluation, given the Project has been a success are by default limited and also because ones made in the ROM as analysed in this report (Table 1) are being operationalized supported by UN-Habitat. Therefore, there is no need to repeat them and the focus is on how to build on the success of the Project with potentially doable suggestions. The seven recommendations made in this report linked to the above conclusions, aim at building on the success of this Project and ensuring further impact and sustainability:



Table 4 Recommendations, Conclusions, and Responsibilities

Recommendations	Linked to Which Conclusions	For Whom
<p>1. Given the EU and its member states are the key donors in Area C and much have been done and achieved in this critical geographical region for Palestinians, and given the real possibility of annexation by the Israeli government, the EU are urged to continue their focus and investments. One possible way is to consider how best to support the Palestinian Authority (PA) entities in further operationalizing the plans completed and advocating more with the Israeli government on the approval process. As only five out of 107 plans (completed to international standards) submitted have been approved by the Israelis, it shouldn't be taken as given and will need international advocacy. It is recommended that UN-Habitat discuss with the EU, the scaling up of this Project to focus on operationalizing plans and policy papers completed and to continue planning in localities not covered in this and previous Projects. UN-Habitat can support MoLG in adopting an action plan to the operationalization of the endorsed policy documents, especially the one that focuses on tenure security for Bedouin communities. Given the need and urgency for international advocacy, as highlighted by many Palestinians interviewed during evaluation process, it is recommended that UN-Habitat discuss with the EU, the possibility of reallocating funding from current on-going Project, for the development of a focused hard hitting international advocacy plan to lobby the Israeli government with regards to approval of plans in Area C.</p>	C3, C1 & C5	EU & UN-Habitat
<p>2. MoLG needs to ensure there are 'champions' for moving the plans forward and operationalizing them. Also as recommended in the ROM report, more effective coordination by MoLG across the PA institutions is not only expected; it's critical for moving forward and operationalizing the completed plans. Further empowerment of MoLG staff at the Governorate offices level would assure focused support to the LGUs to continue prioritising their plans and working on implementing them. This will reduce the pressure on the central Ministry and support decentralizing the implementation process. UN-Habitat's potential involvement would add value, given their knowledge of the communities, the people involved in the planning process and the plans themselves. This recommendation could be linked to the first one of scaling up the Project, where one of the components could be having 'champions' in place to move plans forward. It would also include the provision of training for MoLG Directorate staff to follow-up on plans with the ICA and have a key focal point to champion each plan with all concerned stakeholders.</p>	C3, C4 & C5	MoLG & UN-Habitat
<p>3. Given the various plans completed at the local, regional, cluster and national levels and the ones envisaged, plus the various terminologies, processes and products used to describe the same/similar plans, also the potential confusion on which plans build on others to reach a final national plan, the introduction by the Palestinian Prime Minister (PM) of economic cluster planning, the question arises if there is a need for a PA/MoLG planning reform initiative? The evaluator understands there was a previous attempt by the PA for a planning reform initiative, though this stalled given other emerging priority. As UN-Habitat has been a leading player in spatial planning in Palestine and its technical competence is appreciated and seen as necessary, the evaluator suggests UN-Habitat considers developing a follow-up Project that would focus on the need for spatial planning reform in Palestine, to be presented to donors for funding. Also, the private sector involvement in support of spatial planning initiatives and implementation of vital Projects in Palestine should be further leveraged. A recent positive development in this front is the commitment of the private sector in Palestine to finalize the NSP by 2021. An initial step in operationalizing this recommendation would be to have a roundtable discussion with key persons/entities involved in planning in Palestine and in particular Area C focusing on what a planning reform initiative should include.</p>	C2 & C3	MoLG supported by UN-Habitat
<p>4. As emphasised in this report, UN-Habitat Palestine have and continues to do excellent work in the implementation of Projects and interventions, living up to their role as a technical agency, as well as one that strives to be a continuously learning organisation. As highlighted, the staff's professionalism, technical expertise and willingness/availability to work closely with the Palestinian partners and support their capacity strengthening was commended across the board. There are though, a few points/questions that UN-Habitat are advised to consider:</p> <ol style="list-style-type: none"> Consider a different mechanism for seconding staff to MoLG with a view to ensuring the Ministry retains them beyond the end of external Project funding. There is a case to revisit UN-Habitat's publication policy and amongst other matters reconsider the following points: 1) Need for all documents to be also in English; 2) Technical language and terminology to be easier to comprehend for non-specialists; 3) Use of more recycled paper where possible; 4) Print and publish only a limited number of hard copies as necessary and make more use of the web and social media, therefore cutting on costs. The need for more engagement from UN-Habitat Headquarters and in-country leadership as to continue to advocate with the PA on the policy front and on what next with the plans and operationalizing them. 	C1, C3 & C5	UN-Habitat
<p>5. An impact assessment is recommended for a representative sample of the localities with completed plans, that have been with the ICA for 18 months or over, to measure what difference has been made and what else needs to be done. This could possibly inform all concerned stakeholders on potential future steps.</p>	C4, C1 & C2	MoLG supported by UN-Habitat
<p>6. Linkages between spatial planning and economic livelihoods in Area C is key to ensure sustainable outcomes and build resilience to the most vulnerable groups. Likewise, achieving land rights and substantiating land claims of Palestinian owners and users are important interventions that should be scaled up and mainstreamed across the West Bank.</p>	C5 & C4	EU/UN-Habitat and MoLG
<p>7. Given UN-Habitat's strengthened partnership and cooperation with various PA entities, in particular with the MoLG, this is a good opportunity to enhance collaboration when the new MoU is signed between MoLG and UN-Habitat in September, 2020, keeping in mind the potential for scaling up joint work/Projects completed to date. As well as, potential for other interventions, given UN-Habitat's long history of work in the planning sector and implementation of a number of Projects, including support for the NSP, also the need to continue work on the advocacy front in particular at the international level with support and coordination with other UN entities.</p>	All Conclusions	UN-Habitat & MoLG

7. [Annexes]

Annex 1 Terms of Reference

1. General Information

Project Title:	Fostering Tenure Security and Resilience of Palestinian Communities through Spatial-Economic Planning Interventions in Area C (2017-2020) [ENI/2017/384-631]
Title of Consultancy Job	External Evaluation Expert
Duration of assignment	25 working days over a period of three (3) calendar months
Name of Supervisor	Ahmad El-Atrash, Sr. Urban Programme Officer

2. Background

The United Nations Human Settlements Programme (UN-Habitat) is the United Nations agency for human settlements. UN-Habitat's mission is to promote transformative change in cities and human settlements through knowledge, policy advice, technical assistance and collaborative action to leave no one and no place behind. UN-Habitat works through a medium-term strategy approach. It has recently completed the Strategic Plan 2014-2019 and started on the Strategic Plan 2020-2023 with the overarching objective to advance sustainable urbanization as a driver of development and peace, to improve living conditions for all. The organization implements its mandate through implementation of normative and operational work at global, regional and country levels. The Special Human Settlements

Programme for the Palestinian People (SHSPPP) (UN-Habitat, Palestine) was established following the adoption of UN-Habitat Governing Council resolution 19/18 by governments in 2003. During the 23rd session of the Governing Council in 2011, a new resolution 23/2 was adopted, providing a clearer and more focused mandate for the SHSPPP, requesting UN-Habitat "to further focus its operations on planning, land and housing issues in view of improving the housing and human settlement conditions of Palestinians". Further, during the 26th session of the Governing Council in 2017, a resolution was adopted calling UN-Habitat "to continue to focus its work where there are acute humanitarian and development needs as identified through technical assessments by UN-Habitat".

The spatial planning support programme for

Palestinian communities in Area C, West Bank is one of the programmes implemented under the SHSPPP. In close collaboration with the Ministry of Local Government (MoLG) and funding from the European Union (EU); UN-Habitat has provided spatial planning support to the Palestinian communities through the following projects: "Spatial Planning Support Programme for Palestinian Communities in Area C (2013-2015)"; "Fostering Tenure Security and Resilience of Palestinian Communities through Spatial-Economic Planning Interventions in Area C (2017-2020)"; and "Achieving Planning and Land Rights in Area C (2019-2023)".

Support to planning and development activities in Area C of the West Bank through MoLG has received financial support from many donors and members of the international community. The support was kicked-off by the British Government in April 2009 and was sustained till 2015. Then the spatial planning work in Area C was consolidated between October 2013 and March 2013 by the EU. Between February 2013 and March 2015, the Belgium Government supported more spatial planning interventions in Area C, especially the preparation of local outline plans, and then replicated its support during October 2014 and September 2015. In parallel, UN-Habitat and in collaboration with MoLG and other Palestinian stakeholders received financial support from the French Government (March, 2013 – September, 2015), EU (August, 2013-September, 2015), and UK/Department for International Development (DFID) (March, 2014-March, 2016) to substantially contribute with a wide-range of spatial planning interventions, including statutory and non-statutory plans, along with advocacy work to defend the planning and building rights of Palestinian communities in Area C. UN-Habitat has leveraged its spatial planning interventions in Area C by working closely with the Palestinian partners, especially MoLG, and the Area C National Coordination Team affiliated to the Office of the Prime Minister. Development and planning of Area C is defined as a priority in the Palestinian National Policy Agenda (2017-2022).

The terms of reference at hand is for the evaluation of the EU-funded project: "Fostering Tenure Security and Resilience of Palestinian Communities through Spatial-Economic Planning Interventions in Area C", which was implemented by UN-Habitat in close partnership with MoLG between 2017 and 2020. The donor of this project is the European Union. Total funding amounts to Euro 1.5 Million. The project aimed at improving resilience and tenure security of Palestinian communities in Area C through spatial-economic planning interventions. More specifically, the project aimed to contribute in achieving: (1) Improved conditions of Palestinian communities in Area C through the preparation of statutory and non-statutory (development) frameworks to enhance the economic wellbeing of these communities, and foster resilience through participation in planning processes; and (2) Strengthened capacity of the MoLG to monitor, quality control, perform planning functions and undertake coordinated advocacy work for changes in the planning system in Area C.

The project is in conformity with the UN-Habitat Strategic Plan 2014-2019 and Regional Office for Arab States (ROAS) Regional Strategic Plan 2014-2019. Furthermore, the strategic interventions identified in the project contribute and cut across a number of the key elements identified in the Action Framework for Implementation of New Urban Agenda, and the 2030 Agenda for Sustainable Development, with focus on Goal 11- sustainable cities and communities.

At output level, the project aimed to deliver the following outputs:

1. 5 New Local (Detailed) Outline Plans prepared
2. 25 Local (Detailed) Outline Plans consolidated to advance discussions with the Israeli Civil Administration (ICA)
3. 4 Public Spaces locally designed and implemented
4. 2 Cluster Plans for a group of local Palestinian communities in Area C, and the activation of local planning committees to monitor and support the implementation of the prepared plans

5. 3 new city-region plans at the Governorate level
6. 1 National Spatial Framework supported
7. 4 advocacy-oriented newsletters are published to defend the building and planning rights of the Palestinian communities in Area C
8. An enhanced Planning and Monitoring System for Area C is established

The main local implementing partners in this project, included:

- ▶ International Peace and Cooperation Centre (IPCC) based in Jerusalem city
- ▶ Center for Engineering and Planning (CEP) based in Ramallah city
- ▶ Universal Group for Engineering and Consulting (UG) in Nablus city
- ▶ Consortium: Arabtech Jardaneh Engineers & Architects (AJP) and IPCC
- ▶ Consortium: National Center for Sustainable Development (NCD), House of Palestinian Expertise for Consultancies & Studies (HOPE), and An-Najah National University (NNU)
- ▶ Local Contractors: Abu Al-Teen for General Contracting Company based in Bethlehem; Mechanical Design and Contracting Company (MEDCO), based in Bethlehem; Al-Hamdeyeh Company for General Contracts based in Jenin; Al Aqaba Rural Woman Society (ARWS), based in Tubas

3. Purpose and objectives of the evaluation

This end-of-project evaluation of "Fostering Tenure Security and Resilience of Palestinian Communities through Spatial-Economic Planning Interventions in Area C" is mandated by the donor, the European Union, and in-line with UN-Habitat Evaluation Policy (2013) and the Revised UN-Habitat Evaluation Framework (2016) that mandate all projects over USD1 million to have an evaluation conducted by external consultant.

The end-of-project evaluation serves both accountability and learning purposes. It is intended to provide evidence on what was achieved by the project at objectives, expected accomplishment (outcomes) and output levels by assessing the

achievements, challenges and opportunities of the project through measurement and analysis of all the phases of the project management cycle in relation to its results chain and the project's logical framework. It is also intended to enhance learning by identifying constraints, lessons learned and recommendations that may be the basis of decision-making for future UN-Habitat programming and funding; More specifically informing the development of the future portfolio, with specific attention to identifying opportunities and areas of future action that will strengthen the results and contribute further to the tenure security of Palestinians in Area C; and leverage to influence strategies, opportunities for scaling-up and replicating the implementation approach used.

The evaluation will assess to what extent the delivery of the project's objectives and expected accomplishments were relevant, efficient, effective, sustainable, and achieved impact and coherence. The sharing of evaluation findings from this evaluation will inform the MoLG, EU, UN-Habitat and international and local implementing partners and other stakeholders on what worked, what did not work well and why.

The key objectives of the evaluation are as follows:

1. To assess achievement of performance of the project in terms of achievement in terms of achievement of results at objective, expected accomplishment (outcome) and output levels
2. To assess the relevance, efficiency, effectiveness, sustainability, impact and coherence of the project in improving conditions of Palestinian communities in Area C in terms of planning to protect and ensure the right to an adequate standard of living
3. To assess project management modalities, appropriateness of partnerships, working arrangements, adequacy of resources and how these may have impacted on the effectiveness of the project
4. Assess how cross-cutting issues such as gender equality, youth and human rights were integrated and impacted the project

5. Identify lessons learned and make strategic, programmatic and management recommendations on what further needs to be done to effectively promote and develop sustainable spatial planning in Area C and the Palestinian territory; and
6. The evaluation will make an assessment of the project's implementation strategy and the different activities carried out by the project, in the field of visibility, information and communication, the results obtained, and the impact achieved with these actions in Area C and the Palestinian territory

4. Scope of the evaluation

The evaluation will focus on the life cycle of the project, covering the period from May 5, 2017 to May 4, 2020. It will assess the planning, funding, implementation and, monitoring and reporting on the project. It will assess achievements of outputs and expected accomplishments (outcomes), identify and analyze constraints, challenges and opportunities. Further, it will include assessment on how crossing cutting issues of gender equality, human rights, climate and youth have been integrated in the planning and implementation of the project.

5. Key Indicative evaluation questions

The evaluation will base its assessments on the criteria of relevance, efficiency, effectiveness, impact and sustainability and coherence in line with standards and norms of evaluation in the United Nations system:

Relevance

- ▶ To what extent was the project relevant to requirements/needs of the beneficiaries (national and local governments)?
- ▶ To what extent was the implementation strategy responsive to the EU and UN-Habitat strategies?
- ▶ To what extent were the project's intended outputs and outcome consistent with national and local policies and priorities, and the needs of target beneficiaries?
- ▶ To what extent is UN-Habitat's comparative advantage in this area of work compared

with other UN entities and key partners? To what extent were the identification of key stakeholders and target groups (including gender analysis and analysis of vulnerable groups) and of institutional capacity issues relevant?

Effectiveness

- ▶ To what extent were the project's intended results (outputs and outcome) achieved how did UN-Habitat contribute towards these achievements?
- ▶ What types of products and services were provided to beneficiaries through this project? What kind of positive changes to beneficiaries have resulted from products and services delivered?
- ▶ To what extent has the project proven to be successful in terms of ownership in relation to the local context and the needs of beneficiaries? To what extent and in what ways has ownership, or lack of it, impacted the effectiveness of the project?
- ▶ To what extent was cross cutting issues of gender, human rights, youth, climate change considered and integrated in the programme design and implementation of the project?
- ▶ To what extent did the assumptions and risk assessments at results level turn out to be inadequate or invalid, or unforeseen external factors intervened, and how flexible the project's management has been to ensure that the results would still achieve the intended purpose?

Efficiency

- ▶ To what extent did resources and management structure of the project support efficiency for project implementation?
- ▶ To what extent did the project management and international and local partners have the capacity to design and implement the project?
- ▶ To what extent were the institutional arrangements of UN-Habitat adequate for the project? What type of (administrative, financial and managerial) obstacles did the project face and to what extent has this affected the project?

- ▶ To what extent the project demonstrated value for money, as well what was the quality of the monitoring performed during the implementation and measures taken to adapt as necessary?
- ▶ To what extent did activities and outputs contribute to the expected accomplishments (outcomes) and objective of the project?
- ▶ To what extent was monitoring and reporting on the project transparent and satisfied key stakeholders?

Impact

- ▶ To what extent has the project attained (or is expected to attain) development results to the targeted population, beneficiaries, participants, whether individuals, communities, institutions, etc.? More specifically, at impact level the ex-post evaluation will make an analysis of the following aspects:
 - ▶ Extent to which the objectives of the project have been achieved as intended in particular to the project planned overall objective.
 - ▶ Whether the effects of the project:
 - ▶ have been facilitated/constrained by external factors
 - ▶ have produced any unintended or unexpected impacts, and if so, how have these affected the overall impact
 - ▶ have been facilitated/constrained by project/programme management, by co-ordination arrangements, by the participation of relevant stakeholders
 - ▶ have contributed to economic and social development
 - ▶ have contributed to poverty reduction
 - ▶ have made a difference in terms of cross-cutting issues like gender equality, environment, good governance, human rights, conflict prevention etc.
 - ▶ were spread between economic growth, salaries and wages, foreign exchange, and budget.

Sustainability

- ▶ To what extent was capacity developed in order to ensure sustainability of the efforts and benefits?
- ▶ To what extent did the project engage the participation of beneficiaries in design, implementation, monitoring, and reporting?
- ▶ To what extent was the theme of the project aligned with national/local development priorities and contributed to increased investments to accelerate the achievement of priorities?
- ▶ To what extent will the project be replicable or scaled up at national or local levels?
- ▶ To what extent did the project foster innovative partnerships with local institutions and authorities and other development partners?

Coherence/complementarity

- ▶ Was the project coherent and implemented in synergy within the donor's development programme?
- ▶ Was the project coherent or complement with partners' policies and with other donors' interventions?

Community value added

The extent to which the intervention adds benefits to what would have resulted from development partners' interventions in the same context.

- ▶ Has the project brought added value by involving UN-Habitat and partners?
- ▶ What impact has this project made that would not have been possible without the intervention?

Visibility

The consultant should evaluate the media coverage, outreach impact of the different visibility activities and the extent of the EU exposure in both Palestinian and international media with regard to these activities. The consultant should provide recommendations on how to improve EU-UN-Habitat visibility and media coverage in this respect.

The evaluator may expound on the evaluation questions, as necessary, in order to carry out the objectives of the evaluation.

6. Stakeholder engagement

It is expected that this evaluation will be participatory, involving key stakeholders. Stakeholders will be kept informed of the evaluation processes including design, information collection, and evaluation reporting and results dissemination to create a positive attitude for the evaluation and enhance its utilization. Relevant entities may participate through a questionnaire, interviews or focus group discussions. UN-Habitat will facilitate for the evaluator the engagement with main stakeholders. A stakeholder analysis should be prepared by the external evaluation expert/consultant at the inception phase of the assignment. All data collected and analyzed should be gender disaggregated.

7. Evaluation methods

The evaluation approach will be a results-based approach. Further, it shall be independent and carried out following the evaluation norms and standards of the United Nations System. Evaluation criteria will guide the evaluation process. The evaluation will be based on Theory of Change of the 'Fostering Tenure Security and Resilience of Palestinian Communities through Spatial-Economic Planning Interventions in Area C (2017-2020)' project and will outline the results chain and pathways as well as assumptions.

The main emphasis is placed on project delivery (including partnership and collaboration), achievement of results; lessons learned including critical gaps; and recommendations. Findings in the evaluation should be evidence based.

A variety of methodologies will be applied to collect information during the evaluation. These methodologies include the following elements:

Review of documents relevant to the project. Documents to be provided by the UN-Habitat country office, donor and partners, including project documents, results-oriented monitoring review report, progress reports to donor, final deliverables, etc.

Key informant interviews and consultations, including focus group discussions will be

conducted with key stakeholders, including each of the implementing partners.

Field visits, if deemed feasible with the COVID-19 crisis and the resources available to the evaluation, to assess selected activities of the project and interview beneficiaries.

8. Accountability and responsibilities

This is a decentralized evaluation. The UN-Habitat country office in Palestine will commission and manage the evaluation. It will hire a suitable consultant to conduct the evaluation and will be responsible for sharing with evaluation products with key stakeholders, including the donor and other implementing partners.

UN-Habitat Independent Evaluation Unit will support the evaluation on quality assuring the evaluation products including the ToR, Inception report and draft evaluation report.

The evaluation will be conducted by one consultant. The evaluator is responsible for meeting professional and ethical standards in planning and conducting the evaluation and producing the expected deliverables. The consultant in close consultation with UN-Habitat team is responsible to make sure that the following tasks are fulfilled:

Review the project document and contract and evaluate project's outputs (planning documents/reports)

Organize interviews, consultations, and discussions with key Palestinian and other relevant stakeholders, UN-Habitat, other UN agencies, and civil society organizations, aiming to evaluate the capacities built and future needs.

Produce inception report, draft report for feedback and final evaluation report.

9. Primary deliverables

The three (3) primary deliverables for this evaluation are:

Inception report with evaluation work plan, and a stakeholder analysis. Once approved, it will become the key management document for the evaluation, guiding evaluation delivery in accordance with UN-Habitat's expectations and

standards for evaluation reports. The inception report shall include background and context, evaluation purpose and objectives, theory of change, evaluation matrix, approach and methods to be used, limitations or constraints to the evaluation, proposed outline of the evaluation report, as well as work schedule and delivery dates of key evaluation deliverables.

Draft evaluation report. The evaluator will prepare draft evaluation report to be reviewed by UN-Habitat. The draft should follow UN-Habitat's standard format for evaluation reports (the format will be provided). The format is intended to help guide the structure and main contents of evaluation reports formulated by UN-Habitat.

Final evaluation report including executive summary and appendices will be prepared in English and follow UN-Habitat's standard format of an evaluation report. The report should not exceed 20 pages, excluding the executive summary and annexes. The report should be technically easy to comprehend for non-evaluation specialists.

10. Duration of assignment

The duration of the evaluation is 25 working days over a period of three (3) calendar months. The exact start date will be agreed with UN-Habitat and partners (especially, donor and governmental institutions), and in light of the COVID-19 public health crisis. The work schedule for the assignment is summarized in the table below.

Work schedule	No. of Days Billed	Anticipated Dates
Milestone 1: Meeting with UN-Habitat team to discuss the work plan	1 working day	TBD
Milestone 2: Submit/discuss the inception report, including tentative table of contents of the evaluation report (deliverable 1)	3 working days	TBD
Milestone 3: Review the project document and contract and evaluate project outputs (planning documents/reports)	5 working days	TBD
Milestone 4: Organize interviews, consultations, and discussions with key Palestinian and other relevant stakeholders and civil society organizations aiming to evaluate the capacities built and future needs	7 working days	TBD
Milestone 5: Draft project evaluation report and submit for comments (deliverable 2)	6 working days	TBD
Milestone 6: Produce the final document project evaluation report including final comments and feedback (deliverable 3)	3 working days	TBD
Total	25 working days	

11. Technical and financial evaluation

Technical evaluation

- ▶ Experience of the consultant in the field of project evaluation **25 points**
- ▶ Qualifications and competency of the consultant to complete the assignment **40 points**
- ▶ Compliance of the proposed plan and methodology with the ToR **30 points**
- ▶ Women candidate **5 points**

Financial evaluation

Upon completion of the technical evaluation, the financial assessment will be carried out as follows:

1. The technical evaluation will weigh 70%, while 30% will be allocated for the financial offer
2. Financial offers from bidders with a total technical score of 75 points or more will only be considered. Bidders with a total technical score of less than 75 points will be excluded and the financial offers will not be opened
3. The financial assessment points will be calculated for each bidder whose financial offer has been opened according to the following formula:

The financial evaluation of the consultant:

$$\frac{\text{Lowest price} \times 30\%}{\text{Consultant fees/price}}$$

4. The technical and financial evaluation points will be combined for each offer that has not been excluded. The tender will be then offered to the consultant with the highest number of financial and technical evaluation points, and as agreed by UN-Habitat
5. The consultant will not be provided with daily subsistence allowance/per diems. UN-Habitat will provide logistical support, including local transportation, where needed

12. Payment schedule

The payments for undertaking the evaluation assignment shall be paid to the consultant, according to the following:

- ▶ First installment: 15% of the value of the contract after signing the agreement and submission of the inception plan, including

work plan and stakeholder analysis and approval by UN-Habitat

- ▶ Second installment: 60% of the contract value after the delivery of the draft evaluation report and approval by UN-Habitat
- ▶ Third (final) installment: 25% of the value of the contract after delivery of the final evaluation report and all deliverables (documents and reports) and approval by UN-Habitat

13. Qualifications of the Evaluator

Education

- ▶ At least a master's degree in Urban and Regional/Spatial Planning, Development Studies, Local Governance, Urban Geography, or other relevant discipline

Work experience and other requirements

- ▶ Extensive evaluation experience. The consultant should have ability to present credible findings derived from evidence and putting conclusions and recommendations supported by the findings
- ▶ A minimum of seven years' professional practical experience in results-based management working with projects/programmes in the field of spatial planning
- ▶ Very good knowledge of international experience and best practices regarding institutional change management and human resource development, planning, sustainable urban development, and local governance
- ▶ Understanding of and experience with demand-driven processes and methodologies of capacity building required
- ▶ Good understanding of planning, development and governance and the associated responsibilities at municipal level
- ▶ Familiarity with and loyalty to the goals of the United Nations, UN-Habitat's mandate
- ▶ Knowledge of municipal legal, spatial and economic drivers

Language

- ▶ Excellent proficiency in spoken and written English is required

Annex 2 List of Persons Interviewed

Time	Organization, Venue	Name	Position	Contact info
Tuesday, 2 June 2020 and on weekly/sometimes daily basis				
12:00 – 1:00 PM	United Nations Human Settlements Programme (UN-Habitat)	Dr. Ahmad El-Atrash	Sr. National Urban Programme Officer	Email: ahmad.el-atrash@un.org
Tuesday, 2 June 2020				
1:00 – 2:00 PM	United Nations Human Settlements Programme (UN-Habitat)	Mr. Mohammad Abu Qaoud	Spatial Planner	Email: mohammad.abu-qaoud@un.org
		Ms. Laila Abu Baker	GIS and Planning Officer	Email: laila.abubaker@un.org
Friday, 12 June 2020 & Tuesday, 7 July 2020				
10:00 – 11:30 AM	The Office of the European Union Representative (EUREP), EUREP Office, Jerusalem	Ms. Susana Fernandez Rodriguez	Programme Manager	Email: susan.fernandez-rodriguez@eeas.europa.eu
Monday, 15 June 2020				
9:00 – 9:45 AM	Ministry of Local Government (MoLG), MoLG Office, Ramallah	Eng. Jehad Rabaya	Head of Survey and GIS Department	Email: jhd_r@yahoo.com
Wednesday, 17 June 2020				
10:00 – 11:00 AM	International Peace and Cooperation Center (IPCC), UN-Habitat Office, Ramallah	Dr. Rami Nasrallah	Chairman	Email: rnasrallah@ipcc-jerusalem.org
Wednesday, 24 June 2020				
9:00 – 9:30 AM	Al Walaja Village Council, Al Walaja, Bethlehem	Mr. Khader El-Araj	Head of Village Council	Mobile: 0529375152
		Mr. Khalil Mummer	Joint Service Council for Planning and Development - West Bethlehem	Mobile: 0598020869
10:30 – 11:00 AM	Kisan Village Council, Kisan, Bethlehem	A group from the village	Community members	-
Thursday, 25 June 2020				
9:00 – 10:00 AM	Ministry of Local Government (MoLG), MoLG Office, Ramallah	Dr. Tawfiq Budeiri	Deputy Minister	Email: taw_bud@yahoo.com
		Dr. Azzam Hjouj	Director General of Organization and Urban Planning	Email: hjouj_azzam@yahoo.com
		Eng. Jehad Rabaya	Head of Survey and GIS Department	Email: jhd_r@yahoo.com
10:30 – 11:30 AM	Ramallah and Al Bireh Governorate Office, Governorate Office, Ramallah	Mr. Ahmad Khatib	Steering Committee Secretary	Email: ahmadkhatib1973@gmail.com

Time	Organization, Venue	Name	Position	Contact info
Friday, 26 June 2020				
9:00 – 10:00 AM	National Center for Sustainable Development (NCD), Virtual Meeting	Mr. Osama Saleh	Development Planning Expert - Team Leader	Email: shoufa2001@hotmail.com
10:00 – 10:30 AM	Universal Group for Engineering and Consulting (UG), Virtual Meeting	Prof. Sameer Abu-Eisheh	Spatial Planning Expert - Team Leader	Email: sameeraa@najah.edu
10:30 – 11:00 AM	Center for Engineering and Planning (CEP), Virtual Meeting	Ms. Shireen Shelleh	Partner and Managing Director	Email: shireen@cep-palestine.com
Sunday, 28 June 2020				
11:00 AM – 12:00 PM	Office of Prime Minister (PMO) – Area C 'National' Coordination Team	Ms. Nevin Hijazi	GIS and Planning Officer	Email: nhijazi@pmo.pna.ps
		Ms. Hala Haj Hasan	Head of Aid Coordination	Email: hhajhasan@pmo.pna.ps
Thursday, 2 July 2020				
10:00 – 10:30 AM	Belgian Development Agency (Enabel), Virtual Meeting	Mrs. Tharwat Ashami	Project Assistant	Email: tharwat.alshami@enabel.be
11:00 – 11:30 AM	Swiss Agency for Development and Cooperation (SDC)	Mr. Saad Halawani	National Programme Manager	Email: saad.halawani@eda.admin.ch
Friday, 10 July 2020				
9:00 – 10:00 AM	United Nations Human Settlements Programme (UN-Habitat)	Dr. Zeyad Elshakra	Head of Country Programme	Email: zeyad.elshakra@un.org
10:00 – 11:00 AM	United Nations Human Settlements Programme (UN-Habitat) - Land, Housing & Shelter Section	Mr. Jean du Plessis	Land Specialist	Email: jean.duplessis@un.org
Monday, 20 July 2020				
10.30 – 11.00 AM	Bar'ta'a Ash Sharqiyya	Ms. Zainab Khatib	Social Worker	Email: khatib.zainab@yahoo.com

Annex 3 Evaluation Matrix Inclusive of Key Stakeholders

Themes	Key Questions to be Addressed	UN-Habitat & HQ in Nairobi	MoLG & MDLF	LGUs & Communities	EU	Local Implementing Partners	ACCT / PMO	INGOs & NGOs/CBOs Working in Area C	Other UN Agencies & Donors	Other Indirect Stakeholders
Evaluation Theme - Intro. & General	What do you consider should be the main focus of the evaluation, given previous ones and monitoring reports?	●	●		●	●	●			
	What would you say is UN-Habitat's added value in this area of planning?	●	●			●	●		●	
	Where there any positive or negative side effects; or environmental consequences that were attributed to the Project? Any other challenges faced?		●	●				●		
	To what extent were the institutional/staffing arrangements of MoLG adequate for the Project? Discuss, if possible, what has been the impact of the Project and its effects on MoLG and on other relevant institutions of the PA.	●	●		●	●	●	●	●	●
	What would you say were key lessons learnt from the implementation process and the results of the Project?	●	●	●	●	●	●	●	●	
	What are your recommendations to promote sustainable spatial planning in Area C?	●	●	●		●		●		
Evaluation Theme - Relevance	How do you assess MoLG/LGUs/Districts/ communities participation in the various Project implementation phases?	●	●	●		●		●		
	Are the objectives of the Project relevant to the requirements and needs of the beneficiaries at all levels?		●	●					●	
	To what extent was the implementation strategy responsive to EU and UN-Habitat strategies?	●			●					
	To what extent are the Project's outputs and outcomes consistent with national and local priorities, and the needs of target beneficiaries?		●	●	●	●	●	●		
	What has been the relevance of the Project and the utilization of its results to the Palestinian development priorities and needs?	●	●		●	●	●	●		●
Evaluation Theme - Effectiveness	Relative to the changing context in which the Project was implemented: Did it adapt to the changing circumstances when relevant/needed? e.g. more advocacy	●	●		●		●			●
	To what extent were the Project's intended results (outputs and outcomes) achieved. How did UN-Habitat contribute towards these achievements?	●	●		●	●				
	What was provided to beneficiaries through this Project? What kind of positive changes to beneficiaries have resulted from this if any?	●	●	●			●	●		●
	To what extent has the Project proven to be successful with regards to ownership in relation to the local context and the needs of beneficiaries?	●	●	●		●		●		●
	What is the impact of the lack of ownership (if any) among beneficiaries on the effectiveness of the Project? E.g. cluster development plans	●	●	●		●		●		●
	To what extent were cross cutting issues considered and integrated into the Project design and implementation?	●		●	●	●		●		●
Evaluation Theme - Effectiveness	What role did external and internal risk factors play in determining success or lack of success?	●	●				●			●
	Where there any positive or negative side effects; or environmental consequences that were attributed to the Project?									

Themes	Key Questions to be Addressed	UN-Habitat & HQ in Nairobi	MoLG & MDLF	LGUs & Communities	EU	Local Implementing Partners	ACCT / PMO	INGOs & NGOs/CBOs Working in Area C	Other UN Agencies & Donors	Other Indirect Stakeholders
Evaluation Theme - Efficiency	To what extent did resources and the local staff management structure of the Project support efficiency of implementation? National staff instead of ex-pats		●	●		●				
	To what extent did the Project management partners have the capacity to design, implement, monitor and follow up the Project?	●	●		●		●			
	To what extent were the institutional arrangements of UN-Habitat adequate for the Project?	●	●							
	What type of financial, administrative and managerial obstacles/challenges (if any) did the Project face and to what extent has this affected the Project?	●		●						
	To what extent did the Project demonstrate value for money?	●	●		●					
	To what extent did monitoring and reporting on the Project ensure adaptation as necessary during implementation and was it transparent and satisfactory to the key stakeholders?	●	●		●	●	●	●		
	What do you recommend to- overcome delays due to lengthy ICA approval process?	●	●	●	●	●	●	●	●	●
Evaluation Theme - Impact	To what extent have the objectives achieved as intended in particular with regards to the planned overall objective of the Project?	●	●		●		●			
	Have the results of the Project been facilitated/constrained by external factors – what were these factors?	●	●					●		
	Have the results of the Project produced any unintended or unexpected impact, and if so how have these affected the overall impact.	●	●					●		
	Have there been any constraints imposed on the Project by: management; co-ordination arrangements (in particular with PA); the participation of the relevant stakeholders?	●	●	●	●	●	●	●		●
	Have the results of the Project contributed to: economic and social development – how? To poverty reduction – how?	●	●	●				●		●
	Have the results of the Project made a difference in terms of cross-cutting issues like gender equality, environment, good governance, conflict prevention etc. how?	●	●	●				●		
	Discuss, impact of the Project and its effects on MoLG and on other institutions of relevance.	●	●				●			
Evaluation Theme - Sustainability	To what extent was capacity of MoLG and others strengthened to contribute to future sustainability (on all sustainability fronts: capacity, policy, institutional financial)?	●	●			●	●			
	To what extent did the Project ensure proactive participation of beneficiaries in design, implementation, monitoring and reporting?	●	●	●		●				●
	To what extent was the Project aligned with national/local development priorities and contributed to increased investments/funding to accelerate the achievement of community priorities?	●	●				●	●		
	To what extent will the Project be replicable or scaled up at national, governorate or local levels?	●	●				●	●		●
	To what extent did the Project foster innovative partnerships with local institutions and other development entities?	●	●	●	●	●	●			●
	To what extent are the positive achievements (on output, outcome and impact level) still remembered/ tangible in the MoLG and targeted communities?	●	●	●			●	●		●

Annex 4 Key Documents Reviewed

Number	Document	Publication Date
1	Spatial Planning in Area C of the Israeli occupied West Bank of the Palestinian territory: Report of an International Advisory Board	May 2015
2	'One UN' approach to Spatial Planning in «Area C» of the occupied West Bank	September 2015
3	Memorandum of Understanding with Ministry of Local Government	September 2015
4	National Advocacy Strategy for Planning and Development in Area C 2016-2018	January 2016
5	Area C Strategic Framework and Action Plan 2018-2019	December 2017
6	UN-Habitat Country Programme Document 2018-2022	October 2018
7	Mid-term Evaluation of the European Union Programme in Area C, West Bank, Palestine	March 2019
8	Four Newsletters about the Project's activities	March 2019
9	Spatial Development Strategic Framework for Hebron Governorate 2030	October 2019
10	Four Newsletters about the Project's activities	February 2020
11	Spatial Development Strategic Framework for Hebron Governorate 2030	October 2019
12	Spatial Development Strategic Framework for Jerusalem Governorate 2030	March 2020
13	Spatial Development Strategic Framework for Ramallah and Al-Bireh Governorate 2030	March 2020
14	Fostering Tenure Security and Resilience for Bedouin Communities in the so-called Area C of the West Bank, Palestine: Policy Framework and Implementation Tools	April 2020
15	The Human Rights Impact Assessment Mechanism and Local Outline Plans in the So-Called «Area C», West Bank, Palestine: Guidelines for Implementation for Planners	April 2020
16	Placemaking Toolkit: Designing People Places	April 2020
17	Urban Economics in the Palestinian Communities of Area C of the West Bank	Not published
18	Consolidation of 25 Local Outline Plans - Final Report	Not published
19	Preparation of 5 New Local Outline Plans - Final Report	Not published
20	Preparation of N-E Tubas Cluster Plan - Final Report	Not published
21	Preparation of N-W Jenin Cluster Plan - Final Report	Not published
22	First Interim Report of the Project	Not published
23	Draft Final Progress Report of the Project	Not published