



WFP EVALUATION

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

Centralized evaluation report – Volume II Annexes

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Office of Evaluation

January 2023



**World Food
Programme**

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Disclaimer

The opinions expressed are those of the evaluation team, and do not necessarily reflect those of the World Food Programme. Responsibility for the opinions expressed in this report rests solely with the authors. Publication of this document does not imply endorsement by WFP of the opinions expressed.

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Photocredits

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Annex 1: Summary terms of reference

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

Summary Terms of Reference

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's performance for country-level strategic decisions, specifically for developing the next Country Strategic Plan and 2) to provide accountability for results to WFP stakeholders.

Subject and focus of the evaluation

The WFP Country Strategic Plan (CSP) for the State of Palestine was approved by the Executive Board in November 2017 for five years (2018-2022). The CSP originally pursued two strategic outcomes (SOs) as follows: SO1: Non-Refugees, poor and severely food insecure Palestinians have improved dietary diversity by 2022; SO2: Enhanced capacities of national institutions and systems to identify, target and assist food insecure vulnerable populations in the State of Palestine by 2022. In response to the COVID-19 pandemic, WFP added a third strategic outcome (SO3) - Palestinians benefit from the services provided to partners through WFP's delivery platform.

Through this CSP, WFP was to gradually shift from providing in-kind assistance to cash-based transfers using e-vouchers and cash, and to capacity-enhancement, including in the area of data sharing. The actual number of beneficiaries reached every year under SO1 has been ranging from 343,000 to 432,000 during the period 2018-2020; it increased in 2020 following WFP's scaled-up assistance to meet government requests for urgent support following the COVID-19 emergency.

The overall CSP budget as approved by the Executive Board amounted to USD 241.42 million, which increased to USD 318.5 million following six budget revisions.

Objectives and stakeholders of the evaluation

WFP evaluations serve the dual objectives of accountability and learning.

The evaluation will seek the views of, and be useful to, a range of WFP's internal and external stakeholders and presents an opportunity for national, regional and corporate learning. The primary user of the evaluation findings and recommendations will be the WFP Country Office and its stakeholders to inform the design of the new Country Strategic Plan.

The evaluation report will be presented at the Executive Board session in February 2023.

Key evaluation questions

The evaluation will address the following four key questions:

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?

The evaluation will assess the extent to which the CSP is relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals. It will further assess the extent to which the CSP addresses the needs of the most vulnerable people in the country to ensure that no one is left behind; whether WFP's strategic positioning has remained relevant throughout the implementation of the CSP in light of changing context, national capacities and needs; and to what extent the CSP is coherent and aligned with the wider UN cooperation framework and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country.

QUESTION 2: What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in the State of Palestine?

The evaluation will assess the extent to which WFP delivered the expected outputs and contributed to the expected strategic outcomes of the CSP, including the achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations). It will also assess the extent to which the achievements of the CSP are likely to be sustainable; and whether the CSP facilitated more strategic linkages between humanitarian, development and, where appropriate, peace work.

QUESTION 3: To what extent has WFP's used its resources efficiently in contributing to CSP outputs and strategic outcomes? The evaluation will assess whether outputs were delivered within the intended timeframe; the appropriateness of coverage and targeting of interventions; cost-efficient delivery of assistance; and whether alternative, more cost-effective measures were considered.

QUESTION 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?

The evaluation will assess the extent to which WFP analyzed and used existing evidence on hunger challenges, food security and nutrition issues in the country to develop the CSP. It will also assess the extent to which the CSP led to: the mobilization of adequate, predictable and flexible resources; to the development of appropriate partnerships and collaboration with other actors; greater flexibility in dynamic operational contexts; and how these factors affect results. Finally, the evaluation will seek to identify any other organizational and contextual factors influencing WFP performance and the strategic shift expected by the CSP.

Scope, methodology and ethical considerations

The unit of analysis is the Country Strategic Plan. The evaluation will cover all of WFP activities (including cross-cutting results) for the period 2018 to 2021. The evaluation will also include the period 2015-2017 to understand how the current CSP builds on or departs from the previous country portfolio evaluation. This will help understand whether the current CSP builds on or departs from the previous activities, and thus help better explain and assess the strategic shifts, if any, manifested in the design of the current CSP.

The evaluation will also cover adherence to humanitarian principles, gender and protection issues and accountability to affected populations.

The evaluation will adopt the norms and standards of the United Nations Evaluation Group (UNEG) and the evaluation criteria of the Development Assistance Committee of the Organization for Economic Cooperation and Development (OECD/DAC), namely: relevance, efficiency, effectiveness, sustainability and coherence as well as connectedness and coverage.

The evaluation will adopt a mixed methods approach using a variety of primary and secondary sources, including desk review, key informant interviews, surveys, and focus groups discussions. Systematic triangulation across different sources and methods will be carried out to validate findings and avoid bias in the evaluative judgement.

In light of the developments related to the COVID19 pandemic, the inception mission will be conducted remotely. Depending on how the global and country context evolve, data collection may be conducted either fully or partially through in-country field work. The final Stakeholder Workshop may be held either in Jerusalem or virtually.

The evaluation conforms to WFP and 2020 UNEG ethical guidelines. 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 in no harm to participants or their communities.

Roles and responsibilities

EVALUATION TEAM: The evaluation will be conducted by a team of independent consultants with a mix of relevant expertise related to the Palestine CSPE (food security, cash-based transfers, emergency response, gender and capacity strengthening).

OEV EVALUATION MANAGER: The evaluation will be managed by Hansdeep Khaira, Evaluation Officer, in the WFP Office of Evaluation. He will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process and compliance with OEV quality standards for process and content. Second level quality assurance will be provided by Julie Thoulouzan, Senior Evaluation Officer.

An **Internal Reference Group** of a cross-section of WFP stakeholders from relevant business areas at different WFP levels will be consulted throughout the evaluation process to review and provide feedback on evaluation products.

The Director of Evaluation will approve the final versions of all evaluation products.

STAKEHOLDERS: WFP stakeholders at country, regional and HQ level are expected to engage throughout the evaluation process to ensure a high degree of utility and transparency. External stakeholders, such as beneficiaries, government, donors, NGO partners and other UN agencies will be consulted during the evaluation process.

Communication

Preliminary findings will be shared with WFP stakeholders in the Country Office, the Regional Bureau and Headquarters during a debriefing session at the end of the data collection phase. A more in-depth debrief will be organized in January 2022 to inform the new CSP design process. A country stakeholder workshop will be held in May 2022 to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by country stakeholders.

Evaluation findings will be actively disseminated and the final evaluation report will be publicly available on WFP's website.

Timing and key milestones

Inception Phase: September-December 2021

Data collection: January - February 2022

Remote Debriefing: February 2022

Reports: March - June 2022

Stakeholder Workshop: May 2022

Executive Board: February 2023

Annex 2: Methodology

1. The evaluation was guided by the general methodological approach followed by the OEV's framework for CSPs (including the common evaluation and sub-evaluation questions to all CSPs) and as well as the Organisation for Economic Co-operation and Development's Development Assistance Committee (OECD-DAC) framework and quality standards for evaluation. The evaluation team (ET) adopted an iterative, consultative approach with regular exchanges with OEV and the CO throughout the lifetime of the evaluation to ensure that the most up-to-date and relevant information is being examined and assessed.
2. The evaluation used a contribution analysis, which enabled understanding of the extent to which the observed outcomes have been a consequence of a particular intervention/interventions. Based on the approach, it also used mixed methods to collect, triangulate and analyse primary and secondary data. This approach and the methods were all integrated in the evaluation matrix (see Annex 3 Evaluation Matrix), which specified important aspects and organized the work of the evaluation team. The evaluation matrix included: the lines of enquiry for this complex evaluation which helped develop the research tools and guide the areas of investigation; the indicators which were used as judgement criteria by the evaluation team; and the primary and secondary sources of information ensuring triangulation in the analysis.
3. The evaluation design anticipated different scenarios, which the evaluation team would adopt and adapt to taking into account political and health risks. Primary data collection with stakeholders (WFP CO, RB, HQ, donors, the Government, cooperating partners and the United Nations family), was designed to be – and was – conducted remotely. This mitigated (to the extent possible) the risk of last-minute changes in plans due to COVID-19 restrictions. The remote interviews also enabled members of the evaluation team residing in the besieged Gaza Strip and the West Bank to attend all relevant interviews regardless of the location of the interviewee.
4. During the primary research, there was relative political stability, but a surge in COVID-19 cases due to the Omicron variant disrupted the primary data collection. While remote interviews were scheduled with stakeholders, two team members and several interviewees contracted the virus, and others had restricted availability due to school closures. Additionally, the evaluation team, together with OEV, opted to substitute FGDs with in-person interviews with a smaller number of beneficiaries to mitigate the risk of spreading the virus. The interviews were complemented by raw primary qualitative data provided by the CO, and further in-depth analysis of studies carried out by the CO and other stakeholders in the sector. This, while not affecting the quality of the research, caused some delays.

The evaluation team used the following methods:

Documentary review

5. Documents were provided by OEV, the CO and the evaluation team's own research. They comprise policy papers, guidelines and frameworks, CSP documents, periodic CO reports, project and programme documents, studies, reviews and evaluations.

Quantitative analysis of secondary data:

6. This was mainly used to conduct:
 - efficient analysis based on financial data and procurement data
 - effectiveness analysis based on monitoring data, mainly to assess performance of outputs and outcomes indicators.

Qualitative analysis of primary and secondary data:

7. Data was mainly collected through:
 - remote interviews with 64 CO stakeholders including donors, government, cooperating partners, the United Nations family and WFP CO, RBC and HQ staff.
 - In-person interviews with 44 beneficiaries and shop owners (22 females and 22 males): this ensured that the interviewee sample was representative based on the following criteria: the activity/modality they are part of, their geographic location and the gender. The sample was as follows:

Table 1 List of beneficiary interviews

Modality	West Bank (Hebron and Jericho)	Gaza (Khan Younis, Gaza North)	Total
CBT	5	6	11 (3M & 8F)
In-kind	4	6	10 (5M & 5F)
MPC	0	6	6 (3M & 3F)
Livelihoods	2	5	7 (5M & 2F)
Shops	2	4	6 (M)
Nutrition	4	0	4 (F)
Total	17	27	44 (22M & 22F)

8. Additionally, observations were carried out in eight shops, four in the West Bank and four in Gaza. The resilience / livelihoods projects were also visited during the interviews with resilience / livelihoods beneficiaries. Qualitative data about beneficiary satisfaction (mainly CBT) were received from CO's monitoring data collection, in order to triangulate and complement the reduced number of beneficiary participants (due to the shift from FGDs to KIIs).

Figure 1 Key informant interviews by category

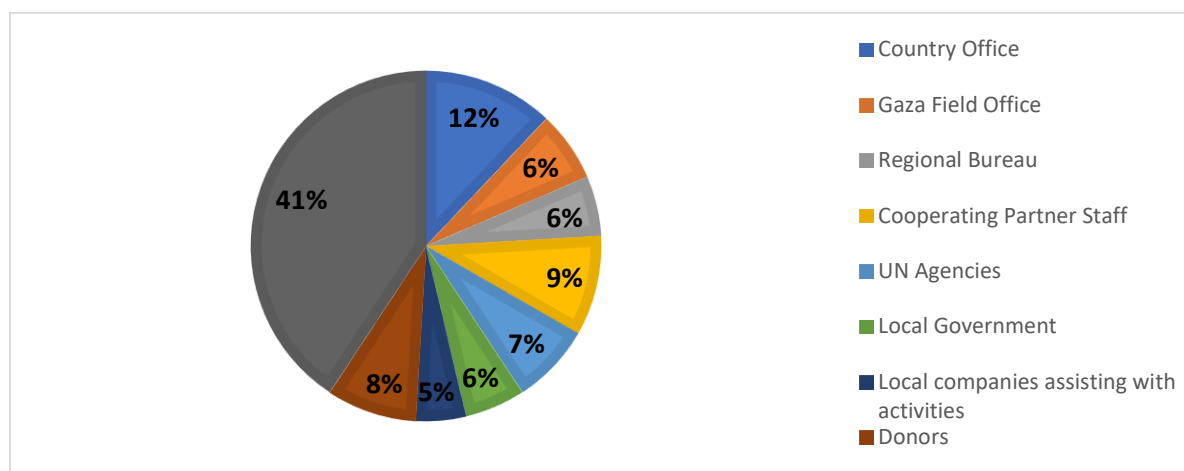


Table 2: Stakeholders interviewed by category

Stakeholder group	Number of Interviews
WFP Country Office	13
WFP Gaza Field Office	7
WFP Regional Bureau	6
Cooperating partners	10
United Nations agencies	8

Local government	6
Local companies assisting with activities	5
Donors	9
Beneficiaries (West Bank and Gaza Strip)	44
Total	108

Source: Evaluation Team

Table 3: Number of beneficiaries interviewed by activity

Modality	West Bank	Gaza	Total
CBT	5	6	11
In-kind	4	6	10
MPC	0	6	6
Livelihoods	2	5	7
Shops	2	4	6
Nutrition	4	0	4
Total	17	27	44

Source: Evaluation Team

Gender and ethical considerations

9. The evaluation applied an approach which takes account of ethical and gender sensitivities. From the selection of the evaluation team to the collection and analysis of data and reporting of findings, the evaluation ensured gender participation and applied a gender lens throughout. The evaluation, to the extent possible, assessed the extent to which gender and inclusion dimensions were integrated into the CSP design and implementation (including relevance and coherence with relevant gender policies), and how the rights and needs of beneficiaries, including of vulnerable groups, were reflected in the three stages of the CSP: design, implementation, and results (both reporting of results and actual achievements on these issues). Findings were reported under each of the evaluation sub-questions.

10. During fieldwork, in line with the 'do no harm' approach and in order not to raise expectations, the evaluation team ensured that the participants were fully aware that the interview would not have a direct effect on the assistance they receive and that the information they provided would be confidential.

Limitations

11. The evaluation took place during the pandemic, and during a time of a surge in cases in the country. This inevitably disturbed the primary data collection. In terms of the timing of the evaluation, the evaluation took place while the CSP was still ongoing, and since some activities had recently been launched (namely the SBCC) this affected the ability to generate findings on their effects.

12. This CSP evaluation was able to draw on activity and project evaluations and annual reviews. The CO had carried out a robust decentralized evaluation of the vast majority of Activity 1, the largest of its portfolio. However, there were few other independent evaluation studies of other activities (such as the capacity strengthening component and the resilience livelihoods component under Activity 2). Additionally, it would have been useful to have access to thorough Value for Money (VfM) and efficiency analysis and assessments.

13. Cost-efficiency assessment was a challenge. This partly is because the Palestine CO has not undertaken VfM studies in the past that the team could have benefitted from. Moreover, at corporate level, WFP does not have “guidelines” on what is considered cost efficient. The evaluation team had two options. This first option – comparing to a neighbouring country (such as Lebanon or Jordan) – was not possible given that the State of Palestine has its unique context (for example, even the purchasing power in Gaza Strip and the West Bank is very different). The second option was to compare with a humanitarian organization with the same mandate as WFP (such as UNRWA); however the ET did not have the time or access to such data.

14. The physical divide between Gaza and the West Bank meant that the evaluation team members were unable to cross-visit and make comparisons between cases in the two (very different) areas. While internal discussions and information sharing took place between the team members, observations and in-person discussions with beneficiaries across the locations was not possible. This limited the ability of the team members to, compare and develop the more rounded understanding of lessons learned and findings that usually results from such comparative visits.

15. All consultations and interviews were with the Government of the State of Palestine in Ramallah as opposed to any other authorities.

Reflection on experience and lessons for future evaluation

16. The commitment and support from OEV and CO were extremely helpful in facilitating an effective and efficient evaluation process. The flexibility of the CO and the OEV in supporting the evaluation team in carrying out adaptations of the research and methods according to the changing context, particularly due to the pandemic, was very useful for the team.

17. The inability of the evaluation team to move between Gaza and the West Bank and cross reference and compare the interventions in the different contexts only emphasized the divide between the two contexts. It would be useful for the next CO's CSP evaluation to try and get permits for the team or some of the team members to travel between the regions.

18. The limited timeframe, and the immediate launch of the evaluation with numerous inception interviews, did not allow the evaluation team to carry out a proper desk review. Perhaps conducting less inception interviews would allow for proper desk review (making sure all relevant CO programmatic documents are available) prior to conducting interviews.

19. The interview slot of one hour for some CO staff and other key stakeholders was not sufficient. Key CO staff, particularly those in charge of multiple interventions and modalities needed more time (1.5 hours).

20. Deciding to conduct remote interviews in-country by the in-country team with stakeholders was useful for the changing circumstances of the team members and interviewees. It also enabled evaluation team members from the West Bank and Gaza or abroad to attend any interview. A one-hour slot was easy to reschedule when the circumstances of the interviewer or interviewee changed due to COVID-19, while in-person meetings would have needed a longer slot for commuting, and therefore be less efficient. However, in-person interviews are more useful, insightful and richer in terms of exchanging information, as they enable quicker ice breaking, building trust, and more sincere exchanges of information.

Annex 3: Evaluation matrix

Table 4: Evaluation matrix

Dimensions of analysis	Lines of enquiry	Indicators	Main data sources	Data collection techniques
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 (CSP) 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; and how likely the CSP is to contribute to their achievement	Degree of coherence between CSP strategic outcomes and activities and national objectives outlined in government policies, strategies and plans (including National Policy Agenda, MoSD's SDSS (2017-2022), and Humanitarian Response Plan.	WFP CSP and consecutive budget revision documents Revised logframes and workplans National and Government policies, plans and programmes (including SDSS, NPA, HRP)	Desk review Portfolio analysis
		Degree of involvement of government in the preparation of the CSP	Government officials (MoSD, MoA) meeting minutes and so on. Stakeholders: WFP, partners	Semi-structured interviews Desk review
		Perception of government officials on the degree of alignment of WFP objectives and interventions with national policies, strategies and plans	Government officials	Semi-structured interviews

		Perception of WFP and other stakeholders on the degree of alignment of CSP objectives and activities with national and country-level policies, targeted and plans	WFP staff at Country Office level Other United Nations, donors, international and local partners	Semi-structured interviews
	The extent to which the strategic outcomes outlined in the CSP were aligned with government SDG goals and targets	Degree of alignment between CSP strategic outcomes and national SDG goals and targets	WFP CSP and consecutive budget revision document Zero Hunger Review	Desk review Portfolio analysis
		Explicit reference is made in CSP to national SDG Frameworks	National SDG Framework document	Desk review
	The extent to which the CSP activities outlined in the CSP were logically connected to achieving the national priorities, as expressed in national policies, strategies and plans	Rationale for the inclusion of activities, in relation to the linkages to higher-level outcomes provided in the CSP	WFP documents; ToC and Logframes; government policies, plans and programmes	Desk review
1.1.2 Alignment with technical and capacity gaps	The extent to which the strategic outcomes, activities and interventions outlined in the CSP were aligned with identified capacity gaps	Evidence of the capacity assessments (including joint assessments and analysis with governments and other national actors) conducted, and their use (including government)	Documents: Capacity assessment of government counterparts; WFP documents (including evaluations and reports); joint assessment reports and documents	Desk review
		Perception of government staff and WFP on the capacity gaps and the role of WFP in addressing them (the three areas: (1) strengthening the existing system so that specific groups can be targeted; the (2) strengthening the evidence base to inform policymaking and programming; and (3) strengthening of underlying delivery systems to enable more effective, nationally owned assistance)	Interviews with government counterparts Interviews with WFP staff	Semi-structured interviews

		Perception of other stakeholders (including other agencies supporting the government such as World Bank, ILO, EU, UNDP and UNICEF) on the capacity gaps and the role of WFP in addressing these gaps	Interviews with stakeholders (including World Bank, UNICEF, EU, ILO, UNRWA, UNDP and UNICEF). [UNDP and UNICEF are the United Nations counterpart for the MoSD to achieve the SDGs: see 2018 Palestinian National Voluntary Review)	Semi-structured interviews
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?				
1.2.1 Relevance to the needs of the most vulnerable (gender, persons with disabilities, the elderly)	The extent to which CSP activities were tailored to meet the different needs of the different groups according to the vulnerability assessments: including the PCBS, MAS and UNICEF research on health and nutrition.	Evidence that the CSP design used vulnerability assessments and analysis (including geographic, gender, persons with disabilities, poverty, food insecurity, health and nutrition, and livelihoods evidence)	WFP reports, assessments, including VAM, gender evaluations, protection, (such as the WFP CO Gender Action Plan, gender marker, Decentralized evaluation) CSP design documentation. Strategic planning documents (WFP Gender Action Plan, Gender Policy and RBC Gender Implementation Strategy) World Bank and other international agencies' assessments. National assessments including PCBS and MAS (Strategic Review of Food and Nutrition Security). Plans and proposals Stakeholders: WFP staff,	Semi-structured interviews Desk review
		Number of consultations with affected populations about programme design, including men and women, over time and perceptions of effectiveness	Documents: Consultation reports Stakeholders: WFP	Desk review Semi-structured interviews
		Reported and documented evidence of joint assessment and analysis with Government and other national actors	Documents: joint assessments	Desk review

		Level of alignment of CSP interventions (including resourcing) with the needs of the different beneficiary groups (such as women, and persons with disabilities) at the time of design and implementation (including deciding on modality; value of CBTs; CBCC; livelihoods; and MoSD capacity building)	Country Vulnerability Assessments (gender, poverty...). WFP CSP, budgets and operational plans Feedback from WFP, MoSD (national and local), partners, beneficiaries, community representatives.	Semi-structured interviews Desk review/ analysis
	The relevance of the targeting strategy and process in the West Bank and Gaza Context	Evidence that the targeting strategy and process (including frequency and accuracy) is designed to reach / prioritizes the identified (and mandated) most vulnerable groups in the West Bank and Gaza (including geographic locations and most vulnerable groups)	WFP documents Government documentation Partner documentation Feedback from WFP, MoSD (national and local), partners, beneficiaries, community representatives.	Semi-structured interviews Desk review
	The degree of relevance to the needs and protection of the highly vulnerable groups including persons with disabilities, the elderly, children, women, and the different geographic locations (and socio-economic contexts)	Evidence that CSP design of activities are sensitive to the different vulnerable groups including women, the elderly, persons with disabilities	WFP CSP, and operational plans, reports and evaluations WFP guidance, policy papers and notes on gender etc. (including Regional Gender Policy Implementation Strategy 2015-20) Feedback from WFP, MoSD (national and local), partners, beneficiaries, community representatives.	Semi-structured interviews Desk review

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?

1.3.1 Adaptations to changes in the national policy context and capacities	The extent to which the CSP remained aligned with the changing national priorities, plans and strategies	Evidence of adaptations to CSP objectives, activities and interventions with due timeliness in response to changes in national policies and priorities (for example, the Humanitarian Response Plan appeal in the context of COVID-19)	Documentation: national policies and plans, WFP revised plans and budgets	Semi-structured interviews Desk review
		Degree to which stakeholders (WFP, Government, and partners) perceive the changes were appropriate (including missed opportunities for change)	Stakeholders: WFP, government, partner, donor stakeholders	Semi-structured interviews
	The extent to which WFP was able to make timely changes in response to capacity changes, with what consequences	Degree to which changes to CSP strategic results and activities were made to ensure relevance to changes in capacity (for example, PA / MoSD reduced funding), with what consequences	WFP documentation, budgets and operational plans WFP, government, partner	Semi-structured interviews Desk review
1.3.2 Adaptations to changes in internal organizational context	The extent to which WFP was able to adapt to the changes in its own capacities in order to remain relevant, with what consequences	Extent to which WFP was able to adapt in due timeliness to changes in internal factors/resources (such as funding, COVID-19 situation), with which consequences	WFP documentation WFP stakeholders, partners, beneficiaries	Semi-structured interviews Desk review
		Evidence of analyses that have been conducted, and how the outcomes were used to adapt the work	WFP documentation WFP stakeholders	Semi-structured interviews Desk review

1.3.3 Adaptations to changes in the operational needs (externally, especially COVID-19 and Gaza)	The extent to which WFP was able to continuously – and in the case of emergency, rapidly – assess changing needs	Degree to which WFP was able to assess and identify changing needs including during emergencies (COVID-19, Gaza conflict)	WFP documentation, budgets and operational plans WFP, government, partner, donor stakeholders, beneficiaries and community representatives	Semi-structured interviews Desk review
	The extent to which WFP activities were adapted to meet the changing needs (and if not, why not)	Degree to which changes to CSP and activities (modalities, interventions, geographic coverage, number of beneficiaries) were made in comparison to changes in the needs (and if not, why not): which activities were affected and how?	WFP documentation including reports, risk analysis, contingency plans, budget revisions, quant data Stakeholders: WFP, government, partner, donor stakeholders, beneficiaries and community representatives	Semi-structured interviews Desk review,
	WFP's ability to adapt to the changing context	Evidence of emergency preparedness and response capacity (including choice of flexibility of activities, systems in place to track changes in needs and context.	WFP documentation including Emergency Preparedness Policy (2017), CO Minimum Preparedness Actions Reports for 2018, 2019, 2020 reports, risk analysis, contingency plans, budget revisions) WFP, government, partner, donor stakeholders, beneficiaries and community representatives	Semi-structured interviews Desk review
1.4 To what extent is the CSP coherent and aligned with the wider United Nations and include appropriate strategic partnerships based on the comparative advantage of WFP in the country?				
1.4.1 Alignment with WFP Strategic Plans and Corporate Strategic Frameworks	The extent to which the CSP is aligned with the objectives and priorities of WFP strategic plans and corporate strategic frameworks	Degree of coherence with corporate strategies	Documents: WFP corporate documents stakeholders: WFP CO senior staff, regional staff, headquarters	Semi-structured interviews Desk review
1.4.2 Coherence of CSP and alignment with United Nations	The extent to which the CSP is aligned with the objectives and priorities of United Nations agencies	Degree of CSP coherence with UNDAF CCA priorities	Documentation: UNDAF State of Palestine 2018-2022, Sector Group	Semi-structured interviews Desk review

	WFP engagement in coordination mechanisms and efforts towards harmonization and complementarity of strategies	Degree of engagement with the United Nations and its planning processes.	Interviews and documents relating to WFP's engagement in UNCT, Food Security Sector Group/Food Security Analysis Unit	Semi-structured interviews Desk review
		Evidence of coordination and coherence with United Nations partners' plans and operations	Documentation: WFP or partner, United Nations Stakeholders: WFP, UNDP, UNICEF, UNRWA, OCHA	Semi-structured interviews Desk review
		Evidence of overlaps or gaps in United Nations food and nutrition response	Documentation: WFP or partner, United Nations Stakeholders: WFP, UNRWA, OCHA, UNICEF	Semi-structured interviews Desk review
1.4.3 Partnerships and WFP comparative advantage in the State of Palestine	The extent to which the CSP exploits WFP's comparative advantage in the State of Palestine	CSP articulates and makes explicit WFP's comparative advantage in the State of Palestine	WFP documentation: CSP, evaluations, ACR, Stakeholders: WFP	Desk review
		Degree to which CSP design reflects WFP's comparative advantage and other United Nations partners in the State of Palestine (UNRWA, FAO, UNDP, UNICEF)	WFP documentation: CSP, evaluations, Stakeholders: WFP	Semi-structured interviews Desk review
		Details of actual partnerships and joint initiatives established with other United Nations agencies, with respective roles well explained	WFP documentation: WFP partnership strategy Stakeholders: WFP, UNRWA, FAO, UNDP, UNICEF	Desk review
	The engagement of WFP in country-wide coordination mechanisms, clusters	Evidence of engagement with country-wide coordination mechanisms and clusters	WFP documentation: WFP partnership strategy Stakeholders: WFP, UNRWA, FAO, UNDP, UNICEF	Semi-structured interviews Desk review

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?

2.1.1 Delivery of outputs	The extent to which planned outputs have been achieved, and with what quality	Evidence of outputs achieved or not achieved (mapping of outputs achieved against CSP design; and demonstrate performance data at activity level) Planned and actual outputs, including gender targets Beneficiary perceptions of results, disaggregated by gender Other stakeholder perceptions of results	WFP documentation: logframes and ACRs; programme, thematic or M&E reports; output datasheets Partner documentation: periodic M&E reports from cooperating partners Stakeholders: WFP, partners, beneficiaries from each activity, government local representatives, community representatives, United Nations, Government, NGOs, Platform users, PCBS, National Environmental Quality Authority	Desk review, WFP data, KIIs, FGDs
	The extent to which planned beneficiaries have been reached	Number of beneficiaries reached (actual and planned, and disaggregated (including by gender, age, location, persons with disabilities)	WFP documentation: logframes and ACRs; beneficiary datasheets	Desk/data review

2.1.2 Contribution to strategic outcomes	Progress made against 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	Changes in consumption-based coping strategy index (average); Food Consumption Score Food consumption score: nutrition Perception of changes that contribute to the SO	WFP documentation: ACRs; programme, thematic and activity reports; annual M&E reports from partners (including UNICEF) Stakeholders: WFP M&E and programme staff; partner M&E staff; Government; Cooperating partners	Desk/data review, KII, FGDs
	Progress made against 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	WFP's contribution to capacity building efforts: what capacity was developed? Whose capacity was developed? How is capacity being developed? Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening. Perception of changes that contribute to the SO	WFP reports and evaluations; other external (including government) reports and policies Stakeholder interviews: WFP, Government, EU, World Bank, government counterparts/ beneficiaries, UNICEF, ILO	Desk / data review KIIs
	The extent to which the Programme produced unexpected or unintended results (positive or negative)	Evidence that programme activities had wider intended and unintended effects, for example on education, food systems and peace building.	Stakeholders: WFP, partners, donors, beneficiaries	Desk review, KIIs

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?)

<p>2.2.1 Application of humanitarian (humanity, impartiality and neutrality) and protection principles</p>	<p>The extent to which humanitarian, protection and AAP principles have been integrated in the CSP, mainstreamed and applied during implementation</p>	<p>Evidence that a quality protection strategy and an AAP strategy exist in the CSP</p>	<p>WFP corporate policies and guidance on protection, AAP WFP CO documentation, ACRs, monitoring data Complaint and feedback mechanism data and reports, training and briefing reports on protection, Field Level Agreements (FLAs), monitoring reports, evaluation reports and studies Stakeholders: WFP</p>	<p>Desk review</p>
		<p>Evidence of quality systems (including monitoring, feedback and complaints mechanisms, referral mechanisms), resources in place to apply humanitarian, protection and AAP principles (including for partners), and to respond to protection issues, and that are compliant with WFP corporate requirements</p>	<p>WFP documentation (corporate and CO): principals, plans and strategies WFP documentation of monitoring, feedback and complaints mechanisms, referral mechanisms Stakeholders: WFP CO, field staff, government and partner staff, beneficiaries, private sector (including shops)</p>	<p>KIIs, Desk review</p>
		<p>Evidence that vulnerable people, including persons with disabilities, are aware of and have appropriate access to protection-related systems; with appropriate responses/measures taken</p>	<p>WFP documentation Stakeholders: WFP CO, field staff, government and partner staff, beneficiaries, private sector (including shops)</p>	<p>KIIs, Desk review</p>
		<p>Number of complaints (including accessibility and safety) escalated, handled, and reported; time to resolve complaints</p>	<p>WFP documentation and data</p>	<p>Desk review</p>

		Extent to which inputs generated from the systems are used to adjust design and implementation of activities	Monitoring data from complaint and feedback mechanism, training and briefing reports on protection, FLAs, monitoring reports, evaluation reports and studies Stakeholders: WFP, partners, Government, beneficiaries, community representatives, private sector/shops	KIIs, FDGs Desk review
		Level of staff (WFP and partners) awareness of responsibilities and mechanisms to ensure accountability to affected populations and other stakeholders		KIIs, FDGs Desk review
	The extent to which targeted beneficiaries access assistance without protection challenges, and can hold WFP and partners to account	C.1.1. Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance) C.1.2. Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements C.2.1 Proportion of targeted people accessing assistance without protection challenges C.2.2: Proportion of targeted people receiving assistance without safety challenges (new) C.2.3: Proportion of targeted people who report that WFP programmes are dignified (new) C.2.4: Proportion of targeted people having unhindered access to WFP programmes (new)	WFP documents and data	Data/ desk review

		Quality use of mechanisms to identify and respond to protection issues, including referral strategies	WFP documents and data Stakeholders: WFP, partners, shops, beneficiaries.	KIIs, FDGs Desk review
	The extent to which WFP was able to adhere to protection and AAP principles during emergency situations (especially during the conflict situation in Gaza, but also COVID-19)	Evidence that WFP balanced between emergency response and protection and AAP principles during emergency situations	WFP CO Reports Stakeholders: WFP, partners, government, beneficiaries, community representatives	KIIs, FDGs Desk review
	The extent to which WFP was able to navigate different priorities and demands in order to maintain its compliance with humanitarian and protection principles, and actions that could have been taken	Evidence that WFP identified and took action to address non-compliance; identify other actions could or can be taken	WFP CO reports Stakeholders: WFP, partners, beneficiaries, community representatives	KIIs, FDGs Desk review
2.2.2 Progress towards gender equality and women's empowerment	The existence and quality of a GEWE action plan	Evidence of a GEWE action plan that adheres to the WFP gender policies, addresses issues highlighted in assessments and through consultations with relevant stakeholders	WFP policies and guidelines on gender (including the Regional Gender Policy Implementation Strategy 2015-2020), CO policies, strategies and plans Stakeholders: government, WFP, UN women	Desk review, KIIs

	The extent to which WFP improved aspects of GEWE	C.3.1 Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality C.3.2. Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women C.3.3. Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity	WFP documentation and data Stakeholders: beneficiaries, partners, WFP	Desk/ data review KIIs
:		Evidence that gender analyses have been conducted. Have they used gender transformative approaches? How have men and women's opportunities and needs and challenges been included/addressed? (overlaps with Q1)	WFP documentation and data Stakeholders: beneficiaries, partners, WFP	Desk/ data review KIIs
2.2.3 Adherence to environmental risks	The extent to which environmental risks resulting from the CSP activities have been identified and mitigated	Extent to which environmental risks have been mitigated	WFP documentation and data Stakeholders: WFP, partners	Desk/ data review KIIs
2.3 To what extent are the achievements of the Country Strategic Plan likely to be sustained?				
2.3.1 Sustainability of the effects achieved at household and community level	The extent to which beneficiary resilience has improved due to WFP interventions	Ability of beneficiaries to sustain WFP efforts in terms of meeting their basic needs and overcoming future barriers (CBT, livelihoods, nutrition)	Stakeholders: WFP, beneficiaries, partners	KIIs, Desk review
		Identification of possible areas/ activities for scale up	WFP reports and documentation (ACR) Stakeholders: WFP staff, shops, partners, beneficiaries	KIIs, Desk review

2.3.2 Sustainability of the capacity strengthening effects with the Government	The extent to which the Government owns and runs the activities of the new systems	Level of ownership by the Government	Stakeholders: Government, WFP, ILO, UNICEF, EU, World Bank	KIIs, Desk review
	Ability of the Government to lead and run the activities of the newly established and improved systems	Whether a handover strategy has been developed; if Government can continue activities without external support?	Government reports, policies, communiques; WFP plans and reports Stakeholders: government, WFP, ILO, UNICEF, EU, World Bank	KIIs, Desk review
	Government-led initiatives to improve and reform the National Social Safety Net	Number and type of government-led initiatives and decisions to improve and reform the NSSN	Government reports, policies, communiques Stakeholders: Government, WFP, ILO, UNICEF, EU, World Bank	KIIs, Desk review
	Areas of potential support for the NSSN	Perceptions of possible areas of support for improvement of NSSN, or strengthening of government capacities towards ownership of new systems	Government reports, policies, communiques Stakeholders: Government, WFP, ILO, UNICEF, EU, World Bank	KIIs, Desk review
2.3.3 Sustainability of the effects of the service delivery platform	Existence of plans for sustaining or scaling up the platform	Evidence of viable plans for sustaining or scaling up the platform	Government reports, policies, communiques Stakeholders: Government, WFP	KIIs, Desk review
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?				
2.4.1 Synergies between crisis response and resilience building and social cohesion (the Triple Nexus)	The extent to which WFP sought to balance its humanitarian and development approaches while ensuring context and conflict sensitivity	Evidence that WFP is strengthening linkages between its humanitarian and development interventions (in CSP design and implementation)	WFP documents and reports Stakeholders: WFP, United Nations agencies, donors	KIIs, Desk review
		Evidence that WFP is strengthening linkages between its humanitarian and peace interventions (in CSP design and implementation)	WFP reports and documents, Stakeholders: WFP, UNSCO	KIIs, Desk review

		Evidence of synergies with other United Nations agencies in facilitating progress in building the Nexus into programming plans and activities	WFP documents and reports Stakeholders: WFP, United Nations agencies,	Desk review Semi-structured interviews
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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?

3.1.1 Timeliness of activities	The extent to which activities and outputs have been delivered within the timeframe	Evidence that activities and outputs were delivered against plans and targets	WFP documentation: plan distribution reports, ACRs, planned and actual delivery reports, COMET reports, emergency reports, incident reports... Stakeholders: WFP staff,	Desk review Semi-structured interviews
		Improvements in timeliness due to innovations	Stakeholders: WFP staff, partners	Desk review Semi-structured interviews
	Internal and external factors affecting the timeliness of delivery	Evidence of external and internal factors (COVID-19; bottlenecks) affecting the timeliness of activities	WFP documentation: plans, budgets, pipeline reports, emergency reports, incident reports... Stakeholders: WFP, partners (United Nations), Government, beneficiaries	Desk review Semi-structured interviews,
		Evidence of adjustment and/or mitigating measures/mechanisms in place to resolve delays (including positive and negative consequences of time-saving measures)	WFP documentation: plans, budgets, reports Stakeholder feedback: WFP, partners, beneficiaries	Desk review Semi-structured interviews,
		Degree of satisfaction with mitigating/adjustment measures	WFP stakeholders, government, partners (United Nations), beneficiaries, shops	Desk review Semi-structured interviews,

3.2 To what extent was coverage and targeting of interventions appropriate?

3.2.1 Appropriateness of coverage	The appropriateness of coverage across geographic locations (West Bank, Gaza, Area C, remote areas in Area C), and groups and of different types of shocks (conflict and displacement, socioeconomic, COVID-19/health-related)	Degree to which actual coverage compares to needs, target.	WFP documentation, such as VAM assessment Reports (such as Emergency Food Security Assessments), evaluations, data, plans and reports Stakeholders: WFP, Government, United Nations partners	Desk review Semi-structured interviews,
	Coordination with other agencies for coverage of unmet needs	Evidence of coordination efforts to secure coverage of unmet needs. Evidence of joint targeting strategy with any (United Nations) partner	WFP documentation Stakeholders: WFP, United Nations agencies, Government, partners, and cluster members	Desk review Semi-structured interviews,
3.2.2 Appropriateness of targeting	The extent to which targeting criteria have been consistently applied during implementation by all relevant players	Evidence of a clear and transparent targeting practice (including clearly set inclusion and exclusion criteria, considerations of age and gender) of beneficiaries and groups, consistency of application of the criteria	WFP documentation (such as: List with targeting criteria, documentation of process and of application of beneficiary targeting criteria, beneficiary list, beneficiary verification reports and so on Stakeholders: WFP, beneficiaries, partners	Desk review Semi-structured interviews,
	The extent to which WFP was able to navigate challenges when applying the targeting strategy (including during COVID-related change of needs) navigate and inclusion and exclusion errors	Evidence that changes in context, including COVID-19, led to appropriate shifts in targeting and implementation plans,	WFP documentation Stakeholders: WFP, partners,	KIIs, Desk review
3.3 To what extent were WFP's activities cost-efficient in delivery of its assistance?				
3.3.1. Cost efficiency of CSP interventions	The extent to which delivery of outputs was within budget	Execution rate (expenditure compared to budget) at activity level	WFP documentation: Planned budget, financial reports, ACRs, COMET reports on beneficiaries Stakeholders: WFP staff,	KIIs, Desk review

		Change in cost of activities (and transfers) over time, and effect of that on interventions / decision-making	WFP documentation: Planned budget, financial reports, ACRs Stakeholders: WFP staff	KIIs, Desk review
	The extent to which measures were taken to increase efficiency	Evidence of analysing efficiencies (that is analysis of financial execution rates and cost ratios (cost per beneficiary, cost per USD of cash distributed), including value of transfers reaching populations compared to administrative costs)	WFP documentation: financial analytical reports, procurement reports, COMET monthly beneficiaries' reports Stakeholders: WFP, partners and suppliers	KIIs, Desk review
		Evidence that measures were taken to identify main cost drivers (for example, restricted cash/ e-vouchers compared to unrestricted cash)	WFP documentation: financial analytical reports, procurement reports, Stakeholders: WFP, partners	KIIs, Desk review
		Evidence that choices of supply sources and modalities were cost efficient (through procurement choices, supply chain cuts)	WFP documentation: financial analytical reports, procurement reports, Import Parity Forms (IPFs) Stakeholders: WFP, partners	KIIs, Desk review
		Evidence that cost-saving measures implied trade-offs, such as on quality of assistance	WFP documentation: financial analytical reports, procurement reports, Stakeholders: WFP, partners	KIIs, Desk review
	Changes in costs due to COVID-19 and other external factors	Evidence of changes in cost due to COVID-19 or other circumstances	WFP documentation: financial analytical reports, procurement reports, Stakeholders: WFP, partners	KIIs, Desk review

3.4 To what extent were alternative, more cost-effective measures considered?

3.4.1 Cost effectiveness	The extent to which other alternatives and types of interventions or modalities were considered in CSP design and/or subsequent annual plans	What was the comparative cost effectiveness of each modality?	WFP budget data, ACR, VfM analysis, Costing Analysis, COMET Stakeholders: WFP, partners, donors	Desk review Semi-structured interviews
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		Evidence of cost-effectiveness analysis undertaken (in assessments or evaluations), in the CSP design and subsequent plans; evidence of consideration of alternative modalities, approaches and partners; and evidence of justification of choices	WFP budget data, ACR, VfM analysis, Costing Analysis, COMET Stakeholders: WFP, partners, donors	Desk review Semi-structured interviews
	SA: Were CSP resources used efficiently in relation to the planned activities and intended results?	Evidence of programmatic adaptations in response to changing costs	WFP budget data, ACR, VfM analysis, Costing Analysis, COMET Stakeholders: WFP, partners, donors	Desk review Semi-structured interviews

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?

4.1.1. Comprehensiveness of data analysis underpinning the CSP	The extent to which CSP activities were based on solid evidence of hunger, food and nutrition issues	Evidence of use of evidence (with stated sources, including evaluation recommendations) in developing the CSP activities; gaps identified	WFP documentation: CSP, evaluations, including partner evaluations assessments and studies Stakeholders: WFP, partners, donors, Government	Desk review Semi-structured interviews
		Perception of the strength of evidence and quality of analysis underpinning the CSP	WFP documentation	Desk review
	The extent to which CSP design was informed by thorough and up-to-date evidence and analysis of food insecurity, nutrition levels and quality and resilience for different vulnerable populations	Evidence of a systematic link between M&E data, needs assessment and planning. Quality and coverage of M&E systems	WFP documentation: CSP, evaluations, including partner evaluations assessments and studies Stakeholders: WFP	

4.2 To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the Country Strategic Plan?

4.2.1 Adequacy of resourcing for the CSP	The extent to which the CO was able to secure funding commensurate to the requested/budgeted amount	Level of resources received against planned financial needs	Documentation: budgets Stakeholders: WFP	Desk review Semi-structured interviews
		Level and proportion of CSP budget requirement met by activity, and year	WFP Documentation: funding sources and allocations (by type and level of earmarking) Annual actual spending and budgeted spending by activity/outcome/strategic objective Stakeholders: WFP	Desk review Semi-structured interviews
		Evidence of CO mobilizing resources for in-house and other stakeholders with the aim to leverage support of national priorities, and meet further needs	Resource mobilization strategies; Staffing structure and organogram Stakeholders: WFP	Desk review Semi-structured interviews
	The extent to which COVID_19 or the political context resulted in reduced funding from donors	Evidence of funding shortfalls and their consequences for activities and the level of support provided	WFP financial and ACR Stakeholders: WFP	Desk review Semi-structured interviews
4.2.2. Predictability and flexibility of resourcing for the CSP	The extent to which CSP and activities are resourced by earmarked and conditional (such as no-contact policy) contributions). And the extent to which this affects the CSP	Degree to which earmarking, and conditionality affect CSP	WFP documents: funding sources and allocations, conditionalities, Stakeholders: WFP, United Nations, Government	Desk review Semi-structured interviews
	The extent to which predictability and duration of the funding cycles affect the CSP	Degree to which predictability and duration of funding cycles affect the achievement of the CSP objectives	WFP documents: funding sources and allocations, conditionalities, Stakeholders: WFP, United Nations, Government	Desk review Semi-structured interviews
	The extent to which WFP has been able to allocate resources to strategic objectives based on CSP policy priorities, rather than those dictated	Evidence of challenges, opportunities and adaptations to the constraints of existing and future funding	WFP documents: funding sources and allocations, conditionalities, Stakeholders: WFP, United Nations, Government	Desk review Semi-structured interviews

	by donor earmarking or predictability and duration of funding cycles			
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4.3 To what extent did the Country Strategic Plan lead to partnerships and collaborations with other actors that positively influenced performance and results?

4.3.1 Appropriateness and effectiveness of partnerships formed in support of planning for and implementing CSP.	The extent to which WFP engaged in partnerships and collaborations in planning for and implementing the CSP to achieve common goals	Evidence of synergies and complementarities with the various partners	WFP's appraisal of partners' performance Other partners' strategies Review of joint actions / initiatives	Desk review
		Evidence of collaboration in implementation of coordinated actions with partners and their effects (including in response to COVID-19) in achieving the common goal (including scaling up or replication of results)	Stakeholders: WFP, partners, donors	Semi-structured interviews
		Evidence of factors facilitating and obstructing formation and effective use of partnerships	Stakeholders: WFP, partners, donors	Semi-structured interviews

4.4 To what extent did the Country Strategic Plan provide greater flexibility in dynamic operational contexts and how did it affect results?

4.4.1 Flexibility and organizational readiness in dynamic operational contexts	The extent to which the CSP is sufficiently flexible to accommodate the evolving context, priorities and beneficiary needs (including	Evidence of flexibility (human, structural and procedural including M&E, financial resource allocations) to respond to changing needs and operational priorities over time	Documents: WFP logframe, ToC, contextual analysis, assessments (COVID-19) Stakeholders: WFP	Desk review Semi-structured interviews
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	government priorities, COVID-19, funding, conflict)			
	The extent to which CSP allows for flexibility to scale up and scale down interventions (including humanitarian assistance) according to needs and context	Evidence that WFP was able to adapt to enable a positive effect on results including cross-cutting themes (such as GEWE during Gaza response): any challenges/negative effects	WFP documentation (ACRs, other final reports, evaluations and assessments) Stakeholders: WFP, partners	Desk review Semi-structured interviews
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?				
4.5.1 Consideration of both internal and external factors facilitating or obstructing progress in WFP performance in making the “Strategic Shift” envisaged in the CSP.	Other internal factors that influenced negatively or positively WFP’s programmes and CSP performance (not already covered above)?	Evidence of internal process factors. Internal capacity factors, WFP management and leadership factors	WFP documentation Stakeholders: WFP	Desk review Semi-structured interviews
	Other external factors that influenced negatively or positively WFP’s programs and CSP performance (not already covered above)?	Evidence of economic factors, socio-political factors (including gender norms)	WFP documentation Stakeholders: WFP, partners, NGOs	Desk review Semi-structured interviews

Annex 4: List of stakeholders interviewed

Table 5 List of people interviewed during inception phase

N°	Name (First, Surname)	Position
1	Ms. Julie Thoulouzan	WFP Office of Evaluation (OEV)
2	Mr. Hansdeep Khaira	WFP Office of Evaluation (OEV)
3	Mr. Samer Abdel Jaber	WFP Country Director
4	Mr. Salah Lahham	Head of Vulnerability Analysis & Mapping (CO)
5	Ms. Arwa Smeir	Monitoring and Evaluation Officer at Palestine CO
6	Ms. Rula Khalaf	Head of WFP Gaza Office
7	Ms. Nihal Nassereddin	Nutritionist (CO)
8	Ms. Samah Helou	Head of Programme, Cash and Vouchers, Gender, AAP (CO)
9	Ms. Hedaia Amin	Human Resources Officer (CO)
10	Mr. Amjad Ayesh	Supply Chain Officer (CO)
11	Mr. Mike Smeir	Head of Budget and Programming (CO)
12	Ms. Laura Turner	Deputy Country Director
13	Ms. Yasmine Abualassal	Donor Relations (CO)
14	Mr. Ahmad Zeitawi	Administrative and Finance Focal Point (CO)
15	Ms. Francesca de Ceglie	Member of the Internal Reference Group working in Cash-based Transfers (CBT) Division (WFP Headquarters Rome)
16	Mr. Jimi Richardson	Emergency Preparedness and Response (EPR) Unit (WFP Regional Bureau Cairo)
17	Ms. Lia Carboni	Research Analyst (WFP Headquarters Rome)
18	Ms. Intisar Birkia	Regional Gender Advisor (WFP Regional Bureau Cairo) <i>(RECORDING)</i>
19	Mr. Oscar Ekdahl	Programme Policy Officer (WFP Regional Bureau Cairo) <i>(RECORDING)</i>
20	Mr. Charles Inwani	Regional Cash and Vouchers Consultant (WFP Regional Bureau Cairo) <i>(RECORDING)</i>
21	Mr. Daniel Dich Dyssel	Programme Policy Officer, Country Capacity Strengthening (WFP Headquarters Rome) <i>(RECORDING)</i>
22	Ms. Nesrin Semen	Regional Monitoring Advisor (WFP Regional Bureau Cairo) <i>(RECORDING)</i>

Table 6 List of people interviewed for data collection phase

43 percent of participants were male, and 57 percent were female.

N°	Name (First, Surname)	Organization	Position
1	Mr. Samer Abdel Jaber	WFP CO	Country Director
2	Ms. Laura Turner	WFP CO	Deputy Country Director (acting)
3	Ms. Arwa Smeir	WFP CO	Monitoring and Evaluation Officer
4	Mr. Salah Lahham	WFP CO	Vulnerability Assessment and Mapping Unit Head
5	Mr. Sobhi Swilem	WFP CO	Vulnerability Assessment and Mapping Assistant
6	Ms. Samah Helou	WFP CO	Programme Officer, Head of West Bank Operations, Platform Focal Point
7	Ms. Rula Khalaf	WFP Field Office / Gaza	Acting Head of Gaza Field Office
8	Ms. Yasmin Abu El Assal	WFP CO	Communications & Donor Relations
9	Mr. Mike Smeir	WFP CO	Budget and Programme
10	Mr. Fouad Qumber	WFP CO	Programme Associate (West Bank)
11	Ms. Nihal Nasr Eddin	WFP CO	Programme Associate / Nutritionist (West Bank)
12	Mr. Ahmad Zeitawi	WFP CO	Finance and Admin
13	Ms. Inas Sisalem	WFP Field Office / Gaza	Programme Associate
14	Mr. Mohamad Al. Jamal	WFP Field Office / Gaza	Programme Associate
15	Mr. Mohammed Al-Madhoon	WFP Field Office / Gaza	Monitoring Assistant (Gaza)
15	Ms. Eman Abu Athra	WFP Field Office / Gaza	Field Monitor
16	Ms. Sahar Mokhaimar	WFP Field Office / Gaza	Field Monitor
17	Ms. Heba Al Madhoun	WFP Field Office / Gaza	Monitoring Assistant
18	Ms. Walaa Jouda	WFP Field Office / Gaza	Field Monitor
19	Mr. Najib Samuh	WFP CO	Monitoring Assistant (in Hebron)
20	Ms. Naheel Dawadeh	WFP CO	Monitoring Assistant (in Hebron)
21	Ms. Fumi Ozawa	WFP Regional Bureau	Finance, Cash-Based Transfers Unit
22	Mr. Charles Inwani	WFP Regional Bureau	Head, Cash-Based Transfers Unit
23	Ms. Mireille Makhoulf	WFP Regional Bureau	Supply Chain Lead, Cash-Based Transfers Unit
24	Mr. Solomon Asea	WFP Regional Bureau	Programme Lead, Cash-Based Transfers Unit
25	Mr. Jimi Richardson	WFP Regional Bureau	Regional Head of Emergency Preparedness and Response

26	Ms. Judi Hazem	WFP Regional Bureau	Evaluation Officer
27	Mr. Samer Alwaneh	MoSD	Head of Poverty Combat Unit
28	Ms. Manal Ramadan	MosD	Technical staff (Capacity Strengthening Component)
29	Mr. Hasan Ashqar	MoA	General Director, Planning and Policies
30	Ms. Halima Saeed	PCBS	Technical Focal Point
31	Mr. Ra'ed Hanania	Global Communities	Program Director, Food Security Program
32	Ms. Najla Shawa	Oxfam	Food Security and Vulnerable Livelihoods Manager
33	Mr. Mohammad Ammar	Oxfam	Humanitarian Programme Manager
34	Mr. Tariq Abu Hashhash	UNRWA (West Bank)	Field Relief Services Officer
35	Ms. Selena Bajraktarevic	UNICEF	Focal Point for SBCC
36	Ms. Kanar Qadi	UNICEF	Health and Nutrition Specialist
37	Mr. Nader Hrimat	Arij	Focal Point for Livelihoods Activity
38	Ms. Lara Kazam	UNICEF	Focal point for platform user
39	Ms. Gemma Querol	UNICEF	Chief of WASH
40	Ms. Shereen Obaid	UNICEF	Planning, Monitoring and Evaluation Specialist; Monitoring Focal Point for Platform
41	Mr. Samer Mohsen	Mercy Corps	Focal point for platform user
42	Mr. Yasser Shalabi	UNICEF	Focal Point, Social Protection
43	Mr. James Canonge	ILO	Focal Point, Social Protection
44	Mr. Momin Badarna	ILO	Social Protection
45	Ms. Stephanie Rousseau	EU	Focal Point, Social Protection
46	Ms. Samira Hillis	World Bank	Focal Point, Social Protection
47	Ms. Vanessa Moreira da Silva	World Bank	Consultant Statistician
48	Ms. Anastasiya Denisova	World Bank	Economist, Middle East and North Africa Region, Social Protection and Jobs Global Practice
49	Mr. Javier Sanchez-Reaza	World Bank	Economist
50	Ms. Heather Sonner	UNSCO	Focal point for platform user / Triple Nexus
51	Ms. Angela Schwarz	ECHO	Donor focal point for Activity 1/ CBT – Multi-Purpose Cash (previous vouchers)
52	Mr. Quentin le Gallo	ECHO	Regional Thematic Expert, Food Security & Basic Needs

53	Ms. Siyuan He	German Representative Office in Ramallah	First Secretary for Development Cooperation and Humanitarian Assistance
54	Ms. Victor Roy-Maurice	Humanitarian Representative Office of Canada	Second Secretary
55	Ms. Liù Fornara	Swiss Federal Department of Foreign Affairs Swiss Agency for Development and Cooperation Swiss Cooperation Office Gaza & West Bank	Senior Humanitarian Officer
56	Ms. Lyne Calder	Swiss Cooperation Office Gaza & West Bank	Policy Advisor
57	Mr. Pierre-Emmanuel Agnimel	French Consulate-General in Jerusalem - Department of Cooperation and Cultural Action	Humanitarian and civil society attaché
58	Mr. Philip Rundell	UK Foreign, Commonwealth and Development Office (FCDO)	Senior Humanitarian Advisor
59	Mr. Richard Guerra	UK FCDO	Humanitarian Advisor
60	Ms. Fatimah Abuein	REACH	Senior Account Manager
61	Ms. Yara Al Battat	Zoom	Marcom Specialist
62	Ms. Rana Rishmawi	Palpay	Focal point for Activity 1 CBT / vouchers
63	Mr. Muawiah Qawasmi	Palpay	Chief Executive Officer

Annex 5: WFP's beneficiary lists in the West Bank and Gaza

21. Whilst the poverty criteria WFP uses are clear, the Country Strategic Plan does not clearly set its rationale for selecting beneficiaries from different lists in the West Bank and Gaza. This Annex sets these out using data provided by WFP.

22. In the West Bank, WFP has just two partners from whom it takes lists of beneficiaries: the MoSD and UNRWA. MoSD gives WFP a list of West Bank non-refugee beneficiaries, and WFP pays what it considers are complementary CBTs to people who are below the poverty line and are already part of the National Social Safety Net Programme (NSSNP). WFP receives a list of Bedouin community members every quarter from UNRWA, and gives them in-kind support. Support is given to both refugees and non-refugees in Area C of the West Bank: no distinction is made related to their status. WFP then monitors all West Bank beneficiaries through its post-distribution monitoring system.

Targeting is different in Gaza. There WFP supports beneficiaries from three lists:

23. Beneficiaries selected from MoSD's lists: as in the West Bank, these beneficiaries receive WFP CBTs as additional to the SNNP. However, as noted, there have been no payments through the Palestinian Authority NSSNP since May 2021. WFP checks the list of households against the 'Global Communities' list and the in-kind beneficiary list prepared by WFP to ensure that these households do not receive duplicate support.

24. Beneficiaries on the other two lists follow WFP's own assessments: they are households deep under the poverty line.

- CBT recipients are identified by an NGO (currently Global Communities) on behalf of WFP. These beneficiaries are not on the MoSD list, so the only form of support they receive is WFP CBT.
- In-kind food recipients are identified by an NGO (formerly Oxfam, currently Maan); they receive 'in-kind' support (food).

25. WFP has also sometimes added beneficiaries from the MoSD's two 'waiting lists' (the May 2021 Gaza list; and the COVID-19 list): This depends on WFP's funding availability. This has just been done during shocks like Gaza war, COVID-19 or rapid shocks like flooding.

Table 7: WFP sources of beneficiaries by modality, region (4th quarter 2022)

Region	Modality	Source of beneficiary list	Planned	Actual	Actual against planned (% rounded off)
Gaza	In-kind	List compiled by Maan on behalf of WFP	33,656	33,610	100%
	CBT Voucher	MoSD	119,000	119,667	101%
	CBT Voucher	GC	100,000	100,960	101%
Total Gaza			255,856	257,426	101%

West Bank	In-kind	UNRWA	37,000	37,400	101%
	CBT voucher	MoSD	52,000	51,398	99%
Total West Bank			89,000	88,798	100%
Total			344,856	346,224	100%

Source: Table compiled by Country Office with data from October, November and December 2021.

Annex 6: Outcome and output achievements

Table 8: Food consumption score-nutrition

Region	Outcome indicator	Baseline	2018 actual	2019 actual	2020 actual	2021 actual	CSP end target
Hem Iron							
West Bank	Percentage of households that consumed Hem Iron rich food daily (in the last 7 days)	0	3	2	0.9	1.6	≥5
	Percentage of households that sometimes consumed Hem Iron rich food (in the last 7 days)	85	91	88	91.9	91.3	≤85
	Percentage of households that never consumed Hem Iron rich food (in the last 7 days)	15	6	10	7.2	7.2	≤10
Gaza Strip	Percentage of households that consumed Hem Iron rich food daily (in the last 7 days)	0	0.4	0.1	0.7	0.6	≥5
	Percentage of households that sometimes consumed Hem Iron rich food (in the last 7 days)	85	83.2	79.9	79.9	81.5	≤85
	Percentage of households that never consumed Hem Iron rich food (in the last 7 days)	15	16.4	20	19.4	17.9	≤10
Vitamin A							
West Bank	Percentage of households that consumed Vit A rich food daily (in the last 7 days)	70	92	70	71.6	71.8	≥90
	Percentage of households that sometimes consumed Vit A rich food (in the last 7 days)	29	7	28	26.5	26.5	≤9
	Percentage of households that never consumed Vit A rich food (in the last 7 days)	1	1	2	1.9	1.7	≤1
Gaza Strip	Percentage of households that consumed Vit A rich food daily (in the last 7 days)	65	73	66	71	76.5	≥72

	Percentage of households that sometimes consumed Vit A rich food (in the last 7 days)	34	24	31	27.6	22.5	≤25
	Percentage of households that never consumed Vit A rich food (in the last 7 days)	1	3	3	1.4	1	≤3
Protein							
West Bank	Percentage of households that consumed Protein rich food daily (in the last 7 days)	85	85	79	83.1	83.7	≥80
	Percentage of households that sometimes consumed Protein rich food (in the last 7 days)	12	14.9	21	16.7	16.2	≤20
	Percentage of households that never consumed Protein rich food (in the last 7 days)	3	0.1	0	0.2	0.1	≤1
Gaza Strip	Percentage of households that consumed Protein rich food daily (in the last 7 days)	70	81	86	91.3	94.5	≥80
	Percentage of households that sometimes consumed Protein rich food (in the last 7 days)	25	18.5	14	8.4	5.4	≤20
	Percentage of households that never consumed Protein rich food (in the last 7 days)	5	0.5	0	0.3	0.1	≤1

Source: WFP ACRs 2018, 2019, 2020, 2021 (compiled by Evaluation Team).

Table 9: Food consumption coping strategy by region from 2018 to 2021

Region	2018			2019			2020			2021		
	Female	Male	Overall	Female	Male	Overall	Female	Male	Overall	Female	Male	Overall
Gaza												
Food consumed of less quality or less preferred	31%	36%	36%	14%	17%	17%	22%	24%	24%	58%	57%	57%
Borrowed food, or relied on help from relatives or friends	42%	41%	41%	38%	42%	42%	46%	46%	46%	34%	35%	35%
Reduced number of meals per day	15%	21%	20%	11%	14%	14%	11%	17%	16%	4%	4%	4%
Reduced quantity of food consumed	21%	24%	24%	11%	12%	12%	9%	10%	10%	4%	5%	5%
Reduced quantities consumed by adults so children can eat	9%	21%	19%	6%	15%	13%	10%	19%	18%	1%	1%	1%
Reduced quantities consumed by female household members in favour of men and boys							0.2%	0.6%	0.5%	0.0%	0.2%	0.2%
Reduced quantities consumed by male household members							0.2%	0.6%	0.5%	0.0%	0.2%	0.1%
Purchased food on credit	37%	47%	45%	34%	48%	46%	43%	54%	52%	34%	48%	46%
Exchanged or borrowed food to cover pregnant or lactating women needs							0%	1%	1%	1%	1%	1%
West Bank	2018			2019			2020			2021		
	Female	Male	Overall	Female	Male	Overall	Female	Male	Overall	Female	Male	Overall
Food consumed of less quality or less preferred	29%	33%	32%	21%	23%	23%	28%	25%	26%	49%	34%	38%
Borrowed food, or relied on help from relatives or friends	33%	23%	25%	24%	14%	18%	30%	22%	25%	32%	21%	24%
Reduced number of meals per day	3%	3%	3%	3%	4%	3%	4%	4%	4%	5%	6%	6%

Reduced quantity of food consumed	4%	4%	4%	1%	2%	1%	3%	2%	2%	7%	5%	6%
Reduced quantities consumed by adults so children can eat	1%	1%	1%	0%	0%	0%	0%	0%	0%	0%	1%	1%
Reduced quantities consumed by female household members in favour of men and boys							0.1%	0.0%	0.1%	0.0%	0.3%	0.2%
Reduced quantities consumed by male household members							0.1%	0.0%	0.1%	0.0%	0.2%	0.1%
Purchased food on credit	26%	41%	38%	19%	26%	23%	19%	28%	24%	25%	32%	30%
Exchanged or borrowed food to cover pregnant or lactating women needs							0.1%	0.2%	0.2%	0.2%	0.2%	0.2%

Source: WFP ACRs 2018, 2019, 2020, 2021 (compiled by Evaluation Team).

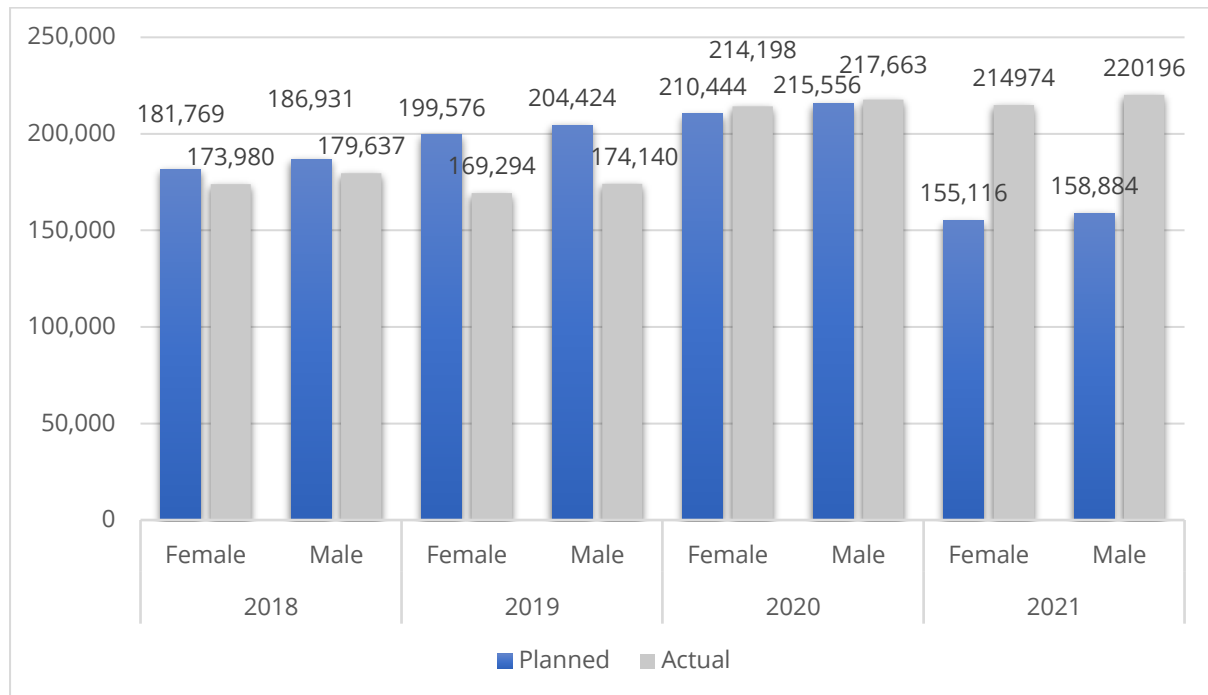
Table 10: SO2 outcome indicators from 2018-2021

Strategic Outcome 2: Enhanced capacities of national institutions and systems to identify, target and assist food insecure vulnerable populations in Palestine					
Activity 2: Provision of technical support to national ministries and institutions for food security strategy implementation and National Social Safety Net reform					
Indicator	Baseline	2019	2020	2021	CSP Target
Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening	0	2	3	2	≥1

Source: WFP ACRs 2018, 2019, 2020, 2021 (compiled by Evaluation Team).

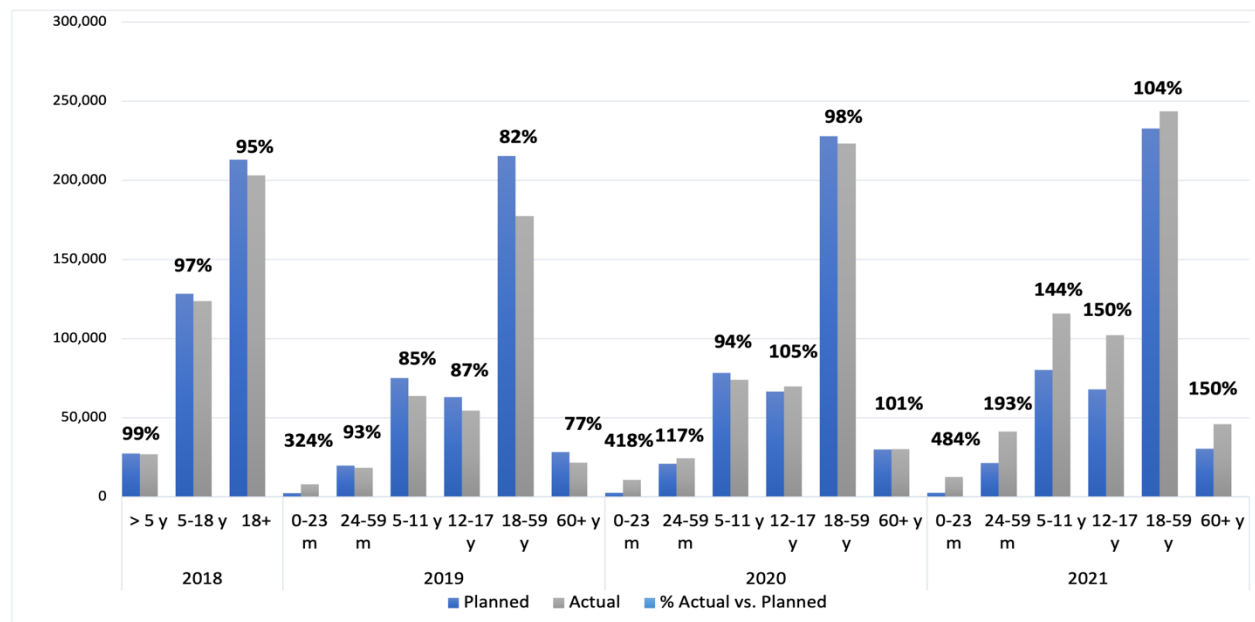
Output achievements: performance overview

Figure 2 Planned and actual beneficiaries by gender from 2018 to 2021



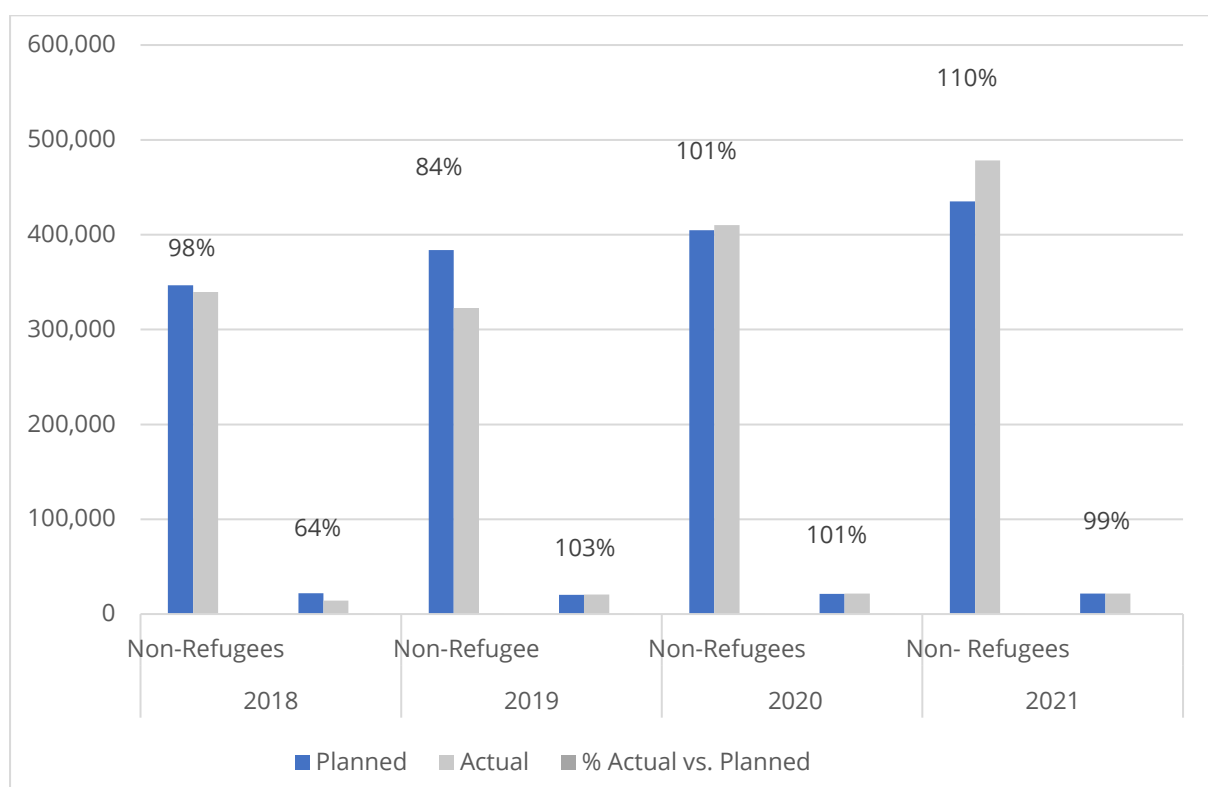
Source: ACRs 2018, 2019, 2020, 2021 (compiled by Evaluation Team).

Figure 3 Planned and actual number of beneficiaries by age from 2018 to 2021



Source: ACRs 2018, 2019, 2020, 2021 (compiled by Evaluation Team).

Figure 4: Planned and actual number of beneficiaries by residence status from 2018-2021



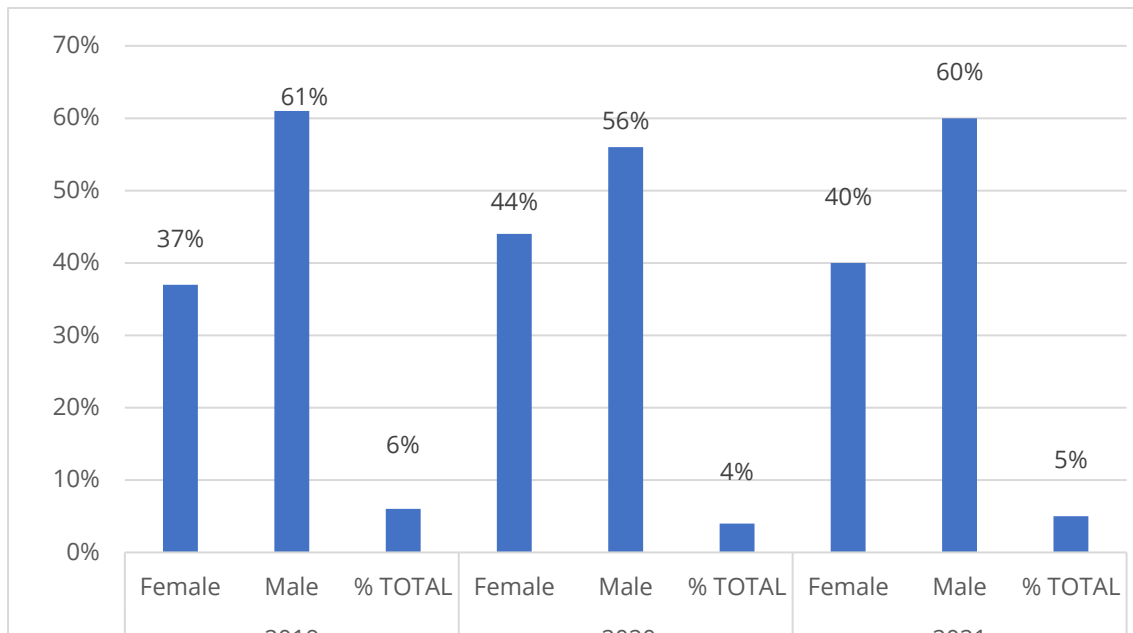
Source: ACRs 2018, 2019, 2020, 2021 (Compiled by Evaluation Team)

Table 11 Planned and actual beneficiaries by nutrition counselling 2018 and SBCC in 2020 and 2021

Year	M/F	Planned	Actual	Percentage
2018	Male	2,800	2724	97%
	Female	10,000	10422	104%
2019	Male	N/A	N/A	N/A
	Female	5000	N/A	N/A
2020	Male	NA	N/A	N/A
	Female	265	264	100%
2021	Male	100	100	100%
	Female	656	675	103%

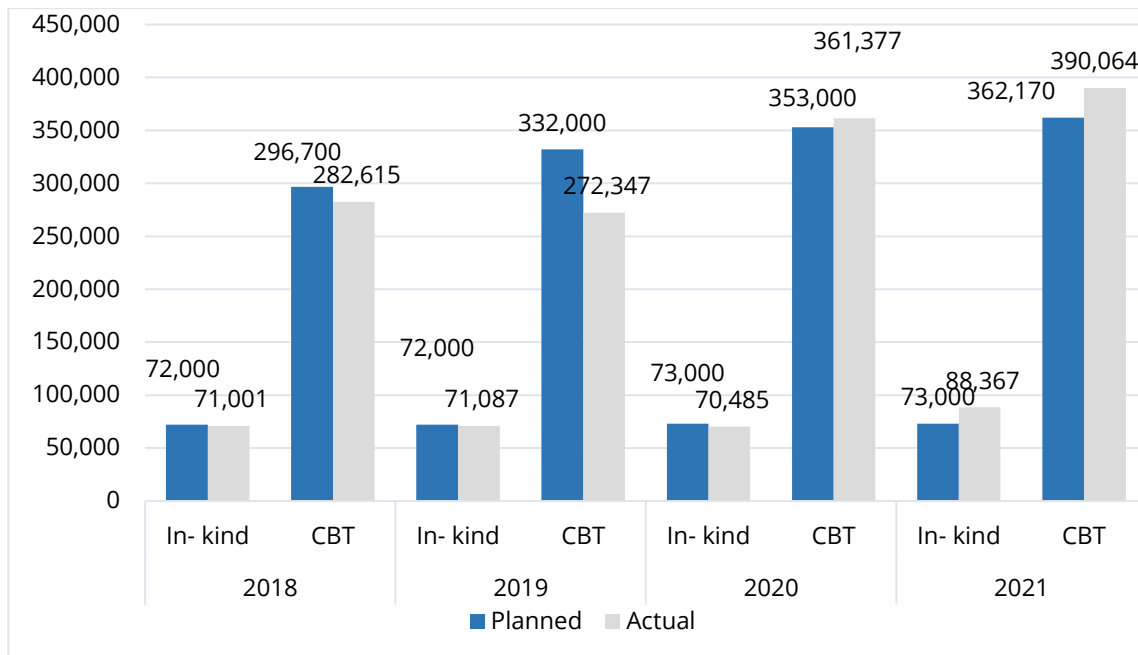
Source: ACRs 2018, 2019, 2020, 2021 (Compiled by Evaluation Team)

Figure 5: Persons with disabilities reached in 2019-2021. by gender and percentage of total beneficiaries



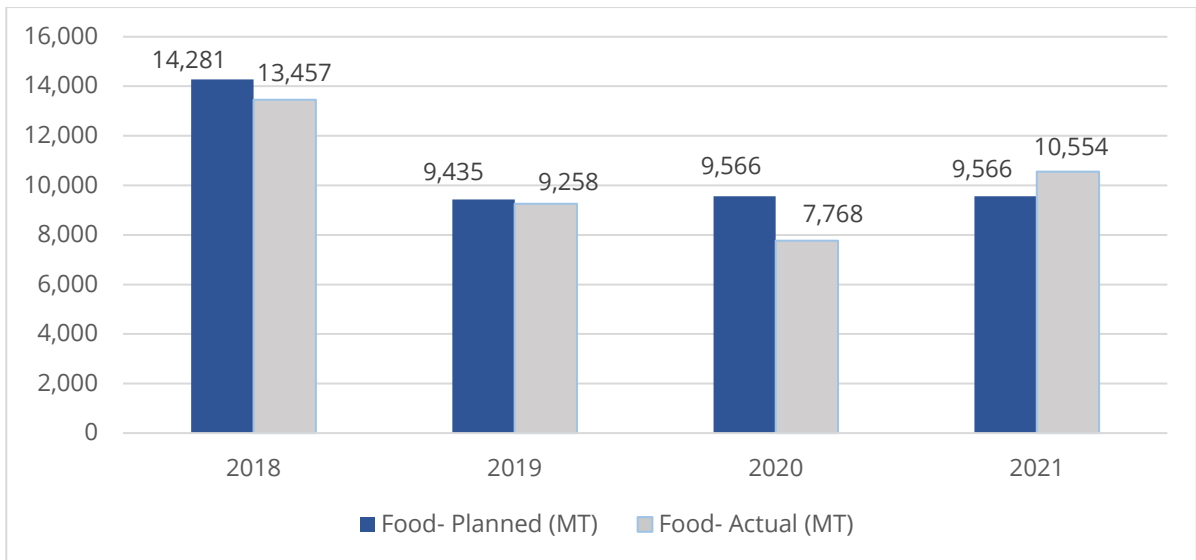
Source: ACRs 2019, 2020, 2021. (compiled by Evaluation Team). No data for 2018.

Figure 6 Planned and actual number of beneficiaries for CBT and in-kind from 2018 to 2021



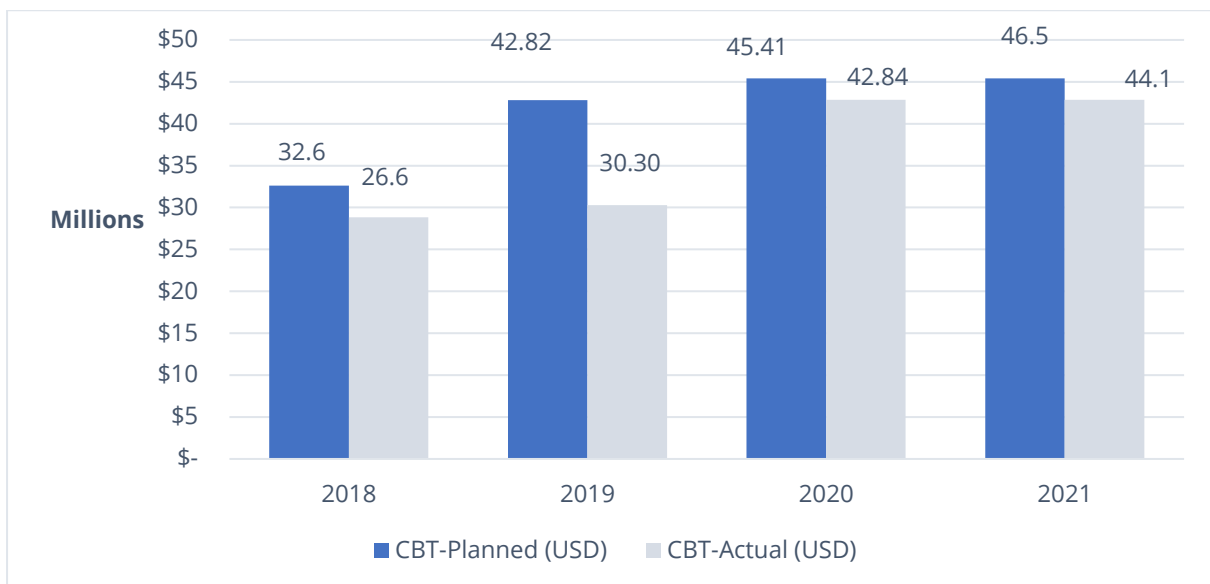
Source: ACRs 2018, 2019, 2020, 2021 (compiled by Evaluation Team)

Figure 7 Planned vs actual amount of food (in MT) delivered from 2018 to 2021



Source: ACRs 2018, 2019, 2020, 2021 (Compiled by Evaluation Team)

Figure 8 Planned and actual CBT delivered (in US\$) from 2018 to 2021



Source: WFP COMET reports 2018, 2019, 2020 and 2020 (accessed 25 March 2022)

Table 12: Number of beneficiaries of livelihood component in Gaza Strip

PHASE	Actual number of households (based on MoSD lists)			Number of participants			Number of household members			Number of implemented activities by type	
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Animal production	Plant production
Phase 1	69	23	92	69	23	92	326	329	655	59	33
Phase 2	75	25	100	75	25	100	352	344	696	30	70
Phase 3	161	41	202	160	42	202	697	666	1,363	65	144
*Total	305	89	394	304	90	394	1375	1339	2714	154	494

Source: Data provided by CO on 8 March 2022

* Projects were implemented in Gaza, Gaza North, Khan Yunis, Middle Area and Rafah

Table 13: Number of beneficiaries of livelihood component in West Bank

Phase	Actual number of households (based on MoSD lists)			Number of participants			Number of household members			Number of implemented activities by type	
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Animal production	Plant production
*Phase 1	68	32	100	43	57	100	331	345	676	57	43
**Phase 2	126	44	170	61	109	170	539	615	1,154	22	148
***Phase 3	128	53	181	96	85	181	564	586	1,150	56	125
Total	322	129	451	200	251	451	1,434	1,546	2,980	135	316

Source: Data provided by CO on March 8, 2022

* Phase 1: Projects were implemented in Bethlehem, Hebron, Tubas and Jericho.

** Phase 2: Projects were implemented in Bethlehem, Hebron, Tubas and Jericho, Nablus, Jenin and Jerusalem.

*** Phase 3: Projects were implemented in in Bethlehem, Hebron, Tubas and Jericho, Nablus, Jenin and Tulkarim.

Annex 7: Performance against cross-cutting indicators

Cross-cutting indicators

Cross-cutting issue 1: Progress towards gender equality indicators

C.3.1 Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality

Table 14: Progress towards gender equality indicators

Indicator 1: Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality						
Region (modality)	Group	Baseline	2019	2020	2021	Target
Gaza Food, Value Voucher	Decision By Women	7%	98.4%	93.8%	65%	≥ 88
	Decision By Men	85%	1.5%	1.3%	1.5%	≤ 5
	Decision By Both	8%	0.1%	4.9%	33.5%	≥ 7
West Bank Food, Value Voucher	Decision By Women	70%	82%	83%	83.5%	≥ 73
	Decision By Men	5%	6%	5%	6.7%	≤ 4
	Decision By Both	25%	12%	12%	9.8%	≥ 21
Indicator 2: Proportion of members of food assistance decision-making entity (committees, boards, teams and so on) who are women						
West Bank (only) Value Voucher		30%	80%	80%	80%	≥ 35

Source: ACRs 2019, 2020, 2021 (Indicator introduced in 2018 with first follow up in 2019)

Cross-cutting issue 2: Protection indicators

The protection indicator was introduced, and a baseline established in 2018; the first follow up measurement was in 2019.

Table 15: Protection indicators

Region	Indicator	Baseline			<=>	Target			2019			2020			2021		
		Male	Female	Overall		Male	Female	Overall	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
Gaza	C.2.2 Proportion of targeted people receiving assistance without safety challenges (new)	100.0%	100.0%	100.0%	=	100	100	100	100	100	100	100.0%	99.8%	99.9%	100%	100%	100%
West Bank	C.2.2 Proportion of targeted people receiving assistance without safety challenges (new)	97%	97%	97%	=	100	100	100	98	98	98	97.9%	97.7%	97.8%	96.0%	98.8%	96.8%
Gaza	C.2.3 Proportion of targeted people who report that WFP programmes are dignified (new)	99.6%	99.3%	99.6%	>=	90	90	90	100	99.9	99.9	99.8%	100.0%	99.8%	100.0%	99.7%	99.95%

West Bank	C.2.3 Proportion of targeted people who report that WFP programmes are dignified (new)	99%	99%	99%	>=	90	90	90	100	99.6	99.7	98.8%	96.8%	98.5%	99.8%	100.0%	99.9%
Gaza	C.2.4 Proportion of targeted people having unhindered access to WFP programmes (new)	99.7%	99.7%	99.7%	=	100	100	100	100	100	100	99.8%	100.0%	99.8%	100%	100%	100%
West Bank	C.2.4 Proportion of targeted people having unhindered access to WFP programmes (new)	100.0%	99.7%	99.8%	=	100	100	100	99.7	99.6	99.7	99.4%	99.6%	99.5%	99.7%	99.5%	99.7%

Source: ACRs 2019, 2020, 2021

Cross-cutting issue 3: Accountability to affected populations

Table 16 Accountability to affected populations

Region	Baseline		Target				Follow-up 2018			Follow-up 2019			2020				2021			
	M	F	Overall	<=>	M	F	Overall	M	F	Overall	M	F	Overall	M	F	Overall	M	F	Overall	
	Indicator: C.1.1 Proportion of assisted people informed about the programme (who is included, which people will receive, length of assistance)																			
Gaza	90	91	91	>=	95	95	95	92	93	93	98%	99%	99%	97.2%	97.7%	97.3%	94%	88%	93%	
West Bank	83	85	85	>=	90	90	90	81	87	85	80%	81%	81%	74.4%	83.6%	78.1%	74%	85%	77%	
	Indicator: C.1.2 Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements																			
Gaza	100	100	100	=	100	100	100	100	100	100	100	100	100			100%			100%	
West Bank	100	100	100	=	100	100	100	100	100	100	100	100	100			100%			100%	

Source: ACRs 2018, 2019, 2020, 2021

Annex 8: Mapping of findings, conclusions and recommendations

Table 17: Mapping of findings, conclusions and recommendations

#	Recommendation	Conclusions	Findings
1	<p>Ensure that the CSP and all new strategic outcomes are appropriate to the breadth of possible scenarios facing the State of Palestine, from the status quo to a sharp deterioration in conditions:</p> <p>1.1 Use political economy analysis and scenario planning prior to developing the CSP.</p> <p>1.2 Plan for the retention of WFP capacity to support food security in the event of interrupted state capability or renewed hostilities.</p> <p>1.3 Factor in implications of financing reductions for social protection:</p> <ul style="list-style-type: none"> • Ensure that plans for providing CBTs to those on MoSD lists factor in possibility that they will not be paid for extended periods; • Consider implications of reduction in social protection support to refugees. <p>1.4 When defining the next CSP's institutional capacity strengthening objectives, factor in the likelihood that the fiscal crisis will be extended, and focus on strengthening</p>	<p>In relation to sub-recommendations 1.1 & 1.2: The CSP assumed that the political and security environments would remain 'relatively stable'. Given the political context in the State of Palestine, it is highly unlikely that in any five-year period they would be. Looking forwards, the Country Office should assume that there will be continued political instability and that overt conflict of some kind will occur during the next CSP period.</p> <p>In relation to sub-recommendation 1.2: Due to the fiscal crisis since early 2021, the Government has not been able to provide support to citizens in line with its policies: state-provided social protection has stalled. This possibility was not anticipated but has significant implications for WFP. First, it leaves WFP as the primary remaining provider of social protection support for non-refugees. Second, it threatens the relevance and sustainability of the</p>	<p>In relation to sub-recommendation 1.1: Given the political context, the question is 'when' the next conflict-based emergency will be and what form it will take, rather than whether there will be one. There are also other severe risks, particularly relating to the capability of the state and the funding available to support refugees in the State of Palestine. Developments over 2021 make the next few years particularly precarious.</p> <p>In relation to sub-recommendation 1.2: WFP's provision of in-kind food supports its emergency preparedness, as WFP keeps its supply and delivery systems functional and maintains stocks. The need to ensure that WFP can deliver in-kind emergency assistance during a time of emergency or in case of lack of liquidity and financial crisis (as is the case of Lebanon and Iraq) inevitably means WFP needs to continue operating its in-kind assistance to ensure preparedness for such cases.</p>

	<p>the functions the Government can realistically deploy within its constrained resources.</p>	<p>government social protection systems that WFP is supporting.</p> <p>In relation to sub-recommendation 1.4: The fiscal crisis also resulted in difficulties paying salaries. Looking to its next country strategic plan, WFP needs to factor in the likelihood that the fiscal crisis is going to be extended. This should also be reflected in how WFP plans technical assistance to the Government. WFP could choose to support only to areas where the Government continues its activities, or WFP could choose to support the Government's systems until social protection payments resume.</p>	<p>In relation to sub-recommendations 1.2 and 1.4: The fiscal crisis, and the Government's inability since April 2021 to make any social safety net transfers, means that the Government cannot meet its obligation to provide a nationwide social safety net. WFP's support remains needed outside of the Government's system.</p> <p>In relation to sub-recommendation 1.4: While there is no clear strategic plan that lays out the capacity strengthening results and interventions, there is communication with ministries and other state institutions (mainly PCBS), to identify needs.</p> <p>In relation to sub-recommendation 1.4: A variety of actors are providing technical support and capacity building to the Government. This support does not seem to be well coordinated with some overlap in support. This results mainly from a lack of a clear strategy by the Government for capacity building needs and their difficulty coordinating capacity-building support from different stakeholders.</p>
2	<p>In designing its new CSP, the CO should set out a range of issues, at strategic and operational levels, some of which were not comprehensively addressed in the current CSP.</p> <p>2.1 Explicitly define WFP's core mandate and comparative advantage in the State of Palestine.</p> <p>2.2 Analyse sustainability issues related to future activities and outcomes, and identify mitigating actions that will help to secure sustainable impact from investments.</p>	<p>In relation to sub-recommendation 2.2: The sustainability of WFP food assistance is challenging. By definition, CBTs are dependent on continued funding. Few of WFP's achievements to date will be sustained without continued engagement and investment.</p> <p>In relation to sub-recommendation 2.4: WFP plays a role in stabilizing and supporting conditions for peace, particularly in Gaza. WFP's support to basic needs contributes to social stability, and its CBT assistance helps support</p>	<p>In relation to sub-recommendation 2.1: Whilst WFP has operated in accordance with its comparative advantages, its current CSP does not explicitly define what these are, except in relation to emergency response situations. It did not position the organization in relation to supporting the Government to strengthen its social safety net, for example. This observation was also made by the CPE, which noted that the "justification of the WFP country strategy (2014-2016) in terms of comparative advantage was</p>

<p>2.3 Set out a strategic approach to the environment and climate change.</p> <p>2.4 Advocate for the development of a coherent humanitarian, development and peace nexus framework jointly with other humanitarian and development actors in the State of Palestine, and within this identify how WFP will facilitate strategic linkages across the nexus</p> <p>2.5 Ensure that the future results framework is comprehensive and reflects all the CO's activities, including service delivery.</p> <p>2.6 Strengthen how beneficiary feedback is integrated into programme design and revision.</p>	<p>local markets and economic stability. Its recent service delivery for UNSCO is an example of WFP stepping in to alleviate a source of tension and potential conflict.</p>	<p>implicit rather than explicit". WFP's next CSP should define and make its comparative advantage in Palestine explicit.</p> <p>In relation to sub-recommendation 2.2: The current CSP document does not analyse the intended sustainability of its outputs, activities, or strategic outcomes. Therefore, it is hard to assess whether achievements have been sustained in the way the CO anticipated. WFP's next Palestine CSP will need to explicitly analyse the sustainability issues related to its future activities and outcomes, and identify mitigating steps it can take to help address risks.</p> <p>In relation to sub-recommendation 2.3: The narrative text of the CSP does not set out how the Palestine programme will address environmental issues or climate change. It does include a cross-cutting environmental objective but without any accompanying narrative.</p> <p>In relation to sub-recommendation 2.4: The original CSP document does not set out how WFP will facilitate strategic linkages across the nexus. It states at a very general level that it will link humanitarian food security interventions with the Government's "longer-term efforts" but lacks further detail.</p> <p>In relation to sub-recommendation 2.4: there is no common nexus framework in the State of Palestine within which WFP is expected to operate. Interviews indicate that there is weak basic coordination between humanitarian and development actors in the State of Palestine; and that delivering strategic linkages between the two is an even more distant goal. There is a</p>
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tendency for individual agencies to operate in silos.

In relation to sub-recommendation 2.4:

During the Gaza hostilities WFP worked alongside UNRWA, which like WFP has strong emergency response systems, to ensure that both refugees and non-refugees accessed support and protection where possible. There may be scope for UNRWA and WFP to examine future collaboration further and more systematically, with potential opportunities for cost savings. Both provide in-kind food and electronic vouchers, but they use separate systems.

In relation to sub-recommendation 2.5: WFP recently started an initiative intended to strengthen the resilience of its CBT beneficiaries through climate- resilient agricultural assets to help them curb food insecurity and improve their livelihoods (livelihoods activities). These livelihoods activities have not been included in the CSP design logframe (and are not part of the outcome or output indicators); and therefore they were reported on separately in annual country reports. This report therefore also assesses their performance outside the formal assessment of the CSP outcomes.

In relation to sub-recommendation 2.6: While WFP's cross-cutting indicator states that "project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements" has an overall score of 100 percent for both West Bank and Gaza across the reporting years, the evaluation qualitative research indicates that there are

			<p>areas where beneficiary voices could have more influence. The evaluation found that some CBT and in-kind beneficiaries, as well as livelihoods/ resilience beneficiaries, felt that they were not sufficiently consulted in the design of activities, or the choices provided to them. This suggests that beneficiaries, while they can communicate complaints, feel that their voices are not sufficiently heard during design of activities. The fact that this is not reflected in the scoring of the indicator indicates that WFP should review how it collects data.</p>
<p>3</p>	<p>Enhance the effectiveness and targeting of unconditional resource transfers in line with, but not limited to, commitments made in the management response to the 2020 decentralized evaluation.</p> <p>2.1 This evaluation highlights two of the decentralized evaluation’s (DE’s) recommendations that would enhance food security for the most vulnerable, but others are also important:</p> <ul style="list-style-type: none"> • DE Recommendation No.2 ‘Explore tiered and targeted assistance using varied voucher values based on need’; • DE Recommendation No.3 ‘Consider increasing the voucher value for households composed of below-average members’. <p>The CO agreed to both these recommendations and to the ‘action deadline’ of September 2022, and will need to reflect any change in approach in its future programming.</p> <p>2.2 In view of the ongoing evaluation of WFP’s multi-purpose cash assistance pilot involving WFP, identify the CO’s future approach to use of multi-purpose cash in the next CSP.</p>	<p>In relation to sub-recommendation 2.3: Gender and protection were integrated within the Country Strategic Plan and were treated as cross-cutting issues that were effectively mainstreamed operationally. WFP is beginning to push gender-transformative approaches and will need to place more emphasis on this in the next country strategic plan</p>	<p>In relation to sub-recommendation 2.1: The disadvantages of taking a uniform approach were identified in the 2020 decentralized evaluation, as well as the evaluation team’s research with stakeholders and beneficiaries themselves. Recommendations in the decentralized evaluation relate to: the need to review vulnerability and targeting criteria and assess whether they remain relevant to the context, especially the Gaza Strip context (particularly the new poor); and to improving targeting of households with members with disabilities, and considering whether to tier support on broader factors including geographic location, need, disability status, and households with less members than the national average. CO committed to acting on these recommendations – with action due between January and September 2022. The CO was reviewing these issues at the time this report was written.</p> <p>In relation to sub-recommendation 2.1: WFP’s current approach to give a uniform amount on a</p>

2.3 Based on careful study of the feasibility and potential impact (especially on gender relations), consider offering households choice of what modality of support they receive (multi-purpose cash, food vouchers or in-kind food).

per capita basis is straightforward to administer: it does not rely on collecting and verifying intra-household information, for example. If the CO chooses to introduce greater differentiation in its payments, as the 2020 decentralized evaluation recommended, and as this study endorses, the CO will need to adapt its data collection.

In relation to sub-recommendation 2.2:

Stakeholders, including WFP, perceive multi-purpose cash assistance to be an effective and empowering tool for vulnerable populations, but it appears there are still targeting and operational and implementation issues to be resolved, such as responsibility for mitigating duplications between actors; identifying the categories of targeted beneficiaries; and identifying reach strategies.

In relation to sub-recommendation 2.2:

Stakeholders, including WFP, perceive multi-purpose cash assistance as an effective and empowering tool for vulnerable populations, but it appears there are still targeting and operational and implementation issues to be solved, such as responsibility for mitigating duplications between actors; identifying the categories of targeted beneficiaries; and identifying reach strategies.

In relation to sub-recommendation 2.2: Some of WFP's donor partners would like WFP to clearly set out its future strategy in relation to the use of multi-purpose cash. They consider that its flexibility helps beneficiaries to deepen their resilience. An evaluation of the multi-purpose cash pilot had been commissioned by

			<p>the donors behind the pilot, but it was not available at the time of writing this report.</p>
<p>4</p>	<p>Recommendation 4: Enhance the social protection system with stronger coordination and support the development of the Government’s referral system</p> <p>4.1 To reduce duplication and promote equity, continue to promote coordination with other agencies providing social protection services; explore opportunities to improve data sharing.</p> <p>4.2 To address the non-food social protection needs of WFP beneficiaries, support the development of the government’s referral system</p>	<p>In relation to sub-recommendations 4.1: The potential trade-off between focusing WFP efforts on the most vulnerable and maximizing the number of beneficiaries will be an important discussion in the development of the new country strategic plan.</p>	<p>In relation to sub-recommendation 4.1: There is room to strengthen information-sharing with a broader range of providers to improve equity. Whilst WFP does cross-check beneficiary lists with MoSD and UNRWA, the main providers of food assistance, they do not do this with other agencies and service providers to ensure there is a degree of equity in the distribution of assistance.</p> <p>In relation to sub-recommendation 4.1: There is likely to be some duplication of assistance when other providers are active, but the extent to which this is the case is not known. The same recipients can sometimes receive cash, in-kind, humanitarian and development assistance from different providers, whilst others do not. This, as suggested by a recent study and by interviewed stakeholders, is a consequence of a lack of cooperation and information sharing among the multiple humanitarian, development and governmental agencies working in Palestine. WFP is engaged in coordinating with other agencies and needs to continue playing a role in harmonizing assistance.</p> <p>In relation to sub-recommendation 4.2: There is limited evidence of a systematic referral system for WFP to refer identified vulnerable people in the field. There are no clear referral pathways that WFP has identified and communicated to staff and cooperating partners (particularly fieldworkers) in cases of identified vulnerable beneficiaries. The CO does informally</p>

			<p>refer on to other agencies' beneficiaries and others who have urgent needs it cannot meet. Examples given were of it referring the homeless for shelter and deaf children for specialized support. The CO noted that the humanitarian community in Gaza has not established an effective platform for referring and tracking the delivery of support to vulnerable people.</p>
<p>5</p>	<p>Enhance WFP's approach to supporting resilience and livelihoods.</p> <p>5.1 Develop a strategy and theory of change for WFP's resilience and livelihoods programming.</p> <p>5.2 Adopt an adaptive and iterative approach to resilience and livelihoods programming and commission periodic external reviews of WFP's interventions to inform significant next steps.</p> <p>5.3 Seek to enhance the degree of choice beneficiaries have in what resilience/livelihoods support they receive; and enhance WFP's monitoring systems so they assess the extent to which programming is responsive to beneficiaries' preferences.</p> <p>5.4 Continue to experiment with gender transformative interventions in resilience/livelihoods; but ensure they are based on strong gender analysis, monitored and that learning informs new approaches. Particular attention should be paid to assessing decision making by women, and the impact of any projects on women's workload.</p> <p>5.5 Consider piloting a way of linking other providers of resilience/livelihood interventions with WFP beneficiaries who could benefit from resilience/livelihoods development support.</p> <p>5.6 Consider enhancing the CO's capacity with specialist livelihood/resilience expertise.</p>	<p>In relation to sub-recommendation 5.1, 5.2 & 5.3: The CSP did not initially focus on resilience, but the CO is experimenting with different approaches. Its interventions are delivering positive results though it is too early to comment on their sustained effectiveness. If the CO intends to broaden the livelihoods programme, it will need to consider how and when beneficiaries graduate from CBTs. The CO should develop a theory of change and clear objectives.</p> <p>In relation to sub-recommendation 5.4: WFP is beginning to push gender-transformative approaches and will need to place more emphasis on this in the next country strategic plan.</p>	<p>In relation to sub-recommendation 5.2: There is limited clear guidance on implementing and measuring the performance of livelihood and resilience programmes (including the absence of a clear approach to transitioning from relief to social development). This, as stakeholders noted, compromises the importance of having a unified set of objectives and an implementation strategy (including considering the required resources of such interventions) within WFP but also with cooperating partners. For example, for identifying project objectives for livelihood resilience projects, stakeholders described different aspirations. Some stated that 'income generation' is the primary goal, whilst others stated it is 'food security. This is a recurring challenge that was picked up in the previous country portfolio evaluation.</p> <p>In relation to sub-recommendation 5.4: The Palestine CO is experimenting with gender-transformative activities. These include training women, who are also reached with food support, in mobile workshops and in carpentry training to produce wooden pallets that are used for food transport. These activities are due to start in earnest in March 2022. WFP will need to monitor whether engagement in these resilience</p>

activities adds to women's workloads in a negative way, and avoid doing so. WFP also needs to measure potential gender-transformative effects.

In relation to sub-recommendation 5.4:

Gender and protection were integrated within the CSP and were treated as cross-cutting issues to be mainstreamed operationally. These are crucial for inclusive programming where no one is left behind. WFP is beginning to push gender-transformative approaches, and will need to place more emphasis on this in the next CSP.

In relation to sub-recommendation 5.5: In addition to direct implementation, WFP could consider leading on the development of a referral system for resilience support that it and other humanitarian agencies could use to create systematic links between humanitarian and development agencies and interventions. WFP and others could identify those among its beneficiaries who could take advantage of development support offered by other projects and agencies. This would enable WFP to help potential beneficiaries at scale.

In relation to sub-recommendation 5.5: WFP positions the climate-resilient agriculture support projects as "part of a new resilience-building pilot in the framework of the humanitarian-development-peace nexus" The logic is in line with WFP's Regional Resilience Framework. WFP's direct engagement aims to help beneficiaries 'graduate' from support. However, the numbers WFP can support are small, and developing sustainable, agriculture-based livelihoods is objectively difficult,

			particularly in Gaza. The CO is also experimenting with non-agricultural livelihoods interventions – including supporting skills development for youth. The evaluation notes that WFP will continue experimenting and learning from these approaches.
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Annex 9: Timeline

26. The table below presents the timeline followed. The overall calendar defined at the start of the study has been largely respected, with some delays due to the COVID-19 pandemic (a 10-day delay in submitting the zero draft report)

Table 18: Timeline

Phases		Responsible	Date
Phase 2 - Inception			
	Team preparation, literature review	ET	15-18 September 2021
	OEV inception briefing	EM & ET	20 September 2021
	CO/RB/HQ Inception briefings	EM & ET	20-30 September 2021
	Submit draft inception report (IR)	TL	1 November 2021
	OEV quality assurance and feedback	EM/QA2	8 November 2021
	Submit revised IR	TL	15 November 2021
	Review draft IR and seek clearance from DoE	EM/QA2	19 November 2021
	IR DoE clearance	DoE	26 November 2021
	Review draft IR	CO	1 – 8 December 2021
	Consolidate WFP comments and share with team	EM	8 December 2021
	Submit final IR	TL	14 December 2021
	Review final IR and submit for clearance	EM	16 December 2021
	Review and clear final IR	QA2	20 December 2021
	EM circulates final IR to WFP key stakeholders for their information and posts a copy on intranet.	EM	21 December 2021
Phase 3 – Data collection, including fieldwork			
	Desk review	ET	3 January – 4 February 2022
	Exit debrief (ppt)	TL	4 February 2022
	Preliminary findings debrief	ET	21 February 2022
Phase 4 - Reporting			
Draft 0	Submit high quality draft ER to OEV (after the company's quality check)	TL	4 March 2022
	OEV quality feedback sent to TL	EM	21 March 2022
Draft 1	Submit revised draft ER to OEV	TL	28 March 2022
	ER QA1 review	EM	30 March 2022
	ER QA2 review	QA2	1 April 2022
	Submit revised draft ER to OEV	TL	8 April 2022
	Draft ER clearance by DoE	DoE	15 April 2022
	OEV shares draft ER with IRG	EM	15 April 2022
	IRG reviews/comments on draft ER	IRG	29 April 2022
	Consolidate WFP comments and share with team	EM	29 April 2022
	Learning workshop internal/ external	IRG/TL/EM	16 May / 30 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	20 June 2022

	Review D2	EM/QA2	20 July 2022
Draft 3	Submit final draft ER to OEV	TL	27 July 2022
	Review D3	EM/QA2	29 July 2022
	Seek final approval by DoE	DoE	5 August 2022
SER	Draft summary evaluation report	EM	9 September 2022
	SER review	QA2	14 September 2022
	Seek DoE clearance to send SER	DoE	21 September 2022
	OEV circulates SER to WFP Executive Management for information upon clearance from DoE	DoE	5 October 2022

Annex 10: Data collection tools

Interview guides

Semi-structured interview protocol:

- Intro: “Landell-Mills has been commissioned by WFP to carry out an independent evaluation of WFP’s Palestine Country Strategic Plan 2018 to 2022. The evaluation was commissioned by WFP Office of Evaluation. The objective is to provide accountability for results to WFP stakeholders, and to formulate recommendations that contribute to the development of the new WFP Country Strategic Plan and interventions. We have identified you as an important stakeholder, with valuable insights, and would like to hear your thoughts on WFP’s interventions and their effects, as well as explore any recommendations for their future work.”
- Introductions. Each person to introduce their names, and ET members clarify their roles.
- Confidentiality: “Before starting the interview, I would like to take the opportunity to thank you for your time and availability. We would also like to emphasize the confidentiality of your responses. Therefore, feel free to share what you think in a very open manner. The team will follow WFP’s ethical and confidentiality standards strictly”.
- Participation is voluntary
- Other: “If you have any questions, now or at any time in the future, you may contact the team or WFP OEV directly”

Semi-structured interview guide: WFP

	The following questions were tailored to each individual interview.
	Brief about the role Since when have you been involved?
1.1.1	How well aligned is WFP’s CSP to national and sectoral development policies, strategies and plans? How likely is it to contribute to their achievement? How relevant are the strategic outcomes outlined in the CSP to the national SDG goals and targets? How relevant is WFP’s CSP to the national context? How involved was the Government in developing the CSP? What were the challenges (including issues of representation)?
1.1.2	How were capacity needs assessed? How did WFP endeavour to respond to the capacity needs? (<i>coordinate with others?</i>) How did WFP design the capacity interventions / how did it decide on which activities and areas to intervene in? Why? (Used assessments?) To what extent was WFP able to address those gaps? Were the resources allocated to government capacity building adequate
1.2.1	How has “the most vulnerable” group been identified? How were their needs identified? (poor, gender, adults, persons with disabilities) To what extent is WFP’s gender analysis robust? Are indicators and monitoring systems in place to ensure that social inclusion is in focus? How has WFP ensured gender was included into its activities? To what extent is understanding of gender equality and women’s empowerment (GEWE) valid, especially in Palestine? To what extent do you think WFP’s CSP is inclusive of GEWE issues? Does WFP use gender-transformative approaches? How? Similarly, what about WFP’s understanding of persons with disabilities’ issues? And their needs? How is this demonstrated? Did WFP consult with vulnerable groups during design? Experts? Representatives of these?

	<p>To what extent is feedback integrated in the design? Examples?</p> <p>To what extent is the targeting strategy and process (including frequency and accuracy) designed to reach / prioritizing the identified (and mandated) most vulnerable groups in the West Bank and Gaza (including geographic locations and most vulnerable groups)?</p> <p>To what extent are activities sensitive to the different vulnerable groups?</p>
	<p>To what extent are expected outcomes and objectives aligned with the needs of the different beneficiary groups?</p> <p>Are indicators and monitoring systems in place to ensure that social inclusion is in focus?</p>
	<p>To what extent does WFP through the CSP focus on the most vulnerable locations and groups? Are there vulnerable geographic areas where there is a need and WFP is absent?</p> <p>Do you think that the needs of highly vulnerable groups have adequately been identified by WFP's vulnerability analysis?</p>
1.3.1	<p>To what extent was WFP able to remain aligned with the national and political changes since 2018 (for example, HRP appeal, reduced Palestinian Authority funding and capacity)? Were changes needed to be made? What changes were made to the results and activities?</p>
1.3.2	<p>Have any analyses been conducted, and how were the results used to adapt the work?</p> <p>Was WFP able to adapt in due timeliness? And with what effect (including changes in funds and changes in nutrition, livelihoods, and platform service activities)?</p> <p>How have donor priorities and restrictions enabled/obstructed WFP's shift to a CSP approach?</p>
1.3.3	<p>To what extent was WFP able to assess and identify the changing needs of vulnerable people (COVID-19, hostilities in Gaza and so on)?</p> <p>To what extent did they meet the changes in the needs (and if not, why not); which activities were affected and how?</p> <p>What kind of changes were made to the CSP and activities (modalities, interventions, geographic coverage, number of beneficiaries)?</p> <p>Is there any evidence of emergency preparedness and response capacity (including choice of flexibility of activities, systems in place to track changes in needs and context)?</p>
1.4.1	<p>To what extent is the CSP aligned with the corporate strategies?</p>
1.4.2	<p>How complete and meaningful was the alignment of WFP's CSP with the Palestine UNDAF CCA priorities? How has the CSP contributed to UNSDF objectives?</p> <p>What is the degree of engagement with United Nations planning processes? Is there any evidence of coordination?</p> <p>Is there evidence of overlaps or gaps in the United Nations food and nutrition response (including UNRWA, UNICEF and FAO)?</p>
1.4.3	<p>What is the comparative advantage of WFP in Palestine, and to what extent is WFP recognized as the 'lead' partner in the fields targeted by the CSP?</p> <p>Does WFP engage with other nationwide coordination mechanisms? Clusters?</p>
2.1.1	<p>Where are the results and possible impact of WFP's interventions most evident? Where are the results achieved the strongest in relation to the needs of the affected population groups?</p> <p>What is the quality of the outputs that WFP has delivered?</p> <p>What factors do you think affected their performance (either positively or negatively)?</p> <p>What outputs have been produced from WFP's capacity strengthening activities?</p>
2.1.2	<p>What are the main achievements, and with what quality in terms of:</p> <ul style="list-style-type: none"> • Food consumption, food security and dietary diversity of non-refugees, poor and severely food insecure Palestinians • Nutrition awareness • Livelihoods and resilience (food security/nutrition or income) • Local economic development • Institutional change at Palestinian Authority institutions due to WFP's capacity strengthening activities • Any changes to stakeholder ownership, national policies, or organizational change within the PA institution • Expansion of the platform to benefit Palestinians in need • Any other results?
2.2.1	<p>What protection and AAP systems exist and what resources are in place?</p> <p>Are (WFP and partners) staff aware of these and any capacity building around these?</p> <p>Do vulnerable people have access to these systems? Examples?</p> <p>How are complaints and feedback dealt with? Examples?</p> <p>How relevant is internal M&E reporting to protection and AAP and how are findings used?</p> <p>What that can be improved?</p>

	<p>To what extent was WFP able to navigate different priorities and demands in order to maintain its compliance with humanitarian and protection principles? What actions could have been taken?</p> <p>To what extent was WFP able to adhere to protection and AAP principles during emergency situations (especially during the conflict situation in Gaza, but also the pandemic)</p>
2.2.2	Does the GEWE action plan adhere to the WFP gender policies, and address issues highlighted in assessments and through consultations with relevant stakeholders?
2.2.3	<p>What are the climate change considerations to each of the activities?</p> <p>To what extent have environmental risks been mitigated?</p>
2.3.1	<p>Livelihoods: What is the level of community interest in the assets and livelihood training opportunities provided by WFP? What about the quality /durability of the assets? Has WFP taken appropriate steps to ensure the financial sustainability of the newly created assets? Examples?</p> <p>Nutrition: What aspects does the awareness raising around nutrition has in terms of sustainability? How will it contribute to resilience building of households?</p> <p>CBT/ in-kind: what do you think are the sustainability aspects of CBT/ in-kind, if any?</p>
2.3.2	<p>What do you think is the level of national ownership of CSP activities (new systems, and so on)?</p> <p>To what extent is knowledge secured through capacity strengthening maintained by those trained? (Specifically: have those trained remained in a position where knowledge can be used? Have they used the knowledge gained in the 6 months following the development of their capacity?</p> <p>Has a handover strategy been developed; Can the Government continue activities without external support?</p> <p>Are there any government-led initiatives to improve and reform the National Social Safety Net? What are the possible areas for support?</p> <p>Is WFP able to exit from engagement in the activity type?</p> <p>Is there a plan for sustaining or scaling up the platform?</p>
2.4.1	<p>Do you think that there is convergence between humanitarian and development activities within the CSP?</p> <p>What about humanitarian and peace activities?</p> <p>Have social protection and resilience building been adequately utilized across the nexus? Please provide examples.</p>
3.1.1	<p>To what extent were activities and outputs delivered on time?</p> <p>What were the discrepancies and why (what internal and external factors affected timeliness)?</p> <p>Were any mitigating measures taken / were there any shifts in processes and resources?</p> <p>Are there opportunities to improve the timeliness of interventions? Why / why not? Any space for innovation?</p>
3.2.1	<p>Were the interventions appropriate for the time when they were delivered? For the location where they were delivered? For the group they targeted?</p> <p>Were the selected partners the correct partners to ensure the right target and the correct coverage?</p> <p>How would you rate WFP's performance in meeting the planned CSP coverage?</p> <p>How well did WFP coordinate with other agencies to ensure coverage of unmet needs?</p>
3.2.2	<p>What was the targeting process of selecting WFP beneficiaries for each activity? Was this appropriate? Are you aware of any inclusion or exclusion errors? Please provide examples. Do you think WFP has taken appropriate steps to correct targeting errors?</p> <p>What was the effect of COVID-19 on targeting?</p>
3.3.1	<p>What was the strategic decisions that WFP followed in balancing the number of beneficiaries it reaches with the amount of support it has been able to provide (\$10 per person for many people, rather than more funding per person for a smaller number of people)?</p> <p>Has WFP paid enough attention to cost efficiency and cost-effectiveness in the design and implementation of its CSP (identify cost-drivers, analyse cost ratios, cost-saving measures; Were alternatives considered (choices of supply sources and modalities (through procurement choices, supply chain cuts))?</p> <p>Were alternatives reviewed with partners and with the Government?</p> <p>Do you think the cost efficiency or cost effectiveness have changed over time? How?</p>
3.4.1	<p>What was the comparative cost effectiveness of each modality?</p> <p>Have there been any trade-offs between cost efficiency and timeliness during CSP implementation? Have there been trade-offs between cost efficiency and effectiveness/quality (Examples: i) CBT at scale, efficient, but not differentiated by needs, ii) block-chain served a purpose but is not supporting financial inclusion, iii) innovation/technology against loss of human communication)?</p> <p>Has there been any programmatic adaptations in response to changing cost?</p> <p>Could any of the interventions have been conducted in a more cost-effective or cost-efficient way? Are there any future opportunities to improve cost-efficiency and effectiveness?</p>

4.1.1	What evidence did the CSP use regarding hunger, food and nutrition issues in Palestine? (Probe: strength of evidence and quality of analysis) Did WFP update its CSP design of activities based on changes in food insecurity, nutrition levels and quality and resilience for different vulnerable populations? How? (Probe: link between M&E system and assessments and design)
4.2.1	What were the level of resources received against the planned targets? Are you aware of any drivers of donor decision-making on the financing of the CSP? Examples? To what extent did reduced funding from donors affect WFP's CSP operations?
4.2.2	What were some of the implications of the earmarking of resources for the CSP? How has the predictability of funding influenced the achievement of the CSP objectives? Are there any opportunities to either improve the quality of funding or to work within the constraints of existing funding? Examples?
4.3.1	To what extent has the performance of WFP CSP activities been based on leveraging the comparative advantage of other agencies to achieve the CSP results? To what extent has the performance of WFP CSP activities to date derived from joint implementation with partners? What are the factors facilitating and/or obstructing formation and effective use of partnerships?
4.4.1	Has the CSP's format and principles allowed for sufficient flexibility to swiftly respond to emerging crises such as the COVID-19 pandemic or the Gaza emergency? How flexible was WFP in the scaling up and scaling down of humanitarian assistance (to achieve results, including the cross-cutting themes) within the CSP?
4.5.1	Have any internal or external factors supported or limited the successful implementation of the CSP?

Semi-structured interviews: Cooperating partners

	Interview Question
	Brief about role? Since when have you been involved?
	Design
1.1.1	<i>(Skip for most, only ask policy makers)</i> How relevant are the activities to the national context?
1.1.2	For activity # 2 (capacity building for government Talk us through the capacity building component design : <ul style="list-style-type: none"> - How were capacity needs assessed? Were you involved in the assessment? - How did WFP intend to respond to the capacity needs? (<i>coordinate with others?</i>) - Were you involved in the design of the interventions / selection of activities? To what extent was WFP able to address those gaps? Were the resources allocated to government capacity building adequate
1.2.1	For Activity #1 How was the " most vulnerable group " identified? How were their needs identified ? (poor, gender, elderly persons, persons with disabilities) What was the targeting strategy? INCLUSION: To what extent and how were the following groups integrated in the design, implementation and monitoring of WFP activities? Men and women; persons with disabilities; elderly; others
	Flexibility and adaptability
1.3.2	What evidence was used to make adaptations? (analysis, assessments)
1.3.1	What adaptations were made because of changes to internal and external context? (Changes in modalities, interventions, geographic coverage, number of beneficiaries)?
1.3.1	Were adaptations made in a timely manner?

1.3.3	Was WFP able to meet the new needs of vulnerable people?
1.3.3	What is WFP's emergency response capacity and preparedness?
1.3.2	Have you observed any changes in activities due to changes in donor priorities ?
	Accountability and Protection
2.2.1	Are you aware of any accountability and protection systems in place? Please talk me through these <ul style="list-style-type: none"> - Capacity building for staff and partners? - Access of vulnerable people to the systems? - How are complaints and feedback dealt with? - Can anything be improved?
	How do affected populations perceive WFP? Do they feel well informed and empowered?
	To what extent was WFP able to navigate different priorities and demands in order to maintain its compliance with humanitarian and protection principles? Examples. Could anything that could have been done better?
	Effectiveness
2.1.1	What are the most important results of the WFP activities and with what quality? <ul style="list-style-type: none"> - (Especially in relation to the needs of the people.) - What are the results that are least impressive? Why? What are the most enabling and disabling factors of their work?
3.1.1	- Have you experienced any delays with implementation? Why? Can anything be done to avoid this? Innovative solutions?
3.2.1	To what extent do you think the activities are appropriate for the location, group and timing? How were unmet needs dealt with?
3.2.2	Targeting process: <ul style="list-style-type: none"> - How did you / WFP select the beneficiaries? - Were there any exclusion errors and what steps were taken to correct them? - What was the effect of COVID-19 on targeting?
3.3.1	Activity 1 & 3 How was the decision made on how many people to target and the value of assistance? <ul style="list-style-type: none"> - Were any efficiency and costing exercises carried out? - Were alternatives reviewed with partners and with the Government?
2.2.3	To what extent have climate change and environmental risks been considered?
	Sustainability
2.3.1	What do you think are the sustainability aspects of the (relevant) activity/////If WFP exits now- what will be the continuing effect? livelihoods; nutrition; CBT; in-kind Capacity building (continue below)
2.3.2	Activity 2 (government capacity building) <ul style="list-style-type: none"> - What do you think is the level of national ownership of CSP activities (new systems, etc.) - To what extent is knowledge secured through capacity strengthening maintained by those trained? (Specifically: have those trained remained in a position where knowledge can be used? Have they used the knowledge gained in the 6 months following the development of their capacity?) - Has a handover strategy been developed; Can the Government continue the activities without external support? - Have there been any government-led initiatives to improve and reform the National Social Safety Net? What are the possible areas for support?

	WFP positioning and partnership
4.3.1 & 1.4.3	<p>What is the comparative advantage of WFP? To what extent is WFP recognized as the 'lead' partner in the fields targeted by the CSP?</p> <p>Partnership:</p> <p>How do you / did you perceive the partnership?</p> <p>What are the factors facilitating and/or obstructing effective partnerships?</p>
	Other notes
4.5.1	<p>Are there any internal or external factors that have supported or limited the successful implementation of activities?</p> <p>Is there anything that can be done differently?</p>

Semi-structured interviews: Government

1.1.1	<p>Brief about role?</p> <p>Since when have you been involved?</p>
	<p>How relevant are the strategic outcomes outlined in the CSP to the national SDG goals and targets? How relevant is WFP's CSP to the national context?</p> <p>How involved was the Government in developing the CSP? What were the challenges (including issues of representation)</p>
1.1.2	<p>How were capacity needs assessed?</p> <p>How did WFP endeavour to respond to the capacity needs? (<i>coordinate with others?</i>)</p>
	<p>To what extent was WFP able to address those gaps?</p> <p>Were the resources allocated to government capacity building adequate</p>
1.2.1	<p>How has "the most vulnerable" group been identified?</p> <p>How were their needs identified? (poor, gender, elderly persons?, persons with disabilities)</p> <p>To what extent is WFP's gender analysis robust?</p> <p>Are indicators and monitoring systems in place to ensure that social inclusion is in focus?</p>
	<p>How has WFP ensured that gender was included into their activities?</p> <p>To what extent is the understanding of gender equality and women's empowerment (GEWE) valid, especially in Palestine?</p> <p>To what extent do you think WFP's CSP is inclusive of GEWE issues?</p> <p>Does WFP use gender-transformative approaches? How?</p> <p>Similarly, what about WFP's understanding of persons with disabilities' issues? And elderly peoples' needs? How is this demonstrated?</p>
	<p>To what extent is the targeting strategy and process (including frequency and accuracy) designed to reach/prioritizing the identified (and mandated) most vulnerable groups in the West Bank and Gaza (including geographic locations and most vulnerable groups)?</p> <p>To what extent are the activities sensitive to the different vulnerable groups?</p>
	<p>To what extent does WFP through the CSP focus on the most vulnerable locations and groups? Are there vulnerable geographic areas where there is a need and WFP is absent?</p> <p>Do you think that the needs of highly vulnerable groups have adequately been identified by WFP's vulnerability analysis?</p>
	<p>To what extent was WFP able to remain aligned with the national and political changes since 2018 (for example, HRP appeal, Palestinian Authority reduced funding and capacity)? Did changes need to be made? What changes were made to the results and activities?</p>
	<p>To what extent was WFP able to assess and identify the changing needs of vulnerable people (COVID-19, hostilities in Gaza and so on)?</p> <p>To what extent did they meet the changes in the needs (and if not, why not): which activities were affected and how?</p>
	<p>What is the comparative advantage of WFP in Palestine, and to what extent is WFP recognized as the 'lead' partner in the fields targeted by the CSP?</p>
1.4.3	<p>Does WFP engage with other nationwide coordination mechanisms? Clusters?</p>

2.1.1	<p>Where are the results and possible impact of WFP's interventions most evident? Where are the results achieved the strongest in relation to the needs of the affected population groups?</p> <p>What is the quality of the outputs that WFP has delivered?</p> <p>What factors do you think affected their performance (either positively or negatively)?</p> <p>What outputs have been produced from WFP's capacity strengthening activities?</p>
2.1.2	<p>What are the main achievements and with what quality in terms of:</p> <ul style="list-style-type: none"> • Food consumption, food security and dietary diversity of non-refugees, poor and severely food insecure Palestinians • Nutrition awareness • Livelihoods and resilience (food security/nutrition or income?) • Local economic development • Institutional change at PA institutions due to WFP's capacity strengthening activities • Any changes to stakeholder ownership, national policies, or organizational change within the PA institutions • The expansion of the platform to benefit Palestinians in need <p>Are there any other results?</p>
	<p>To what extent was WFP able to navigate different priorities and demands in order to maintain its compliance with humanitarian and protection principles? Actions that could have been taken</p> <p>To what extent was WFP able to adhere to protection and AAP principles during emergency situations (especially during conflict situation in Gaza, but also Covid)</p>
2.3.2	<p>What do you think is the level of national ownership of CSP activities (new systems, and so on)</p> <p>To what extent is knowledge secured through capacity strengthening maintained by those trained? (Specifically: have those trained remained in a position where knowledge can be used? Have they used the knowledge gained in the 6 months following the development of their capacity?)</p> <p>Has a handover strategy been developed; Can the Government continue activities without external support?</p> <p>Are there government-led initiatives to improve and reform the National Social Safety Net? What are the possible areas for support?</p>
	<p>Is WFP able to exit from engagement in the activity type?</p>
3.1.1	<p>To what extent were activities and outputs delivered on time?</p> <p>What were the discrepancies and why (what internal and external factors affected timeliness)?</p> <p>Were there any mitigating measures taken / shifts in processes and resources?</p> <p>Are there opportunities to improve the timeliness of interventions? Why / why not? Any space for innovation?</p>
3.2.1	<p>Were the interventions appropriate for the time when they were delivered? For the location where they were delivered? For the group they targeted?</p> <p>Were the partners selected the correct partners to ensure the right targeting and the correct coverage?</p> <p>How would you rate WFP's performance in meeting the planned CSP coverage?</p> <p>How well did WFP coordinate with other agencies to ensure coverage of unmet needs?</p>
3.3.1	<p>What was the strategic decisions that WFP followed in balancing the number of beneficiaries it reaches with the amount of support it has been able to provide (\$10 per person for a large number of people, rather than more funding per person for a smaller number of people)?</p> <p>Has WFP paid enough attention to cost efficiency and cost-effectiveness in the design and implementation of its CSP (identify cost-drivers, analyse cost ratios, cost-saving measures; Were alternatives considered (choices of supply sources and modalities (through procurement choices, supply chain cuts))?</p> <p>Were alternatives reviewed with partners and with the Government?</p> <p>Do you think the cost efficiency or cost effectiveness have changed over time? How?</p>
	<p>Could any of the interventions have been conducted in a more cost-effective or cost-efficient way? Are there any future opportunities to improve cost-efficiency and effectiveness?</p>
4.2.2	<p>What were some of the implications of the earmarking of resources to the CSP?</p> <p>How has the predictability of funding influenced the achievement of the CSP objectives?</p> <p>Are there any opportunities to either improve the quality of funding or to work within the constraints of existing funding? Examples?</p>
4.5.1	<p>Have any internal or external factors supported or limited the successful implementation of the CSP?</p>

Semi-structured interviews: United Nations family

	<p>How well aligned is WFP's CSP to national and sectoral development policies, strategies and plans? How likely is it to contribute to their achievement?</p> <p>How relevant are the strategic outcomes outlined in the CSP to the national SDG goals and targets? How relevant is WFP's CSP to the national context?</p>
1.1.2	<p>How were capacity needs assessed? How did WFP endeavour to respond to the capacity needs? (<i>coordinate with others?</i>) How did WFP design the capacity interventions / how did it decide on which activities and areas to intervene in? Why? (Used assessments?)</p> <p>To what extent was WFP in a position to address those gaps? Were the resources allocated to government capacity building adequate?</p>
1.3.1	<p>To what extent was WFP able to remain aligned with the national and political changes since 2018 (for example, HRP appeal, Palestinian Authority reduced funding and capacity)? Did changes need to be made? What changes were made to the results and activities?</p>
1.3.3	<p>To what extent was WFP able to assess and identify the changing needs of vulnerable people (COVID-19, hostilities in Gaza and so on)? To what extent did they meet the changes in the needs (and if not, why not): which activities were affected and how?</p>
1.4.2	<p>How complete and meaningful was the alignment of WFP's CSP with the Palestine UNDAF CCA priorities? How has the CSP contributed to UNSDF objectives? To what degree did WFP engage with United Nations planning processes? Is there any evidence of coordination? Evidence of overlaps or gaps in United Nations food and nutrition response (including UNRWA, UNICEF, FAO)</p>
1.4.3	<p>What is the comparative advantage of WFP in Palestine, and to what extent is WFP recognized as the 'lead' partner in the fields targeted by the CSP?</p>
2.2.3	<p>What are the climate change considerations to each of the activities? To what extent have environmental risks been mitigated</p>
2.3.2	<p>What do you think is the level of national ownership of CSP activities (new systems, and so on) To what extent is knowledge secured through capacity strengthening maintained by those trained? (Specifically: have those trained remained in a position where knowledge can be used? Have they used the knowledge gained in the 6 months following the development of their capacity?) Has a handover strategy been developed; Can the Government continue activities without external support? Are there government-led initiatives to improve and reform the National Social Safety Net? What are the possible areas for support?</p>
3.2.1	<p>Were the interventions appropriate for the time when they were delivered? For the location where they were delivered? For the group they targeted? Were the partners selected the correct partners to ensure the right targeting and the correct coverage? How would you rate WFP's performance in meeting the planned CSP coverage? How well did WFP coordinate with other agencies to ensure coverage of unmet needs?</p>
3.3.1	<p>What was the strategic decisions that WFP followed in balancing the number of beneficiaries it reaches with the amount of support it has been able to provide (\$10 per person for a large number of people, rather than more funding per person for a smaller number of people)? Has WFP paid enough attention to cost efficiency and cost-effectiveness in the design and implementation of its CSP (identify cost-drivers, analyse cost ratios, cost-saving measures; Were alternatives considered (choices of supply sources and modalities (through procurement choices, supply chain cuts))? Were alternatives reviewed with partners and with Government? Do you think the cost efficiency or cost effectiveness have changed over time? How?</p>
	<p>Could any of the interventions have been conducted in a more cost-effective or cost-efficient way? Are there any future opportunities to improve cost-efficiency and effectiveness?</p>

4.2.2	<p>What were some of the implications of the earmarking of resources to the CSP?</p> <p>How has the predictability of funding influenced the achievement of the CSP objectives?</p> <p>Are there any opportunities to either improve the quality of funding or to work within the constraints of existing funding?</p> <p>Examples?</p>
4.3.1	<p>To what extent has the performance of WFP CSP activities been based on leveraging the comparative advantage of other agencies to achieve the CSP results?</p> <p>To what extent has the performance of WFP CSP activities to date derived from joint implementation with partners?</p> <p>What are the factors facilitating and/or obstructing formation and effective use of partnerships?</p>
4.5.1	<p>Have any internal or external factors supported or limited the successful implementation of the CSP?</p>

Shopkeepers interview guide and observation checklist

Shop keeper name

Location:

Date of interview:

Lead by:

OBSERVATION CHECKLIST:

- Food items of WFP -
- Suggestion/ complaint box accessible but locked -
- Hotline number present and clear -
- Receipts of the redeemed vouchers -

General:

- Since when have you been contracted by WFP?
- How is that relationship?

M&E system (and relevance)

- Do you have a contact for WFP?
- Do they follow up with you? How often?
- Do you feel you can provide any feedback to them? Do you feel heard?

Vulnerability & appropriateness of implementation

- Do you think that the people that come to redeem vouchers are the neediest?
- Are any groups left out?
- Who mostly comes to redeem the vouchers? Men? Women? Children? Do persons with disabilities show up?

Effect:

- Do you think the goods have an effect on (the food security/ nutrition) of people.
- How significant or insignificant are these vouchers?
- Do people try and trade or sell certain items for money or other non-food items?
- What do people usually purchase? Why?

Protection

- What do people think of WFP?
- If people want to complain or give feedback or have an enquiry, what do they do?
- Do people use these mechanisms? (Suggestion box, hotline)
- What do you think of these mechanisms? (Do they get satisfactory responses?)

Timeliness of activities

- Do you receive the goods on time? If not, why not?
- Can anything be done differently?

Contextual changes and emergencies:

- Have you observed changes in people's needs due to COVID-19 and the conflict in Gaza?
- Has there been any changes in the goods you receive from WFP?

Cost effectiveness and appropriateness of implementation

- Do you think the prices on WFP goods are reasonable in comparison to others?

Is there anything you would like to add?

CBT/ vouchers, MPC and in-kind beneficiaries interview guide:**Targeting:**

- Tell me a little about yourself: Age; marital status; employment (of household members); who is in the household; how many children (female and male, ages, do they go to school?); any persons with disabilities?
- (1.1.2) How did you become involved with WFP? Did you apply? Did they approach you?

Assistance received:

- What support do you receive from WFP? WFP's cooperating partners?

What support do you receive from other agencies the area where you live?

- Consultation on design – Probe:
 - How was the assistance decided on (by whom and when)? Was there any consultation with you or a member of your household?
 - Did you have a choice in the modality (choosing between in-kind, voucher and so on)?
 - Do you feel anyone has been excluded from these consultations?
- Effect: Meeting the needs – Probe:
 - (2.1.2) Was WFP (or partner) support sufficient to meet the needs of your family? What is the effect of the assistance??
 - What is the biggest gap between your needs (especially food security needs) and the assistance received?
 - Which of your needs are not being addressed?
 - How are you able to cover the remaining gap?
 - Due to COVID-19 / the Gaza conflict, have you found it harder to fill this gap? And have there been any changes to the assistance to fill this gap? How timely was the change? How appropriate?

Protection and Accountability:

- Do you know who to contact if you face a problem with the assistance (safety issues/cash/ voucher/ in-kind distribution/ shop/ availability of products in shops/)? If yes, who? How?
- How was your enquiry/complaint resolved or addressed? Was this satisfactory?
- Can anything be done differently?

Safety and appropriateness of location:

- How far do you have to travel to the nearest distribution point/ATM machine/shop to redeem your voucher?
- Were there any transport costs involved? If yes, how much?
- Do you feel safe travelling to and from the distribution point/ cash collection point/ shop? If no, why?

Value, use and appropriateness of assistance:

- (For CBT/multi-purpose cash) Are the shops stocked with the items you and your family need?
- (For CBT/multi-purpose cash) Are the prices of items in the WFP contracted shops competitive in comparison with market prices?
- (For multi-purpose cash) Which items did you spend most of the financial support received on? (Food; Medicines; School-related costs; other)
- (For CBT/multi-purpose cash) Who decides on how to spend the cash? Men? Women? Jointly? Is it easy to take a decision seen the different pressures?
- (For in-kind) Do you ever sell or trade the goods you receive? Why? Would you rather receive other types of assistance?
- Who from your family uses/can use the cash card e-voucher/in-kind support?
- Did COVID-19 cause any difficulties for you, with regard to accessing your assistance, and in a safe way? Were there any changes made to the assistance/modality of the programme during the COVID-19 pandemic?

Any final comments?

Livelihood/resilience activity beneficiaries interview guide

Observation checklist:

- What assets are there?
- In what state are they?

General guiding questions

Targeting and needs assessment

- Tell me a little about yourself: Age; marital status; employment (of household members); who is in the household; how many children (female and male, age, do they go to school?); any persons with disabilities?
- Is the project in your name? (Male or female?) Who from your household is “running the project”?
- How did you become involved with the livelihoods project? Did you apply? Did they approach you?

Consultation on design – Probe:

- How was the project decided on (by whom and when)?
- Was there any consultation with you or a member of your household on your preferences?

Assistance (assets and training) received:

- What assets did you receive from WFP/partners?
- What training did you receive from WFP/partners?
- Did any other member of your household attend the training?
- Did you find the training useful?

Changing context and needs

- Have your needs changed throughout? How? With what effect?
- Has your livelihood activity changed since then? Why?
- To what extent did the change in activities meet the new needs (and if not, why not). Which activities were affected and how?

Impact: meeting the needs

- What is the impact of the project?
- What difference did it make? (does it have a greater impact on income or food?)

Protection and Accountability:

- Do you know who, to contact if you face a problem with the assistance or if you have any feedback or comments?
- How was your enquiry/complaint resolved or addressed? Was this satisfactory?
- Could anything be done differently?
- How you perceive WFP and partners? Do you feel well informed and empowered?

Sustainability

- Do you think you will be able to sustain your project?
- What are the enabling/disabling factors?

Any final comments?

Nutrition beneficiaries interview guide

Targeting:

- Tell me a little about yourself: Age; marital status; employment (of household members); who is in the household; how many children (female and male, age, do they go to school?); any persons with disabilities?
- Is the project in your name? (Male or female?) Who from your household is “running the project”?
- How did you become involved with WFP? Did you apply? Did they approach you?
- Is there anyone else you think might benefit from these? Who? Why were they not enrolled?

Reflection on health:

- How would you consider the overall health and well-being of yourself and your children?
- Can you describe your daily meals? And your children’s?
- Do you know whether your children are anaemic?
- What do you think of the eating habits of yourself or your children? Are you getting enough nutritious food? Why/why not?

Impact: meeting the needs – probe

- Have you received printed materials?
- Are they useful? In what way?
- Are you aware of the online campaign?
 - Is it useful?
- What do you like/not like?
 - Do you attend any awareness raising sessions?
- Are they relevant to you? Do they “speak to you”?
- Are they useful? Why or why not?
- Have you been able to make any changes to your diet? Or the diet of your children? Why/why not? How is this determined?
- Have you changed any habits due to these activities? Why/why not?
- Are the messages clear?
- Can you apply them on a day-to-day basis?

Consultation on design and implementation – Probe:

- Were you consulted/involved in the design of the activities? Please explain
- If you have any feedback or comments, what do you do? is anything done about them?

- Do you know who to contact if you have a question or face a problem? If yes, who? How?

Adaptation:

- Have you found it harder to fill the gap in WFP assistance caused by COVID-19? And have there been any changes to the assistance to fill this gap? How timely was the change? How appropriate?

Appropriateness and protection:

- Is the timing/setting appropriate?
- Do you/did you receive any other similar support or activities?
- How does this compare?
- Can anything be done better?
- What do people think of WFP?

Any final comments?

Annex 11: Overview of WFP Programmes 2015-2017

Table 19: Overview of WFP Programmes 2015-2017 (PRRO 200769: Food Assistance for the Food-Insecure Population in the West Bank and Gaza Strip 2015-16 [Extended to 2017])

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 able to prepare for, assess and respond to emergencies	1.2.1: Emergency management capacity created or supported
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

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Annex 13: Acronyms

AAP	Accountability to Affected Populations
ACR	Annual Country Report
ALNAP	Active Learning Network for Accountability and Performance
BR	Budget revision
CBT	Cash-based transfers
CCA	Common Country Analysis
CEQAS	Centralized Evaluation Quality Assurance System
CO	Country Office
COMET	Country Office Tool for Managing Programmes Effectively
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
DEV	Development Operation
DEVCO	European Commission's Directorate General for International Cooperation and Development
DPC	Directorate of Civil Protection
EB	Executive Board
ECHO	European Civil Protection and Humanitarian Aid Operations
EMG	Evaluation Management Group
EMOP	Emergency Operation
EPR	Emergency Preparedness and Response
EQ	Evaluation question
FAO	Food and Agriculture Organization
FCS	Food Consumption Score
GBV	Gender-based violence
GDP	Gross domestic product
GEWE	Gender equality and women's empowerment
GIEWS	Global Information and Early Warning System
GNI	Gross national income
HCT	Humanitarian Country Team
HNO	Humanitarian Needs Overview
HDI	Human Development Index
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
IR-EMOP	Immediate Response Emergency Operation
ISC	Indirect Support Cost
IYCF	Infant and young child feeding
MICS	Multiple Indicator Cluster Survey
MoH	Ministry of Health
MPCA	Multi-Purpose Cash Assistance
NASS	National Agricultural Sector Strategy
NBP	Needs-based plan
NGO	Non-governmental organization
NPA	National Policy Agenda
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
NSSN	National Social Safety Net
ODA	Official Development Assistance
OECD/DAC	Organisation for Economic Co-operation and Development's Development Assistance Committee
OEV	Office of Evaluation
PCBS	Palestinian Central Bureau of Statistics
PCG	Protection Coordination Group
PMT	Proxy Means Test
PRRO	Protracted Relief and Recovery Operation
RBC	Regional Bureau Cairo
SBCC	Social and behavioural change and communication
SDGs	Sustainable Development Goals
SEFSec	Socio-Economic and Food Security
SER	Summary Evaluation Report
SO	Strategic Outcome
SPA	System Performance Approval
TOC	Theory of change
UN	United Nations
UN CERF	United Nations Central Emergency Response Fund
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNEG	United Nations Evaluation Group

UNEP	United Nations Environment Programme
UNHCR	United Nations High Commission for Refugees
UNFCCC	United Nations Framework Convention on Climate Change
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
UNRWA	United Nations Relief and Works Agency for Palestine
UNSCO	UN Special Coordinator for the Middle East Peace Process
UNSDCF	United Nations Sustainable Development Cooperation Framework
URT	Unconditional resource transfer
US	United States
USDA	United States Department of Agriculture
VAM	Vulnerability Assessment and Mapping
VNR	Voluntary National Review
WASH	Water, sanitation and hygiene
WFP	World Food Programme
WHO	World Health Organization
WVI	World Vision International

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