

**United Nations Trust Fund on Human Security
(UNTFHS) Joint Programme**

Mid-Term Evaluation Assignment

Evaluation Report

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**Submitted to:
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List of Abbreviations

CBOs	:	Community Based Organizations
FAO	:	Food and Agriculture Organization of the United Nations Implementation Coordination Team (ICT),
JV	:	Jordan Valley
KTC	:	Kalandia Training Centre
MDAM	:	Maintenance of Diesel and Agricultural Machinery
MOV	:	Means of Verification
MoA	:	Ministry of Agriculture
MoI	:	Ministry of Interiors
MoLG	:	Ministry of Local Government
MoPAD	:	Ministry of Planning and Administrative Development
MoTA	:	Ministry of Tourism and Antiquities
N-PAF	:	National Programme Advisor Forum
OCHA	:	United Nations Office for the Coordination of Humanitarian Affairs
OVI	:	Objectively Verifiable Indicators
oPt	:	Occupied Palestinian Territories
OECD/DAC	:	Organization for Economic Co-operation and Development / Development Assistance Committee
PA	:	Palestinian Authority
PFIA	:	Palestinian Food Industries Association
ICT	:	Programme Management Committee
PNDP	:	Palestinian National Development Plan
PRDP	:	Palestinian Reform and Development Plan
PSI	:	Palestine Standards Institution
RWTC	:	Ramallah Women's Training Centre
SoW	:	Scope of Work
ToR	:	Terms of Reference
TVET	:	Technical Vocational and Education Training
UNW	:	United Nations Entity for Gender Equality and the Empowerment of Women (UNW)

UNEG	:	United Nations Evaluation Group
UNESCO	:	United Nations Educational, Scientific and Cultural Organization
UNRWA	:	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UNTFHS	:	United Nations Trust Fund for Human Security
WCC	:	Women Centre Committees
YWCA	:	Young Women's Christian Association

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- Representatives and staff of the UN implementing agencies: UNRWA, FAO, UN WOMEN, and UNESCO.
- Representatives of PA line ministries
- Representatives of implementing partners, local councils, CBOs, and individuals participated in the interviews and focus groups.

Executive Summary

The United Nations Trust Fund for Human Security (UNTFHS) Joint Programme titled “Livelihood Protection and Sustainable Empowerment of Vulnerable, Rural and Refugee Communities in the Jordan Valley (JV)” (hereafter called “The Programme”) is a multi-sectoral, comprehensive and prevention-oriented initiative designed to enhance Human Security among the Palestinian population in the Jordan Valley through responding to the protection and livelihood needs of selected vulnerable Palestinian communities and improving their living conditions. The Programme is jointly implemented by four UN Agencies (UN Women, UNRWA, UNESCO, and FAO), in close partnership with relevant PA institutions, and local stakeholders. The implementation of the Programme started in 2010 and is expected to run until July 2013.

As the Programme has approached the mid of its implementation period, UNRWA on behalf of the four UN implementing agencies commissioned an independent mid-term evaluation for the Programme (hereafter called “the evaluation”) during the months of July and August 2012. This report presents the findings of the evaluation exercise with the aim to generate constructive discussion among the Programme management, members of the National Advisory Forum and key stakeholders to generate knowledge, identify best practices and lessons learned that could inform and guide possible adjustments in the implementation of the Programme and other future interventions. The report is addressed mainly to the Management of the Programme including the Programme Management Committee (PMC programme Implementation Coordination Team (ICT), the National Programme Advisor Forum (N-PAF), and UNTFHS all related stakeholders.

As depicted by the Terms of Reference (ToR), the purpose of this mid-term evaluation is to evaluate progress to date against the Programme goals and objectives in order to improve implementation, and to advise on any correction measures that might be needed during the remaining life of the Programme. More specifically, the specific objectives of the evaluation include: assess progress against project outcomes and outputs; assess progress against project work plan; document obstacles, challenges and best practices; and assess the need to revise implementation strategies and work plan of the project.

To achieve the previous objectives, the evaluator followed a comprehensive systematic and participatory evaluation approach. The evaluation employed qualitative evaluation tools with a combination of review of key documents and fieldwork including interviews, focus groups,

and site visits. Based on this approach, a systemized analysis was carried out highlighting the results achieved, impact on the beneficiaries, lessons learned in terms of implementation modalities, and recommendations for the future implementation of the Programme.

More importantly, the evaluation followed UNEG/OECD norms and standards and ethical guidelines. Standard OECD/DAC evaluation criteria were used including relevance, ownership, effectiveness, efficiency and sustainability; Relevance focused on the appropriateness of the Programme to the needs and interest of the local population and communities while ownership looked at the degree of involvement, and buy-in by the national and local stakeholders during the different stages of the Programme. By efficiency we meant the assessment of the extent to which resources/inputs have led to the intended results and with effectiveness we tried to answer the question of what was the level of achievement of the different expected outputs and what were the major bottlenecks that were faced and may continue to face the implementation of the Programme. Finally, Sustainability refers to examining the probability of the Programme effects to continue in the long term, and what are the specific elements that were included in the design and implementation of the Programme that could improve the sustainability of the interventions.

In terms of *relevance*, the evaluation concludes that the design of the Programme objectives and activities were consistent with the needs and priorities of the targeted communities. The Programme was designed as a response to the real human security threats that were identified in the early stages of the intervention. In addition, the preparations of the Programme came after the PA development of the Palestinian Reform and Development Plan (PRDP), which covered the period 2008 to 2010. The various interventions of the Programme are fully aligned with the identified priorities of the PRDP. For *ownership*, it is obvious that the various participatory tools that were used in the implementation of the different activities contributed in enhancing the collaboration and partnership among key stakeholders and the UN implementing agencies, which contributed to local community empowerment and commitment. In addition, by creating a good model of partnership and collaboration, the Programme was well received and supported by national and local institutions. The governance modality adopted for the Programme is a key element of its *efficiency*. The adopted modality ensures a high level of engagement of different stakeholders while at the same time avoids complicated and rigid arrangements. Regarding the *sustainability* of the Programme interventions and effects, the incorporation of certain elements enhanced the ability of the Programme to provide long-term benefits to the targeted communities. To

assess the *effectiveness* of the Programme, an output evaluation matrix was developed and used. The matrix shows that the progress toward achieving the outputs and thus the objectives is satisfactory in general. Many activities have been completed and the associated outputs have already been met or will be met by the closing date of the Programme. Only 12% of the activities were evaluated as unsatisfactory in terms of the progress toward achieving the outputs. The report lists the activities that require an urgent action and closer follow up in order to avoid any delays that will negatively impact the overall objectives if the Programme. A number of challenges were encountered during the implementation of the different activities; the most important challenge that continues to face women in the JV is the societal perception and treatment of women's role and status in the community. During the implementation of projects activities, the male-dominated communities showed resistance to the activities that empower women and improve their abilities to become active members in their society. Another important challenge is related to the delay in securing the land for the four women centres affected the momentum that was created during the construction of Aqabt Jabr community centre, which delayed the start of establishing the income-generating projects for women, and led to losing the skills and knowledge acquired by the trained workers. Other challenges include the differences with Ministry of Tourism and Antiquities (MoTA) regarding the rehabilitation of the identified archaeological site (i.e. Tell As Sultan), and the delay in supplying most of the machineries needed for the Maintenance of Diesel and Agricultural Machinery (MDAM) course due to the Israeli procedures at Ashdod port. At the end of the report key recommendations are provided to enhance the implementation of the Programme and to overcome some of the challenges encountered.

ICT

Introduction

Background

In July 2012, UNRWA on behalf of other UN Implementing agencies contracted an independent evaluation consultant to carry out the Mid-Term Evaluation of the United Nations Trust Fund for Human Security (UNTFHS) Joint Programme titled “Livelihood Protection and Sustainable Empowerment of Vulnerable, Rural and Refugee Communities in the Jordan Valley (oPt)”.

This Evaluation Report is the conclusion of all fieldwork and data collection that took place during the past months. This report is considered to be the final deliverable of the assignment and aims at presenting the evaluation analyses and findings to the four UN implementing agencies as well as to relevant stakeholders and partners.

The adopted evaluation approach was participatory, encouraging stakeholder involvement. This approach is based on the belief that the more responsive the design of a project is to the needs of those it intends to serve, the greater the positive impact of the project will be. The most effective evaluation is one that directly assesses the impacts of the project on intended beneficiaries and addresses the evaluation needs of the client.

In addition, the evaluation approach relied on the standards of the Organization for Economic Co-operation and Development / Development Assistance Committee OECD/DAC in addition to the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation, and the Integrating Human Rights and Gender Equality in Evaluation – Towards UNEG Guidance.

This report is structured according to the outline suggested by the assignment ToR. It includes an executive summary; purpose of the evaluation and methodology used; Description the Programme; Evaluation Analyses and Findings; lessons learned and recommendations. Additional Annexes were also included at the end of the report.

Purpose of the evaluation

As depicted in the ToR of the assignment, the mid-term evaluation is highly formative and aims at improving the implementation of the Programme during the coming period. It also seeks and generates knowledge, identifying best practices and lessons learned that could be transferred to other Programmes. More specifically, the objectives of the evaluation are to:

- Assess progress against Programme outcomes and outputs.
- Assess progress against Programme work plan.

- Document obstacles, challenges and best practices.
- Assess the need to revise implementation strategies and work plan of the project.

The evaluation addressed a number of questions that were listed the ToR and grouped under design, process, and results levels. Annex A includes the ToR of the assignment, which provides more detailed questions and issues to be assessed during the evaluation.

Methodology

Given the time and budgetary limitations, the methodology used in conducting the evaluation could not be based on large-scale survey data nor would that have been appropriate as the Programme still has one year for completion of tasks. Instead, we adopted an approach that relied on qualitative tools such as: in-depth interviews, review of existing data and documents, supplemented by focus group discussions with some key audiences, and observations obtained from site visits.

As already mentioned, the evaluation approach adopted the standards of the Organization for Economic Co-operation and Development / Development Assistance Committee OECD/DAC in addition to the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation, and the Integrating Human Rights and Gender Equality in Evaluation – Towards UNEG Guidance.

The evaluation employed several participatory techniques, with different tools used in different contexts. Some of these tools include:

- Review of secondary sources such as documents, statistics, reports, files and maps.
- Direct observation through site visits.
- Focus groups with selected groups of beneficiaries.
- Interviews with Programme focal points, implementation contractors and consultants, beneficiaries, and other stakeholders.

The use of the above tools was discussed and approved by the UN implementing agencies during the inception phase of the assignment. Annex B includes a list of used evaluation tools its target group, and intended objectives. Annex C includes the details of evaluation methodology. Annex D includes suggested questions that were used in the structured interviews and/or focus groups. Annex E presents a sample of pictures taken in the site visits.

Constrains and limitations of the study

A number of encountered constrains and limitations that might have affected the evaluation and its findings should be highlighted. The consultant was aware of these issues and took necessary measures to overcome any limitation. They include:

1. Programme segregation: The most important challenge was to look at the Programme as a holistic, interrelated initiative and not as four separate projects. This risk is possible when dealing with a Programme that has several activities, which are implemented by four separate agencies (although all part of the UN). To avoid the risk of segregation, the evaluation looked at different activities as complimentary to each other and engaged an integrated approach in collecting the data and in drafting the analyses.
2. Timing and availability of people: The timeframe given to finish the assignment was two months which in our opinion was short given that the month of Ramadan and the Eid holiday took about 5 of the 8 weeks. In addition, scheduling interviews with many representatives of UN agencies and other partners took more time than expected due to their travel and summer vacations. The consultant had to arrange interviews and meetings at times and locations that suites the participants themselves and reschedule some of the appointments several times to eventually meet all the relevant key people.
3. Allocated budget: the allocated budget for the evaluation was appropriate to conduct the evaluation using qualitative techniques. This budget was not sufficient to allow a more comprehensive qualitative and quantitative evaluation using a comprehensive survey as a tool.
4. Neutrality of focus groups participants: The focus groups sessions were organized with the help of the relevant UN implementing agency which might have affected the neutrality and objectivity of some participants in these sessions. To account for this issue, the consultant in some cases asked representative/s of the UN Agency to leave the sessions so to allow for more open and frank discussion. In addition, follow up discussions on the side of the sessions and over the phone were done to allow participants express their feedback without any influence from others.

Description of the United Nations Trust Fund for Human Security (UNTFHS) Joint Programme

The Palestinian population in Area C in general and in the Jordan Valley in particular, is suffering from deterioration in living conditions, limited access to means of livelihoods, and increased poverty and migration that requires an urgent and immediate response from the international community to mitigate the suffering of and protect the communities of the JV area. These communities have been severely impacted by the policies and actions of the Israeli occupation, including restrictions on freedom of movement and access to land, settler violence, Israeli Military harassment, limited services, house demolitions, and forced evacuations as well as by the effects of natural and environment disasters. The complexity of the situation is even more given political limitations that have restricted the Palestinian Authority's (PA) ability to implement national programme and activities in this area.

As a response, United Nations Country Team and the Humanitarian Country Team have identified Area C as a priority area of concern and are working in collaboration to make sure that humanitarian interventions feed into longer-term development programming. Under this priority, the UN System has designed and started implementing the "Livelihood Protection and Sustainable Empowerment of Vulnerable, Rural and Refugee Communities in the Jordan Valley, oPt" Joint Programme. Four UN Agencies are collaborating to implement the Programme. They are: the Food and Agriculture Organization of the United Nations (FAO), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). The Programme will be implemented from 1 July 2010 to 30 June 2013 with a total budget of USD 4,629,085, financed mainly by the Government of Japan. According to the Programme documents, the development as well as the implementation of the different activities is done in close consultation with beneficiaries, relevant line Ministries and local authorities, UN Agencies and community-based organizations.

The stated overall goal of the Programme is "*to protect livelihoods and empower the vulnerable, rural, and refugee communities in the Jordan Valley*"¹. To achieve this goal, three main objectives were identified under which related outputs and activities were

¹Programme Full Proposal, page 14

included. Annex F provides a summary of the Programme's structure including main outputs, overall budget, and responsible agency.

Evaluation Analyses and Findings

This chapter presents the analyses and findings of the evaluation of the Joint Programme. This analysis is based on the data collected through the various evaluation tools, which are described in the methodology section of this report.

To remain consistent with the assigned ToR, this chapter is organized according to the standard OECD/DAC criteria: relevance, ownership, efficiency, effectiveness, and sustainability. These criteria cover three levels of analyses: the design level, the process level, and the results level.

Relevance

The first step in evaluating any initiative is to examine its relevance to the context that will be implemented in, and whether the Programme objectives and activities respond to the real needs of the targeted group.

Design relevance: The Programme was mainly designed based on the human security approach. This approach aims at utilizing existing opportunities and developing coping mechanisms that optimize available resources as a way to improve human security of the targeted communities. The current Programme was designed to improve human security in the highly threatened area in the Occupied Palestinian Territory (OPT); that is the Jordan Valley (JV).

From the early stages of the Programme, the UN participating agencies, commissioned a household survey to obtain detailed data in order to reach a better understanding of the conditions and needs of the targeted communities in the JV, and to be able to design the interventions in the most appropriate and responsive way. Subsequent to this survey, and based

“The different capacity building and training activities empowered women and improved their communication and negotiation skills which enhanced their ability to play a leading role in building the local community”

Najat Abo Ermaila- An Nuwai'ma and
Adyouk Women

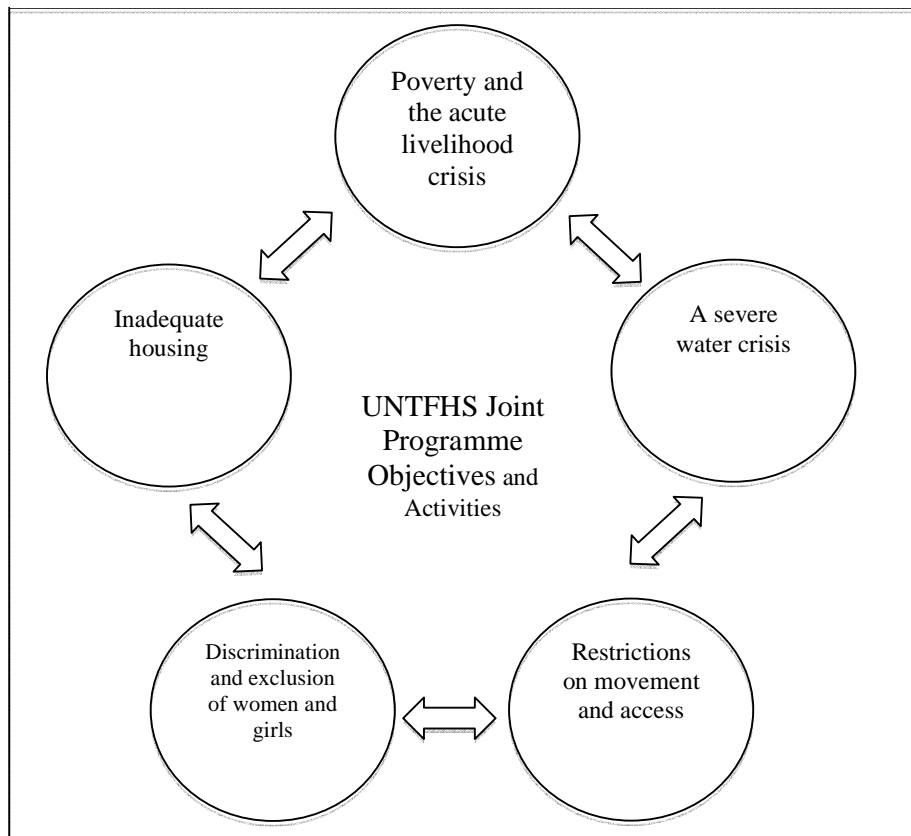
on other complimentary reports and studies that existed at that that time, several interrelated human security threats were identified to be the focus of the Programme. These threats included:

1. Poverty and the acute livelihood crisis;
2. Restrictions on movement and access;
3. A severe water crises;
4. Inadequate housing; and,

5. Discrimination and exclusion of women and girls.

Through a concrete and comprehensive situation analyses of the identified human security risks and possible opportunities, the UN agencies outlines the key components of the Programme in a way that addressed the interlinked five identified threats. Figure 1 illustrates the Programme human security Pillars.

Figure 1: Programme Human Security Pillars



In addition to the analyses of the JV context and identification of its needs that took place during the early design of the intervention, each component of the Programme initiated its own specific needs assessment exercise. Below are some examples of such exercises:

- FAO in partnership with MoA conducted a needs assessment and developed selection criteria to be able to identify the types of agriculture inputs needed by local farmers.
- UNRWA coordinated with its implementing partners (PFIA, and YWCA) to assess the needs of trainees who participated in the different food processing training courses to develop the most suitable training that will maximize the benefit of the targeted group.

- UN Women conducted a comprehensive mapping of the JV situation and five needs assessment sessions with beneficiaries in the four JV clusters, to assess and analyze the women current capacities and specific needs.

The above are just a few examples of how both the overall design of the Programme and the design of individual activities were based on needs and priorities of the targeted communities. It is worth to note here that the design of the Programme respected the priority of the main donor (i.e. Japan) of the UNTFHS, which is to concentrate on the JV area. In our opinion, this donor driven focus didn't diminish the relevancy and significance of the Programme since the JV presents a mutual priority for the PA and many other donors, and the UN Agencies based their design on real needs and conditions of the communities there.

The logical framework: of the Programme assigned objective verifiable indicators (OVI) to each objective and output. In addition, a detailed list of sources and means of verification (MOV) were also provided as a tool to measure the progress and achievement of different activities.

A thorough analysis of the logical framework reveals that the proposed indicators and MOV were carefully designed to meet the quality needed to measure the outputs and outcomes of the Programme. The annual progress reports also captured the progress toward achieving the intended objectives by using the logical framework matrix, which supports the fact that the indicators designed for the activities were suitable and relevant.

Contextual Relevance: The realities in the JV necessitate a comprehensive intervention that responds to the protection and livelihood needs of the vulnerable Palestinian communities and to improve their living conditions. The Programme was designed to provide the Palestinian inhabitants of the JV with the skills, tools, and techniques to mitigate and cope with the human security threats that they are confronted with.

A recent report by the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) highlighted the calamitous conditions that face Palestinians residing in the JV². According to the report, the majority of the JV is off limits to the Palestinian residential or community use and development due to the inability to obtain building permits from Israeli Civil Administration. Palestinians access to and from the JV is highly constrained which in

² Humanitarian Fact Sheet on the Jordan Valley and Dead Sea Area, OCHA, February 2012.

turn has hampered the Palestinian agriculture sector, and restricted Palestinian access to their agriculture land and water resources. Moreover, the capacity of the PA to provide Palestinians with services in the JV is extremely limited due to its inability to work in Area C. This recent report is one of many documents published by international organizations and humanitarian groups that clearly concur the rational and hypotheses behind the different interventions of the Programme. Box 1 provides current key facts about the realities of the JV area.

Box 1: Jordan Valley Key Facts

- ✚ The Jordan Valley and Dead Sea area covers around 30% of the West Bank, and is home to nearly 60,000 Palestinians.
- ✚ 87% of the land is designated as Area C, virtually all of which is prohibited for Palestinian use, earmarked instead for the use of the Israeli military or under the jurisdiction of Israeli settlements.
- ✚ An additional 7% is formally part of Area B, but is unavailable for development, as it was designated a nature reserve under the 1998 Wye River Memorandum.
- ✚ Around one quarter of Palestinians in the area reside in Area C, including some 7,900 Bedouin and herders.
- ✚ Some 3,400 people reside partially or fully in closed military zones and face a high risk of forced eviction.
- ✚ There are 37 Israeli settlements, with a population of 9,500, established across the area, in contravention of international law.
- ✚ In 2011, the Israeli authorities demolished over 200 Palestinian-owned structures in the area, displacing around 430 people and affecting the livelihoods of another 1,200 Palestinians.
- ✚ Water consumption dips to 20 litres/capita/day in most herding communities in the area, compared to the WHO recommendation of 100 l/c/d and the average settlement consumption of 300 l/c/d.
- ✚ Access to the area is limited to six routes, four of which are controlled by Israeli checkpoints, severely restricting the movement of Palestinian-plated vehicles.
- ✚ If Palestinians gain access to 50,000 dunums (12,500 acres or 3.5% of Area C) of uncultivated land, this could generate a billion dollars of revenue per year (The World Bank).

Source: OCHA Fact Sheet, 2012

The design of the Programme intended to help the Palestinian communities in the JV encounter with the main threats identified in the household survey, which was conducted prior to the implementation of the Programme. Most importantly, the four UN implementing agencies worked together to develop the concept and details of the Programme, which brought comparative advantage at the technical and operational level. Box 2 provides a summary of the linkages between the design of the Programme and each of the identified human security threats that face the communities in the JV.

Relevance to national Plans and Strategies: The preparations of the Programme came after the PA development of the Palestinian Reform and Development Plan (PRDP) which covered

the period 2008 to 2010. The PRDP presented the PA vision for Palestine as an independent state. It identified agri-business, vocational training and women empowerment as national priorities in order to achieve the vision of the state. It also highlighted the importance of stimulating growth in labor-intensive sectors such as construction and agriculture. At the same time, the PRDP recognized the need for immediate measures to upgrade public infrastructure and services for communities most affected by the Israeli restrictions and lack of Palestinian government reach into Area C, which includes the JV. The various interventions of the Programme are fully aligned with the identified priorities of the PRDP.

The alignment of the Programme's objectives and activities was also remained in the various national plans and strategies that were developed by

the PA and its ministries subsequent to the PRDP.

This is obvious in the Palestinian National Development Plan (PNDP) of 2011-2013, which considered agriculture, vocational training, women empowerment, and affordable housing as key national priorities. Related to the PNDP, the PA has developed strategies to guide the reform in different sectors

“ In general, the experience we had during the Programme was good and unique in terms of the collaboration of different institutions and stakeholders. This experience should be repeated in the JV and other needed areas ”

MoPAD Representative
Kahramanah Jarrar

including: The Agriculture Sector Strategy 2011-2013, the National Strategy for Technical and Vocational Education and Training (TVET), and Cross-Sectoral National Gender Strategy 2011-2013. A quick review of these strategies confirms the relevancy of the Programme to many priorities set in these documents. Box 2 clearly illustrates that the objectives and activities of the Programme falls within the PA national priorities and contributes toward achieving national objectives as laid out in the different national plans.

Gender relevance: The design of the Programme took into consideration the principles of gender equality by ensuring that women and other marginalized groups will benefit from the activities of the Programme. By having UNW as one of the four UN implementing agencies, the Programme had ensured that essential elements and activities that could empower women and improve their conditions in the JV are already integrated in the Programme design. Moreover, the participation of women and their particular needs were key in any of the activities. Examples include:

- The mud brick buildings aimed at providing facilities for women groups to meet, network, and provide social and community services. Moreover, the implementation modality of this activity encourages women to participate in the construction of their

own centers, which will increase the sense of belonging and will furnish them with new experience that were not available to them in during the recent years.

- The training programs in food processing took into account the social limitations faced by women such as providing transportation to trainees, the location of the training, and the suitability of training time for women to be able to participate.
- UNW through mapping and needs assessment developed an action plan that included capacity building and training activities to enhance women skills and enable them to become more active in their communities and access to new job markets.

“ During the construction of the Aqbt Jabr Camp building, we –as women – worked side by side with men with even more motivation and enthusiasm”.

Women Participated in the Focus Group

Ownership

Human security is about actions that are multifaceted, preventative, and people-centered³. Therefore, it wasn't coincidental that the underlying theme of the Programme is to work directly and intensively with individuals, communities, and CBOs as a way to enhance their participation in and ownership of the Programme.

The review of available reports, along with the feedback received from the interviews and focus groups revealed a considerable level of consultation and participation throughout the stages of the Programme. Starting from the development of the intervention itself, discussion between line PA ministries and their respective UN agencies were held on the main components of the proposed intervention but without getting into the operational aspects. According to representatives of MoPAD, MoA, and MoTA, the PA was involved in discussing the concept of the Programme and endorsed it from day one. However, most interviews indicated that they were not aware of the discussion on the details and operational arrangement of the Programme before the UN and the donor approved it.

³ This concept was included in one of UNESCO's slides about the Programme

Box 2: Linkages between the human security threats and the design of the Programme:**Poverty and an acute livelihood crisis, and restriction of movement and access:**

- ✚ Improving agricultural production, and diversifying food production (FAO).
- ✚ Improve the quality of life for small business owners, micro entrepreneurs, and poor households (UNRWA).
- ✚ Actively including women in the productive sector, and vocational training (UNW).
- ✚ Reviving the tourism industry, and building the skills of residents on low-cost shelter alternative (UNESCO).

A severe water crisis:

- ✚ Offers training which focus on the conservation, and best utilization of water (FAO)
- ✚ Work with and support farmers to adapt Good Agricultural Practices (GAP) to reduce their vulnerability to water scarcity, poor water, and soil qualities (FAO).
- ✚ Provides vocational programming, and entrepreneurship opportunities which focus on the conservation, and best utilization of water (UNW, and UNRWA).
- ✚ Promote construction elements which focus on techniques that optimize the use of water (UNESCO).

Inadequate housing:

- ✚ Provide the local population with know-how, and technical assistance related to alternative construction methods and building techniques (i.e. mud bricks) (UNESCO).

Discrimination and exclusion of women and young girls:

- ✚ Encourage women and young girls to establish social support networks, and empower them to participate in community development and decision making (UNW, and UNRWA).
- ✚ Establish and activate Community-Based Women's Centre's, and strengthen women capacity to lead and voice their needs (UNWOMN).

Source: UNTFHS Full Proposal

It should be noted that, although the targeted area (i.e. JV), and the beneficiaries are considered a humanitarian and development priority by the PA, limiting the Programme to the JV only was driven mainly by the interest of the donor. Having said that, it is clear that the UN agencies have tried to minimize this “donor-driven-agenda” through installing and utilizing several participatory and local empowerment techniques, to better reflect the national plans and local priorities. The following are examples of the participatory techniques that were utilized by the Programme:

1. On the higher level of the governance arrangement of the Programme is the National Programme Advisory Forum (N-PAF), which provides an opportunity to report on progress, and to involve local partners in the overall monitoring of the Programme. The N-PAF meets every six months and includes representatives of community stakeholders, PA ministries, and partners of the UN implementing agencies. The participation of various stakeholders improves the coordination and sense of ownership among key partners.
2. Needs assessment and establishment of baselines: The design of several activities of the Programme relied on assessing the needs of the target groups, and on a baseline that was established before the start of the Programme using a household survey. These

tools offered a better understanding of the current situation of the JV communities, which assisted the implementation of different activities. Examples include:

3. Before the start of the Programme, a baseline data was developed using a survey of 450 households in the JV. The aim of the baseline was to determine the socio-economic conditions of the JV residents and to help in measuring the impact of the Programme.
 - a. A baseline survey was used to identify training gaps related for farmers in accordance to GAP standards and application procedures.
 - b. UNW commissioned five needs assessment for the four-targeted clusters. Based on the results of the assessments, training work plans were developed and used in the capacity building activities for women.
 - c. Training needs assessment was also conducted for the food processing short courses. The assessment was done in cooperation with PFIA and YWCA in Jericho.
4. Selection of beneficiaries was done mostly using participatory tools including application forms with clear and objective criteria. Most importantly, where possible, the Programme involved national and local partners in the selection process as a way to build ownership and partnership with key stakeholders. For example:
 - a. FAO worked with MoA in designing the application forms and selection criteria that were used for selecting farmers.
 - b. UNESCO pursued the help of the local Women Center at Aqabet Jabr Camp to recruit women for the construction of the mud-bricks building.
5. Community meetings and consultation workshops: During the different stages of the Programme many meetings were organized to present it to the local communities and to consult with them on the implementation of various activities. Participants of the focus groups confirmed their previous participation in such meetings. Representatives of PA ministries also indicated that they attended a number of these meetings, where they witnessed an open and constructive discussion between UN agencies and local residents.
6. Partnership and involvement of CBOs and other stakeholders: The Programme collaborated with several partners including ministries, CBOs, NGOs, local councils, private sector, and other public agencies. Review of available progress reports and feedback received from participants of the focus groups revealed a tendency of creating partnerships and building on local networks to help in delivering the Programme outputs:

- a. FAO collaborated closely with MoA in implementing the activities related to agriculture and farmers under the first objective of the Programme.
- b. MoTA senior official praised the strategic partnership and coordination between the ministry and UNESCO. In his opinion, there is still a room for improved coordination through what he called a “ systematic mechanism of meetings and consultations”. When discussed with UNESCO, it was clear that MoTA representative was invited to all coordination meetings and N-PAFs. UNESCO and its consultants have met with MoTA on a bilateral basis regarding the establishment of the “Museum of Agriculture”, as was originally foreseen by the project document. Despite many meetings between MoTA and MoA that were facilitated by UNESCO agreement between the two ministries was not reached. MoTA official requested to shift Programme to build an interpretation centre in Jericho for the sole benefit of MOTA. This proposal is under consideration by UNESCO, as the Programme did not foresee it.
- c. UNRWA worked extensively with PFIA and YWCA to design and deliver training courses on food processing that meets the need of the local JV communities.
- d. UNW coordinated with local councils, Ministry of Local Government (MoLG), Ministry of Interiors (MoI), and governors to secure the land for four proposed women centres and to officially register the centres in the JV.
- e. UNESCO) coordinated with Engineers Association, Palestinian Standards Institution (PSI), Land Administration Authority, and Universities for the reviving of earthen architecture in the JV

7. Relying on local knowledge and resources: The

Programme has been distinguished from other donor’s initiatives, by making a good use of local expertise in delivering the different activities instead of using international consultants and trainers:

- a. UNESCO worked with local experts in mud-bricks construction to train and transfer their knowledge to local workers.

“ The different capacity building and training activities empowered women and improved their communication and negotiation skills which enhanced their ability to play a leading role in building the local community”

Najat Abo Ermaila- An Nuwai’ma and
Adyouk Women Society

- b. The training courses on “Maintenance of Diesel and Agriculture Machinery” and on “Food Processing” were designed and delivered by local instructors at KTC and RWTC.
- c. Training of women on literacy and other topics was done mainly by local women trainers from the JV communities.

Sustainability

The Programme falls under the category of emergency initiatives, which in turn directly affects the impact and the timeframe of its interventions. Despite that, it was noticeable that there have been serious attempts by the UN agencies to overcome this issue by including several measures in the design and the implementation to strengthen the sustainability aspect in the Programme. This section provides some examples of the sustainability measures undertaken in the Programme:

- The Programme provided more than 200 farmers with agriculture inputs such as: fertilizers, irrigation networks, plastic covers, insect proof nets, and double doors for green houses. Although these inputs are short term seasonal materials, FAO in partnership with the MoA is providing guidance and on-site training to farmers on how to maintain and protect the provided agriculture input so they could last beyond the end of the Programme. Moreover, by providing 75 small-scale farmers with training and technical assistance for the certification of Global GAP, farmers can formalize their production patterns in a more profitable and sustainable way.
- Working through national institutions such as MoA and PSI to review, translate, and adopt at least 70 Quality Standards for fresh fruits and vegetables in accordance to the relevant international standards, the Programme reinforced the commitment and technical capacity of local partners and expanded the benefits to the larger community.
- Constructing the mud-bricks building at Aqabt Jabr Camp provided short-term employment to the local residents, and at the same time contributed in building new skills that could be sustained and used after the end of the Programme. The buildings at Aqabt Jabr and the other five locations will be used as women centers and public facilities (Aqbat Jaber Will be a community center partially used as a women’s center), where social activities and services will be planned and provided to the larger community.

- The Programme is currently working to sustain the know-how related to the production, construction and typologies of mud-bricks structure through developing a user-friendly manual and make it available to larger groups of beneficiaries and professionals. Main purpose of the manual is to enable JV and other areas inhabitants to self-construct their own houses and buildings according to their needs and land availability.
- Aiming at sustaining the training courses in “Maintenance of Diesel and Agriculture Machinery” and “Food Processing”, the Programme utilized existing UNRWA academic institutions to embed the new training modules within KTC and RWTC educational systems. This will allow for the continuation of the training after the Programme using the developed curricula, equipped labs and workshops, and qualified instructors. In addition, equipping and furnishing a workshop for Diesel and Agriculture Machinery at KTC, and a lab for Food Processing at RWTC, will benefit students in the coming years by receiving complementary practical training.
- The establishment of a permanent UNRWA Micro Finance Branch in Jericho is a clear indication of sustainability. The Programme covered the cost of establishment and operation expenses of the first operational year of the Branch. After that, the Branch became self-sustainable financially from the different loan products available to its target population in the JV.
- The Programme helped establish the Women Centre Committees (WCC) to manage the four women centres to be built using mud-bricks technique with active involvement of women. These WCC will serve as the core team for the four Community-Based Women’s Centres which will provide continued services to the surrounding communities including women.

The Programme is well received by both national and local institutions. This was obvious in the interviews with government officials and from the discussion of focus groups. In particular, the MoPAD representative commended the Programme for its distinctiveness in addressing the essential needs of the JV inhabitants, and for its collaboration elements. The same opinion was shared by MoA and MoTA who suggested replicating the model to other areas and improving the targeting and selection of beneficiaries.

Efficiency

Governance and management modality: The governance model of the Programme is structured as the following:

1. A National Programme Advisory Forum (N-PAF) (also known as the ‘National Steering Committee’) is mandated to oversee and guide the management and implementation of the Programme at the strategic level. It includes representatives of MoPAD, line ministries, and heads of implementing agencies. Other stakeholders are invited to attend meetings depending on topics and relevancy of issues discussed. The N-PAF convenes on a semi-annual base and co-chaired by the UN Resident Coordinator and the PA.
2. Programme Implementation Coordination Committee (ICT) that is responsible for technical and operational coordination of the Programme at the output level. The ICT is composed of representatives of the four UN implementing agencies, and RCO/UNSCO. The committee meets on monthly bases unless there is a meeting for N-PAF. It is also agreed that FAO will serve as the lead agency and is responsible for Programme coordination, monitoring and evaluation.

A number of observations could be drawn from assessing the governance structure of the Programme:

- The adopted model ensures a high level of engagement of different stakeholders while at the same time avoid complicated and rigid arrangements. Officials from PA ministries confirmed their participation in the various meetings, which gave them the opportunity to discuss and receive feedback about the Programme design and implementation progress.
- The coordination between the four implementing agencies is done through the ICT monthly meetings and by other communication mechanisms including emails, and site visits.
- It is important to highlight that the Programme doesn’t have a designated manager or coordinator which aimed at avowing the creation of another layer of management. Instead, FAO as the leading

“ UNRWA Microfinance Branch, which was established through the Programme, was recognized as the best branch among UNRWA Microfinance offices in West Banka and Gaza in terms of Portfolio at Risk (PAR) ”.

Rafat Barakat- Branch Manger

agency is taking over re interagency coordination related to the implementation of the Programme.

- Related to the previous point, a number of interviewees pointed out to what they considered a weakness in the adopted management model. This is the lack of internal communication and weak information flow among the four agencies and with implementing partners. This issue was also noted during site visits and focus groups where some partners were not aware of the concepts and progress of the other interventions.
- The governance structure of the Programme is laid out in an agreed ToR for both N-PAF and ICT. The ToR includes clear and concise description of the mandate, composition, and decision making of both committees. However, discussion with representatives of UN agencies revealed that there is some disparity between the ToR and the current practice, in particular the frequency of meetings, and composition of ICT membership.

Coordination: The coordination with national and local partners is taking place at two levels: at the level of N-PAF where line ministries and MoPAD discuss with the UN implementing agencies the implementation progress and any challenges encountered; and the second level is at the field level, where each UN agency engage relevant stakeholders in selecting beneficiaries, outreaching to local communities, and implementing activities. However, some representatives of line ministries requested strengthening the current coordination mechanism through having monthly meeting and receiving progress reports with detailed budget and action plan. This request could be accommodated involving line ministries in the regular ICT meetings as suggested previously.

Reporting: Several forms or reports were made available to the evaluator. These are: An Annual Narrative Progress Report which covered the period from July 1st to December 31st, 2011; Substantial Annual Progress Report covering the period from July 1st 2010 to July 30th, 2011; Minutes of meetings of the ICT which provide brief updates on the progress of the various activities on almost a monthly bases; and various Arabic progress reports specific to UNW outputs.

A number of observations and recommendations could be made regarding the various reports:

- The reports are prepared and submitted on regular bases. Each implementing agency drafts its respected section before the FAO consolidates the report.. In the interviews, representatives of the UN implementing agencies expressed their satisfaction on the way the consolidated reports have been prepared. They indicated that, to avoid delays it was necessary that sections of the report are prepared and submitted ahead of deadline.
- The structure of the annual reports is consistent and clear which makes them easy to read and use as a reference. They report reveals achievement/progress against the intended objectives/outputs of the Programme, making it a good tool for monitoring and evaluation. Moreover, the reports expand beyond the typical narrative/progress reporting to address lessons learned, constrains and challenges, and actions to be taken in the coming reporting period.
- It is not clear whether any of the reports, with the exception of the internal UNW reports, are produced in the Arabic language. A number of PA representatives asked for more regular updates on the Programme budget and action plan. To address this request, the Programme could strengthen its reporting and communication with PA ministries and other local partners by providing Arabic versions of the reports or at least by having an Arabic summary of key reports.
- Other suggestion is to design and activate a specific website where important information related to the Programme such as its objectives, components, progress, success stories, and best practices could be posted. The website might also include forms and templates used in the various operations of the Programme (e.g. selection criteria, request for applications, tenders, etc.). The use of social media, such as the Facebook page that was launched by UNESCO for its activities, could also improve the communication and consultation with different stakeholders.

Effectiveness:

One of the primary purposes of this mid-term evaluation is to assess the extent to which the objectives of the Programme have been achieved or are expected to be achieved. However, it is still difficult to assess the level of achievement related to the main objectives of the Programme as most of the activities are still ongoing and are planned to be

“ This is the best day of my life ”

A female graduate of short courses in
the graduation ceremony

completed by June 2013.

Taking that into consideration, the evaluation looked at the degree of fulfilling the identified outputs under each of the three main objectives. For this purpose an output evaluation matrix was developed based on the Programme Logical Framework Matrix, which was included in the full proposal of the Programme. The output evaluation matrix (provided in Annex G) assesses the level of progress and achievement of each output based on the already established indicator/s.

Four ranking system was developed to evaluate the progress of each output. The ranks are:

1. Fully Achieved (F): for outputs that were already achieved or are expected to be achieved by the end of the Programme. No major obstacles that could impact the progress of these outputs are foreseen.
2. Mostly Achieved (M): Refers to the activities/outputs that should have been completed before the time of conducting this evaluation, but for reasons outside the control of the Programme these activities were delayed. It is expected, however, that these activities will be completed by the end of the Programme.
3. Under Planning (U): The activities/outputs under this category have faced obstacles that delayed their start and completion. These obstacles require a serious and quick action by the Programme management in order to overcome this delay and to be able to achieve the related objectives.
4. Ongoing (O): Outputs/activities associated with this rank have just started. Close monitoring of these activities is needed to ensure their completion and achievement of the objectives by the end of the Programme.

To be able to evaluate the progress and status of each output, we relied on extensive review of the available progress reports, direct observations through site visits, and then information gathered in the interviews.

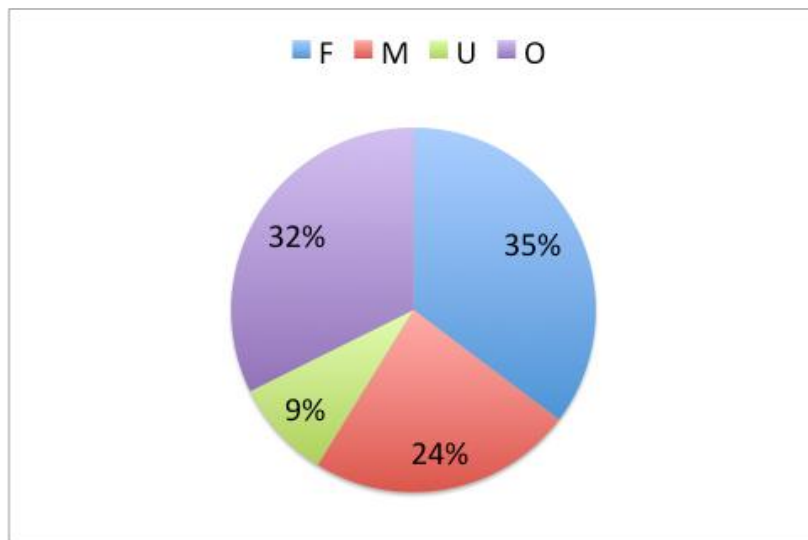
Examining the developed output matrix, we could conclude that the progress toward achieving the outputs and thus the objectives is satisfactory in general. Many activities have been completed and the associated outputs have already met or will be met by the closing date of the Programme. Only 9% of the activities were evaluated as “under planning” in terms of the progress toward achieving the outputs. These activities require an urgent action and closer follow up in order to avoid any delay that will negatively impact the overall objectives if the Programme.

Table 1 provides a summary of the outputs ranking per the three objectives, and Chart 1 presents the percentages of each ranking.

Table 1: Output ranking per objective

	F	M	U	O
Objective 1	3	6	0	5
Objective 2	9	2	0	1
Objective 3	0	0	3	5
Total	12	8	3	11

Chart 1: Percentages of each rank



Evaluation of outputs under objective 1: This objective aims at improving the economic security and livelihoods of the JV residents’ through supporting farmers, their families, and other residents.

To achieve this objective, farmers in the JV were provided with agriculture inputs like: drip irrigation networks, seedlings of new crops/varieties of vegetables, fertilizers, double door systems for green houses, plastic mulch, insect proof nets, IPM tools, on-farm quality and safety requirements, and technical know-how related to Global GAP standards. As of the time of preparing this report 200 farmers have benefited from the various agriculture inputs and 70 farmers are being inspected to get the Global GAP certificates. Preparations for supporting another 250 farmers are already ongoing. This will allow farmers and their families to improve the quality and quantity of their agriculture produce allowing them access to international markets, improve the quality of produce in the local market, and increase

their profit margin by 30 %. In addition, about 200 dunums of agriculture land were covered by the supplied irrigation networks, which will lead to, increased agriculture production and ultimately help protecting the land from the threat of confiscation or desertification.

Also under this objective, an UNRWA Microfinance Branch was established in Jericho to increase the access of local population to microfinance and credit services which supports small businesses in particularly owned and managed by women. Data received from the Branch and through the interview with its manager indicates a high level of success in the services offered by the Branch. As of July 2012, a total of 696 loans valued at USD 627,500 with three main active loan products (MEC, CLP, WHC) addressing the diverse needs of its target population in the JV. About 42% of the disbursed loans were given to women, with a total amount of 214,400 USD.

Most of the outputs/activities under this objective are considered fully achieved or mostly achieved. A number of activities, however, have just started and are expected to be implemented adequately without facing any major obstacles. These activities include the establishment of income-generating schemes on food production/agriculture industries, which will be managed and operated by women.

“ FAO’s support contributed in better understanding and awareness of the importance of the Global GAP”.

MoA Representative

The implementation of the activities under this objective has followed a participatory approach where PA line ministries and other local partners played an active role in the design of activities, selection of beneficiaries, and providing technical support and guidance.

The extensive time that was taken to form women committees and to officially register the women centres resulted in delaying the start of identification and establishment of the income-generating projects. UNW has just finalized two feasibility studies and completed the process of registering the four women centres to manage the six income-generating projects. The implementation of the proposed projects will start in September 2012.

There is only one output that should be revised or monitored closely. This is related to the number of farmers' associations with well established and functioning Quality Management Systems and fulfilling the Global G.A.P field requirements each year. It is our understanding from the interviews and focus groups discussions that the Programme was designed as an emergency initiative and thus, it targets primarily individual farmers and not associations or cooperatives.

Evaluation of outputs under objective 2: The focus of this objective is to enhance skills and knowledge base of farmers, women and youth through vocational and technical support in good agricultural practices, agricultural machinery, food processing as well as traditional and environment friendly construction methods.

Most of the activities under this objective are ongoing in an acceptable way, despite the delay that happened in launching some activities like the Diploma courses in Food Processing and in Maintenance of Diesel and Agricultural Machinery (MDAM).

About 200 farmers have been provided with the training and technical assistance in the first trench and about 250 farmers will be targeted in the second round of support. The courses in MDAM and Food Processing have started and institutionalized in both RWTC and KTC. The Programme collaborated with the two academic institutions and various partners including PFIA, and YWCA to develop the required curriculums, recruit qualified trainers, and select trainees for the courses. Out of 40 male youth have been admitted to the MDAM training with 33 students graduating. More than 90 trainees have benefited from the food processing courses. According to data obtained from KTC and RWTC, about 80% of the trainees are women and more than 90% of the trainees are from vulnerable families and/or refugees. Moreover, more than 200 women benefited from various capacity building activities and literacy training.

“ In general we can consider the project as a success ”.

Mr. Anwar Aqra’ –PFIA

The implementation of activities under this objective faced a number of challenges including:

1. A general challenge that continues to face women in the JV is the societal perception and treatment of women role and status in the community. Although this institution has improved in the past years, still there is a lot that need to be done in this regard. During the implementation of projects activities, the male-dominated communities showed resistance to the activities that involved women such as working in the mud-bricks building at Aqabt Jabr Camp, establishing women centres, and providing training to women. To address this issue, many awareness-raising activities have been carried out in partnership with local and national stakeholders.
2. The relationship between UNRWA/RWTC and PFIA was difficult at the beginning of the Programme. This was due to the differences in understanding the role of PFIA as a partner and not as a recipient.
3. Finding a sufficient number of candidates for the Professional Diploma in Food Processing was also a challenge because the only two existing food-processing

factories in the JV couldn't provide the required number of trainees to start the course. Therefore, RWTC and KTC had to open the door for refugees' applicants from other areas who meet the criteria of poverty.

4. Attracting qualified instructors for the food processing short courses was not easy because to the low pay rates set by UNRWA. To overcome this, PFIA, and RWTC used their network and influence to convince qualified trainers to accept the rates provided by UNRWA and deliver the course as planned.
5. There was a heavy burden on RWTC and KTC administration staff during the preparation of the courses. Despite this, staff of both institutions showed commitment and worked extra hours to prepare for and launch the courses as planned. It was disappointing for the staff, not to receive the proper recognition or compensation for their efforts from the Programme, which might impact the moral and commitment in the upcoming initiatives.
6. The Programme supported the renovation and furnishing of a specialize lab in food processing at RWTC, and a specialized workshop in MDAM at KTC. The equipment for the later workshop was purchased by UNRWA last year. Most of the machineries purchased by UNRWA are still held at Ashdod port by the Israeli customs pending certification from the Standards Institute of Israel. This delay affected the practical training of the MDAM courses, which is an integral part of the course. To overcome this challenge, KTC had to rely on existing equipment's and compliment that by visiting other factories. It is also our understanding that UNRWA is coordinating closely with the Israelis to release the equipment's as soon as possible.
7. The construction of the first demonstration mud-bricks structure at Aqabt Jabr aimed at presenting a real model of the possibility and applicability of mud-bricks as an efficient, cost effective, and environmental friendly building method. It was planned that some of the workers who were trained during the construction will be utilized as trainers in the construction of the four women centres. However, due to the delays in ensuring the land required for the women centres, construction was not started as planned and thus many workers had to find other jobs leading to losing the momentum and knowledge that was created during the construction at Aqabt Jabr Camp. It is important for the Programme to look at ways to regain the momentum and interest of the local community and partners through outreach activities, organization an official inauguration of Aqabt Jabr building, and reestablishing contacts with the trained workers.

Evaluation of outputs under objective 3: This objective aims at supporting vulnerable families and internally displaced persons to ensure adequate housing using local resources and improved skills, as well as preserve cultural heritage and stimulate the local economy through tourism and creative industries.

The progress of the activities related to this objective was assessed to be less satisfactory than those under the other two objectives. This is mainly due to the delay that faced the construction of the earthen structures (i.e. the four women centres), and the delay in rehabilitating the selected archeological heritage site in the JV. Other related activities were also affected by this delay including: establishing creative industries and culture-tourism related activities for women.

Although the construction of the first demonstration building at Aqabt Jabr Camp was considered as a success story to the level that the local residents were calling the facility a “museum” for its creativity and distinctive elements, the construction of the other four structures (i.e. women centres) was frozen due to the inability of the Programme to secure the land for the buildings. Notwithstanding the many attempts made by UNW to solve this obstacle, still many bureaucratic and procedural complications were encountered that prevented UNESCO from starting the construction in the other sites.

A thorough review of the related documents including: letters between UNW and the local councils, minutes of many meetings between UNW and government agencies, as well as the input form local councils and women centres members, indicate that UNW team has followed the relevant procedures and made sufficient efforts to try to solve the

“ We believe that the Programme’s goal to revive the historical mud-bricks building techniques is an appropriate self-help construction alternative to use the available local resources in the JV area is very important and relevant”.

MoTA Representative

problem. UNW has received official letters at the beginning of the Programme from the four local councils stating clearly their commitment to provide the required piece of land for each women centre. Furthermore, meetings were held with the attendance of MoLG, and governors’ representatives to follow up on the allocation and registration of the allocated land. It was obvious that UNW never expected the particular complexity of land registration and titling in the JV area.

The delay in securing the land for the four women centers affected the momentum that was created during the construction of Aqabt Jabr Camp building, delayed the start of establishing the income-generating projects for women, and led to losing the momentum, although skills

and know-how acquired by the trained workers are still available, and ready to be used in the continuation of the Programme.

Despite that, encouraging signs of community ownership and commitment were also observed resulting in offering solutions to the problem. Some residents in the targeted communities donated part of their own properties to be used for building the four women centres. This action is a clear indication of a strong belief in and support to the Programme by the local communities.

One recommendation for future programming could be made in this regard. A lot of efforts and time spent in dealing with the procedures to secure the land could have been saved if UNW consulted with an experienced engineer or land surveyor with proper knowledge of related procedures and the specific complications of the JV area.

The second major challenge is related to the rehabilitation of the identified archeological site (i.e. Tell As Sultan); As of this time, the construction work has not started at the site due to differences with MoTA. Although MoTA representative confirmed that a full coordination with UNESCO took place for selecting the location, and developing the concept design for the rehabilitation and reuse of the site, he thinks that the current design, which was proposed by UNESCO consultant, needs improvements and can't be accepted as is. It was understood from the discussion with UNESCO and the review of available documents, that the design was developed in consultation with MoTA and based on higher levels of architecture and cultural standards.

The delay in finalizing and endorsing the proposed design is jeopardizing the achievement of the related outputs. UNESCO is aware of that and will discuss the design for the last time with MoTA in order to take a decision on whether it will move a head with the implementation of the activity or it will look for other alternatives.

Under this objective too, UNW has completed two feasibility studies for income generating activities for the four women centers. The studies identified six income-generating projects to be managed and operated by the established women centers. A call for proposal is expected to be issued for local NGOs related to the implementation of the projects to strengthen the capacity of the four women centers.

The women who participated in the focus groups sessions praised the training they received through the various capacity building courses and in particular the short courses in food processing. For these women, this training equipped them with the skills and knowledge that could be used to generate income for them and their families. According to those women, one of the major challenges they are facing is the weak market in the JV due to the bad economic

situation under which people are living. They suggested helping them in establishing linkages with potential markets such as the big retail stores, tourism establishments, and tourism sites. By supporting the four women centres in establishing the six income generating projects the trained women would have the opportunity to work in the new businesses and market their products.

Conclusions and lessons learned

A number of conclusions and lessons learned could be drawn from the previous experience of the Programme. The following is a summary of key conclusions and lessons learned:

Replicability: The current modality adopted for the implementation promotes an efficient coordination between the UN implementing agencies.

In addition the adopted model ensures a high level of engagement of different stakeholders while at the same time avoid complicated and rigid arrangements. The comparative advantage of each UN agency is a key factor in improving the holistic approach of the Programme. This model could be replicated in future

“ The JV area is in need for projects that empower people economically, help them steadfast in their land, and reduce the dependency of women on working at the Israeli’s settlements”.

Aman Hammad- YWCA-Jericho

programming where the diverse experiences and specialties of the UN agencies and their partners could be integrated to ensure higher level of impact. The massive needs in the JV area and other similar areas in oPt call for the continuation of interventions similar to this Programme.

Relevance: By analyzing relevant documents and reports in addition to the feedback from the focus groups and interviews, we conclude that there has been a serious attempt by the different UN Agencies to base their activities on clear identification of existing challenges, and gaps. In addition, the design of the Programme objectives and activities was consistent with the needs and priorities of targeted communities. The Programme was designed as a response to the real human security threats that were identified in the early stages of the intervention.

Participation: The Programme was designed to respond to vital needs of the JV communities including women. This is obvious from the rational of various activities of the Programme, which was based on participatory identification of threats and challenges. The various participatory tools and events that are part of the Programme were key in enhancing collaboration and partnership, which leads to more empowered community.

Sustainability and ownership: Several elements were integrated in the Programme, which will enhance its ability to provide long-term benefits to the targeted communities. In addition,

by creating a good model of partnership and collaboration, the Programme was well received and supported by national and local institutions.

Coordination: The coordination with national and local partners is taking place at two levels: at the level of N-PAF where line ministries and MoPAD discuss with the UN implementing agencies the implementation progress and any challenges encountered; and the second level is at the field level, where each UN agency engage relevant stakeholders in selecting beneficiaries, outreaching to local communities, and implementing activities. However, some representatives of line ministries requested strengthening the current coordination mechanism through having monthly meeting and receiving progress reports with detailed budget and action plan. This request could be accommodated by enhancing the communication with line ministries without involving them in the micromanagement of the Programme.

Reporting: The Programme reporting arrangements are considered to be adequate and provide valuable timely information to the UN implementing agencies. Improvements in the reporting could be introduced so that PA line ministries and other local partners could be more aware about the Programme design and progress.

Effectiveness: Examining the developed output matrix, we could conclude that the progress toward achieving the outputs and thus the objectives is satisfactory in general. Many activities have been completed and the associated outputs have already met or will be met by the closing date of the Programme. Only 12% of the activities were evaluated as unsatisfactory in terms of the progress toward achieving the outputs. These activities require an urgent action and closer follow up in order to avoid any delays that will negatively impact the overall objectives if the Programme. The implementation of the following activities should be expedited and monitored closely:

“ We are pleased of our achievements in the MDAM training and the positive attitude we noticed from the students families.

Mr. Adeeb Sulieman, KTC Principal

1. The completion of the Global GAP certification for the selected farmers.
2. The coordination with the Israeli Authorities to release the purchased equipment's for the of the MDAM future courses
3. The construction of the four women centres using mud-bricks technology and the finalization of the allocated land.

4. The rehabilitation of the selected archaeological and architectural heritage sites.
5. The establishment of the six identified revenue-generating projects for women based on the conducted feasibility studies.

Recommendations

The evaluation analyses section highlighted several recommendations to be considered by the Programme management. The following includes additional recommendations for future implementation:

General:

- There have been growing concerns in the oPt about the dependence of vulnerable populations, including in the JV area, on emergency assistance and the urgency of offering Palestinians more sustainable-development type solutions. The publication of the United Nations Medium-Term Response Plan and Palestinian National Development Plan in 2011 have been important steps to address this and have allowed humanitarian organizations to become more strategic in their provision of relief assistance; to draw a clearer line between emergency programs, recovery and development interventions;

In light of this growing concern, UN agencies should look for ways to align any Programme objectives and operations with this discussion. UN agencies should look into its strategic direction and include potential recovery elements to its current and future programmes.

- Since the human security conditions in the JV remains of a great concern and still presents an obstacle for real development of the local communities, there should be a continuous monitoring and validation of changes on the ground in order to maintain the relevancy and responsiveness of the Programme. Coordination with other international agencies (e.g. OCHA, Quartet, JICA, the World Bank) and NGOs (both local and international) should be further strengthened to ensure harmony and alignment between the different interventions and the changing situation on the ground.

Coordination:

- The Programme should maintain the current level of coordination with key stakeholders and should expand the network to include other donors and organizations working in the JV.
- Enhance the information flow among different partners and beneficiaries to ensure optimal “deliver as one” spirit and approach..

- Enhance the coordination/consultation with line ministries by ensuring active and leading participation of their representatives at both HQ and field levels in the N-PAF meetings and other events, as already suggested in the original governance ToR.
- The Programme should strengthen its reporting and communication with the PA ministries and other local partners by providing Arabic versions of the reports or at least by having an Arabic summary of key reports, as it happens in the N-PAF meetings.
- Design and activate a specific website where important information related to the Programme such as its objectives, components, progress, success stories, and best practices could be posted. The website might also include forms and templates used in the various operations of the Programme (e.g. selection criteria, request for applications, tenders, etc.). The use of social media could also improve the communication and consultation with different stakeholders.
- Enhance the linkages with private sector, academic institutions, and NGOs through conducting regular consulting meetings, sharing information, and cooperating in different activities.
- A follow-up household survey and/or situation analyses of the JV should be carried out to revalidate the design of the Programme and to inform any upcoming interventions that could be implemented by the participating UN agencies or any other organizations.

Sustainability:

- The duration of the interventions (between one to two years) should be revised to allow for longer impact on the ground.
- Farmers expressed the need for further support in a collective way such as: water tanks, water supply systems, and light agriculture machinery.
- Looking at ways to establish linkages with private sector such as firms, export facilitation and trade organizations, and service providers would help farmers in accessing markets and trainers in getting permanent jobs.

Operations:

- A number of activities need closer follow up and monitoring. They include:

- 1.The coordination with the Israeli Authorities to release the purchased equipment's for the of the MDAM future courses
 - 2.The construction of the four women centres using mud-bricks technology and the finalization of the allocated land.
 - 3.The rehabilitation of the selected archaeological and architectural heritage sites.
 - 4.The establishment of the six identified revenue-generating projects for women based on the conducted feasibility studies.
- There should be a consideration of the difficulties during the startup phase of any Programme including building confidence and understanding with partners, low disbursement rate at the beginning, and the need for special incentives and recognitions for the staff and partners. One example was the heavy burden on RWTC and KTC administration staff during the preparation of the courses. Despite that, staff of both institutions showed commitment and worked extra hours to prepare for and launch the courses as planned. It was disappointing for the staff, however, not to receive the proper recognition or compensation for their efforts from the Programme, which might impact the moral and commitment in the upcoming initiatives.

Annexes

Annex A: ToR of the Assignment



TERMS OF REFERENCE

UNRWA is the largest United Nations programme in the Middle East. It provides assistance and protection to Palestine refugees in Jordan, Lebanon, the Syrian Arab Republic and the occupied Palestinian territory (oPt). It does so by offering to a population of some 5 million registered refugees a range of human development and humanitarian services in primary and vocational education, primary health care, social safety net, community support, camp improvement, and microfinance. UNRWA's role also encompasses advocacy and actions to address the human rights and protection needs of Palestine refugees.

Consultancy - The Mid-Term Evaluation of the United Nations Trust Fund on Human Security (UNTFHS) Joint Programme, West Bank

Livelihood Protection and Sustainable Empowerment of Vulnerable, Rural and Refugee Communities in the Jordan Valley (oPt)

BACKGROUND

The UN system in the occupied Palestinian territory (oPt) acknowledges that its programming in Area C including the Jordan Valley has so far been limited, thus an urgent need was required for an enhanced response. This is even more critical given political limitations that have restricted the Palestinian Authority's (PA) ability to implement national programmes in this area. Both the United Nations Country Team and the Humanitarian Country Team have already identified Area C as a priority area of concern and are working in collaboration to make sure that humanitarian interventions feed into longer term development programming.

Given this emphasis on Area C, the programme "*Livelihood Protection and Sustainable Empowerment of Vulnerable, Rural and Refugee Communities in the Jordan Valley*", falls squarely within the priorities of the UN system. It aims to improve the protection and livelihoods of individuals and communities in the Jordan Valley by providing them with the skills, tools and techniques to mitigate and cope with the threats they are confronted with.

The programme was developed and implemented in close consultation with beneficiaries, relevant line Ministries and local authorities, UN Agencies and community-based organizations. This approach has ensured the following: the strengths of each stakeholder are tapped into, synergies are maximized, specific needs of women and youth are addressed, and all stakeholders own the programme and are accountable, which is essential to sustain the programme after its three year cycle.

A household survey commissioned by UN participating organizations at the beginning of the project, which has provided the baseline data for the preparation of this proposal, confirmed the five inter-related human security threats that this Joint Programme focuses on: (1) poverty and an acute livelihood crisis, (2) restrictions on movement and access, (3) a severe water crisis, (4) inadequate housing, and (5) discrimination and exclusion of women and girls.

Operational complexity

Sixty thousand Palestinians live under harsh conditions in the Jordan Valley and the Dead Sea area – one of the most restricted and isolated areas of the West Bank. The Jordan Valley and Dead Sea area covers about one third of the West Bank. Eighty-seven percent of the land is designated as Area C, where Israel exercises full control over security, planning and construction. The area is earmarked for the use of the Israeli military or falls under the jurisdiction of the illegal Israeli settlements. An

additional 7% is designated as a nature reserve. In total, Palestinians are prohibited from using 94% of their own land⁴.

A recent fact sheet issued by the United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA) in the oPt, found that 'The majority of the Jordan Valley and Dead Sea area is off limits to Palestinian residential or community use and development due to the inability to obtain building permits from the Israeli Civil Administration, including for homes and basic service infrastructure, such as schools, roads or water networks as well as restrictions on access to grazing and agricultural areas⁵.' Weather conditions, specifically a windstorm affected sixty greenhouses plastic ceilings during the month of August 2011.

In addition to the above, during the project implementation, the four UN Agencies and national partners also faced difficulties, mainly due to societal perceptions in areas of social and economic development, including the integration of both women and men in joint activities and a high illiteracy rate among women. To this end, much work is still needed to positively address the aid-linked community perception and expectation in regards to capacity development and job creation activities. Moreover, lack of local expertise in earthen architecture posed a challenge, yet was overcome through devising mitigation measures considering local resources and alternatives.

THE JOINT PROGRAMME'S OUTCOMES AND OUTPUTS

Like the rest of the oPt, the communities in the Jordan Valley have been severely impacted by the Israeli occupation, including restrictions on freedom of movement and access to land, settler violence, harassment, limited services, house demolitions, and forced evacuations as well as by the effects of natural and environment disasters. This has resulted in deterioration in living conditions, limited access to means of livelihoods, increased poverty and migration. According to OCHA, the Palestinian population in Area C is composed of some of the most vulnerable and marginalized families and communities in the oPt. This is even more critical given political limitations that have restricted the Palestinian Authority's (PA) ability to implement national programmes in this area.

The overall goal of the UN Joint Programme "*Livelihood Protection and Sustainable Empowerment of Vulnerable, Rural and Refugee Communities in the Jordan Valley*" is to protect livelihoods and empower the vulnerable, rural, and refugee communities in the Jordan Valley. This goal is at the core of human security provision and development beyond emergency and humanitarian assistance, as it aims to improve the quality of life and dignity of women and men in Jordan Valley communities. The programme is implemented by four agencies: the Food and Agriculture Organization of the United Nations (FAO), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), from 1 July 2010 to 30 June 2013 and has been developed and implemented in close consultation with beneficiaries, relevant line Ministries and local authorities, UN Agencies and community-based organizations.

The overall goal of the Joint Programme is "to protect livelihoods and empower the vulnerable, rural, and refugee communities in the Jordan Valley", oPt. This goal is at the core of human security provision and development beyond emergency and humanitarian assistance as it aims to improve the quality of life and dignity of women and men in the Jordan Valley communities. To achieve this goal, three main objectives were identified.

Objective 1: To improve economic security and livelihoods of local communities in the Jordan Valley, through in-kind support to enhance and diversify water efficient agricultural production and income-generating activities.

⁴ United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA) in the oPt, Humanitarian Fact Sheet on the Jordan Valley and Dead Sea Area, February 2012.

⁵ United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA) in the oPt, Humanitarian Fact Sheet on the Jordan Valley and Dead Sea Area, February 2012.

Objective 2: To enhance skills and knowledge base of farmers, women and youth through vocational and technical support in good agricultural practices, agricultural machinery, food processing as well as traditional and environment friendly construction methods.

Objective 3: To support vulnerable families and internally displaced persons in ensuring adequate housing using local resources and improved skills, as well as preserve cultural heritage and stimulate the local economy through tourism and creative industries.

OVERALL GOAL OF THE EVALUATION

Mid-term evaluations are highly formative in nature and seek **improved implementation of the programmes during their second phase of implementation. They also seek and generate knowledge, identifying best practices and lessons learned** that could be transferred to other programmes. As a result, the conclusions and recommendations generated by this evaluation will be addressed to its main users: the Programme Management Committee, the National Advisory Forum and the UNTFHS.

SCOPE OF THE EVALUATION AND SPECIFIC GOALS

Implementing partners are encouraged to consider independent mid-term evaluations for projects of two or more years in duration. The mid-term review should take place within 18 months of the start of the implementation. The results will be used to determine whether the objectives and performance indicators outlined in the funding proposal are achievable within the allotted timeframe. The review will also serve as an opportunity for reflection, allowing the project partners to make course corrections and refine objectives, indicators and implementation timeframes, as needed. Organizations should describe the anticipated methods and structure of the mid-project evaluation. **The unit of analysis or object of study for this mid-term evaluation is the Joint Programme**, understood to be the set of components, outcomes, outputs, activities and inputs that were detailed in the Joint Programme document and in associated modifications made during implementation.

This mid-term evaluation has the following **specific objectives**:

- Assess progress against project outcomes and outputs;
- Assess progress against project work plan;
- Document obstacles, challenges and best practices;
- Assess the need to revise implementation strategies and work plan of the project.

EVALUATION QUESTIONS, LEVELS AND CRITERIA

The evaluation questions define the information that must be generated as a result of the evaluation process. The questions are grouped according to the criteria to be used in assessing and answering them. These criteria are, in turn, grouped according to the three levels of the programme.

The evaluation is to be undertaken in accordance with the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation in the UN System:

http://www.uneval.org/normsandstandards/index.jsp?doc_cat_source_id=4 and in line with the, Integrating Human Rights and Gender Equality in Evaluation – Towards UNEG Guidance,’
:http://www.unevaluation.org/HRGE_Guidance; and the UNEG Handbook on Human Rights and Gender Equality, http://www.unevaluation.org/papersandpubs/documentdetail.jsp?doc_id=980.

Design level:

- **Relevance: The extent to which the objectives of a development intervention are consistent with the needs and interest of the people and the needs of the country.**
 - a) Is the identification of the problems, inequalities and gaps, with their respective causes, clear in the Joint Programme?
 - b) Does the Joint Programme take into account the particularities and specific interests of women, minorities and ethnic groups in the areas of intervention?
 - c) To what extent has the intervention strategy been adapted to the areas of intervention in which it is being implemented? What actions does the programme envisage to respond to obstacles that may arise from the political and socio-cultural background?

- d) Are the follow-up indicators relevant and do they meet the quality needed to measure the outputs and outcomes of the Joint Programme?
- **Ownership in the design: Effective exercise of leadership by the country's social agents in development interventions.**
 - a) To what extent do the intervention objectives and strategies of the Joint Programme respond to national and regional plans?
 - b) To what extent have the country's national and local authorities and social stakeholders been taken into consideration, participated, or have become involved, at the design stage of the development intervention?

Process level:

- **Efficiency: Extent to which resources/inputs (funds, time, etc.) have been turned into results.**
 - a) To what extent does the Joint Programme's management model (i.e. instruments; economic, human and technical resources; organizational structure; information flows; decision-making in management) contribute to obtaining the predicted products and results?
 - b) To what extent are the participating agencies coordinating with each other, with the government and with civil society? Is there a methodology underpinning the work and internal communication that contributes to the joint implementation?
 - c) Are there efficient coordination mechanisms to avoid overloading the counterparts, participating population/actors?
 - d) Is the pace of implementing the products of the programme ensuring the completeness of the results of the Joint Programme? How do the different components of the Joint Programme interrelate?
 - e) Are work methodologies, financial instruments, etc. shared among agencies, institutions and Joint Programmes?
 - f) Have more efficient (sensitive) and appropriate measures been adopted to respond to the political and socio-cultural problems identified?
- **Ownership in the process: Effective exercise of leadership by the country's social agents in development interventions.**
 - a) To what extent have the target population and participants made the programme their own, taking an active role in it? What modes of participation have taken place?
 - b) To what extent have public/private national resources and/or counterparts been mobilized to contribute to the programme's objective and produce results and impacts?

Results level

- **Effectiveness: Extent to which the objectives of the development intervention have been achieved or are expected to be achieved, bearing in mind their relative importance.**
 - a) Is the schedule for the set products being met? What factors are contributing to progress or delay in the achievement of the products and results?
 - b) Do the products created live up to the necessary quality?
 - c) Does the programme have follow-up mechanisms (to verify the quality of the products, punctuality of delivery, etc.), to measure progress in the achievement of the envisaged results?
 - d) Is the programme providing coverage of the participating population as planned in the Joint Programme document?
 - e) What factors are contributing to progress or delay in the achievement of products and results?
 - f) In what way has the programme come up with innovative measures for problem-solving?
 - g) What good practices or successful experiences or transferable examples have been identified?

- h) In what way has the Joint Programme contributed towards the issue culture and development included on the public agenda? To what extent has it helped to build up and/or bolster communication and cooperation among civil society organizations and decision-makers?
 - i) What types of differentiated effects are resulting from the Joint Programme in accordance with the gender, race, ethnic group, rural or urban setting of the beneficiary population, and to what extent?
- **Sustainability: Probability of the benefits of the intervention continuing in the long term.**
- a) Are the necessary premises occurring to ensure the sustainability of the effects of the Joint Programme?

At local and national level:

- i. Is the programme supported by national and/or local institutions?
 - ii. Are these institutions showing technical capacity and leadership commitment to keep working with the programme and to repeat it?
 - iii. Have operating capacities been created and/or reinforced in national partners?
 - iv. Do the partners have sufficient financial capacity to keep up the benefits produced by the programme?
 - v. Is the duration of the programme sufficient to ensure a cycle that will project the sustainability of the interventions?
- b) To what extent are the visions and actions of the partners consistent or divergent with regard to the Joint Programme?
 - c) In what ways can the governance of the Joint Programme be improved so that it has greater likelihood of achieving future sustainability?

At country level:

- a) What lessons learned or good transferable practices to other programmes or countries have been observed during the evaluation analysis?
- b) To what extent and in what ways are the Joint Programmes contributing to progress towards United Nations reform? One UN

METHODOLOGICAL APPROACH

The mid-term evaluations will use methodologies and techniques as determined by the specific needs for information, the questions set out in the Terms of Reference (TOR), the availability of resources and the priorities of stakeholders. In all cases, the consultant is expected to analyze all relevant information sources, such as interim and annual reports, programme documents, internal review reports, programme files, strategic country development documents and any other documents that may provide evidence on which to form opinions. The consultant is also expected to use interviews as a means to collect relevant data for the evaluation.

The methodology and techniques to be used in the evaluation should be described in detail in the desk study report and the final evaluation report, and should contain, at minimum, information on the instruments used for data collection and analysis, whether these are documents, interviews, field visits, questionnaires or participatory techniques.

EVALUATION DELIVERABLES

The consultant is responsible for submitting the following deliverables:

-Inception report (to be submitted within two weeks after starting the consultancy) including (i) a time-linked work plan for the remaining six weeks and (ii) the information collection tools to be used in the mid-term evaluation.

-Draft Final Report (to be submitted within 10 days of completion of the field visits). The draft final report will contain the same sections as the final report (described in the next paragraph) and will be 20 to 25 pages in length. It will also contain an executive report of no more than 5 pages that includes a brief description of the Joint Programme, its context and current situation, the purpose of the

evaluation, its methodology and its main findings, conclusions and recommendations. The final report will be shared with evaluation reference group to seek their comments and suggestions.

-Final Evaluation Report (to be submitted within seven days of receipt of the draft final report with comments). The final report will be 20 to 25 pages in length. It will also contain an executive report of no more than 5 pages that includes a brief description of the Joint Programme, its context and current situation, the purpose of the evaluation, its methodology and its major findings, conclusions and recommendations.

This report will contain the following sections at a minimum:

1. Cover Page
2. Introduction
 - Background, goal and methodological approach
 - Purpose of the evaluation
 - Methodology used in the evaluation
 - Constraints and limitations on the study conducted
3. Description of interventions carried out
 - Initial concept
 - Detailed description of its development: description of the hypothesis of change in the programme.
4. Levels of Analysis: Evaluation criteria and questions
5. Conclusions and lessons learned (prioritized, structured and clear)
6. Recommendations
7. Annexes

ETHICAL PRINCIPLES AND PREMISES OF THE EVALUATION

The mid-term evaluation of the Joint Programme is to be carried out according to ethical principles and standards established by the United Nations Evaluation Group (UNEG).

- **Anonymity and confidentiality.** The evaluation must respect the rights of individuals who provide information, ensuring their anonymity and confidentiality.
- **Responsibility.** The report must mention any dispute or difference of opinion that may have arisen among the consultants or between the consultant and the heads of the Joint Programme in connection with the findings and/or recommendations. The team must corroborate all assertions, or disagreement with them noted.
- **Integrity.** The evaluator will be responsible for highlighting issues not specifically mentioned in the TOR, if this is needed to obtain a more complete analysis of the intervention.
- **Independence.** The consultant should ensure her/his independence from the intervention under review, and s/he must not be associated with its management or any element thereof.
- **Incidents.** If problems arise during the fieldwork, or at any other stage of the evaluation, they must be reported immediately.
- **Validation of information.** The consultant will be responsible for ensuring the accuracy of the information collected while preparing the reports and will be ultimately responsible for the information presented in the evaluation report.
- **Intellectual property.** In handling information sources, the consultant shall respect the intellectual property rights of the institutions and communities that are under review.
- **Delivery of reports.** If delivery of the reports is delayed, or in the event that the quality of the reports delivered is clearly lower than what was agreed, the penalties stipulated in these terms of reference will be applicable.

The following links form a crucial part of this ToR for the evaluator's attention and review:

- United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation in the UN System: http://www.uneval.org/normsandstandards/index.jsp?doc_cat_source_id=4
- 'Integrating Human Rights and Gender Equality in Evaluation – Towards UNEG Guidance, http://www.unevaluation.org/HRGE_Guidance.
- The UNEG handbook on HR and GE evaluation, http://www.unevaluation.org/papersandpubs/documentdetail.jsp?doc_id=980

- Programme document.

ESSENTIAL QUALIFICATIONS AND EXPERIENCE

- University degree in Social Sciences or other relevant field;
- 5 years of experience in leading evaluation work of multidisciplinary projects and programmes;
- Excellent command of Arabic and English;
- Proven knowledge and understanding of the local context in the Jordan Valley and capability to interact with related actors;
- Ability to communicate effectively with different types of people and to smoothly interact with multicultural teams;
- Proven knowledge of cross-cutting issues particularly gender, environmental sustainability and good governance practices.

TIMELINE FOR THE EVALUATION PROCESS

- Desk review and design phase (2 weeks). At the end of the two weeks, the consultant is required to submit an Inception Report including:
 - (i) a time-linked work plan for the remaining six weeks
 - (ii) the information collection tools to be used in the mid-term evaluation
- Execution phase of the evaluation study (5 weeks)
- Final Report (1 week)

CONDITIONS OF SERVICE

The duration of the consultancy will be two months. The incumbent is expected to be based in the West Bank and is expected to travel within the oPt and the Jordan Valley using own resources.

REMUNERATION

The contract will be processes and negotiated in accordance with UNRWA standard procedures for consultancy contracts.

APPLICATION PROCESS

Applicants should submit a cover letter and CV or UN Personal History Form via consultancy@unrwa.org clearly indicating the title of this consultancy "**Mid-term Evaluation of the UNTFHS Joint Programme**" in the subject line of the message. The deadline for the submission of applications is **30 April 2012 (late applications will not be considered)**.

UNRWA is an equal opportunity employer and welcomes applications from both women and men. UNRWA encourages applications from qualified and experienced female candidates. Only those applicants short-listed for interview will be contacted. UNRWA is a non-smoking environment.

Annex B: Evaluation Tools

Tools	Target Group	Objective
Preliminary Interviews	Programme implementing agencies representatives/ focal points.	<p>Define Programme stakeholders and partners.</p> <p>Develop and define tools and activities to be used in the evaluation that most suits the various activities.</p> <p>Develop a realistic time frame and schedule to conduct each activity defined previously.</p> <p>Confirm the evaluation general objective as well specific objectives.</p> <p>Prevent any future misunderstandings.</p>
Desk Review	<ul style="list-style-type: none"> • Key Programme documents including: full proposal, progress reports, governance structure, and other formal letters and reports. • Relevant PA strategies and policies. • Statistical data and surveys • Deliverables produced by consultants throughout the Programme implementation. 	<p>Understand and analyze the Programme:</p> <ul style="list-style-type: none"> Rational and context Logic framework Structure Implementation mechanism plans <p>Understand the Programme M&E Cycle</p> <p>Understand the specific activities conducted under the three components (objectives) of the Programme.</p>
Structured Interviews	Ministry of Planning and Administrative development (MoPAD); Ministry of Tourism and Antiques (MoTA);	<p>Gather information about:</p> <ul style="list-style-type: none"> Programme designing and implementation process

	<p>Ministry of Agriculture (MoAg); Ministry of Women Affairs (MoWA); farmers; Palestinian Standard Institute; Dean of ESF/Principal RWTC (Al Tira College); Principal of Kalandia Technical Centre (KTC); Director of the Palestinian Food Industries Association (PFIA); UNRWA Microcredit Jericho Branch Manager; senior architecture and other junior engineers; Engineering Association; Heads of local councils; Field coordinators; and trainers.</p>	<p>Management setup Stakeholders’ and partners’ involvement and satisfaction. Obstacles and challenges faced Methods of overcoming obstacles and challenges Lessons learned.</p>
Site Visist	<p>Farms in the JV area; Food laboratory in RWTC (Al Tira College); Agriculture machinery workshops in KTC; The community center building in Aqabet Jaber Camp; and sites of the planned women centers.</p>	<p>Obtain observations and collect data from the field. Validate information and data. Interact with beneficiaries on the ground.</p>
Focus Groups	<p>Farmers receiving agricultural outputs and/or Global GAP certification; Trainees from the food production short courses; Workers/Trainees in the Aqabet Jaber Camp; and members of the four community-based women centers.</p>	<p>Acquire an in-depth assessment from the beneficiaries Analyze impact and skills improvement. Gather lessons learned from the beneficiaries perspective Assess stakeholders’ involvement in the Programme</p>

A. Focus Groups:

Four focus groups were organized to obtain feedback from selected beneficiaries. These focus groups include:

1. A focus group with selected farmers and Ministry of Agriculture District Office Staff on July 15, 2012. Participants were:

Name	Title/Institution
Salameh Shbaib	Agr. Engineer- MoAg, Nabus
Iyad Al Bitar	Agr. Engineer- MoAg, Nabus
Rafat Shahin	Farmer
Akeel Shaker	Farmer
Ameed Shaker	Farmer
Qasem Al Wahsh	Farmer
Azem Haj Mohammad	Farmer
Khader Abo Hunaish	Farmer, and head of local council
Husam Al Hudhud	Deputy Coordinator-FAO

2. A focus group with selected graduates of the food processing short courses on July 31, 2012. Attendees were:

Name	Institution/Locality
Fadia Wakkad	Women Activities Society-Ein Al Sultan Camp
Hanadi Ghroof	Jericho
Shahnaz Al Sha'ar	Jericho
Farehan Al Khatib	Jericho
Aman Hammad	YWCA-Jericho

3. A focus group with selected members of the four established Women Centers and heads of local councils in the JV on August 2, 2012. Attendees were:

Name	Institution/Locality
Dirar Sawfta	Bardalah Local Council
Abed Kaddab	Al Jiftlic Local Council
Jamila Fuqaha	Women Centre- Ein Al Baida
Wesam Abu Hatab	Al Aqrabaneyya Women Society- Ein Shibli
Nawal Erwesat	Al Aqrabaneyya Women Society- An Nassareya
Reada Al Helo	Al Aqrabaneyya Women Society- Beit Hasan
Eman Turkman	Al Aqrabaneyya Women Society- Beit Hasan
Sharehan Sawfta	North JV Women Center-Bardalah
Rab'a Kassab	Women Committee for Social

	Work-Al Jiftlik
Haleema Abo Rabee'	Women Committee for Social Work-Al Jiftlik
Amina Rbee'at	An Nuwai'ma and Adyouk Women Society- An Nuwai'ma
Najat Abo Ermaila	An Nuwai'ma and Adyouk Women Society- Adyouk Al Fouka
Feryal Kayed	Marj Na'jah
Ezdehar Abed	Marj Na'jah
Lina Zbaidat	Al Zbaidat Women Society- Al Zbaidat
Hasan Jarmi	Al Zbaidat Local Council
Ghaleb salim	An Nuwai'ma and Adyouk Local Council
Methkal Fuqaha	North Jordan Valley Joint Service Council-Kardala

4. A focus group with selected workers/trainers of the first demonstration structure; the Community Centre in Aqbet Jabr refugee camp on August 6, 2012. Attendees were:

Name	Institution/Locality
Osamah Lafi	Jericho
Amin Abo Zainah	Jericho
Abdel Raheem Fares	Jericho
Jamil Ata	Aqbet Jabr Camp
Mohammad Imtair	Aqbet Jabr Camp
Zoha Mohammad	Aqbet Jabr Camp
Amena Ayed	Aqbet Jabr Camp
Um Khaled	Aqbet Jabr Camp
Nadia Mostafa	Aqbet Jabr Camp

B. Site Visits:

Three sites visits were conducted to selected activities/components of the Programme.

These are:

1. A site visit to selected nurseries at Al Froosh area in the Jordan Valley on July 15, 2012.
2. A site visit to the first demonstration structure; the Community Centre in Aqbet Jabr refugee camp on July 19, 2012.
3. A site visits to the renovated Diesel Agriculture Machinery facilities on July 19, 2012.
4. A site visit to the UNRWA Micro Finance Branch in Jericho City on July 19, 2012.

5. A site visit to the new proposed land lot for the Women Centre in Al Jiftlik on August 2, 2012.

Annex D: Questions Used in the Structured Interviews and Focus Groups

To conduct an in-depth and comprehensive assessment of the different aspects of the UNTFHS Joint Programme, interviews and focus groups meetings will be organized with key partners.

The main purpose of the focus groups is to discuss with selected beneficiaries their assessment of the various aspects of the Programme including:

- Its relevancy and response to their needs;
- The level and extent of participation in the design, implementation and monitoring of the different activities of the Programme;
- Their awareness of the Programme objectives and outputs;
- The level of coordination and flow of information;
- The impact of the Programme on the livelihood of the beneficiaries and their communities in large;
- The challenges and obstacles encountered and lessons learned from the past period.
- In addition to the above, the structured interviews will focus on:
 - The efficiency of implementation and the degree of achieving the expected outputs;
 - The relevancy of the Programme and its components to the national strategies and priorities.

Special focus on relevancy, ownership, and coordination will be given to the structured interviews with the PA line ministries. Issues to be addressed will include:

- The relevancy of the Programme and its components to the national strategies and priorities;
- Level of involvement and national ownership;
- The effectiveness of implementation and the degree of achieving the expected outputs;

Therefore, the focus groups and interviews will use structured questions that will be tailored according to the context and audience of the focus group/interview. These questions will include:

- How do you evaluate the Programme in terms of: relevancy to the needs, design, selection criteria of projects and beneficiaries, coordination, and impact?
- What are the linkages between the Programme and the relevant PA strategies and policies? Does the Programme respond to the real needs of the JV population?
- Are you aware of the objectives of the Programme? And do you think that the Programme has achieved its intended objectives?
- To what extent has the Programme succeeded in ensuring gender equity in the design and implementation of the various activities?
- Was the Programme successful in including marginalized groups and alleviating poverty in the targeted communities?
- Will the Programme outputs/effects continue after the end of the Programme? What are the sustainability measures that were taken to ensure that?
- What are the obstacles/challenges that faced the different components of the Programme? How were they dealt with?
- How do you evaluate the Programme's management model (i.e. instruments; economic, human and technical resources; organizational structure; information flows; decision-making in management)?
- What are the suggestions and recommendations to improve the Programme?

Annex E: Pictures from the Site Visits

Picture 1: Renovated Diesel Agriculture Machinery Facilities at KTC



Picture 2: Renovated Diesel Agriculture Machinery Facilities at KTC



Picture 3 Renovated Diesel Agriculture Machinery Facilities at KTC



Picture 4 : Renovated Diesel Agriculture Machinery Facilities at KTC



Picture 5 : Renovated Diesel Agriculture Machinery Facilities at KTC



Picture 6: The First Mud Brick Structure at Aqabt Jabr Camp



Picture 7: The First Mud Brick Structure at Aqabt Jabr Camp



Picture 8: The First Mud Brick Structure at Aqabt Jabr Camp



Picture 9: The First Mud Brick Structure at Aqabt Jabr Camp-Mud Brick Machine



Picture 10: Agricultural Inputs Provided by the Project in AL Froosh Area



Picture 11 : Agricultural Inputs Provided by the Project in AL Froosh Area



Picture 12 : Agricultural Inputs Provided by the Project in AL Froosh Area



Picture 13: Agricultural Inputs Provided by the Project in AL Froosh Area



Picture 14 : Agricultural Inputs Provided by the Project in AL Froosh Area



Annex F: Summary of the Programme Structure

Overall goal	To protect livelihoods and empower the vulnerable, rural, and refugee communities in the Jordan Valley.		
Objectives	1- To improve economic security and livelihoods of local communities in the Jordan Valley, through in-kind support to enhance and diversify water efficient agricultural production and income-generating activities.	2- To enhance skills and knowledge base of farmers, women and youth through vocational and technical support in good agricultural practices, agricultural machinery, food processing as well as traditional and environment friendly construction methods.	3- To support vulnerable families and internally displaced persons in ensuring adequate housing using local resources and improved skills, as well as preserve cultural heritage and stimulate the local economy through tourism and creative industries.
Expected Outputs	<ul style="list-style-type: none"> • Productive capacities and income generating activities of at least 460 vulnerable farming families in the JV are protected/empowered. • Water efficient Good Agricultural Practices at farm and farmers' group level are adopted by 460 families in the targeted communities • Capacities and income generating opportunities created for 140 poor marginalized women. • Increase access to UNRWA's existing microfinance program by creating an outreach centre in Jericho. 	<ul style="list-style-type: none"> • Improved quantity and quality of agricultural production through enhanced knowledge and skills of 460 farmers, extension agents from farmers associations, CBOs, governmental bodies and NGOs. • Certification on key technical and management skills in food processing, marketing, safety and quality control in place and utilized to promote greater trade potential. • Strengthen the technical capacities and skills of 520 men and women with specific focus on refugees in maintenance of agricultural machinery, food processing, management and marketing, and on- 	<ul style="list-style-type: none"> • Strengthen the technical capacities and skills of 520 men and women with specific focus on refugees in maintenance of agricultural machinery, food processing, management and marketing, and on-the-job in adobe-making and conservation/maintenance techniques. • Establish entrepreneurships for persons trained in adobe making. • Marginalized women have increased access to remedial education services and information; and • Business and marketing skills of non-farmer women strengthened through training.

	Vulnerable refugees in the JV benefited from participating in renovation works.	<p>the-job in adobe-making and conservation/maintenance techniques.</p> <ul style="list-style-type: none"> • Establish entrepreneurships for persons trained in adobe making. • Marginalized women have increased access to remedial education services and information; and • Business and marketing skills of non- farmer women strengthened through training. 	
<i>Allocated budget⁶</i>	1,334,520	1,463,896	599,496
<i>Implementing Agency</i>	FAO, UNIFEM, UNRWA	FAO, UNRWA, UNESCO, UNIFEM	UNESCO, UNIFEM

⁶ The total allocated budget for the three objectives is USD 3,397,912, while the remaining budget (USD 1,231,173) cover Programme coordination and administration.

Annex G: Output Evaluation Matrix

Objective/output	Indicator	Progress towards objective (As of July 2012)	Implementing Agency	Assessment: Fully Achieved (F), Mostly Achieved (M), Under Planning (U), Ongoing (O)
Objective 1: Output 1.1: Productive capacities and income-generating activities of at least 460 vulnerable farming families in the Jordan Valley are protected/empowered	# of female and male farmers with improved agricultural production each year.	200 farmers in the Jordan Valley have received agricultural inputs including: drip irrigation networks, seedlings of new crops/varieties of vegetables, fertilizers, double door systems for green houses, plastic mulch, insect proof nets, IPM tools, and on-farm quality and safety requirements. Planning is undergoing for the second group of farmers (around 244 households)	FAO	M
	% increase in income for targeted families through improved agricultural production each year.	200 households in the Jordan Valley have been provided with technical know-how in GLOBALG.A.P standards. Currently, 70 farmers covering 100 donums and more than 500 direct family members are being inspected to get the Global G.A.P certifications. This certification will allow farmers access international markets, improve the quality of produce to the local market, and increase their profit margin by 30%.		M
	# of female and male farmers fulfilling the	Same as previous		M

	physical safety and quality standards at farm level each year.			
	Quantities and types of agricultural produce obtained using GAP each year.	Same as previous		O
Output 1.2 : Water efficient Good Agricultural Practices (G.A.P.) at farm and farmers' group level are adopted by 460 families in the targeted communities.	# of female and male farmers adopting water efficient agricultural practices in their farms each year.	200 farmers in the Jordan Valley have received irrigation networks (includes all fittings and devices such as main pipelines, lateral pipelines, filters and fertigation machines) covering 200 donums.	FAO	F
	Area of agricultural land irrigated through the project support each year.	About 200 donums of agricultural land were covered through the irrigation networks provided by the Programme.		F
	# of female and male farmers successfully adopting G.A.P. requirements each year.	70 farmers (67 males and 3 females) covering 100 donums and more than 500 direct family members are being inspected to get the Global G.A.P certifications.		F
	50 female and male farmers obtaining G.A.P. certificates each year ⁷	Same as previous		M

⁷ 75 beneficiaries were identified in the first year of the project according to identified needs.

	#of farmers' associations with well-established and functioning Quality Management Systems and fulfilling the Global G.A.P field requirements each year.	The certification of the Global G.A.P followed a multi-site approach where the Programme associated farmers in small groups to be trained and certified.		M
	#of nurseries benefitting from extension services of the project each year.	Intensive extension follow-up is currently ongoing.		M
Output 1.3: Capacities and income-generating opportunities created for 140 poor marginalized women, in relation to food production and/or agriculture are increased.	# of income-generating schemes on food production/agricultural industries established and efficiently operated by women.	Two feasibility studies for income generating activities for the 4 women centers have been completed. The studies identified six income-generating projects to be managed and operated by the established women centers. A call for proposal from local NGOs will be launched to implement the projects and strengthen capacities of the four women centers.	UN WOMEN	O
	Profit margin generated by each scheme and CBO	Income generating projects will be established and operated by women following the call for proposals.		O

	Training package and number of training hours provided to women.	A call for proposal from local NGOs will be launched to implement the projects and strengthen capacities of the four women centers.		O
	# of employment opportunities created for non-farmer women and % income earned by each woman.	Same as previous		O
Output 1.4: Increase access to UNRWA's existing microfinance programme by creating an outreach centre in Jericho	# of loans financed to different sectors (MEC, CLP, WHC) of Jericho local society.	The Jericho branch office became fully operational on the first of January 2011, and has financed till the end of June 201. As of July 2012, a total of 696 loans valued at USD 627,500 with three main active loan products (MEC, CLP, WHC) addressing the diverse needs of its target population in the JV. About 42% of the disbursed loans were given to women, with a total amount of 214,400 USD.	UNRWA	F
Objective 2: Output 2.1: a) Improved quantity and quality of agricultural production through enhanced knowledge and skills of 460 farmers, extension agents from farmers associations, CBOs, governmental bodies	# of individual female and male farmers trained on and adopting the GAP in their farms each year. # of extension agents	a) 200 farmers in the Jordan Valley have been provided with technical know-how in GLOBALG.A.P standards. Currently, 70 farmers covering 100 donums and more than 500 direct family members are being inspected to get the Global G.A.P certifications.	FAO	F

<p>and NGOs; b) Certification on key technical and management skills in food processing, marketing, safety and quality control in place and utilized to promote greater trade potential</p>	<p>from farmers' associations, CBOs, organizations, governmental and NGOs are trained on GAP practices, integrated crop management, market-oriented quality standards of inputs and fresh produces each year</p>	<p>b) FAO with the MoA and the National Quality Standardization Task Force for Fresh Fruits and Vegetables within the Palestinian Standards Institute (PSI) commenced an initiative to review, and translate and adopt at least 70 Quality Standards for fresh fruits and vegetables in accordance on the base of FAO/WHO Codex Alimentarius as per the agricultural quality standards in the United Nations Economic Commission for Europe (UNECE).</p> <p>52 out of 70 quality standards were translated and 42 were approved and adopted by the PA.</p>		
<p>Output 2.2: a) Strengthen the technical capacities and skills of 520 men and women with specific focus on refugees in maintenance of agricultural machinery, food processing, management and marketing, and on-the-job in adobe-making and conservation/maintenance techniques.</p>	<p># of young female and male refugees trained.</p>	<p>Out of 40 male youth have been admitted to the 10 months of training in Maintenance of Diesel and Agricultural Machinery (MDAM) at the Kalandia Training Centre (KTC). 33 students out of 40 will be graduated in October 2012.</p> <p>94 trainees are benefiting from the food processing courses at Ramallah Women Training Centre (RWTC). About 80% of the trainees are women.</p> <p>56 trainees including 9 women completed a 6-month on-the-job training on the production of mud-brick and its construction techniques as part of the construction of the community centre in Aqbet Jaber Refugee Camp in Jericho. Part of the trainees will train</p>	<p>UNRWA, and UNESCO</p>	<p>F</p>

		another 200 workers during the construction of the coming 4 women centres,		
	# of female and male refugee students benefitting from upgrading physical facilities of the UNRWA's KTC.	Renovation work for upgrading physical facilities of KTC has been completed. Two workshops will be equipped with specialized Diesel Agriculture machinery. Most of the machinery purchased by UNRWA are still held at Ashdod port by the Israeli customs pending certification by the Standards Institute of Israel.		M
	# of male and female vulnerable persons especially refugees trained.	50 % of the trainees enrolled in the MDAM course at KTC are from vulnerable families, and 90% are refugees. 100% of the trainees enrolled in the two diploma food processing courses at RWTC are refugees.	UNRWA	F
	Diploma curricula developed and produced with ME accreditation.	The curriculum of the Diploma on Food processing, management and marketing (FPMM) has been developed and accredited in June 2011. Curriculum of six short term courses has been developed		F

	# of PFIA staff provided with short term courses.	Short term courses have been designed and started in 2011-2012		M
b) establish entrepreneurships for persons trained in adobe making.	# of trainees who successfully complete the 3-month training.	56 trainees including 9 women completed a 6-month on-the-job training on the production of mud-brick and its construction techniques through the construction of the first mud-brick demonstration structure; the UNRWA community centre in Aqbet Jaber Refugee Camp in Jericho	UNESCO	F
	# of trainees employed in entrepreneurships.	5 entrepreneurs, who started as unskilled workers from Aqbet Jabr refugee camp, will be hired by the Programme as workers/trainers during the construction of the 5 others structures.		O
	# of trained young people on-the job in adobe-making and conservative and maintenance techniques.	56 trainees including 9 women (3 young architects, 21 skilled workers, and 32 unskilled workers) completed a 6-month on-the-job training on the production of mud-brick and its construction techniques. Over 90 % of these trainees are young.		F
c) Marginalized women have increased access to remedial education services and information;	# of women provided with access to remedial education and communication skills; Trainings package and	170 women participated in the programme planning and needs assessment workshops, to formulate the project work plan; 15 men participated in the needs assessment sessions.	UN Women	F

	materials developed Initiatives undertaken by women at community level to advocate for their needs within the community.	Literacy training has been provided to 210 women and 200 women received capacity building training in the four targeted locations. A. total of 36 hrs have been provided to women in literacy and 64 training hours in capacity building.		
d) Coordinating body of women within the target locations established:	Local administrative committees created for each CBO Community-level initiatives Conducted by the CBOs beyond the scope of the project activities.	4 Women's Centres Committees (WCC) established at each location of the four major clusters: The North Valleys (Bardalah, Kardalah and Ein Al Baida), the Central Valleys (Alnassariyah, Alaqaabaniyah, Alnawaji, Ein Shibli, and Beit Hassan), Northern Jericho (Jiftlik, Zubeidat, Marj Na'jeh and Marj Ghazal), and Southern Jericho (Jericho Governorate which includes Fasayel, Al'auja. Alnwei'meh, and Jericho).	UN Women	F
	# of members in coordination body per community and geographical locations.	Each WCC consists of 9 to 11 women from 4 different locations from the same cluster.		F
Objective 3: Output 3.1: Better shelter for vulnerable families and IDPs utilizing local resources and skills, and	Savings in the household monthly expenses resulting from reduced energy costs. # of jobs created # of women provided with	80 people including 9 women benefited from the programme job creation scheme. During the production and construction phases only, 2442 working days were created; 1907 for unskilled workers and	UNESCO	O

<p>approximately 120 families within the concerned communities benefiting from this new economic sector.</p>	<p>income-generating opportunities in the tourism and cultural industries. # of families and IDPs provided with adequate housing using local resources. Production capacity of the newly established</p>	<p>535 for skilled workers. Optimum targeted production capacity was reached for 2000 bricks/day utilizing 20 workers and 3 press machines</p>		
<p>Output 3.2: Two selected archaeological and architectural heritage sites are rehabilitated and four new structures for community facilities community centres and services are built up using traditional adobe mud brick construction.</p>	<p># of visitors to heritage sites</p>	<p>A draft architectural design of the interpretation centre at Tell As Sultan Archaeological site was developed but wasn't approved by MoTA.</p>	<p>UNESCO</p>	<p>U</p>
	<p># of people benefitting from community centers</p>	<p>The first demonstration structure; the Community Centre in Aqbet Jabr refugee camp was completed. About 300 women, 500 youth and 100 children will directly benefit from the community centre facilities (kindergarten, resource library, computer lap, multi-purpose hall and guest room).</p>		<p>O</p>

		The construction of the 4 community centres will start in September 2012 after a one-year delay due to the issue of securing land lots.		
	# of existing earthen structures rehabilitated	None		U
	# of new structures for community facilities built	The Community Centre in Aqbet Jabr refugee camp was completed. Preparation for constructing the 4 community centres is on going. The work is expected to start in September 2012		U
Output 3.3 Four creative industries and cultural tourism-related activities for women are established and functional.	Income-generating schemes in tourism and cultural industries established and efficiently operated by women	Two feasibility studies for income generating activities for the 4 women centers have been completed. The studies identified six income-generating projects to be managed and operated by the established women centers. A call for proposal from local NGOs will be launched to implement the projects and strengthen capacities of the four women centers.	UNWOMEN	O
	# of work opportunities provided to marginalized non-farmer women Profit margin generated by each scheme # of creative industries	Same as previous		O

	and cultural tourism-related activities established and functional.			
	# of vulnerable individuals employed through tourism and creative industries	Same as previous		0