

Evaluation of State of Palestine WFP Country Strategic Plan 2018-2022

Terms of reference



**World Food
Programme**

**SAVING
LIVES
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LIVES**

July 2021

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1. Background

1. These terms of reference (ToR) were prepared by the WFP Office of Evaluation (OEV) based upon an initial document review and consultation with stakeholders.
2. The purpose of these terms of reference is to provide key information to stakeholders about the evaluation, to guide the evaluation team and to specify expectations during the various phases of the evaluation. The ToR are structured as follows: Section 1 provides information on the context; Section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Section 3 presents the WFP portfolio and defines the scope of the evaluation; Section 4 identifies the evaluation approach and methodology; and Section 5 indicates how the evaluation will be organized. The annexes provide additional information.

1.1. INTRODUCTION

3. Country strategic plan evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the next country strategic plan (CSP); and 2) to provide accountability for results to WFP stakeholders. These evaluations are mandatory for all CSPs and are carried out in line with the WFP Policy on Country Strategic Plan and the WFP Evaluation Policy.

1.2. CONTEXT

General overview

4. The State of Palestine comprises West Bank (including East Jerusalem) and the Gaza Strip, which have no geographical border with one another, being separated by Israel. The designated capital is East Jerusalem; however, the administrative center is located in Ramallah (West Bank). The West Bank and the Gaza Strip became distinct political units as a result of the 1949 armistice that divided the new state of Israel from other parts of the State of Palestine that were under the British Mandate.¹ In 2012, the General Assembly accorded the State of Palestine non-Member Observer State status in the United Nations (UN). The humanitarian context of the State of Palestine is a protracted protection crisis, characterized by some 50 years of occupation, internal Palestinian political divisions, and recurrent escalations of hostilities between Israel Security Forces and Palestinian armed groups. These dynamics are significantly magnified in the Gaza context by the protracted blockade, the intensification of the internal divide between the West Bank-based Palestinian Authority and Hamas.²
5. In 2020, the State of Palestine's population, was estimated to be 5.1 million people (49.3% females),³ with an annual growth rate of 2.4%.⁴ 79.6% lived in urban areas; 13.5% were children under the age of 5, 38.3% under the age of 14 and 3.2% over the age of 65. In 2019, the total fertility rate - live births at birth per woman- was 3.91, life expectancy was 72.9 years for males and 76 years for females.
6. The State of Palestine is a lower-middle-income economy with an estimated 2019 Gross National Income (GNI) per capita of USD3,883 (USD2,045 for females and USD10,666 for males). It showed significant progress in all Human Development Index (HDI) indicators and witnessed an increase by 4.4% between 2005 and 2015, but remained the same - 0.708 (0.638 for females and 0.733 for males) between 2018 and 2019, putting the State of Palestine in the high human development category - at 115 out of 189 countries and territories. A review carried out by the Palestinian Central Bureau of Statistics found that 24% of Palestinians are multidimensionally poor, with large disparities between West Bank and Gaza (11% vs. 45%). Poverty is more severe in refugee camps

¹Reut Institute 2006. Inversion towards the Occupation: A New Challenge to Israel's National Security Concept.

² OCHA. 2020. Humanitarian Needs Overview 2021, December 2020.

³ United Nations Population Division. *World Population Prospects: 2019 Revision*.

⁴ United Nations Development Programme. *Human Development Report 2020*.

(39%) than urban and rural areas (24% and 14%, respectively), reflecting the high poverty incidence observed in Gaza, as the Strip is mainly urban and hosts most refugee camps.⁵

7. In 2020, socio-economic conditions deteriorated for the third consecutive year with persisting high rates of poverty and unemployment and declining gross domestic product (GDP) per capita. The economy of Gaza has been significantly impacted by the protracted blockade. This led to significant dependence of more than 80% of the population on international assistance, which however, has been far from sufficient to prevent deep crises of poverty, food insecurity, hygiene and health, and electricity shortages and dearth of safe drinking water.⁶
8. Since April 2020, the fiscal situation has further deteriorated to its lowest level in 20 years resulting in serious socio-economic consequences for Palestinians.⁷ This has been mainly due to the economic slowdown caused by the Covid-19 pandemic, decrease in tax revenues (tax clearance revenues that Israel collects on its behalf)⁸ and a decline in overseas development aid, resulting in the loss of 80% of income to the Palestinian Authority and reducing its capacity to pay salaries, deliver services and maintain its social safety nets.

National policies and the SDGs

9. Under Agenda 2030, the Government has adopted the Sustainable Development Goals through its National Policy Agenda (NPA) "Putting Citizens First" approved for the period 2017-2022. The NPA defines the strategic direction of the Government around the following three pillars: Path to Independence; Government Reform; and Sustainable Development.
10. Poverty reduction is the first objective of the Social Development Sector Strategy (SDSS) (2017–2022), linking poverty reduction to food security improvements. The national poverty reduction programme aims to support poor, food-insecure and vulnerable households to ensure their basic needs are met; however the Government's limited financial resources constitute a major challenge to reaching all vulnerable groups and implementing an effective national programme.
11. The National Agricultural Sector Strategy 2017-2022 (NASS) aims to mainstream the NPA vision at sector level. The NASS envisions a sustainable agricultural sector able to compete on local and global markets and effectively contribute to national food security.⁹
12. In the 2018 National Voluntary Review on the Implementation of the 2030 Agenda (VNR),¹⁰ 109 indicators were available and 135 were not available across the 17 SDGs. Palestinian Central Bureau of Statistics (PCBS) subsequently published the "Survey on Public Perceptions of the National Priorities within the Framework of the Sustainable Development Agenda" (2019)¹¹ and the "Sustainable Development Goals Statistical Report" (2020).¹²
13. The 2021 Humanitarian Needs Overview (HNO)¹³ identified some 2.45 million people in need of humanitarian assistance and protection. These needs will be addressed through the Humanitarian Response Plan (HRP), which aims for protecting rights of Palestinians living under occupation, provide access to basic services for those who are vulnerable, and support the ability of Palestinians to cope with and overcome the effects of the protracted crisis, while more sustainable solutions are sought.¹⁴

⁵ Palestinian Central Bureau of Statistics, 2020. Multidimensional Poverty Report, 2017. Main Results. Ramallah - Palestine.

⁶ United Nations Conference on Trade and Development, August 2020. Report on UNCTAD assistance to the Palestinian people: *Developments in the economy of the Occupied Palestinian Territory*.

⁷ *Ibid.*

⁸ UNOCHA Humanitarian Needs Overview 2021, Occupied Palestinian Territories.

⁹ FAO. 2017. *Country Programming Framework for Palestine 2018-2022*

¹⁰ State of Palestine. National Voluntary Review on the Implementation of the 2030 Agenda. June 2018.

¹¹ Palestine Central Statistics Bureau. 2019. Survey on Public Perceptions of the National Priorities within the Framework of the Sustainable Development Agenda, 2019. September 2019

¹² Palestine Central Statistics Bureau. 2020. Sustainable Development Goals Statistical Report 2020.

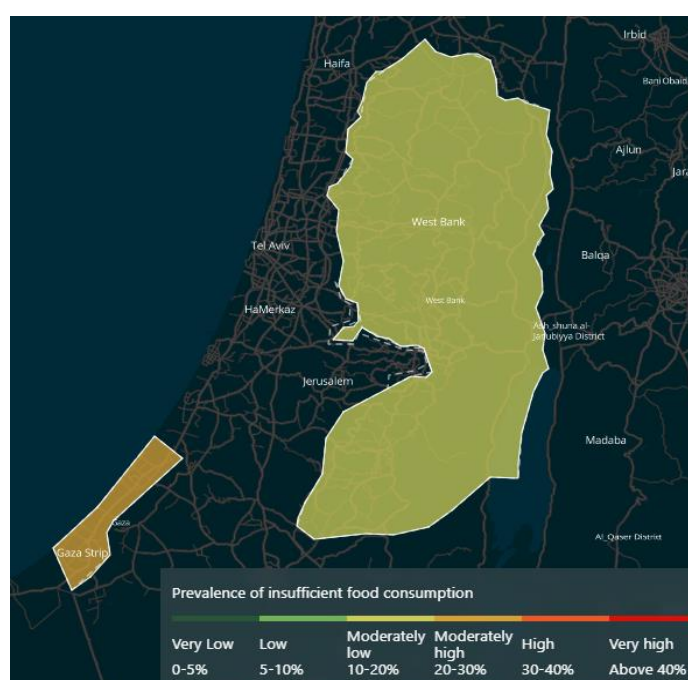
¹³ OCHA. 2020. Humanitarian Needs Overview, Humanitarian Programme Cycle 2021, December 2020.

¹⁴ FAO. 2020. Humanitarian Response Plan.

Food and nutrition security

14. Food insecurity remains high caused by limited economic access to food resulting from high poverty and unemployment rates and an overstretched government safety net. The 2020 State of Food Security and Nutrition Report found 26.3% of the Palestinian population (1.34 million people) to be food insecure; 13% in the West Bank and 39% in the Gaza Strip (62% of households in Gaza are severely or moderately food insecure).¹⁵ Food insecurity is higher among families headed by women (32% overall, and 54% in the Gaza Strip).
15. High food insecurity has also contributed to rising levels of malnutrition. According to the Multiple Indicator Cluster Survey (MICS) survey 2019-2020,¹⁶ 8.7% of children under the age of 5 years suffer from stunting, 1.3% from wasting, 2.1% are underweight and 8.6% are overweight. The United Nations Inter-agency Group for Child Mortality Estimation (UN-IGME) estimates under-5 child mortality to be 19.4% in 2019, down from 23.2% in 2010.

Figure 1 : State of Palestine: prevalence of insufficient food consumption (May 2021)



Source: World Food Programme HungerMap, State of Palestine (predicted). Extracted 07 May 2021.

Agriculture

16. In 2020, prolonged restrictions on access to sea, land and markets for inputs and exports took a toll on agricultural activities, eroding the livelihoods and resilience of vulnerable families.¹⁷ The sector has also been challenged by persistent energy shortages and lack of support for vulnerable fishers and farmers in the Gaza Strip's Access Restricted Areas. In the West Bank, agriculture-dependent communities, particularly Bedouins and herders in Area C continue to face challenges in accessing water, grazing land and animal health services. In the the Gaza Strip, there is also constrained access to farmland, where up to 35% of the agricultural areas are off-limits as access-restricted areas. The situation deteriorated after a new spike in conflict in 2014 when almost one third of agricultural land was damaged, and much of the most fertile land contaminated by explosive remnants. The combination of shocks and restrictions has resulted in considerable output and employment losses

¹⁵ WFP. 2017. *State of Palestine Country Strategic Plan (2018–2022)*.

¹⁶ Palestine Central Statistics Bureau. 2021. *The Palestinian Multiple Indicator Cluster Survey 2019-2020, Survey Findings Report*, January 2021

¹⁷ FAO 2020. *Humanitarian Response Plan*.

in Gaza's agricultural industry, including the extensive destruction of agricultural property and products, and the undermining of the productive base.¹⁸

Climate change and vulnerability

17. The State of Palestine is characterized by high bio-physical and socio-economic vulnerability to climate change, combined with limited capacity to respond to projected and current effects of climate change.¹⁹ Inhabitants live in areas facing serious challenges in water availability. Recent and projected climate trends indicate that temperatures in the area will rise resulting in increased water shortages, flooding and subsequent challenges in food security. The capacity of the Palestinians to cope with and adapt to these challenges is constrained due to its limited control over and access to its natural resources, especially land and water.
18. The Palestinian Authority has put in place a Climate Change Adaptation Strategy and Programme of Action in 2010 which outlines a roadmap constituting of adaptation and mitigation measures to combat climate change. Eleven internationally funded projects tackling climate change risks have been implemented between 2011 and 2020. The State of Palestine joined the UNFCCC in December 2015 and signed the Paris Agreement in April 2016.

Education

19. Education is highly valued among Palestinians, with 97% of both girls and boys enrolled in basic education, and 95% and 87% of girls and boys respectively enrolled in secondary education in 2019.²⁰ But these impressive rates of enrolment mask the challenges of access to school, as adolescent boys and children with disabilities are vulnerable to dropping out of school. By age 15, nearly 25% of boys and 7% of girls have dropped out of school, while 22.5% of boys and 30% of girls aged 6-15 years with a disability have never been enrolled in school.²¹

Gender

20. The patriarchal society and traditional gender roles continue to cause multiple layers of discrimination and impede greater achievements in attaining gender equality overall. The implementation of laws and legislations and policy commitments has been limited, despite the decision of the Council of Ministers that gender should be taken into consideration in planning and budgeting.²² In 2018, women headed households represented 11% of the total households in the State of Palestine,²³ but accounted for almost 20% of families suffering from extreme poverty. The average family monthly income for food-insecure households headed by women was equivalent to USD548 in 2018 – below the average of USD567 for food-insecure households headed by men and the “deep” poverty line set at USD553 per month per family. From 2011 to 2018, unemployment rate among households headed by women increased from 28% to 47%, while for households headed by men it increased from 19% to 22%.²³ Overall participation of females in labour force is lower than that of males, including in judiciary and civil service. For instance, in 2018, 82.7% of judges were male, compared to 17.3% female, and in the public civil sector, female Director Generals represented 11.3% of the total director generals, compared to 88.7% males in the same post.²³
21. Insofar as Gender Based Violence (GBV) is concerned, according to Palestinian Central Bureau of Statistics (PCBS) 2019 Violence Survey there has been a decline in married victims of GBV from 37% in 2011 to 27% in 2019, but psychological violence remains high for this category (57% in 2019). On the other hand, in the case of individuals who have never been married, psychological violence increased from 25% in 2011 to 39% in 2019.²⁴ A recent study found that patriarchal gender norms and traditions contribute to the acceptance of violence against women and girls, but have been

¹⁸ PA 2018. *Palestinian National Voluntary Review On The Implementation Of The 2030 Agenda*.

¹⁹ Feitselson, E., Tamimi, A. & Rosenthal, G. (2012). *Climate change and security in the Israeli-Palestinian context*.

²⁰ UNESCO 2021. Palestine Country Profile.

²¹ UNICEF 2021. Education and adolescents Programme Brief in Palestine.

²² PA 2018. *Palestinian National Voluntary Review On The Implementation Of The 2030 Agenda*.

²³ Palestinian Central Bureau of Statistics 2018. *Press release on the situation of women in Palestine*.

²⁴ Palestine Central Bureau of Statistics 2019. *Preliminary Results of the Violence Survey in the Palestinian Society*. November 2019

exacerbated by the decades-long blockade of Gaza which disproportionately affects women and girls.²⁵ The COVID-19 pandemic has also exposed women and girls to greater risks of abuse and violence. UNRWA recorded 655 cases of GBV in the first 11 months of 2020, with the number of cases sharply increasing in Gaza during the lockdown period.²⁶

Migration, refugees and internally displaced people

22. The humanitarian response in the State of Palestine has categorized population as “refugee” and “non-refugee”,²⁷ with the United Nations Relief and Works Agency in the Near East (UNRWA) mandated to support the needs of Palestinian refugees while the non-refugee population is supported by the Palestinian Authority, other UN agencies and non-governmental organizations (NGOs).
23. Today, some 5 million Palestinians are eligible for UNRWA services.²⁸ Of these, more than 1.5 million individuals live in 58 recognized refugee camps in Jordan, Lebanon, the Syrian Arab Republic, the Gaza Strip and the West Bank, including East Jerusalem (with the remaining living around cities of host countries and the State of Palestine). The West Bank hosts 828,000 registered refugees, around a quarter of whom live in 19 camps. Additionally, the Gaza Strip is home to some 1.4 million Palestinian refugees; of these, almost 600,000 live in the eight recognized refugee camps managed by UNRWA.

Humanitarian protection

24. Key protection concerns in the State of Palestine include forced displacements, conflict-related and settler violence, restrictions on freedom of movement and violations against children. The 13-year closure of the Gaza Strip continues to limit the population’s access to basic social services and social assistance and restrict people’s freedom of movement. In addition, the complex system of movement restrictions in the West Bank pose challenges to accessing healthcare and other essential services. In May 2021, hostilities escalated causing the death of many civilians, displacement, damage to vital infrastructure, and shortages of water, food and other basic supplies.
25. The 2021 HNO found that prolonged stresses have left Palestinians less able to cope with sudden shocks, such as spikes in conflict, demolitions and natural or environmental hazards, climate change and effects of inadequate water, sanitation services and electricity.

Covid-19 Pandemic

26. As mentioned earlier, the COVID-19 pandemic resulted in loss of livelihoods, but also severely affected other aspects such as the public health system in the State of Palestine. The first local transmission cases were reported in Gaza in August 2020, with numbers increasing since then. This has put an enormous strain on the already fragile public health system, weakened by years of shortages in medical personnel and supplies. As of 8 May 2021, 330,278 COVID-19 cases and 3,619 deaths had been recorded.²⁹ Around 6% of the total Palestinian population has been targeted so far for vaccination, according to the Palestinian Authority Ministry of Health (MoH). Schools have also closed for long periods, and remote learning modalities activated to ensure continuity of education.
27. The Government has drafted several ministerial-level response plans. The Ministry of Finance has secured necessary cash flow to support the COVID-19 response and maintain public services. The Prime Minister’s Office is currently leading the drafting of a national socioeconomic response strategy, and the Government identified several priorities in its report to the Ad-Hoc Liaison Committee in June 2020. In April 2020, the Humanitarian Country Team released its Inter-Agency

²⁵ Islamic Relief 2020. *Gender-based violence against women and girls in Gaza, Protection and Inclusion Framework*

²⁶ UNRWA. *Occupied_Palestinian_territories_emergency_appeal* 2021.

²⁷ Refugees are defined as the descendants of fathers who lost both home and means of livelihoods as a result of the declaration of Israel as an independent state in Palestine under British colonial rule; non-refugees are those who continued living in their original areas of residence after the 1948 conflict.

²⁸ UNRWA 2021. *Where we work in Gaza*.

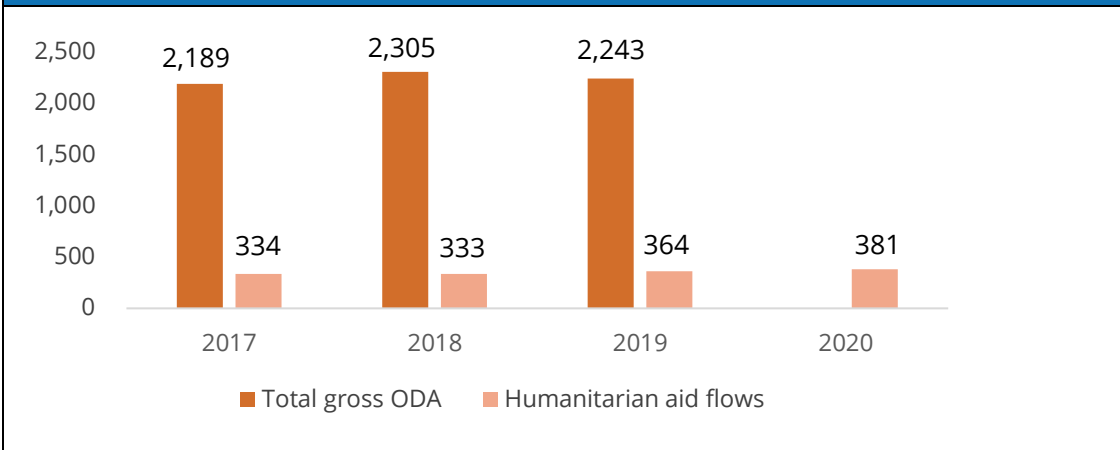
²⁹ WHO 2021. *Covid-19 Dashboard for Occupied Palestinian Territories*.

COVID-19 Response Plan that sought to mobilize USD41.9 million to implement the most urgent and critical activities.³⁰

International development assistance

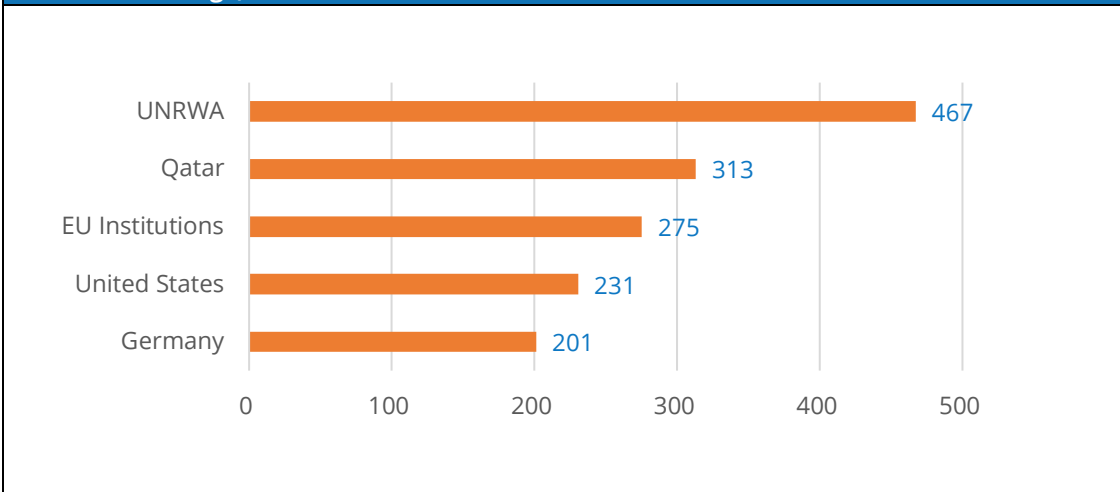
28. During 2017-2019 the State of Palestine received a yearly average USD2,245 million gross official development assistance (ODA). The top five average official development assistance funding sources between 2017 and 2019 are UNRWA,³¹ Qatar, the European Union and the United States. The main humanitarian donors have comprised of the United Arab Emirates, Japan, European Civil Protection and Humanitarian Aid Operations (ECHO), the United States and Germany.

Figure 2: International assistance to the State of Palestine (2017-2020), in million USD



Source: OECD website, data extracted on 30/04/2021

Figure 3: Top five donors of gross official development assistance for the State of Palestine, 2017-2019 average, USD million

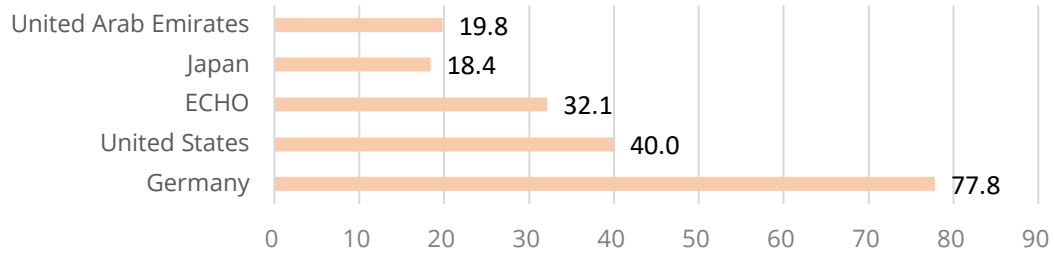


Source : OECD-DAC, UN OCHA – FTS (Accessed 29/04/2021)

³⁰ UNCT. 2021. *Occupied Palestinian Territories Covid 19 Response Plan*.

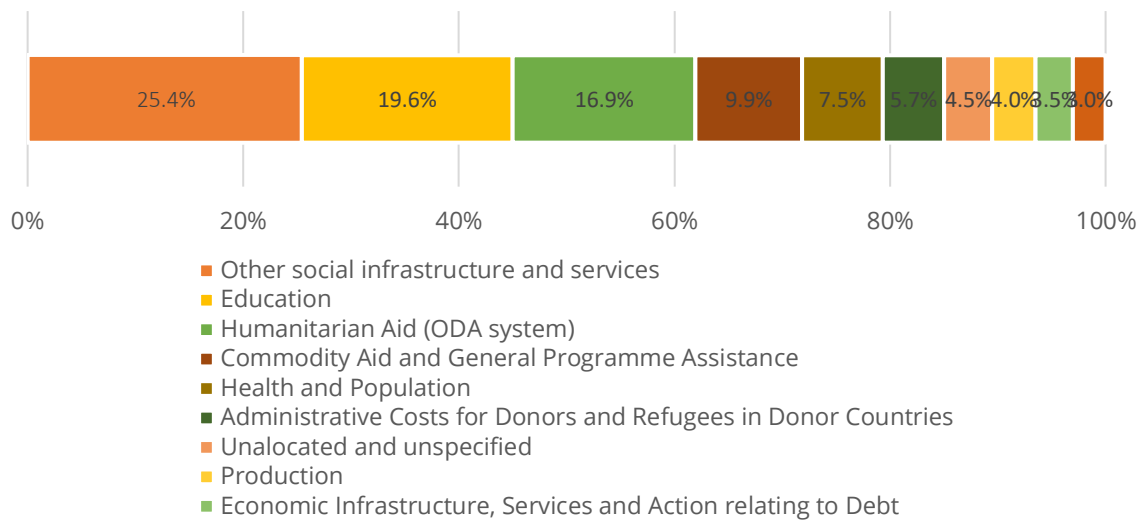
³¹ With the exception of UNRWA, UN agencies have been removed from the top 5 ODA funding sources.

Figure 4: Top five donors of humanitarian assistance for the State of Palestine, 2017-2019 average, USD million



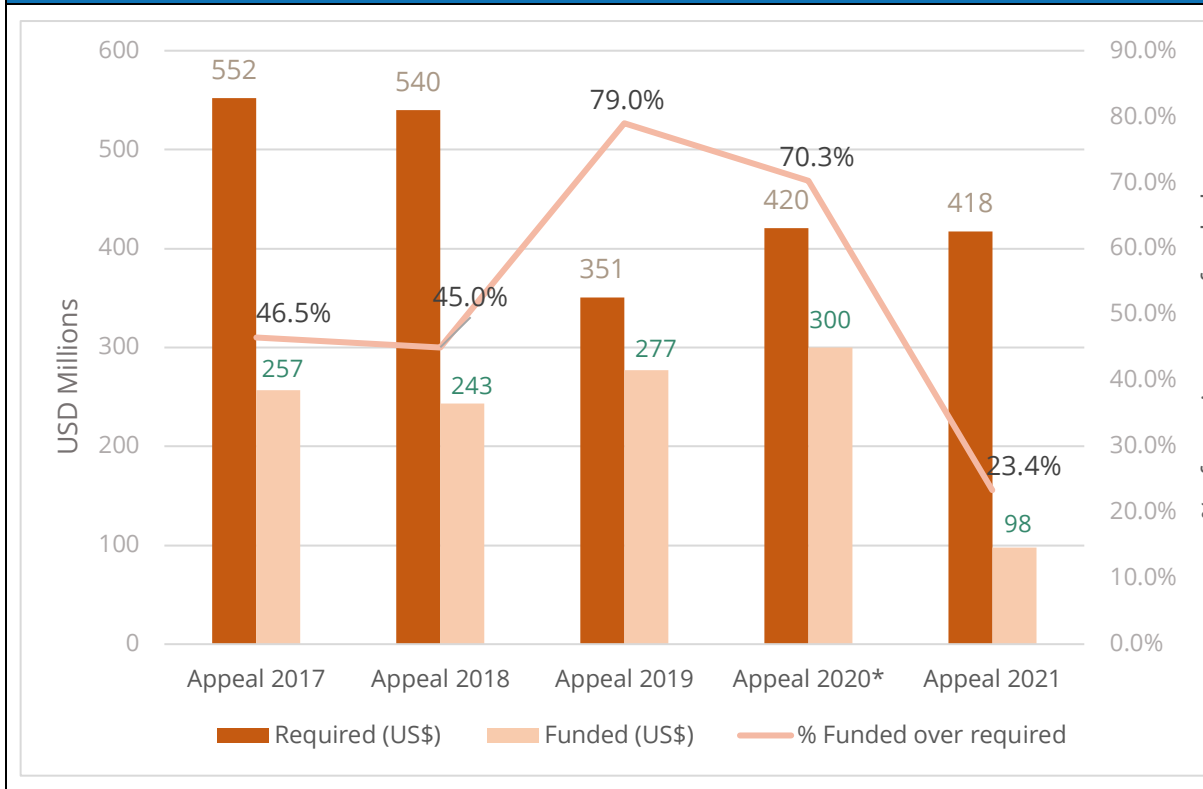
Source : OECD-DAC, UN OCHA – FTS (Accessed 29/04/2021)

Figure 5: State of Palestine: Bilateral ODA by sector, 2017-2019 average



Source: OECD website, data extracted on 29/04/2021

Figure 6: State of Palestine: Funding against response plans and appeals, 2017-2021



Source: OCHA FTS website, data extracted on 30/04/2021

* The 2020 Appeal includes funding of USD 4.5 million to the Covid-19 response.

United Nations Sustainable Development Cooperation Framework

29. The United Nations Development Assistance Framework (UNDAF)³² covers the period 2018-2022 with a total budget of USD 1.26 billion. It leverages the expertise, capacity and resources of the UN to support the Government's priorities; it outlines a strategy that is aligned with the National Policy Agenda and focuses on the key drivers of vulnerability and most affected groups identified in the Common Country Analysis (CCA).³³ Based on this overall approach, the following four strategic priorities were identified by the United Nations Country Team (UNCT): i) supporting Palestinian's path to independence, ii) supporting equal access to accountable, effective and responsive democratic governance for all Palestinians, iii) Leaving No One Behind: Supporting sustainable and inclusive economic development and iv) Leaving No One Behind: Social development and protection (Figure 7).

³² UNDAF State of Palestine 2018-2022.

³³ UNCT. Occupied Palestinian Territory. Common Country Analysis 2016.

Figure 7: UNDAF Results Framework Overview

NPA PILLAR 1: PATH TO INDEPENDENCE		NPA PILLAR 2: GOVERNMENT REFORM		NPA PILLAR 3: SUSTAINABLE DEVELOPMENT	
UNDAF Strategic Priority 1: Supporting Palestine's path to Statehood		UNDAF Strategic Priority 2: Supporting equal access to accountable, effective and responsive democratic governance for all Palestinians		UNDAF Strategic Priority 3: Supporting sustainable and inclusive economic development	UNDAF Strategic Priority 4: Leaving no one behind: social development and protection
<i>NPA National Priorities</i>		<i>NPA National Priorities</i>		<i>NPA National Priorities</i>	
<i>CGA Drivers of vulnerability</i>		<i>CGA Drivers of vulnerability</i>		<i>CGA Drivers of vulnerability</i>	
Ending the occupation	Economic, Locational, Violence	Citizen centred government	Economic, Locational, Institutional, Socio-Cultural, Violence	Economic independence	Economic, Locational, Violence
National Unity	Economic, Locational, Institutional, Violence	Effective government	Economic, Locational, Institutional, Socio-Cultural, Violence	Inclusive, quality education for all	Institutional, Locational
Strengthening Palestine's international status	Institutional	[NPA Pillar 3: Social justice and rule of law]	[Institutional, Locational, Socio-Cultural, Violence]	Inclusive, quality healthcare for all	Institutional, Locational
2030 AGENDA FOR SUSTAINABLE DEVELOPMENT - SUSTAINABLE DEVELOPMENT GOALS					
SDG 16: Peace, Justice and Strong Institutions SDG 17: Partnerships for the Goals		SDG 5: Gender Equality SDG 10: Reduced Inequalities SDG 16: Peace, Justice and Strong Institutions SDG 17: Partnerships for the Goals		SDG 1: No Poverty SDG 2: Zero Hunger SDG 3: Good Health and Well-Being SDG 4: Quality Education SDG 5: Gender Equality SDG 6: Clean Water and Sanitation SDG 7: Affordable and Clean Energy SDG 8: Decent Work and Economic Growth SDG 9: Industry, Innovation and Infrastructure SDG 10: Reduced Inequalities SDG 12: Responsible Consumption and Production SDG 13: Climate Action	
Removing constraints to: SDG 1: No Poverty SDG 2: Zero Hunger SDG 3: Good Health and Well-Being SDG 4: Quality Education SDG 5: Gender Equality SDG 6: Clean Water and Sanitation SDG 7: Affordable and Clean Energy SDG 8: Decent Work and Economic Growth SDG 9: Industry, Innovation and Infrastructure SDG 10: Reduced Inequalities SDG 11: Sustainable Cities and Communities SDG 12: Responsible Consumption and Production SDG 13: Climate Action		Enabling environment for: SDG 1: No Poverty SDG 2: Zero Hunger SDG 3: Good Health and Well-Being SDG 4: Quality Education SDG 6: Clean Water and Sanitation SDG 7: Affordable and Clean Energy SDG 8: Decent Work and Economic Growth SDG 9: Industry, Innovation and Infrastructure SDG 11: Sustainable Cities and Communities SDG 12: Responsible Consumption and Production SDG 13: Climate Action		SDG 1: No Poverty SDG 2: Zero Hunger SDG 3: Good Health and Well-Being SDG 4: Quality Education SDG 5: Gender Equality SDG 6: Clean Water and Sanitation SDG 7: Affordable and Clean Energy SDG 8: Decent Work and Economic Growth SDG 9: Industry, Innovation and Infrastructure SDG 10: Reduced Inequalities SDG 12: Responsible Consumption and Production SDG 13: Climate Action SDG 15: Life on Land SDG 17: Partnerships for the Goals	

Source: UNDAF 2018-2022

2. Reasons for the evaluation

2.1. RATIONALE

30. Country strategic plan evaluations (CSPEs) were introduced by the WFP Policy on Country Strategic Plans in 2016. The policy states that: “under the management of the OEV, all CSPs, besides Interim CSPs, will undergo country portfolio evaluations towards the end of their implementation period, to assess progress and results against intended CSP outcomes and objectives, including towards gender equity and other cross-cutting corporate results; and to identify lessons for the design of subsequent country-level support”. These evaluations are part of a wide body of evidence expected to inform the design of CSP. The evaluation is an opportunity for the country office (CO) to benefit from an independent assessment of its portfolio of operations. The timing will enable the country office to use the CSPE evidence on past and current performance in the design of the new country strategic plan – scheduled for Executive Board’s (EB) approval in February 2023.

2.2. OBJECTIVES

31. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will: 1) provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the future engagement of WFP in the State of Palestine; and 2) provide accountability for results to WFP stakeholders.

2.3. STAKEHOLDER ANALYSIS

32. The objective of a stakeholder analysis is to ensure, as much as possible, that those who have an interest in the subject of the evaluation, and/or those can influence the evaluation are considered. Importantly, the evaluation can affect these groups differently based on various interests, power relations, roles, and gender. As much as possible, the evaluation will endeavour to reach out to them at various stages of the process. For instance, at inception stage by informing them of the evaluation objectives and process and identifying their interests in the evaluation; at the data collection stage by seeking their views on WFP’s strategy and performance in the State of Palestine; and at the reporting and dissemination phase by communicating and discussing evaluation results with them. This will also increase the likelihood of them taking ownership of the evaluation results.

33. Internally, the key standard stakeholders of the CSPE will be the WFP country office, Regional Bureau in Cairo (RBC) and headquarters' divisions, the WFP EB and the WFP OEV for synthesis and feeding into other evaluations. A selection of WFP staff will provide inputs on learning needs, the evaluation process and its deliverables as part of an Internal Reference Group (IRG). Annex 13 presents the role and composition of the IRG.
34. Externally, the CSPE will seek to engage with WFP target population groups, household members, community leaders, teachers, civil protection staff etc. to learn directly from their perspectives and experiences. Special attention will be given in hearing the voices of women and girls, and other potentially marginalised population groups.
35. The Government of the State of Palestine is another important external stakeholder as it has influence on how WFP operates and engages in the country in terms of policy, strategy and operations. It also has a direct interest in knowing how food assistance links to social protection objectives and how it could be better aligned with its priorities and harmonised with the activities implemented under the national social safety net, cohesion between social transfers/food assistance and food security results. Key government stakeholders the evaluation will engage with include the Ministry of Agriculture (MoA), Ministry of Education (MoE), Ministry of Health (MoH), Ministry of the National Economy (MoNE), Ministry of Social Development (MoSD) and Palestinian Civil Defence (PCD).
36. WFP is a member of the UNCT, which operates under the leadership of the Resident Coordinator, and the Humanitarian Country Team (HCT). In particular, WFP collaborates with the International Labour Organization (ILO), UNRWA, UN Women, United Nations Office for Coordination of Humanitarian Affairs (OCHA), United Nations Development Programme (UNDP), United Nations Children's Fund (UNICEF) and the Food and Agriculture Organization (FAO). These agencies are direct partners of WFP at policy and/or programme level.
37. Other external stakeholders include national and international non-governmental organizations (NGOs) with whom WFP collaborates to implement the CSP activities, donors and International Financial Institutions. A preliminary matrix of stakeholders with their respective interests and roles in the CSPE is attached in Annex 4. It will be further expanded at inception phase.

3. Subject of the evaluation

3.1. SUBJECT OF THE EVALUATION

38. WFP has been present in the State of Palestine since 1991, providing food assistance to food insecure non-refugee populations in situation of vulnerability, caused by conflict and restricted access to movement and resources, and technical expertise to ministries and other partners. WFP supports government efforts to combat poverty, including through inclusive social protection schemes. WFP focuses its activities on areas with a high prevalence of food insecurity, including the Gaza Strip and the southern areas of the West Bank.
39. The State of Palestine CSP approved by the EB in November 2017 for a five-year period (2018-2022) aligned with the UNDAF 2018-2022. It was developed in consultation with the Government and other stakeholders, and informed by the recommendations from both the 2016 country portfolio evaluation (CPE) and the 2017 National Strategic Review of Food Security and Nutrition towards Zero Hunger:

- The CPE³⁴ covered two emergency operations, two protracted relief and recovery operations and two special operations for the period 2011-mid 2015, as well as a country strategy (2014-2016). The evaluation made a number of recommendations, including redefining the focus of WFP's food assistance on food security and protection of livelihoods; providing technical advisory services to the Palestinian Authority's school feeding and labour-intensive public works; refining the targeting of beneficiary households; developing monitoring and analytical systems; enhancing advocacy and resource mobilization for the Nutrition Awareness Campaign. Based on these recommendations, WFP ceased the school meals activity and the resilience-building interventions involving food assistance for assets and food assistance for training, but continued to expand its nutrition-awareness activities, support the National Social Safety Net, human resources, partnerships and monitoring of livelihoods. Annex 12 provides an overview of the evolution of the programme into the CSP period.
- The 2017 National Strategic Review of Food and Nutrition Security³⁵ identified high levels of food insecurity stemming from lack of access to food, linked to poverty and lack of employment opportunities; gaps included lack of better household and geographical targeting and greater reliance on cash-based transfers (CBT) and consistency on the value of cash assistance, and, limited potential for agricultural production and productivity to increase due to measures linked to the conflict and agro-economic conditions.

40. The original CSP pursued two strategic outcomes: 1) Non-Refugees, poor and severely food insecure Palestinian (primarily in Gaza and Area C in the West Bank) have improved dietary diversity by 2022; and 2) Enhanced capacities of national institutions and systems to identify, target and assist food insecure vulnerable populations in the State of Palestine by 2022. A third strategic outcome - Palestinians benefit from the services provided to partners through WFP's delivery platform - was added through budget revision (BR) 6 in 2021 Table 1 below provides further details on the four activities.

Table 1: State of Palestine CSP (2018-2022), Overview of Strategic Outcomes and Activities	
Strategic Outcomes	Activities
SO 1: Non-Refugees, poor and severely food insecure Palestinians (primarily in Gaza and Area C in the West Bank) have improved dietary diversity by 2022	Activity 1: Provision of unconditional food assistance (including through CBT and in-kind modalities) and nutrition information to poor and food -insecure households
SO 2: Enhanced capacities of national institutions and systems to identify, target and assist food insecure vulnerable populations in the State of Palestine by 2022	Activity 2: Provision of technical support to national ministries and institutions for food security strategy implementation and National Social Safety Net reform
	Activity 3: Provision of a CBT platform to multi-sectoral partners and Government
SO 3: Palestinians benefit from the services provided to partners through WFP's delivery platform <i>*[new SO included through BR06]</i>	Activity 4: Service provision of WFP's delivery platform to partners <i>*[new activity included through BR06]</i>

Source: IRM analytics, data extracted on 04/05/2021

³⁴ The State of Palestine: An evaluation of WFP's Portfolio (2011-2015) | World Food Programme

³⁵ Strategic Review of Food and Nutrition Security in Palestine, 2017, Palestine Economic Policy Research Institute.

41. Under Strategic outcome 1: WFP aimed to provide unconditional food assistance to targeted poor and severely food-insecure households in the Gaza Strip and in areas with high poverty and food insecurity in the West Bank. Nutrition information was to be provided, targeting men, women, boys and girls to raise their awareness of nutrition. Based on a recommendation from the 2017 Strategic Review of Food and Nutrition Security in the State of Palestine, WFP was to gradually shift from providing in-kind assistance to cash-based transfers using e-vouchers and cash. Under strategic outcome 2, and based on the recommendation of the 2017 national strategic review related to national institutions and capacity strengthening, WFP was to implement two main activities in the area of capacity enhancement: a) Technical support for national institutions which included a national portal to allow United Nations agencies and non-governmental organizations to share beneficiary information and data; and b) Enhancing the cash-based transfer platform to enhance flexibility for multi-sector assistance and maximize its use by the Government for social transfers. To strengthen the humanitarian-development-peace nexus, WFP is providing climate-sensitive agricultural assets such as hydroponics and wicking beds to households to increase their calorie intake and enable them to generate income.
42. Under Strategic Outcome 3, WFP aimed to provide benefits through services of delivery provided by WFP's partners in the country.

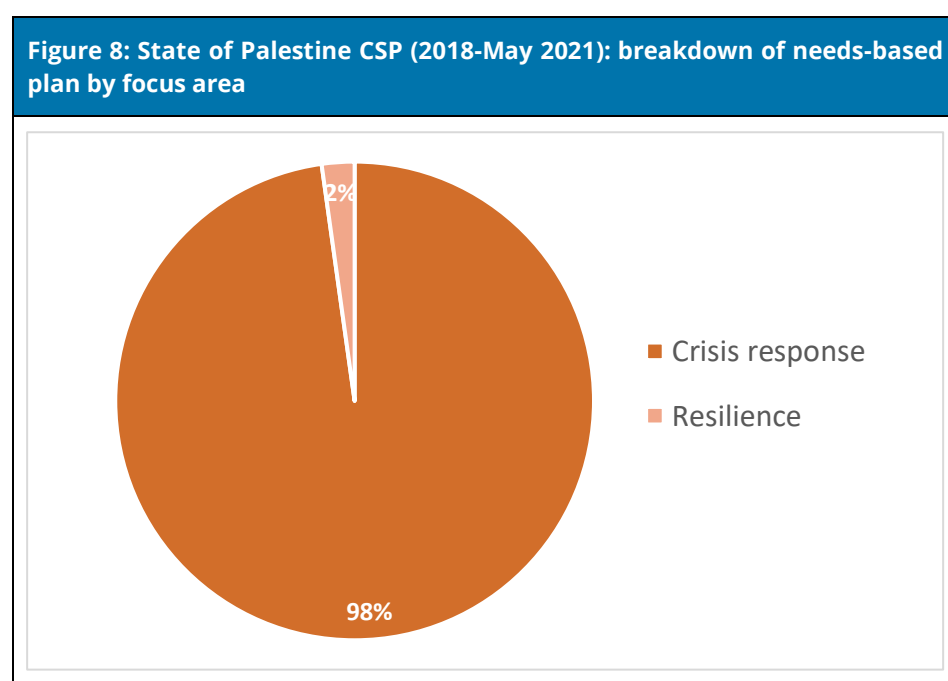
Financial overview

43. The Country Portfolio Budget as originally approved by the EB was USD241,418,015 but increased to USD318,525,339 (Needs Based Budget) through six BRs as follows:³⁶
 - BR03, 2018: Increase in 2018 planned beneficiaries by 54,700 people.
 - BR04, 2019: Increase in 2019 planned beneficiaries by 90,000 people; increase in CBT transfers (more beneficiaries received CBT assistance in lieu of in-kind food).
 - BR05, 2020: Increase in 2020 planned beneficiaries by 112,000 people and increase in CBT transfers (more beneficiaries received CBT assistance).
 - BR06, 2021: Introduced a third strategic outcome for on-demand cash transfer services and increased beneficiaries by 9,170.
44. Table 2 below shows the cumulative Needs Based Plan and allocated resources as of May 2021, and their distribution between the three strategic outcomes. In terms of focus areas, the bulk of funds were earmarked for crisis response (Figure 8).

³⁶ BR01 (2018) and BR02 (2019) were technical in nature to amend the indirect support costs (ISC) and align with WFP corporate budget simplification exercise.

Table 2: Cumulative financial overview (USD)								
Focus Area	Strategic Outcome	Activity	Needs-based plan as per original CSP (2018-2022) USD	% on total	Needs-based plan as per last BR (2018-2022) USD	% on total	Actual allocated resources as of 30 Apr 2021 USD	% on total
Crisis response	SO 1	Act. 1	207,809,514	86.1%	275,280,162	86.4%	177,469,215	86.3%
		Non Activity Specific	-	-	-	-	7,665	0.0%
	Sub-total SO1		207,809,514	86.1%	275,280,162	86.4%	177,476,881	86.3%
Resilience building	SO 3	Act. 2	3,074,406	1.3%	5,788,732	1.8%	2,194,115	1.1%
		Act. 3	250,000	0.1%	250,000	0.1%	89,739	0.0%
		Non Activity Specific	-	-	-	-	1,100,782	0.5%
	Sub-total SO3		3,324,406	1.4%	6,038,732	1.9%	3,384,636	1.6%
Crisis response	SO 4	Act. 4	-	-	3,622,500	1.1%	0	0.0%
		Non Activity Specific	-	-	-	-	-	-
	Sub-total SO4		-	-	3,622,500	1.1%	0	0.0%
Non SO Specific		-	-	-	-	4,449,741	2.2%	
Total operational costs			211,133,921	87.5%	284,941,394	89.5%	185,311,258	90.1%
Total direct support costs			14,490,393	6.0%	14,374,616	4.5%	9,513,183	4.6%
Total indirect support costs			15,793,702	6.5%	19,209,329	6.0%	10,794,891	5.2%
Grand total cost			241,418,015	100%	318,525,339	100%	205,619,332	100%

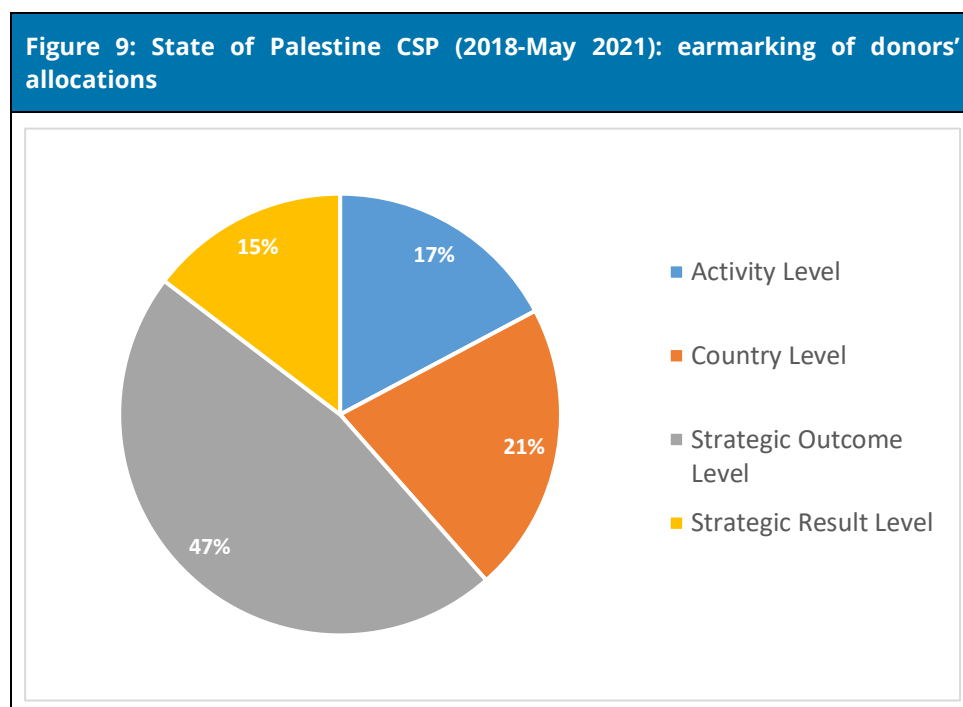
Source: SPA PLUS for NBP data and IRM analytics for Allocated Resources, data as at 20/05/2021



Source: IRM analytics, data extracted on 06/05/2021

Main donors

45. As of May 2021, the CSP was funded at 62%.³⁷ The largest contributors were Canada, European Commission, France, Germany and Japan. Funding is marked by somewhat low flexibility, with 64 percent of confirmed contributions being allocated at SO or activity level.



Source: WFP FACTory, *Distribution Contribution and Forecast Stats on earmarking (including UN CERF)* - data extracted on 06/05/2021

Beneficiaries

46. Table 3 below presents an overview of the planned and actual number of beneficiaries between 2018 and 2020.³⁸ A more detailed breakdown of beneficiaries is found in Annex 8. The actual number of beneficiaries reached in 2020 is higher than planned as a result of WFP's scaled-up assistance to meet government requests for over 84,000 new people in need of urgent support due to the COVID-19 emergency.

Table 3: Actual beneficiaries versus planned 2018-2020 by year, by activity category ³⁹					
SO	Activity	Year	Planned	Actual	Actual vs. planned (%)
SO 1	Unconditional resource transfers to support access to food	2018	368,700	353,617	95.9
		2019	404,000	343,434	85.0
		2020	426,000	431,861	101.4
SO 2	N/A				
SO 3	N/A				

³⁷ WFP CSP Data Portal (accessed on 14.05.2021)

³⁸ SO2 and SO3 relate to technical assistance and hence do not have any beneficiary targets against them.

³⁹ SO2 and SO3 concern technical assistance only and hence have no beneficiary numbers.

Staffing

47. WFP Palestine Country Office has approximately 70 staff as of May 2021, of which 40 percent are women. Ninety percent of WFP personnel are national staff, and 51% of the total positions are of a long-term nature.

3.2. SCOPE OF THE EVALUATION

48. This evaluation will cover WFP strategy and activities (including cross-cutting results) from 2018 to December 2021, with a cut-off date for performance and financial data at the end of the data collection phase. The main unit of analysis is the CSP, understood as the set of strategic outcomes, outputs, activities and inputs that were included in the CSP approved by WFP EB and revised through subsequent budget revisions. The evaluation will focus on assessing WFP contributions to the CSP' strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and the changes observed at the outcome level, including any unintended consequences, positive or negative. In so doing, the evaluation will also analyse the WFP partnership strategy, including WFP strategic positioning in complex, dynamic contexts, particularly as relates to relations with the Government and the international community.
49. The evaluation will also include the period 2015-2017 to understand how the current CSP builds on or departs from the CPE which covered all WFP operations in the State of Palestine from 2011 to mid-2015; to this extent it will assess the activities under the PRRO 200769 to ascertain if the strategic shifts envisaged since 2015 have taken place as well situate the CSP within trends since 2015 (see annex 8 for an overview of objectives, outputs and outcomes, and information on funding and beneficiaries related to the PRRO).
50. The evaluation scope will include an assessment of how relevant and effective WFP was in responding to the COVID-19 crisis in the country. In doing so, it will also consider how substantive and budget revisions and adaptations of WFP interventions in response to the crisis have affected other interventions planned under the country strategic plan.
51. The evaluation will analyse how gender equality and women's empowerment were considered in the CSP design and implementation guided by the WFP Gender Policy, identifying any gaps and proposing areas for improvement.

4. Evaluation approach, methodology and ethical considerations

4.1. EVALUATION QUESTIONS AND CRITERIA

52. The evaluation will address four main questions common to all WFP CSPEs. Within this framework, the evaluation team may further develop and tailor the sub-questions as relevant and appropriate to the country strategic plan and country context, including as they relate to assessing the response to the COVID-19 crisis.

EQ1 – To what extent is WFP's strategic position, role and specific contribution based on country priorities and people's needs as well as WFP's strengths?

1.1

To what extent is the country strategic plan relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals?

1.2	To what extent did the country strategic plan address the needs of the most vulnerable people in the country to ensure that no one is left behind?
1.3	To what extent has WFP's strategic positioning remained relevant throughout the implementation of the country strategic plan considering changing context, national capacities and needs and in particular in response to the COVID-19 pandemic?
1.4	To what extent is the country strategic plan coherent and aligned with the wider United Nations and include appropriate strategic partnerships based on the comparative advantage of WFP in the country?
EQ2 – What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in the State of Palestine?	
2.1	To what extent did WFP deliver expected outputs and contribute to the expected country strategic plan strategic outcomes?
2.2	To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations)? Did the response to Covid-19 change the degree of contribution in any of these areas?
2.3	To what extent are the achievements of the country strategic plan likely to be sustainable?
2.4	To what extent did the country strategic plan facilitate more strategic linkages between humanitarian, development and peace work?
EQ3: To what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes?	
3.1	To what extent were outputs delivered within the intended timeframe?
3.2	To what extent was coverage and targeting of interventions appropriate?
3.3	To what extent were WFP's activities cost-efficient in delivery of its assistance?
3.4	To what extent were alternative, more cost-effective measures considered?
EQ4 – What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?	
4.1	To what extent did WFP analyse or use existing evidence on the hunger challenges, the food security and nutrition issues in the country to develop the country strategic plan?
4.2	To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the country strategic plan?
4.3	To what extent did the country strategic plan lead to partnerships and collaborations with other actors that positively influenced performance and results?
4.4	To what extent did the country strategic plan provide greater flexibility in dynamic operational contexts and how did it affect results in particular as regards adaptation and response to the COVID-19 and other unexpected crises and challenges?

4.5	What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?
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53. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, coherence and sustainability as well as connectedness and coverage. Moreover, it will give attention to assessing adherence to humanitarian principles, protection issues and Accountability to Affected Population of WFP's response.
54. During the inception phase, the evaluation team in consultation with the OEV will identify a limited number of key themes of interest, related to the main thrust of WFP activities, challenges or good practices in the country. These themes should also be related to the key assumptions underpinning the logic of intervention of the CSP and, as such, should be of special interest for learning purposes. The assumptions identified should be spelled out in the inception report and translated into specific lines of inquiry under the relevant evaluation questions and sub-questions.
55. Some additional areas of interest below were identified by the CO at preparatory stage which will be important for the new CSP, and as such these can be given key attention:
 - a. Partnership opportunities that would contribute to enhance strategic linkages between humanitarian, development and peace work. This will be important to inform the formulation of the new United Nations Sustainable Development Cooperation Framework UNSDCF and particularly WFP's contribution to the humanitarian, development and peace nexus.
 - b. CO's capacity to scale-up livelihoods and conditional assistance activities.
 - c. Modalities for enhancing the effectiveness of WFP nutrition advocacy activities.

4.2. EVALUATION APPROACH AND METHODOLOGY

56. The 2030 Agenda mainstreams the notion of sustainable development as a harmonious system of relations between nature and human beings, in which individuals are part of an inclusive society with peace and prosperity for all. In so doing, it conveys the global commitment to end poverty, hunger and inequality, encompassing humanitarian and development initiatives in the broader context of human progress. Against this backdrop, the economic, social and environmental dimensions of sustainable development cannot be addressed in isolation from one another. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analysing development change. WFP assumes the conceptual perspective of the 2030 Agenda as the overarching framework of its Strategic Plan (2017-2021), with a focus on supporting countries to end hunger (SDG 2).
57. In so doing, it places emphasis on strengthening the humanitarian development nexus, which implies applying a development lens in humanitarian response and complementing humanitarian action with strengthening national institutional capacity.
58. The achievement of any SDG national target and of WFP strategic outcomes is acknowledged to be the result of the interaction among multiple variables. In fact, there is an inverse proportional relation between the level of ambition at which any expected result is pitched and the degree of control over it by any single actor. From this perspective and in the context of the SDGs, the attribution of net outcomes to any specific organization, including WFP, may be extremely challenging or sometimes impossible. By the same token, while attribution of results would not be appropriate at the outcome level, it should be pursued at the output and activity level, where WFP is meant to be in control of its own capacity to deliver.
59. To operationalize the above-mentioned systemic perspective, the CSPE will adopt a mixed methods approach; this should be intended as a methodological design in which data collection and analysis is informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for unforeseen issues or lines of inquiry that had not been identified at the inception stage. This in turn would eventually lead to capturing unintended outcomes of WFP operations, negative or positive. In line with this approach,

data may be collected through a mix of primary and secondary sources with different techniques including desk review, semi-structured or open-ended interviews, surveys, focus groups and direct observation. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in the evaluative judgement.

60. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, in line with the approach proposed in this TOR. The design will be presented in the inception report and informed by a thorough evaluability assessment as well as an overarching theory of change which should be reconstructed by the evaluation team drawing from the CSP line of sight (Annex 7) and validated with the CO during the inception phase. The latter should be based on desk review of key programming, monitoring and reporting documents and on some scoping interviews with the programme managers.
61. A key annex to the inception report will be an evaluation matrix that operationalizes the unit of analysis of the evaluation into its different dimensions, operational component, lines of inquiry and indicators, where applicable, with corresponding data sources and collection techniques. In so doing, the evaluation matrix will constitute the analytical framework of the evaluation. The key themes of interest of the evaluation should be adequately covered by specific lines of inquiry under the relevant evaluation sub-questions. The methodology should aim at data disaggregation by sex, age, nationality or ethnicity or other characteristics as relevant to, and feasible in, specific contexts. Moreover, the selection of informants and site visits should ensure to the extent possible that all voices are heard. In this connection, it will be very important at the design stage to conduct a detailed and comprehensive stakeholder mapping and analysis to inform sampling techniques, either purposeful or statistical.
62. This evaluation will be carried out in a gender-responsive manner. For gender to be successfully integrated into this evaluation it is essential to assess:
 - The quality of the gender analysis that was undertaken before the country strategic plan was designed
 - Whether the results of the gender analysis were properly integrated into the country strategic plan implementation.
63. The gender dimensions may vary, depending on the nature of the country strategic plan outcomes and activities being evaluated. The CSPE team should apply the OEV's Technical Note for Gender Integration in WFP Evaluations. The evaluation team is expected to use a method to assess the gender marker levels for the country office. The inception report should incorporate gender in the evaluation design and operation plan, including gender-sensitive context analysis. Similarly, the final report should include gender-sensitive analysis, findings, results, factors, conclusions, and where appropriate, recommendations, and technical annex.
64. The evaluation will give attention to assessing adherence to humanitarian principles, protection issues and accountability for affected populations in relation to WFP activities, as appropriate, and on differential effects on men, women, girls, boys and other relevant socio-economic groups.
65. In view of the on-going pandemic situation, the inception mission will be conducted remotely. For the data collection mission, depending on how the country and global contexts evolve, two options are envisaged. The first option is the ideal one wherein a three-week in-country mission comprising international and national team members is undertaken. In the event that international travel is not possible,⁴⁰ the next option will be to have the national consultants conducting primary data collection in-country, and those team members affected by international travel restrictions conducting interviews remotely whilst providing regular oversight and guidance to national consultants. Should the contextual situation allow it, the aim would be to hold the final learning workshop in Jerusalem on 4-5 May 2022. In all cases, the evaluation will draw fully on all available secondary sources, including previous evaluations and reviews, relevant thematic studies and

⁴⁰ Please refer to national guidelines using the following links: <https://www.gov.il/en/service/request-depart-from-israel-covid19> and <https://www.gov.il/en/service/request-entry-to-israel-covid19>

monitoring data made available by the Country Office. Technical and financial offers for this evaluation should consider both scenarios.

66. To minimize pressure on WFP and partners' staff, the evaluation will need to maximize coordination and information sharing, drawing from available data and use fieldwork only to cover additional ground. Finally, the evaluation should be conducted in a way that promotes the use of findings. This will require the evaluation team to regularly communicate with stakeholders and focus on forward-looking analysis that can contribute to future planning.

4.3. EVALUABILITY ASSESSMENT

Evaluability is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring

67. In addition to ongoing monitoring activities, the CO has conducted a few studies of interest for the evaluation, including market assessments in the Gaza Strip,⁴¹ a Barrier Analysis and In-depth Qualitative Interviews Report⁴² and a participatory gender assessment.⁴³ In addition, the CO recently commissioned a decentralized evaluation (DE)⁴⁴ of the CSP Strategic Objective (SO) 1 which assessed the relevance, effectiveness, impact and sustainability of the cash-based transfer activity on beneficiaries over the period 2018-2020, using a mixed-methods approach.
68. Based on a preliminary analysis covering 2018-2020 data, the following evaluability challenges were identified (see annex 5 for further details):
 - a. As mentioned previously, the CSP does not have an explicit theory of change; it will need to be reconstructed at inception phase drawing from the TOC related to SO1, which was developed as part of the decentralized evaluation.
 - b. Apart from the DE, no other systematic study or evaluation of the efficiency, sustainability of WFP outputs and results, resilience, humanitarian principles and protection issues have been conducted.
 - c. Four versions of the CSP logical framework have been entered in the corporate system. As of May 2021, the CSP logical framework includes 35 indicators (5 outcome indicators, 11 cross-cutting indicators and 19 output indicators). Of these, 17 outcome indicators, 8 cross-cutting indicators and 23 output indicators were included across all logical framework versions (see Annex 5). From a preliminary desk review and analysis on availability of WFP monitoring data, some of the outcome and output indicators listed in the logical framework of the CSP have not been systematically reported on in the ACRs of 2018, 2019 and 2020. In addition, the number of reported indicators have fluctuated over time, which may pose a challenge to trends analyses.
 - d. While targets, baseline and follow-up data disaggregated by sex is generally available for reporting, availability and regularity of disaggregated data such as per locality or other categories including residential status needs to be explored during the inception phase to make more nuanced assessments of WFP's contribution. Collection of data at household - rather than individual - level and disaggregation by sex limited to disaggregation of data by sex of the household head might represent another analytical challenge for a number of indicators, such

⁴¹ WFP. 2017. Market Assessment in the Gaza Strip, June 2017

⁴² WFP. 2020. Barrier Analysis and In-depth Qualitative Interviews Report, April 2020

⁴³ WFP. 2020. Participatory Gender Assessment Report, April 2020.

⁴⁴ WFP. 2021. Evaluation of WFP's Unconditional Resource Transfer Activity under the Social Safety Net Programme in Palestine January 2018 – December 2020, March 2021.

as the Food Consumption Scores and Consumption-based Coping Strategy Index, among others. Availability of national level data in some thematic areas may also be limited.

- e. Restricted access due to insecurity, restrictions imposed that the Israeli government and the ongoing COVID-19 pandemic (including interpersonal distancing) will limit the coverage of field visits. Other unforeseen developments and events in the country may affect the data collection.
 - f. Sensitivities for primary data collection at community level and access to beneficiary households and certain implementation sites should also be taken into consideration.
69. Annex 5 provides further details. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. This will include an analysis of the results framework and related indicators to validate the pre-assessment made by OEV.
70. The evaluation team will need to identify alternative approaches for data collection and to design a strong methodology to analyse data rigorously, with the measures to address the evaluability of results that could be directly linked to WFP's contribution to the higher-level results as set in the CSP.
71. The evaluation team should collect and review a range of additional information and data, including on coordination, complementarity and coherence, risk management, contingency planning, resourcing, human resource capacity, and Accountability to Affected Populations (AAP).
72. The PCBS is the National Statistical Office of the State of Palestine. PCBS conducted the Palestine Population and Housing Census in 2017. The MICS has recently been completed (2019/2020 wave), but full report is not yet available. The latest available Demographic and Health Survey is from 2004.⁴⁵ Since 2018 PCBS regularly publishes key annual statistical report: the statistical yearbook "Palestine in figures",⁴⁶ the Palestinian Labour Force Survey,⁴⁷ and an overview of demographic indicators, in addition to a number of sporadic reports and analyses, including time use and disability statistics. The monthly "Economic and Social Monitor" was published through December 2019.⁴⁸

4.4. ETHICAL CONSIDERATIONS

73. Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms. Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.
74. The team and the evaluation manager will not have been involved in the design, implementation or monitoring of the State of Palestine CSP, nor have any other potential or perceived conflicts of interest. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a Confidentiality, Internet and Data Security Statement.

4.5. QUALITY ASSURANCE

75. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on quality checklists. The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. This quality assurance process does not interfere with the views or independence

⁴⁵ Palestine Central Statistics Bureau. 2004. Demographic and Health Survey 2004, Main Findings. June 2005.

⁴⁶ Palestine Central Statistics Bureau. 2020. Palestine in Figures 2019. March 2020

⁴⁷ Palestine Central Statistics Bureau. 2021. Palestinian Labour Force Survey 2020 – Annual Report. May 2021.

⁴⁸ Palestine Central Statistics Bureau. Electronic Bulletin Monthly (accessed on 18 May 2021).

of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases.

76. The OEV expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company in line with WFP evaluation quality assurance system prior to submission of the deliverables to the OEV.
77. All final evaluation reports will be subjected to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by the OEV. The overall PHQA results will be published on the WFP website alongside the final evaluation report.

5. Organization of the evaluation

5.1. PHASES AND DELIVERABLES

78. The evaluation is structured in five phases summarized in Table 4 below. The evaluation team will be involved in phases 2 to 5 of the CSPE. Annex 3 presents a more detailed timeline. The country office and regional bureau have been consulted on the timeframe to ensure good alignment with the country office planning and decision-making so that the evidence generated by the CSPE can be used effectively.

Main Phases	Tentative key dates	Tasks and Deliverables
1. Preparatory	9 July 2021 9-20 July 2021 12 August 2021 12 September 2021 14 September 2021	Draft ToR cleared by DoE CO comment process Final ToR Summary ToR Evaluation Team/Firm contracting
2. Inception	20 September 2021 21-30 September 2021 6-15 Nov 2021 29 November 2021	OEV remote briefing CO, RB and HQ remote briefings CO comment process Final inception report
3. Data collection	6 December 2021-16 January 2022 ⁴⁹ 26 January 2022	In country/remote data collection and exit debriefing Presentation of preliminary findings
4. Reporting	8 April 2022 22 April 2022 4-5 May 2022	Draft evaluation report shared with IRG IRG Comments process Learning workshop

⁴⁹ A 6-week period is planned in case of a remote data collection. If the in-country mission is possible, then it will be for three continuous weeks within this period.

	10 June 2022	Final evaluation report
	5 July 2022	Summary evaluation report ⁵⁰
5. Dissemination	September 2022	Management response
	January 2023	EB Preparation
	February 2023	Wider dissemination

5.2. EVALUATION TEAM COMPOSITION

79. The CSPE will be conducted by a gender balanced team of 2 international and 4 national consultants (2 females, 2 males) with relevant expertise. The selected evaluation firm is responsible for proposing a mix of evaluators who can effectively cover the areas of expertise listed in Table 5 below. In addition, given the restrictions in place in the State of Palestine, it would be pertinent to have two national consultants in each area, with equal gender representation as far as possible. The selected evaluation firm is responsible for proposing a mix of evaluators with multi-lingual language skills (English and Arabic) who can effectively cover the areas of evaluation. The team leader should have excellent synthesis and evaluation reporting writing skills in English. The evaluation team will have strong methodological competencies in designing feasible data capture and analysis as well as synthesis and reporting skills. In addition, the team members should have experience in complex protracted humanitarian contexts, should be familiar with the humanitarian-development-peace nexus and have knowledge of the WFP food and technical assistance modalities.

Table 5: Summary of evaluation team and areas of expertise required

Team Leadership	<ul style="list-style-type: none"> • Team management, coordination, planning, ability to resolve problems and deliver on time • Strong experience in evaluating implementation of strategic plans and CO positioning in transition situations • Strong experience with evaluations in lower middle-income countries with key players within and outside the UN System • Relevant knowledge and experience in the State of Palestine or similar context • Skills to oversee cross cutting themes such as gender, protection, humanitarian principles and accountability to affected populations. • Ability to analyze and synthesize findings • Strong communication and presentation skills • Fluency and excellent writing skills in English • Prior experience in WFP evaluations is strongly preferred
Capacity strengthening	<ul style="list-style-type: none"> • Strong technical expertise in and experience of evaluating capacity strengthening and technical assistance of national and sub-national government institutions, in relation to food security and nutrition programmes, social protection, specifically in: <ul style="list-style-type: none"> ○ policy and strategy support ○ identification and targeting of food-insecure vulnerable population

⁵⁰ The Summary Evaluation Report is drafted by the evaluation manager.

	<ul style="list-style-type: none"> ○ food monitoring and technical support to enhance evidence base decision making ○ training in livelihood skills for food insecure beneficiaries and community development projects
Emergency preparedness and response, and logistics	<ul style="list-style-type: none"> • Strong technical expertise in evaluating emergency and preparedness frameworks, logistics, supply chain management, procurement, and capacity strengthening in these fields in similar contexts.
Food security, livelihoods, resilience building and climate change	<ul style="list-style-type: none"> • Ability and experience in evaluating livelihood and resilience building related programming • Ability to assess the climate change impact on food security and livelihoods; • Experience in evaluating food security and nutrition monitoring, targeting and assessments.
Nutrition and Health	<ul style="list-style-type: none"> • Strong technical expertise in nutrition and proven track record of evaluation of nutrition-sensitive and awareness programmes in the context of development and humanitarian interventions.
Gender, Protection and AAP	<ul style="list-style-type: none"> • Ability and experience in evaluating gender aspects of multilateral organisations' programme including gender analysis and gender mainstreaming. • Ability and experience in evaluating humanitarian principles, access and protection. • Ability in analysing accountability and feedback mechanisms, social inclusion and other forms of accountability to affected populations.
Cost Efficiency, Effectiveness, Cash Based Transfer and supply chain	<ul style="list-style-type: none"> • Ability and knowledge to assess cost efficiency, effectiveness and timeliness of operations. • Ability and experience in assessing supply chain related matters. • Inter-agency coordination and service/platforms provisions • Ability and experience in evaluating Cash Based Transfer and Innovative approaches • Common services and platforms including UNHAS
Research Assistance	<ul style="list-style-type: none"> • Relevant understanding of evaluation and research and knowledge of food assistance, ability to provide qualitative and quantitative research support to evaluation teams, analyse and assess M&E data, data cleaning and analysis; writing and presentation skills, proofreading, and note taking.

5.3. ROLES AND RESPONSIBILITIES

80. This evaluation is managed by the WFP OEV. Hansdeep Khaira has been appointed as evaluation manager (EM). The evaluation manager has not worked on issues associated with the subject of evaluation. He is responsible for drafting the ToR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing and the stakeholders learning in-country workshop; supporting the preparation of the field mission; drafting the summary evaluation report; conducting the first-level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products. The evaluation manager will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Julie Thoulouzan, Senior Evaluation Officer, will provide second-level quality assurance. Andrea Cook, the Director of Evaluation, will approve the final evaluation products and present the CSPE to the WFP EB for consideration in February 2023.
81. An internal reference group composed of selected WFP stakeholders at CO, regional bureau and headquarters levels will be expected to review and comment on draft evaluation reports, provide feedback during evaluation briefings; be available for interviews with the evaluation team. The CO will facilitate the evaluation team's contacts with stakeholders in the State of Palestine; provide logistic support during the fieldwork and organize an in-country stakeholder learning workshop. Arwa Smeir, M&E Officer, has been nominated the WFP CO focal point and will assist in communicating with the evaluation manager and CSPE team, and setting up meetings and coordinating field visits. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

5.4. SECURITY CONSIDERATIONS

82. As an "independent supplier" of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and for making adequate arrangements for evacuation for medical or insecurity reasons. However, to avoid any security incidents, the evaluation manager will ensure that the WFP country office registers the team members with the security officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training (BSAFE & SSAFE) and attending in-country briefings.

5.5. COMMUNICATION

It is important that evaluation reports are accessible to a wide audience, as foreseen in the evaluation policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will consider from the stakeholder analysis whom to disseminate to, whom to involve and it will also identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.

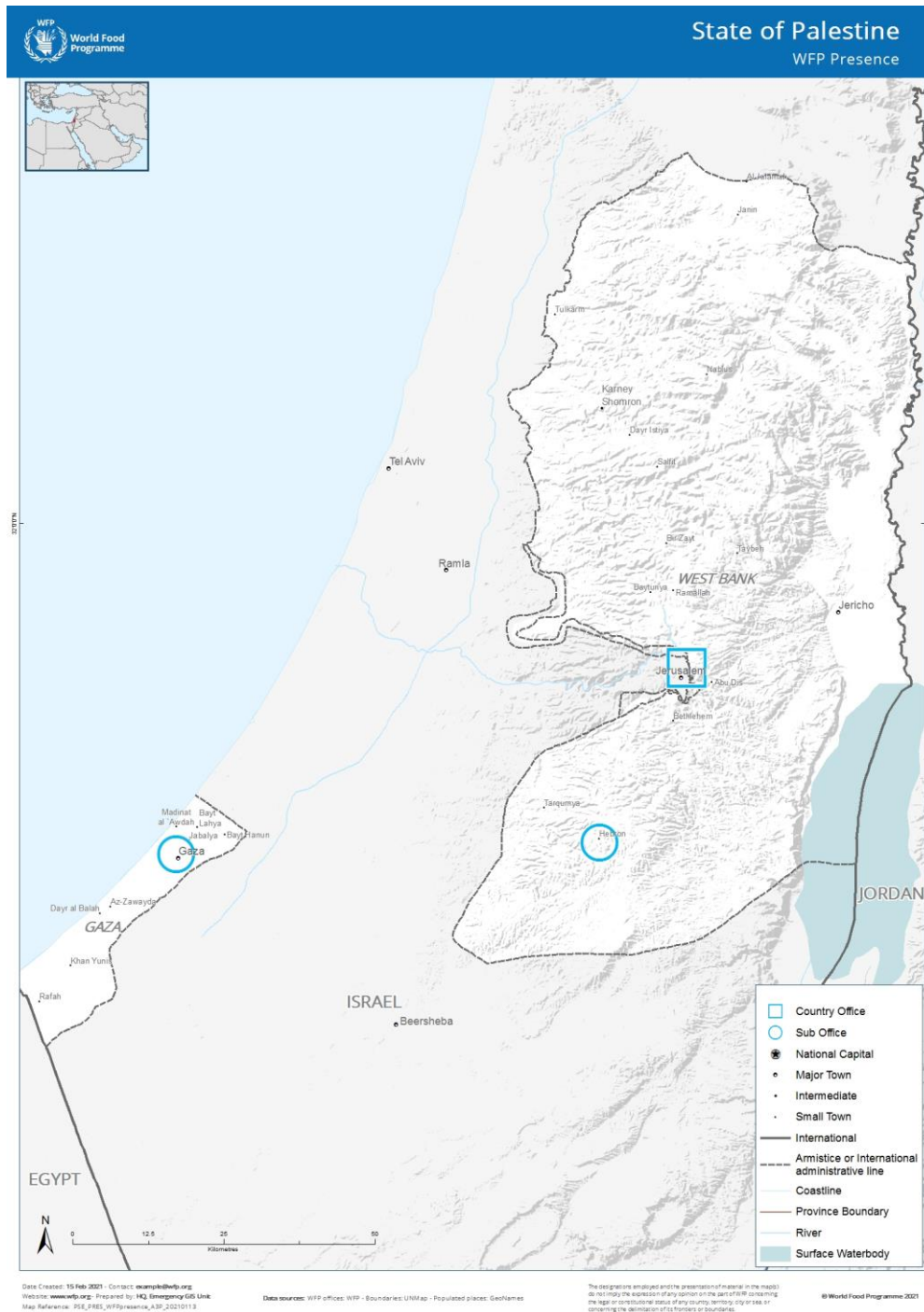
83. All evaluation products will be produced in (English). As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. A communication and knowledge management plan (see Annex 9) will be refined by the evaluation manager in consultation with the evaluation team during the inception phase. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP EB in February 2023. The final evaluation report will be posted on the public WFP website and the OEV will ensure dissemination of lessons through the annual evaluation report.

5.6. BUDGET

84. The evaluation will be financed through the country portfolio budget.

Annexes

Annex 1: State of Palestine, Map with WFP Offices in 2021



Source: WFP GIS unit

Annex 2: State of Palestine Fact Sheet

	Parameter/(source)	2016	2018	2020	Data source	Link
General						
1	Human Development Index (1)	0.684	0.69	0.708 (2019)	UNDP Human Development Report 2016 & 2019	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
2	Total number of people of refugees	Past data not available but shouldn't be far off from total number as of today		2,214,783	UNRWA 2021	https://www.unrwa.org/where-we-work/west-bank
Demography						
3	Population total (millions)	4,635,644	4,862,978	5,101,416	United Nations Population Division. World Population Prospects: 2019 Revision.	https://population.un.org/wpp/Download/Standard/Population/
4	Population, female (% of total population)	49.3%	49.3%	49.3%		
5	Total population by age (1-4) (millions)	2010 – 2015: 653,057		692.913		
6	Total population by age (5-9) (millions)	2010 – 2015: 618,175		671.615		
7	Total population by age (10-14) (millions)	2010 – 2015: 545,086		592.433		
8	Percentage of urban population (1)	75.6	76.2	76.4 (2019)	UNDP Human Development Report 2016 & 2019	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update

Economy						
15	GDP per capita (current USD) (2)	3,528	3,562	not reported	World Bank	https://data.worldbank.org/country
16	Income inequality: Gini coefficient (1)	33.7 (2010 – 2018)		not reported	UNDP Human Development Report 2016 & 2019	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
17	Foreign direct investment net inflows (% of GDP) (2)	1.92	1.29	not reported	World Bank	https://data.worldbank.org/country
18	Net official development assistance received (% of GNI) (4)	13 (2017)	13.5	not reported	OECD/DAC	https://public.tableau.com/
19	SDG 17: Volume of remittances as proportion of total GDP (%) (9)	15.6	14.7 (2017)	16.9 (2018)	SDG Country Profile	https://country-profiles.unstatshub.org
20	Agriculture, forestry, and fishing, value added (% of GDP) (2)	7.60	7.36	not reported	World Bank	https://data.worldbank.org/country
Poverty						
22	Population near multidimensional poverty (%) (1)	5.4	5.4	5.4 (2019)	UNDP Human Development Report 2016 & 2019	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
23	Population in severe multidimensional poverty (%) (1)	0.2	0.1	0.1 (2019)	UNDP Human Development Report 2016 & 2019	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
Health						

21	Maternal mortality ratio (%) (lifetime risk of maternal death: 1 in:) (3)	490 (2015)	880 (2017)	not reported	UNICEF SOW 2015 and 2019	https://www.unicef.org/sowc/
22	Healthy life expectancy at birth (2)	73.59	73.90	not reported	World Bank	https://data.worldbank.org/country
23	Prevalence of HIV, total (% of population ages 15-49) (2)	not reported	not reported	not reported	World Bank	https://data.worldbank.org/country
Gender						
28	Gender Inequality Index (1)	not reported	not reported	not reported	UNDP Human Development Report 2016 & 2019	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
29	Proportion of seats held by women in national parliaments (%) (2)	not reported	not reported	not reported	World Bank	https://data.worldbank.org/country
30	Labour force participation rate, total (% of total population ages 15+) (modelled ILO estimate) (2)	17.14	17.45	18.18 (2019)	World Bank	https://data.worldbank.org/country
31	Employment in agriculture, female (% of female employment) (modelled ILO estimate) (2)	8.97	6.81	6.67 (2019)	World Bank	https://data.worldbank.org/country
Nutrition						
32	Prevalence of moderate or severe food insecurity in the total population (%) (7)	severe food insecurity 9.5 (2014 - 2016)	26.3 (2017-19)		The State of Food Security and Nutrition report 2017 and 2020	http://www.fao.org/publications/sofi/en/

33	Weight-for-height (Wasting - moderate and severe), prevalence for < 5 (%)	1 (2011-2016)	2013–2018: 1	1.3	PCBS MICS 2019/2019	http://www.pcbs.gov.ps/
34	Height-for-age (Stunting - moderate and severe), prevalence for < 5 (%)	7 (2011-2016)	2013–2018: 7	8.7	PCBS MICS 2019/2020	http://www.pcbs.gov.ps/
35	Weight-for-age (Overweight - moderate and severe), prevalence for < 5 (%)	8 (2011-2016)	2013–2018: 8	8.6	PCBS MICS 2019/2021	http://www.pcbs.gov.ps/
36	Mortality rate, under-5 (per 1,000 live births) (2)	21	19.90	19.4 (2019)	UN-IGME	http://www.pcbs.gov.ps/
Education						
37	Adult literacy rate (% ages 15 and older) (1)	96.9	97.2	not reported	UNDP Human Development Report 2016 & 2019	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
38	Population with at least secondary education (% ages 25 and older) (1)	61.1	64.2	64.2 (2019)	UNDP Human Development Report 2016 & 2019	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
40	Adjusted primary school enrolment, net percent of primary school-age children, 2017	95.11	97.7 (2017)	not reported	World Bank	https://data.worldbank.org/country
41	Secondary school enrolment, net percent of secondary school-age children, 2017	97.45	98.60	97.73 (2019)	World Bank	https://data.worldbank.org/country

Source: (1) UNDP Human Development Report – 2016 and 2018; (2) World Bank. WDI; (3) UNICEF SOW; (4) OECD/DAC; (5) UNHCR; (6) UN stats; (7) The State of Food Security and Nutrition report - 2020; (8) WHO; (9) SDG Country Profile; (10) UNFPA

Annex 3: Timeline

Phase 1 - Preparation			
	Draft ToR cleared by DoE and circulated for comments to CO and to LTA firms	DoE	9 July 2021
	Comments on draft ToR received	CO	20 July 2021
	Proposal deadline based on the draft ToR	LTA	6 August 2021
	LTA proposal review	EM	12 Aug 2021
	Final revised ToR sent to WFP stakeholders	EM	12 Aug 2021
	Contracting evaluation team/firm	EM	14 September 2021
Phase 2 - Inception			
	Team preparation, literature review	Team	15-18 September 2021
	OEV inception briefing	EM & Team	20 September 2021
	CO/RB/HQ Inception briefings	EM + Team	20-30 September 2021
	Submit draft inception report (IR)	TL	11 October 2021
	OEV quality assurance and feedback	EM/QA2	18 October 2021
	Submit revised IR	TL	24 October 2021
	Review draft IR and seek clearance from DoE	EM/QA2	25-29 October 2021
	IR DoE Clearance	DoE	5 November 2021
	Review draft IR	CO	6 - 15 November 2021
	Consolidate WFP comments and share with Team	EM	16 November 2021
	Submit final IR	TL	23 November 2021
	Review final IR and submit for clearance	EM	25 November 2021
	Review and clear final IR	QA2	29 November 2021
	EM circulates final IR to WFP key Stakeholders for their information + post a copy on intranet.	EM	30 November 2021
Phase 3 - Data collection, including fieldwork			

	In country / remote data collection	Team	6 December 2021-16 January 2022
	Exit debrief (ppt)	TL	16 January 2022
	Preliminary findings debrief	Team	26 January 2022
Phase 4 - Reporting			
Draft 0	Submit high quality draft ER to OEV (after the company's quality check)	TL	18 February 2022
	OEV quality feedback sent to TL	EM	25 February 2022
Draft 1	Submit revised draft ER to OEV	TL	4 March 2022
	ER QA1 review	EM	11 March 2022
	ER QA2 review	QA2	18 March 2022
	Submit revised draft ER to OEV	TL	25 March 2022
	Draft ER clearance by DoE	DoE	7 April 2022
	OEV shares draft ER with IRG	EM	8 April 2022
	IRG reviews/comments on draft ER	IRG	22 April 2022
	Consolidate WFP comments and share with Team	EM	25 April 2022
	Learning workshop (Jerusalem)	IRG/TL/EM	4-5 May 2022
Draft 2	Submit revised draft ER to OEV based on WFP's comments, with team's responses on the matrix of comments (D2)	ET	13 May 2022
	Review D2	EM/QA2	20 May 2022
Draft 3	Submit final draft ER to OEV	TL	27 May 2022
	Review D3	EM/QA2	3 June 2022
	Seek final approval by DoE	DoE	10 June 2022
SER	Draft summary evaluation report	EM	20 June 2022
	SER review	QA2	27 June 2022
	Seek DoE clearance to send SER	DoE	4 July 2022
	OEV circulates SER to WFP Executive Management for information upon clearance from DoE	DoE	5 July 2022
Phase 5 - Executive Board (EB) and follow-up			

	Submit SER/recommendations to CPP for management response + SER to EB Secretariat for editing and translation	EM	14 September 2022
	Tail end actions, OEV websites posting, EB round table etc.	EM	30 September 2022
	Presentation and discussion of SER at EB Round Table	DoE & EM	January 2023
	Presentation of Summary Evaluation Report to the EB	DoE	February 2023
	Presentation of management response to the EB	RD RBC	February 2023

Annex 4: Preliminary Stakeholder analysis

	Interest in the evaluation	Participation in the evaluation	Who
Internal (WFP) stakeholders			
Country Office	Primary stakeholder and responsible for country level planning and implementation of the current CSP, it has a direct stake in the evaluation and will be a primary user of its results in the development and implementation of the next CSP.	CO staff will be involved in planning, briefing, feedback sessions, as key informants will be interviewed during the main mission, and they will have an opportunity to review and comment on the draft ER, and management response to the CSPE. They will be invited to actively participate in the Learning Workshop at the end of the evaluation process, to help shape the evaluation recommendations.	<i>Director, Deputy Director, Head of Programmes and Heads of sub and field offices, Heads of Units</i> <i>CO, sub and field office staff</i>
Regional Bureau in Cairo and HQ Divisions	RBC and HQ Divisions are expected to have an interest in the evaluation results because of the relative size of the country programme (second in the region), uniqueness of the challenges encountered, and the particular fragility and vulnerability of the country. The CSPE is expected to strengthen RB and HQ Division's strategic guidance and technical support to the CO, and to provide lessons with broader applicability across the region and globally.	As part of the IRG, relevant RBC staff will brief the evaluation team during the inception phase and be interviewed as key informants during the main data collection phase. They will participate in the debriefing at the end of the evaluation mission and provide comments on the evaluation report. Selected RBC and HQ staff might be interested in participating in the Learning Workshop at the end of the evaluation process, to help shape the evaluation recommendations.	<i>Senior advisors at RB level or, if not available, at HQ level in the following areas: Senior Regional Programme Advisor, Supply Chain, VAM, EPR, Gender, Protection, Monitoring, Nutrition, Partnerships, CBT, Social Protection, Resilience and Risk Management.</i>
WFP Senior Management	WFP Senior management is expected to have an interest in learning from the evaluation results	WFP Senior Management will have an opportunity to review the SER and will	

	because of the importance and uniqueness of the country programme in the region.	provide a Management Response to the CSPE.	
Executive Board (EB)	EB members are expected to have an interest in the evaluation results because of the importance and uniqueness of the country programme in the region.	EB members will have an opportunity to review the SER and Management Response. They will be invited to comment on and discuss the evaluation findings, recommendations and management response during an informal round-table session preceding the EB.2 2022 meeting, as well as at the EB.2 2022 meeting itself.	Delegates
Office of Evaluation (OEV)	OEV will use evaluation findings and recommendations for synthesis and feeding into other evaluations, as well as to provide comments on the new CSP during the .	OEV is responsible for managing the evaluation.	
External stakeholders			
Affected communities	The ultimate recipients of food/ cash and other types of assistance, including training and technical assistance in crisis response, resilience buildings or addressing root causes, have the right to express their opinion and have a stake in WFP determining whether its assistance is timely, relevant to their needs and appropriate to for their cultural and social context, efficient, effective, sustainable and coherent.	The CSPE will seek to engage with WFP target beneficiary groups to learn directly from their perspectives and experiences with WFP support. Special attention will be given in hearing the voices of women and girls, and other potentially marginalised population groups. During the main data collection phase, those target groups will be visited, informed about the evaluation and interviewed individually or in groups, directly by the evaluation team or via a survey. With support from the CO, evaluation findings will be reported back to target population groups through appropriate media (posters, radio etc.)	WFP target population groups: vulnerable households, school children, community leaders, teachers, civil protection staff etc.

<p>Government at central and decentralized level</p>	<p>The Government in the State of Palestine has major influence on how WFP operates and engages in the country, and will be interested in CSPE findings and recommendations to help it give direction to WFP in terms of policy, strategy and operations.</p>	<p>Key Ministries will be briefed and consulted during the inception phase, to ensure their particular interests are covered by the evaluation. All relevant Ministries will be met during the main data collection phase to seek their perspectives on WFP's strategy and performance in the State of Palestine. They will be invited to the Learning Workshop at the end of the evaluation process, to help shape evaluation recommendations.</p>	<p>High-level decision makers in the Ministry of Agriculture, Natural Resources and Rural Development; Ministry of Health;; Ministry of Social Development; Ministry of National Education and Vocational Training; Ministry of the Feminine Condition & the Rights of Women; the National Coordination for Food Security</p>
<p>UN Country Team and Humanitarian Country Team (including Food Security Cluster and Protection Coordination Group)</p>	<p>WFP works closely with the UNCT and other humanitarian actors that operate under the leadership of the UN Resident Coordinator. The UNCT's harmonized action aims to contribute to the realisation of the government developmental objectives. It has therefore an interest in ensuring that WFP programmes are effective in contributing to the UN concerted efforts. Development and humanitarian partners more broadly might be interested in evaluation findings, lessons and recommendations related to strategic partnerships and sector coordination. Their views will be valued in shaping the new CSP.</p>	<p>Key UN partners will be briefed and consulted during the inception phase, so that their particular interests could potentially be covered by the evaluation. All relevant international partners will be met during the main data collection phase to seek their perspectives on WFP's strategy and performance in the State of Palestine. They will be invited to the Learning Workshop at the end of the evaluation process, to help shape evaluation recommendations.</p>	<p>See list of UN agencies in the table below.</p>
<p>Cooperating partners</p>	<p>Cooperating partners are critical for supporting the implementation of WFP activities. They might be interested in evaluation findings,</p>	<p>A selection of cooperating partners will be met during the main data collection phase to seek their perspectives on their collaboration with WFP in the State of</p>	<p>See list of NGOs in table below</p>

	lessons and recommendations related to the management of technical partnerships. Their views will be valued in shaping the new CSP.	Palestine and will be invited to the Learning Workshop at the end of the evaluation process, to help shape evaluation recommendations.	
Private sector partners	Interest in learning about the implications of the evaluation results.	Interviews with other current or potential partners from the private sector during the data collection phase will be undertaken as applicable.	Private sector players involved in the development of supply chains and promotion of local products.
Donors	WFP activities are supported by several donors who have an interest in knowing whether their funds have been spent efficiently and if WFP's work is effective in alleviating food insecurity of the most vulnerable.	Involvement in interviews, feedback sessions, report dissemination.	Canada, European Commission, France, Germany and Japan

WFP strategic and cooperating partners and areas of collaboration

	Organization	Areas of collaboration with WFP in the State of Palestine
UN	FAO	Joint food and seeds distributions, crop and food security assessments, reinforcing the capacity of local institutions to accompany smallholders in increasing and diversifying their production.
	OCHA	Joint assessments, coordination of humanitarian activities
	UNICEF	Malnutrition treatment programme, WASH activities, school-based interventions on health, hygiene and nutrition whereby WFP delivers complementary modules on broader food quality, safety and preparation.
	IOM	Shelter and disaster risk reduction initiatives
	UNFPA	Sexual and reproductive health and initiatives for combatting gender-based violence
	IFAD	Facilitating access to microcredit for smallholder farmers and improve production inputs and techniques
	UNDP	Recovery Programme resilience activities (building and restoring assets)
	UNEP	Mitigate the environmental impact of school feeding by sensitizing communities to sustainable practices.

	ILO, IOM, WHO, UNICEF, UNDP, World Bank	Providing upstream and system-level technical assistance in social protection programmes
INGOs	Welt Hunger Hilfer (WHH)	Food for Assets activities (cash modality)
	Heifer International	
	World Vision International	School feeding activities
	Catholic Relief Services	Training of teachers and administrators on literacy and vocational education modules
	Ananda Marga Universal Relief Team (AMURT)	Unconditional cash assistance
	Associazione Volontari per il Servizio Internazionale (AVSI)	
	ActionAid International	
	CARE International	
	Action Against Hunger (ACH)	
	Adventist Development and Relief Agency (ADRA), Plan International, Agency for Technical Cooperation and Development (ACTED), Cooperazione Internazionale (COOPI)	General Food Distributions
ACTED, Alianza por la Solidaridad Bureau de Nutrition et Développement (BND) CESAL CECI CESVI Concern Worldwide Croix Rouge Suisse FONKOZE GIRADEL GOAL INTERNATIONAL Mercy Corps MOFKA PADF Plan Internationale REMODEL Save the Children VIVA RIO World Concern	Emergency response, school feeding, resilience activities and nutrition	

Source: ACR, CSP document, COMET

Annex 5: Evaluability assessment

Table 1: Country Strategic Plan [State of Palestine] [2018-2022] logframe analysis				
Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0 27/4/17	Total nr. of indicators	3	7	11
v 2.0 29/5/18	New indicators	-	-	-
	Discontinued indicators	-	-	-
	Total nr. of indicators	3	7	11
v 3.0 11/4/19	New indicators	1	3	7
	Discontinued indicators	-	-	-
	Total nr. of indicators	4	10	18
v3.2 10/3/2021	New indicators	1	1	1
	Discontinued indicators	-	-	-
	Total nr. of indicators	5	11	19
Total number of indicators that were included across all logframe versions		3	7	11

Source: COMET report CM-L010 (accessed 30.04.2021)

Table 2: Analysis of results reporting in State of Palestine annual country reports 2018-2020				
		ACR 2018	ACR 2019	ACR 2020
Outcome indicators				
	Total number of indicators in applicable logframe	3	4	5
Baselines	Nr. of indicators with any baselines reported	3	4	5
	Total nr. of baselines reported	78	79	79
Year-end targets	Nr. of indicators with any year-end targets reported	3	4	5
	Total nr. of year-end targets reported	78	79	79
	Nr. of indicators with any CSP-end targets reported	3	4	5



CSP-end targets	Total nr. of CSP-end targets reported	78	79	79
Follow-up	Nr. of indicators with any follow-up values reported	3	4	5
	Total nr. of follow-up values reported	78	79	79
Cross-cutting indicators				
	Total number of indicators in applicable logframe	7	10	11
Baselines	Nr. of indicators with any baselines reported	5	7	8
	Total nr. of baselines reported	21	33	34
Year-end targets	Nr. of indicators with any year-end targets reported	5	7	7
	Total nr. of year-end targets reported	21	33	33
CSP-end targets	Nr. of indicators with any CSP-end targets reported	5	7	7
	Total nr. of CSP-end targets reported	21	33	33
Follow-up	Nr. of indicators with any follow-up values reported	5	7	7
	Total nr. of follow-up values reported	21	33	33
Output indicators				
	Total number of indicators in applicable logframe	11	18	19
Targets	Nr. of indicators with any targets reported	6	9	10
	Total nr. of targets reported	6	13	16
Actual values	Nr. of indicators with any actual values reported	6	9	10
	Total nr. of actual values reported	6	13	16

Source: COMET report CM-L010 (accessed 30.04.2021), ACR State of Palestine 2018, 2019 & 2020

Annex 6: WFP State of Palestine presence in years pre-Country Strategic Plan

	2015	2016	2017	2018	2019	2020
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<p>Relevant events in the State of Palestine</p>		<p><u>Jan</u>: The Palestinian Authority joins ICC <u>Jun</u>: UNRWA staff reductions <u>Sep</u>: Palestinian flag raised at UN HQ <u>Jul-Dec</u>: increase in violence related to the Israeli-Palestinian conflict</p>	<p>- Increased violence related to the Israeli-Palestinian conflict - West Bank: 1,094 structures demolished / 1,601 persons displaced</p>	<p><u>Feb</u>: Regularisation Law <u>Jul</u>: Increased violence related to the Israeli-Palestinian conflict <u>Oct</u>: Fatah-Hamas Agreement in Cairo - West Bank: 419 structures demolished / 664 persons displaced</p>	<p><u>Mar</u>: Great March of Return demonstrations start <u>Aug</u>: US cuts funding to UNRWA <u>Nov</u>: Increased violence related to the Israeli-Palestinian conflict - West Bank: 460 structures demolished / 469 persons displaced</p>	<p><u>Jan</u>: Palestine chairs G77 <u>Mar</u>: The US recognized Israel's annexation of the Golan Heights <u>May</u>: Escalation of violence in Gaza <u>Nov</u>: ECJ ruling on Israeli products made in the occupied West Bank - West Bank: 623 structures demolished / 914 persons displaced</p>	<p><u>Mar</u>: COVID-19 pandemic <u>May-Jun</u>: Political tensions over threats of WB annexation <u>Aug</u>: UAE signs peace agreement with Israel <u>Sep</u>: Fatah and Hamas announce elections <u>Nov</u>: UNRWA funding ends - West Bank: 849 structures demolished / 996 persons displaced</p>
<p>WFP interventions</p>	<p>State of Palestine Country Strategic Plan 2018-2022</p>				<ul style="list-style-type: none"> - Unconditional resource transfer - Institutional capacity strengthening activities - Service provision and platform activities 		
					<p>NBP: \$ 57,659,077 Allocated Resources: \$ 62,536,540 Allocated Contributions: \$ 52,536,540</p>	<p>NBP: \$ 65,282,541 Allocated Resources: \$ 77,509,399 Allocated Contributions: \$ 47,793,322</p>	<p>NBP: \$ 70,922,314 Allocated Resources: \$ 76,352,165 Allocated Contributions: \$ 56,987,048</p>
<p>PRRO 200709 Food Assistance for the Food-Insecure Population in</p>		<p>General Distribution School Feeding (on-site) Food-Assistance-for-Assets</p>	<p>General Distribution</p>				

	the West Bank and Gaza Strip 2015-2016 (extended to 2017)	Operational Requirements: \$ 209,483,752 Gross Needs Funded: \$ 154,495,911					
	SO 200560 Strengthening the food security coordination platform in the State of Palestine 2013-2015	Coordination (Food Security Sector)					
		Operational Requirements: \$ 1,257,892 Total Funded: \$ 827,779					
Outputs at country office level	Food distributed (MT) 	42,370	37,164	33,682	13,457	9,258	7,769
	Cash distributed (USD) 	13,676,230	17,656,225	22,581,164	26,590,441	30,303,660	42,837,716
	Actual beneficiaries (number)	589,635	503,221	499,856	353,617	343,434	431,862

Source: State of Palestine ACR 2018, 2019 & 2020, PRRO 200709 SPR 2015-2017, SO 200560 SPR 2015, FACTory (accessed 20.01.2021.), IRM Analytics (accessed 20.01.2021)

Annex 7: Line of sight

Country	State of Palestine (2018 – 2022)		
Str. Result	SR 1 – Access to food (SDG Target 2.1)	SR 5 - Developing countries have strengthened capacity to implement the SDGs (SDG 17.9)	SR 8 -efforts to achieve the SDGs (SDG 17.16) Sharing of knowledge, expertise and technology strengthen global partnership support to country
Focus Area	Crises Response	Resilience	Crises Response
SO budget	SO1: USD 307 992 132	SO2: USD 6 745 337	SO3: USD 3 787 870
Outcome	OUTCOME 1: Non-Refugees, poor and severely food insecure people in Palestine (primarily in Gaza and Area C in the West Bank) have improved dietary diversity by 2022	OUTCOME 2: Enhanced capacities of national institutions and systems to identify, target and assist food insecure vulnerable populations in Palestine by 2022	OUTCOME 3: Palestinians benefit from the services provided to partners through WFP's delivery platform
Outputs	<p>OUTPUTS</p> <ul style="list-style-type: none"> Poor and severely food insecure non refugees receive diverse and nutritional food in order to improve their dietary diversity (SDG1) Targeted population (women, men, boys and girls) receive information to raise nutritional awareness 	<p>OUTPUTS</p> <ul style="list-style-type: none"> Poor and severely food insecure people benefit from improved institutional capacity to implement a reformed National Social Safety Net that protects income and assets of the poor and vulnerable (SDG1, target 1.3) Poor and severely food insecure people benefit from improved capacity of national monitoring system to monitor, analyze and build evidence on food insecurity and poverty. (SDG 1) Poor and severely food insecure people benefit from an improved CBT and social protection delivery platform provided for partners in order to reduce poverty and food insecurity (SDG 1) 	<p>OUTPUT</p> <ul style="list-style-type: none"> Palestinians receive different types of assistance through the CBT platform (Output H)
Activities	<p>ACTIVITY 1</p> <p>Provision of unconditional food assistance (including through CBT and in-kind modalities) and nutrition information to poor and food - insecure households ("Unconditional resource transfers to support access to food")</p>	<p>ACTIVITY 2</p> <p>Provision of technical support to national ministries and institutions for food security strategy implementation and National Social Safety Net reform ("Strengthening institutional capacity")</p> <p>ACTIVITY 3</p> <p>Provision of a CBT platform to multi-sectoral partners and Government ("Service provision and platform activities")</p>	<p>ACTIVITY 4</p> <p>Service provision of WFP's delivery platform to partners (Service Provision and platform activities).</p>

Source: WFP SPA website, based on budget revision 6

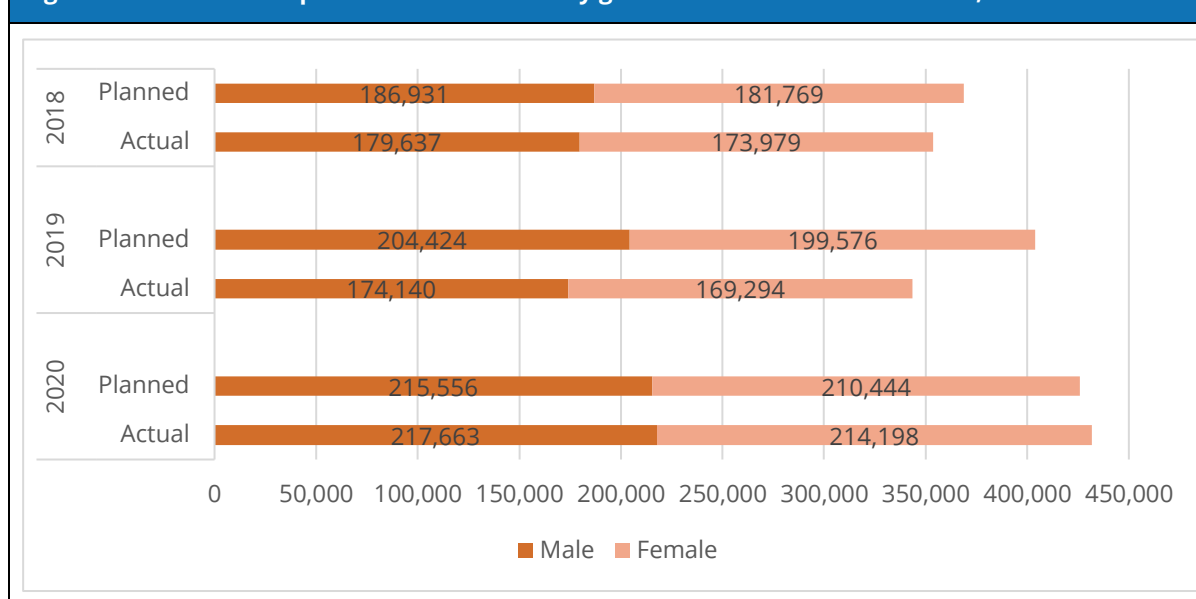
Annex 8: Key information on beneficiaries and transfers

Table 1: Actual beneficiaries versus planned 2018-2022 by year, strategic outcome, activity category and gender

SO	Activity	Year	Planned		Actual		Actual vs. planned (%)	
			Female	Male	Female	Male	Female	Male
SO 1	Unconditional resource transfers to support access to food	2018	181,769	186,931	173,980	179,637	95.7%	96.1%
		2019	199,576	204,424	169,294	174,140	84.8%	85.2%
		2020	210,444	215,556	214,198	217,663	101.8%	100.9%
		2021	155,116	158,884	-	-	-	-
		2022	155,116	158,884	-	-	-	-

Source: COMET report CM-R020, data extracted on 29/04/2021.

Figure 1: Actual versus planned beneficiaries by gender in the State of Palestine, 2018-2020



Source: COMET report CM-R001b, data extracted on 29/04/2021.

⁵¹ SO2 and SO3 pertain to technical assistance, and hence there are no planned/actual beneficiary numbers listed in the respective tables

Figure 2: Actual beneficiaries by transfer modality in the State of Palestine, 2018-2020, by strategic outcome

Strategic objective	Activity	Year	Total number of beneficiaries receiving food	Actual vs planned beneficiaries receiving food (in %)	Total number of beneficiaries receiving CBT	Actual versus planned beneficiaries receiving CBT (in %)
Non-Refugees, poor and severely food insecure people (primarily in Gaza and Area C in the West Bank) have improved dietary diversity by 2022	Provision of unconditional food assistance (including through CBT and in-kind modalities) and nutrition information to poor and food – insecure households	2018	71,001	98.6%	282,615	95.3%
		2019	71,087	98.7%	272,347	82.0%
		2020	7,0485	96.55%	361,377	102.37%

Source: COMET report CM-R002b, data extracted on 29/04/2020.

Table 2: Actual beneficiaries by residence status and year

Residence status	Number of beneficiaries Year 2018	% Year 2018	Number of beneficiaries Year 2019	% Year 2019	Number of beneficiaries Year 2020	% Year 2020
Non-Refugees	339,471	96%	322,728	94%	410,269	95%
Refugees	14,145	4%	20,706	6%	21,593	5%

Source: COMET report CM-R001b, data extracted on 29/04/2020.

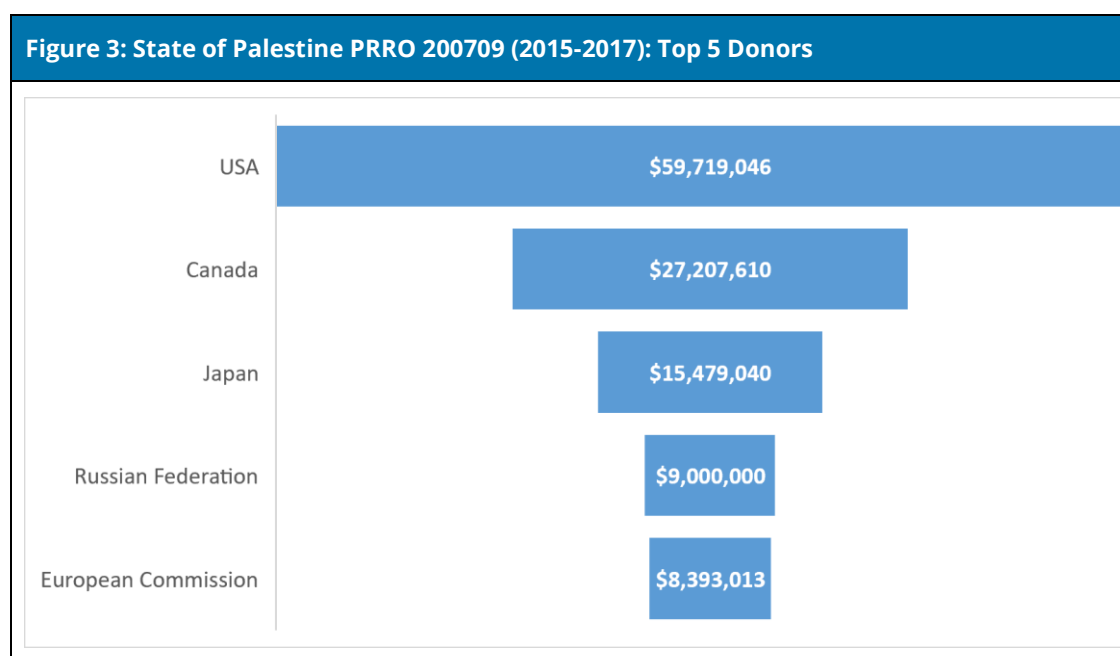
PRRO 200709

Table 3: State of Palestine PRRO (2015-2017), Overview of Strategic Objectives, Outcomes and Outputs

Strategic Objectives	Outcomes	Outputs
Save lives and protect livelihoods in emergencies	1.1: Stabilized or improved food consumption over assistance period for targeted households and/or individuals	1.1.1: Food, nutritional products, and vouchers distributed in sufficient quantity, and quality and in a timely manner to targeted beneficiaries
	1.2: National institutions, regional bodies and the humanitarian community are	1.2.1: Emergency management capacity created or supported

	able to prepare for, assess and respond to emergencies	
Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies	2.1: Adequate food consumption reached or maintained over assistance period for targeted households	2.1.1: Food, nutritional products and vouchers distributed in sufficient quantity, and quality and in a timely manner to targeted beneficiaries
	2.2: Capacity developed to address national food insecurity needs	2.2.1: National systems for monitoring trends in food security and nutrition strengthened
Reduce risk and enable people, communities and countries to meet their own food and nutrition needs	3.1: Improved access to livelihood assets has contributed to enhanced resilience and reduced risks from disaster and shocks faced by targeted food-insecure communities and households	3.1.1: Food, nutritional products and vouchers distributed in sufficient quantity, and quality and in a timely manner to targeted beneficiaries
		3.1.2: Community or livelihood assets built, restored or maintained by targeted households and communities
	3.2: Increased marketing opportunities for producers and traders of agricultural products and food at the regional, national and local levels	3.2.1: Increased WFP food purchase from regional, national and local markets and smallholder farmers

Source: SPA Archive, data extracted on 15/06/2021



Source: FACTory, data extracted on 15/06/2021.

Table 4: Actual beneficiaries versus planned 2015-2017 by year, by objective category					
Strategic Objective	Strategic Objective	Year	Planned	Actual	Actual vs. planned (%)
1	Save lives and protect livelihoods in emergencies	2015	252,000	346,474	137.5%
		2016	252,000	252,541	100%
		2017	249,000	252,509	100%
2	Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies	2015	361,002	243,160	67.4%
		2016	361,000	250,680	69.4%
		2017	247,000	247,346	100%
3	Reduce risk and enable people, communities and countries to meet their own food and nutrition needs	2015	15,000	0	0%
		2016	20,000	0	0%
		2017	-	-	-

Source: COMET report CM-R020, data extracted on 15/06/2021.

Table 5: PRRO 200709, Expenditure by year						
Project type and code	Title	Start	Final end-date	Needs based budget (USD)	Actual expenditure (USD)	Actual expenditure as % of plan
PRRO 200709	Food Assistance for the Food-Insecure Populations in the West Bank and Gaza Strip	Jan 1, 2015	Dec 31, 2015	72,474,401	77,306,689	107%
		Jan 1, 2016	Dec 31, 2016	76,537,331	47,572,588	62%
		Jan 1, 2017	Dec 31, 2017	60,472,019	34,932,062	58%
Grand Total		Jan 1, 2015	Dec 31, 2017	209,483,752	152,358,370	53%

Source: WINGS Data Warehouse, Data extracted on 17/06/2021

Annex 9: Communication and Knowledge Management plan

Phase Evaluation stage	What Communication product	Which Target audience	How & where Channels	Who Creator lead	Who Creator support	When Publication draft	When Publication deadline
Preparation	Summary and ToR	<ul style="list-style-type: none"> • WFP technical staff/programmers/practitioners • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Email • WFPgo; WFP.org 	EM		August 2021	August 2021
Inception	Inception report	<ul style="list-style-type: none"> • WFP technical staff/programmers/practitioners • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Email • WFPgo 	EM		November 2021	November 2021
Reporting	Exit debrief	<ul style="list-style-type: none"> • CO staff & stakeholders 	<ul style="list-style-type: none"> • PPT, meeting support 	EM/ET		January 2022	January 2022
Reporting	Stakeholder workshop	<ul style="list-style-type: none"> • WFP technical staff/programmers/practitioners • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Workshop, meeting • Piggyback on any CSP formulation workshop 	EM/ET	CM	May 2022	May 2022
Dissemination	Summary evaluation report	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP country/regional office/local stakeholders • WFP technical staff/programmers/practitioners • Donors/countries • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Executive Board website (for SERs and MRs) 	EM/EB	CM	July 2022	July 2022

Dissemination	Evaluation report	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP country/regional office/local stakeholders • WFP technical staff/programmers/practitioners • Donors/countries • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Email • Web and social media, KM channels (WFP.org, WFPgo, Twitter) • Evaluation network platforms (UNEG, ALNAP) • Newsflash 	EM	CM	January 2023	January 2023
Dissemination	Management response	<ul style="list-style-type: none"> • WFP EB/governance/ management • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society/peers/networks 	<ul style="list-style-type: none"> • Web (WFP.org, WFPgo) • KM channels 	EB	EM	February 2023	February 2023
Dissemination	ED memorandum	<ul style="list-style-type: none"> • ED/WFP management 	<ul style="list-style-type: none"> • Email 	EM		February 2023	February 2023
Dissemination	Talking points/key messages	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP technical staff/programmers /practitioners • Donors/countries 	<ul style="list-style-type: none"> • Presentation 	EM	CM	February 2023	February 2023
Dissemination	PowerPoint presentation	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP technical staff/programmers /practitioners • Donors/countries 	<ul style="list-style-type: none"> • Presentation 	EM	CM	February 2023	February 2023
Dissemination	Report communication	<ul style="list-style-type: none"> • Oversight and Policy Committee (OPC) • Division Directors, country offices and evaluation specific stakeholders 	<ul style="list-style-type: none"> • Email 	EM			March 2023
Dissemination	Newsflash	<ul style="list-style-type: none"> • WFP EB/governance/ management • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Email 	CM	EM		March 2023

		<ul style="list-style-type: none"> • WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society /peers/networks 					
Dissemination	Business cards	<ul style="list-style-type: none"> • Evaluation community • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Cards 	CM			July 2023
Dissemination	Brief	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Web and social media, KM channels (WFP.org, WFPgo, Twitter) • Evaluation Networks (UNEG, ALNAP, EvalForward) 	EM	CM		July 2023
• Dissemination	• Presentations, piggybacking on relevant meetings	<ul style="list-style-type: none"> • WFP technical staff/programmers /practitioners • WFP country/regional office/local stakeholders • WFP staff 	<ul style="list-style-type: none"> • Presentation 	• EM			July 2023
• Dissemination	• Social media Twitter campaign	<ul style="list-style-type: none"> • Partners/civil society /peers/networks • CAM/media • General public 	<ul style="list-style-type: none"> • Social media (Twitter) 	• CM	• CAM		July 2023

Annex 10: Template for evaluation matrix

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Evaluation Question 1: To what extent is WFP's strategic position, role, and specific contribution based on country priorities and people's needs as well as WFP's strengths?					
1.1 To what extent is the country strategic plan relevant to national policies, plans, strategies, and goals, including achievement of the national Sustainable Development Goals?					
1.1.1 Alignment of strategic objectives to national policies, strategies and plans	The extent to which the strategic outcomes and proposed activities outlined in the CSP were relevant to national priorities as expressed in national policies, strategies and plans	<ul style="list-style-type: none"> Degree of matching between CSP strategic outcomes and national objectives outlined in government policies, strategies and plans Degree of matching of CSP activities and proposed interventions set out in government policies, strategies and plans Degree of involvement of Government in the preparation of the CSP Perception of senior government officials on the degree of alignment of WFP objectives and interventions with national policies, strategies and plans 	<ul style="list-style-type: none"> WFP CSP and consecutive budget revision documents Zero Hunger Review Government policies, plans and programmes including, among others: i) <p>Senior government officials</p>	<p>Document review</p> <p>Semi-structured interviews</p>	

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
1.1.2 Alignment to national SDGs	The extent to which the strategic outcomes outlined in the CSP were aligned with government SDG goals and targets	<ul style="list-style-type: none"> • Degree of matching between CSP strategic outcomes and national SDG goals and targets • Explicit reference is made in CSP to national SDG Frameworks 	<ul style="list-style-type: none"> • WFP CSP and consecutive budget revision documents • National SDG Framework 	Document review	
1.1.1 Alignment of strategic objectives to subnational strategies and plans	The extent to which the strategic outcomes and proposed activities outlined in the CSP were relevant to subnational priorities as expressed in subnational strategies and plans	<ul style="list-style-type: none"> • Degree of matching between CSP strategic outcomes and subnational objectives outlined in subnational government strategies and plans • Degree of matching of CSP activities and priority interventions set out in subnational government strategies and plans • Degree of involvement of subnational governments in the preparation of the CSP • Perception of senior subnational government officials on the degree of alignment of WFP objectives and interventions with subnational strategies and plans 	<ul style="list-style-type: none"> • WFP CSP and consecutive budget revision documents • Zero Hunger Review • Subnational government strategies, plans and programmes including, among others: i) ... • ... • Senior subnational government officials 	<p>Document review</p> <p>Semi-structured interviews</p>	
1.2 To what extent did the country strategic plan address the needs of the most vulnerable people in the country to ensure that no one is left behind?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
1.3 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the country strategic plan in light of changing context, national capacities, and needs?					
1.4 To what extent is the country strategic plan CSP coherent and aligned with the wider United Nations and include appropriate strategic partnerships based on the comparative advantage of WFP in the country?					
Evaluation Question 2: What is the extent and quality of WFP's specific contribution to country strategic plan strategic outcomes in the country?					
2.1 To what extent did WFP deliver expected outputs and contribute to the expected country strategic plan strategic outcomes?					
2.2 To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender and other equity considerations)?					
2.3 To what extent are the achievements of the country strategic plan likely to be sustained?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
2.4 In humanitarian contexts, to what extent did the country strategic plan facilitate more strategic linkages between humanitarian, development, and (where appropriate) peace work?					
Evaluation Question 3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?					
3.1 To what extent were outputs delivered within the intended timeframe?					
3.2 To what extent was coverage and targeting of interventions appropriate?					
3.3 To what extent were WFP's activities cost-efficient in delivery of its assistance?					
3.4 To what extent were alternative, more cost-effective measures considered?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Evaluation Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?					
4.1 To what extent did WFP analyse or use existing evidence on the hunger challenges, the food security and nutrition issues, in the country to develop the country strategic plan?					
4.2 To what extents has WFP been able to mobilize adequate, predictable and flexible resources to finance the country strategic plan?					
4.3 To what extent did the country strategic plan lead to partnerships and collaborations with other actors that positively influenced performance and results?					
4.4 To what extent did the country strategic plan provide greater flexibility in dynamic operational contexts and how did it affect results?					
4.5 What are the other factors that can explain WFP performance and the extent to which is has made the strategic shift expected by the country strategic plan?					

Annex 11: Approved Country Strategic Plan document

[State of Palestine Country Strategic Plan \(2018-2022\)](#)

Annex 12: Terms of Reference and composition of the Country Strategic Plan Evaluation's Internal Reference Group (IRG)

1. Background

The internal reference group (IRG) is an advisory group providing advice and feedback to the evaluation manager and the evaluation team at key moments during the evaluation process. It is established during the preparatory stage of the evaluation and is mandatory for all CSPes.

2. Purpose and guiding principles of the IRG

The overall purpose of the IRG is to contribute to the credibility, utility and impartiality of the evaluation. For this purpose, its composition and role are guided by the following principles:

- **Transparency:** Keeping relevant stakeholders engaged and informed during key steps ensures transparency throughout the evaluation process
- **Ownership and use:** Stakeholders' participation enhances ownership of the evaluation process and products, which in turn may impact on its use
- **Accuracy:** Feedback from stakeholders at key steps of the preparatory, data collection and reporting phases contributes to accuracy of the facts and figures reported in the evaluation and of its analysis.

3. Roles

Members are expected to review and comment on the draft evaluation report and share relevant insights at key consultation points of the evaluation process.

The IRG's main role is as follows:

- Participate in face-to-face or virtual briefings to the evaluation team during the inception phase and/or evaluation phase
- Suggest key references and data sources in their area of expertise
- Participate in field debriefings (optional)
- Review and comment on the draft evaluation report and related annexes, with a particular focus on: a) factual errors and/or omissions that could invalidate the findings and change the conclusions; b) issues of political sensitivity that need to be refined in the way they are addressed or in the language used; and c) recommendations
- Participate in national learning workshops to validate findings and discuss recommendations
- Provide guidance on suggested communications products to disseminate learning from the evaluation.

IRG members, particularly those nominated as country office evaluation focal points are responsible for gathering inputs to evaluation products from their colleagues.

4. Membership

The IRG is composed of selected WFP stakeholders from mainly country office and regional bureaux. IRG members should be carefully selected based on the types of activities being implemented at country level, the size of the country office and the staffing components at the regional bureau level. Selected headquarters staff may also be included in the IRG, depending on the CSPE context and the availability of expertise at the regional bureau level⁵² (where no technical lead is in post at the regional bureau level, headquarters technical staff should be invited to the IRG).

The table below provides an overview of IRG composition that allows for flexibility to adapt to specific country activities. The IRG should not exceed 15 active members.

Country office	Regional bureau	Headquarters (optional as needed)
<ul style="list-style-type: none"> • Samer Abdel Jaber, Country Director • Laura Turner, Deputy Country Director • Arwa Smeir, Evaluation Focal Point/M&E Head • Samah Helou, Head of Program • Salah Iahham, Head of VAM 	<ul style="list-style-type: none"> • Oscar Ekdahl, Resilience unit • Jimi Richardson, Regional Head of Emergency Preparedness and Response • Judi Hazem, Evaluation Officer <p>Keep in copy: REO and RB Management</p>	<ul style="list-style-type: none"> • Francesca Deceglie, Cash-Based Transfers Unit. • Daniel Dyssel, Country Capacity Strengthening <p>A broader group of senior stakeholders should be kept informed at key points in the evaluation process, in line with OEV Communication Protocol</p>

⁵² An example would be members from a HQ technical lead where there is an innovative programme being piloted.

5. Approach for engaging the IRG:

The Office of Evaluation Regional Unit Head will engage with regional bureau (DRD) ahead of time to prepare for the upcoming evaluation, and to agree on the types and level of engagement expected from IRG members.

While the IRG members are not formally required to provide feedback on the terms of reference (ToR), the Office of Evaluation Regional Unit Head and Office of Evaluation evaluation manager will consult with the regional programme advisor and the regional evaluation officer at an early stage of terms of reference drafting, particularly as relates to: a) temporal and thematic scope of the evaluation, including any strategic regional strategic issues; b) evaluability of the country strategic plan; c) the humanitarian situation; and d) key donors and other strategic partners.

Once the draft terms of reference are ready, the Office of Evaluation evaluation manager will prepare a communication to be sent from the Director of the Office of Evaluation to the Country Director, with a copy to the regional bureau, requesting comments on the terms of reference from the country office and proposing the composition of the IRG for transparency.

The final version of the CSPE terms of reference will be shared with the IRG for information. IRG members will be given the opportunity to share their views on the evaluation scope, evaluability, partnerships etc. during the inception phase. The final version of the inception report will also be shared with the IRG for information. As mentioned in Section 3 of this terms of reference, IRG members will also be invited to comment on the draft evaluation report and to participate in the national learning workshop to validate findings and discuss recommendations.

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Annex 14: Acronyms

AAP	Accountability to Affected Populations
ACR	Annual Country Report
ALNAP	Active Learning Network for Accountability and Performance
BR	Budget Revision
COMET	Country Office Tool for Managing Programmes Effectively
CM	Communications Manager
CO	Country Office
CSP	Country Strategic Plan
DEV	Development Operation
DEVCO	European Commission's Directorate General for International Cooperation and Development
DOE	Director of Evaluation
DPC	Directorate of Civil Protection
EB	Executive Board
ECHO	European Civil Protection and Humanitarian Aid Operations
EM	Evaluation Manager
EMOP	Emergency Operation
EMG	Evaluation Management Group
EPR	Emergency Preparedness and Response
FAO	Food and Agriculture Organization
GIEWS	Global Information and Early Warning System
GNI	Gross National Income
HCT	Humanitarian Country Team
HNO	Humanitarian Needs Overview
IDB	Inter-American Development Bank
INGO	International Non-Governmental Organization
ILO	International Labour Organization
IOM	International Organization for Migration
IPC	Integrated Food Security Phase Classification
IPCC	Intergovernmental Panel for Climate Change
IRG	Internal Reference Group
IR-EMOP	Immediate Response Emergency Operation
IYCF	Infant and Young Child Feeding
LTA	Long Term Agreement
MoH	Ministry of Health
NGO	Non-Governmental Organization
NPA	National Policy Agenda

OCHA	United Nations Office for the Coordination of Humanitarian Affairs
ODA	Official Development Assistance
OECD/DAC	Organisation for Economic Co-operation & Development's Development Assistance Committee
OEV	Office of Evaluation
PCBS	Palestinian Central Bureau of Statistics
PCG	Protection Coordination Group
PRRO	Protracted Relief and Recovery Operation
QA2	Quality Assurance level 2
RBC	Regional Bureau Cairo
SER	Summary Evaluation Report
SO	Strategic Outcome
TL	Team Leader
UNDAF	United Nations Development Assistance Framework
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Programme
UNHCR	United Nations High Commission for Refugees
UNFPA	United Nations Population Fund
UN-IGME	United Nations Inter-agency Group for Child Mortality Estimation
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
USDA	United States Department of Agriculture
VAM	Vulnerability Assessment and Mapping
VNR	Voluntary National Review
WASH	Water Sanitation and Hygiene
WHO	World Health Organization
WVI	World Vision International

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