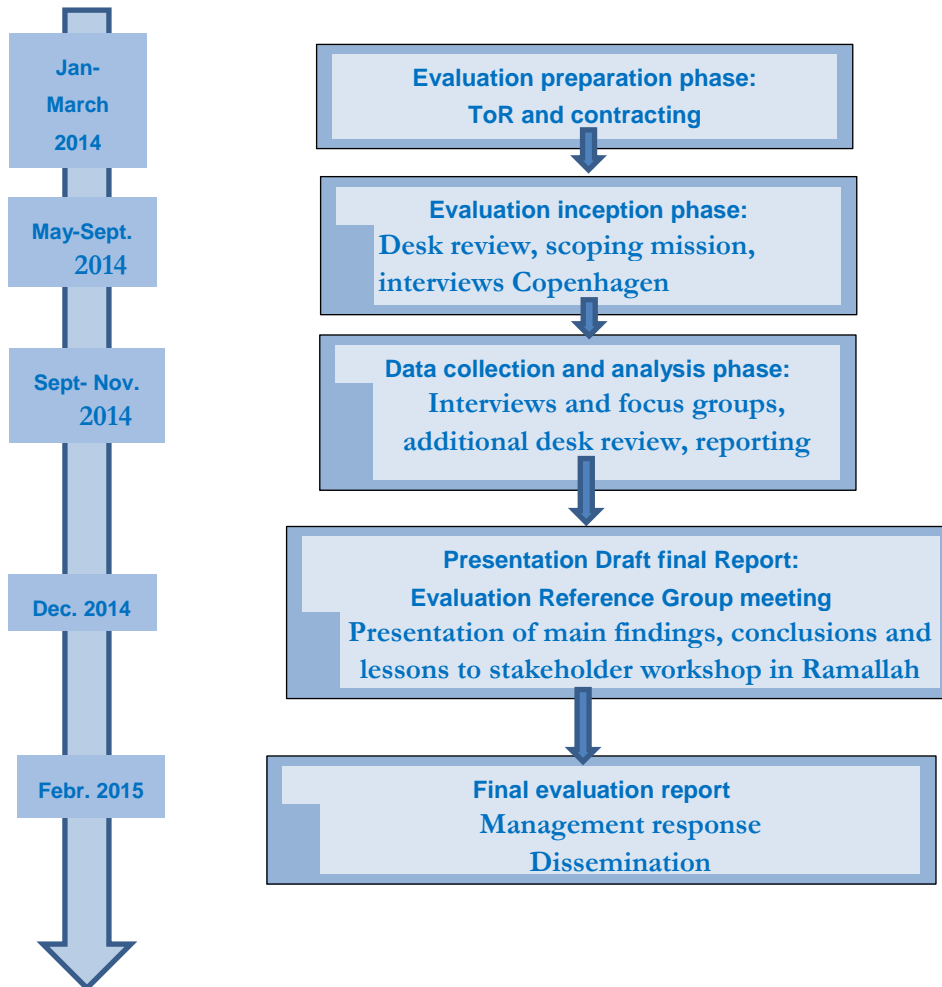


Annex B Methodological Approach

AB.1 Phases of the evaluation

In Figure AB.1 the main phases of the evaluation are presented:

Figure AB.1 Evaluation phases



AB.2 Principles for evaluation in fragile states

There are various documents and guidelines on evaluations in fragile states (see Annex C). Although these documents are not all directly applicable to the specific situation in Palestine given the fact that Palestine cannot be characterised as a typical fragile state, they still contain useful guidance for the evaluation of the Danish engagement in Palestine that has to be adjusted to the specific Palestinian context. Against the background of the evolving context in Palestine and the Danish engagement in Palestine, this leads to the following principles to be applied for this evaluation:

The evaluation should be based on the Theory of Change underpinning Danish engagement in Palestine;

Taking context as the starting point;

The evaluation process itself should be conflict sensitive;

The evaluation has to overcome problems of data availability by combining different methods of data collection and triangulation;

Unintended effects of the Danish support to Palestine should not be ignored;

The evaluation approach should be gender aware i.e. gender should be mainstreamed in the evaluation approach;

Rapid turnover of staff further might limit data collection and often leads to a lack of institutional memory that needs to be overcome;

Evaluators may face lack of access to specific areas, in particular Gaza, and security concerns that limit data collection and the evaluators may not be able to speak to all parties;

Evaluators should be aware that emphasis on rapid interventions or ‘windows of opportunity’ can hinder establishment of baseline data and collection of monitoring data.

AB.3 Analysis at three levels

The evaluation focused on three different levels:

- The policy and strategy level;
- The specific objective/thematic level;
- The intervention level.

The relation between the main evaluation questions and the three levels of analysis is presented in the following table:

Table AB.1 Relation between main evaluation questions and levels of analysis

Method \ Level	Policy/strategy level	Specific objective/theme	Project/intervention (sample)
Relevance	XXX	XX	X
Effectiveness	X	XX	XXX
Efficiency	XX	XX	XX
Sustainability	XX	X	X
Impact	XXX	X	X
Coherence	XXX	X	-

XXX- main evaluation criterion at this level of analysis.

XX- regular evaluation criterion at this level of analysis.

X- minor evaluation criterion at this level of analysis.

AB.4 Approach for analysis at policy and strategy level

The Danish strategic frameworks for its engagement in Palestine formed the point of departure for the analysis at policy and strategy level. As indicated in the introduction, there is one strategic framework for the period 2010-2012 that covers part of the evaluation period 2009-2013. There is a new strategic framework for the period 2014-2015 that was prepared in 2012-2013. Stakeholders indicated in interviews that there was quite some continuity in the Danish policies and strategies towards Palestine over time. These two documents for the periods 2010-2012 and 2014-2015 formed the basis for the analysis at the policy and strategy level. These strategic frameworks were analysed within the overall Palestinian and Danish context. The Evaluation Team looked for evidence that the policy and strategy documents had indeed worked as de facto guidelines for the implementation of these policies. As indicated before, the policy dialogue between Denmark and Israel, Denmark and the US, and Denmark’s positioning in the EU and the UN regarding Palestinian issues was not part of an own evaluation analysis, but contextual elements were taken into account.

The analysis at policy and strategy level focused on issues of coherence and relevance, but also issues of impact and sustainability were addressed. Given the high level of international aid to Palestine during quite some decades now, and the limited progress in the direction of lasting peace, some literature has become available on non-intended impacts, related to the Israeli occupation or governance issues at the Palestinian side. These evaluations were taken into account.

In addition to the analysis at intervention level and specific objective/thematic level for which a more in-depth analysis was carried out (see below), for each of the three objectives, but also for humanitarian support some files from specific projects were studied and additional interviews were carried out to complete the analysis. The (expected) availability of evaluation information from other sources (EU evaluations, World Bank IEG evaluations, Norad-led evaluation of TIPH, etc.) was taken into account in the selection. However, it should be kept in mind that this evaluation did not aim to give its own assessment of the performance of interventions mentioned below, but the information on these interventions was used to feed the overall analysis of relevance, coherence, impact and sustainability of the Danish engagement in Palestine.

State-building support (in addition to the selection below):

- Documents regarding Danish contribution to PEGASE (disbursements DKK 80 million);
- Support to rule of law, Palestinian Civil Police (disbursements DKK 12.9 million);
- Denmark's role in the policy dialogue on state-building.

Economic development:

- Oxfam, Economic Recovery in the Gaza Strip (disbursements DKK 19.2 million);
- ICC Strategic Business Relations Across Borders (disbursements DKK 3.7 million);
- Denmark's role in the policy dialogue on economic development.

Peacebuilding and Others:

- Support to the PA Negotiations department (disbursements DKK 6.3 million);
- TIPH (commitments DKK 12 million);
- Programme for culture and development ((disbursements DKK 7.8 million);
- Jerusalem Fund (disbursements DKK 4.4 million);
- Danish House (disbursements DKK 2.3 million);
- Denmark's role in the policy dialogue on peacebuilding.

Humanitarian support:

- Danish contribution to UNRWA (disbursements DKK 390 million);
- DanChurchAid (commitments DKK 18.8 million);
- Denmark's role in the policy dialogue on humanitarian assistance.

AB.5 Approach for analysis at specific objective and intervention level

Regarding the selection of a sample of projects in each of the two categories to assess the relevance, effectiveness, efficiency, sustainability and impact at intervention level, the following criteria were applied:

1. Projects should have been implemented for at least three years to be able to assess results;
2. Focus on big and medium-sized projects to have a good coverage of the portfolio, no projects with a budget less than DKK 4.5 million;
3. Variation of different implementing partners and aid modalities, if possible.

On this basis the following projects were selected in the inception phase:

Table AB.2 Sample of state-building projects for in-depth analysis at intervention level

Priority sector	Name of Project	No. of Disbursements ¹	Executing Agency	Period	Total Disbursement 2009-2013 DKK
Local government	Local Development Programme-Jenin Governorate, Phase 1 and 2 (LDP)	1	Ministry of Local Government (MoLG) and Municipal Development and Lending Fund (MDLF)	2007-2014	65,493,336
	Support to Municipal Development	1	MDLF via Multi-Donor	2009-2016	216,400,197

¹ A project can consist of various disbursements as disbursements concerning the same projects or type of activities have been combined. So far, the six projects are related to eight disbursements.

Priority sector	Name of Project	No. of Disbursements ¹	Executing Agency	Period	Total Disbursement 2009-2013 DKK
	Programme (MDP)		Trust Fund, World Bank		
	Local Government Policy Development in Palestine (LGPD ²)	1	Bilateral project implemented by LGDK	2011-2012	4,794,131
Civil society/Human rights	Multi-Donor Secretariat for support to NGOs in human rights and good governance / HR-IHL NGO Secretariat	1	NGO Development Centre (NDC) till 2013, from 2014 NIRAS and Birzeit University	2005-2013	29,379,484
	ICHR - Palestine: Support for the Independent Commission for Human Rights, Palestine	2	The Palestinian Independent Commission for Citizen's Rights,	2011-2017	8,381,118
	Building a Family Law Court Judgments Database/Access to information about Women's	2	Birzeit University	2010-2015	5,998,920

The sample of projects for in-depth analysis at the intervention level was broadened for the analysis at specific objective/thematic level. This means that for the assessment of the entire support to local government and civil society/human rights, not only the abovementioned projects were taken into account, but also the following interventions were analysed. The following selection criteria were applied:

1. Inclusion of all medium-sized and bigger projects to have good coverage of all interventions;
2. Recommendations of direct stakeholders, in particular the DRO;
3. Combination of funding and non-funding activities.

Local government support:

- Two local government support projects in Gaza i.e. SMDM Gaza (disbursements DKK 9.2 million) and Emergency Municipal Services and Rehabilitation Project II Gaza (ESSRPII) (disbursements DKK 29.3 million);
- Property tax (disbursements DKK 4.3 million);
- Further Technical Assistance local government 2009-2013 if not included in the table above;
- Denmark as the co-chair of the MDLG Sector Working Group;
- Policy dialogue with PA on local government issues.

Civil society/human rights support:

- NGO Secretariat 2013-2016 (disbursements DKK 10 million);
- Support to SHAMS dialogue and outreach (disbursements DKK 5 million);
- Danish House in Palestine (disbursements DKK 2.3 million);

² This project is also referred to as Policy Unit MoLG.

- Building a Family Law Court Judgments Database (disbursements DKK 3 million);
- 1 or 2 Danish NGOs active in Palestine with core funding for which information is still being collected;
- Policy dialogue with PA and civil society on civil society/human rights issues.

As mentioned in the introduction there is a debate on the yardsticks to be used to assess performance of specific interventions in this highly politicised context amidst a man-made crisis. Therefore, at the intervention level the goals set for that specific intervention formed the point of departure, including if possible the output and outcome targets set for that specific intervention. If there are no clear targets set these were reconstructed. In addition, due attention was paid to the analysis of explanatory factors, especially contextual factors related to the ongoing conflict. This was all reflected in the evaluation matrix (see Table AB.5). The Evaluation Team made use of project assessment forms in line with the evaluation matrix to analyse selected projects.

As Denmark was in most cases not the only donor and was part of donor consortia for most of its interventions, it was impossible to attribute specific results to the Danish engagement. However, contribution analysis was applied to shed more light on the specific Danish contribution.

At the specific objective/thematic level the focus was on the assessment of relevance, coherence, impact and sustainability in the overall context of the Danish-Palestinian partnership adjusted on the basis of the guidelines for evaluation in fragile states and recent evaluations and literature on aid to Palestine.

AB.6 Data collection methods

The Evaluation Team applied a multi-method approach, which enabled the team to gather qualitative and quantitative information to answer the evaluation questions. The team used a mix of desk research and interviews and focus groups with key informants, at political/strategic level and at intervention level, in combination with field visits of the selected projects.

In the following table, the main data collection methods are presented:

Table AB.3 Main data collection methods

Method \ Level	Policy/strategy level	Specific objective/theme	Project/intervention (sample)
Desk research ³	<ul style="list-style-type: none"> • MFA policy and strategy documents; • Questions from Parliament on Palestine; • MFA correspondence; • PDRP and NDP of the PA; • Other PA documents; • Reports to AHLC and minutes AHLC meetings; • Research documents; • UN resolutions; • EU Foreign Affairs Council statements on Palestine, etc.; • International evaluations and academic publications on Palestine; • Publications Danish NGOs on Palestine; • Portfolio database. 	<ul style="list-style-type: none"> • Thematic programmes; • Overall Danida policies and strategies incl. on cross-cutting themes; • Thematic research and thematic evaluation reports (incl. from other donors); • Palestinian documents on specific themes and sectors; • Minutes of sector donor groups. 	<ul style="list-style-type: none"> • Project proposals and grant agreements; • Project progress reports; • Project final reports; • Annual reports of NGOs and multilateral organisations receiving Danish funding for activities in Palestine; • Project evaluations.
Interviews ⁴	<ul style="list-style-type: none"> • Former Ministers of Foreign Affairs and development cooperation; • Present and former staff of Danish Representative Office in Ramallah; • Embassy of Denmark in Tel Aviv; • Present and former MENA staff; • PA representatives; • Ambassador of Palestine in Denmark; • Independent researchers that published on Palestine; • (Deputy) Heads of Mission of like-minded countries; • Representatives of other donors. 	<ul style="list-style-type: none"> • Present and former staff of Danish Representative Office in Ramallah; • Present and former MENA staff; • PA representatives; • Representatives local governments; • International and National NGOs; • Representatives of other donors active in the same areas. 	<ul style="list-style-type: none"> • Project implementing partners; • External key informants with knowledge of the projects (e.g. academic experts, civil society leaders, other donors, Ministries when not implementing partners, provincial governors, etc.).
Focus groups /workshops	<ul style="list-style-type: none"> • Two workshops in Ramallah to feed debate on coherence: <ul style="list-style-type: none"> - with like-minded donors⁵; and - with Palestinian experts. • One workshop in Ramallah with key stakeholders to present and validate preliminary findings and 	<ul style="list-style-type: none"> • Two workshops in Ramallah on the two aspects of state-building: Local government support; Human rights/NGO support. 	

³ The list of documents is not exhaustive.

⁴ A complete list of people to be interviewed was subsequently developed, both in Copenhagen as in Ramallah/Jerusalem, West Bank and Gaza.

⁵ The workshop with like-minded donors was organised, but despite earlier confirmation none of the six like-minded donors showed up.

Method \ Level	Policy/strategy level	Specific objective/theme	Project/intervention (sample)
	conclusions.		
Observation (field visit) and case studies	<ul style="list-style-type: none"> Visits to West Bank to assess overall coherence and relevance. 		<ul style="list-style-type: none"> Various field visits on the West Bank in relation to the selected projects.

The Evaluation Team intended to visit projects and implementing partners both on the West Bank and Gaza, but the DRO advised against a visit to Gaza. As an alternative, a number of Skype and telephone interviews were carried out with implementing partners based in Gaza (see Annex C for the list of people interviewed). For the analysis at project level, a project assessment form was used.

AB.7 Data analysis methods

The project assessment forms were an important means to structure the evaluation and allowed the team to triangulate findings at the project level. Regular consultations between the team members were held to ensure coherence in filling the grids.

At the thematic level project findings were aggregated, but also due attention was paid to the analysis of the specific Danish contribution to the realisation of the specific objectives and also of the overall purpose. It was, however, not possible to carry out a full contribution analysis, let alone to attribute specific thematic results beyond the project level to the efforts of Denmark.

AB.8 Risk mitigation

The Evaluation Team identified the following risks and took the following risk mitigation measures.

Table AB.4 Risk register

Risks	Proposed Mitigation strategy
Limited time availability of stakeholders based in Palestine and Jerusalem, because of intensive meeting schedules related to the recent violence in Gaza	During the scoping mission it was agreed that an ideal timing of the field visit would be the second half of September. However, the scoping mission took place just before the new fighting in Gaza. Therefore, the Evaluation Team and the DRO were flexible regarding the planning of the field mission and the evaluation took place between 28 September and 16 October.
Safety and security issues prevent access to Gaza strip or other areas	During the scoping visit, just prior to the renewed violence in Gaza, it was agreed upon that a field visit to Gaza would be important. The situation in Gaza deteriorated dramatically during the summer 2014. Given the situation in Gaza, at the advice of the DRO no field visit to Gaza was carried out, but Skype and telephone interviews with implementing partners in Gaza took place.
Dependency on the Danish Representative Office in Ramallah to provide written documentation and to support the field mission	Although the Evaluation Team did not want to increase the work burden of the Danish Representative Office, in practice the Evaluation Team depended on the DRO to provide additional written information, while also formal contacts between the Evaluation Team and stakeholders from the PA and other embassies was facilitated by the DRO, in particular during the scoping mission. For the field mission, the Evaluation Team has set up almost all interviews, field visits and focus groups.
Difficulty to achieve the learning purpose of the evaluation as planning of the new strategy is in progress	The evaluation was set up with a dual purpose: accountability and learning. Regarding the learning purpose the evaluation was meant to draw relevant lessons for the future programming from 2016 onwards. The design of the evaluation laid down in the ToR paid due attention to linking the evaluation process and the formulation process of the new strategy to the extent possible through the exchange of documents, good mutual information and the set-up of combined workshops if possible.

Risks	Proposed Mitigation strategy
Limited time availability of stakeholders in Copenhagen	Interviews with MFA staff and stakeholders in Copenhagen, face-to-face, Skype and telephone were organised in coordination with EVAL. Interviews were short and to the point.
Unavailability of key information regarding political and policy initiatives and/or on selected projects	Important gaps in written information esp. regarding the policy dialogue, and portfolio information were identified early in the inception phase. Some additional written information was received, while interviews with stakeholders also aimed to fill some of the information gaps.
Staff who worked on projects no longer work for DANIDA or implementing partners	Former staff in charge of sampled projects was traced in their current duty stations to the extent possible, reaching them via Skype or phone if possible. Interviews with former TA or implementing partner staff that knew the selected project/programme were conducted to the extent possible.
Limited time availability of stakeholders in Palestine for participating in workshop/participation lower than expected	Workshop invitations and the programme were distributed in advance. The suitability of the timing of the field mission, including the workshops, was checked beforehand. The national consultant was available for responding to questions of participants on logistical aspects before the mission. The workshops did not last not more than a few hours at a convenient time and were held in a convenient and accessible location in Ramallah to allow travel to and from the places of residence of stakeholders.
Independence and/or quality of the evaluation will be questioned	An evaluation of a donor's involvement in Palestine, especially an evaluation including political issues, is likely to be quite sensitive and the quality and/or independence of the evaluation might be questioned. Therefore, sufficient quality assurance mechanisms, both by the responsible consulting company, and EVAL were put in place to guarantee the quality and independence of the evaluation. There should be no conflicts of interest of the persons directly responsible for the evaluation. In addition, the involvement of independent peer reviewers by the consultants was important, while also the involvement of an Evaluation Reference Group with a balanced representation of stakeholders guaranteed the quality and independence of the evaluation.

AB.9 Evaluation matrix

An overall evaluation matrix is an essential tool for the sound implementation of this program evaluation. In the evaluation matrix all evaluation questions are presented with specific indicators and sources and methods for analysis.

Table AB.5 Evaluation matrix

Evaluation questions	Level of analysis	Indicators	Source of verification/method
Relevance			
1.1 Have the choices with regard to the specific objectives and interventions been relevant for the overall Danish goal of the engagement?	Danish engagement in Palestine: policy and strategic level, entire portfolio, plus sample of selected projects for each specific objective (see sampling).	<ul style="list-style-type: none"> • Clear articulation of the linkages between the overall goal and the specific objectives; • Clear rationale and criteria for the choice of the strategic objectives; • Articulation of the underlying assumptions preferably in a Theory of Change. 	<ul style="list-style-type: none"> • Policy analysis on the basis of assessment of strategic documents; • Comparison of Danish strategic documents with strategies of other like-minded donors; • Interviews with key stakeholders in Copenhagen; • Workshops at strategic level and interviews with stakeholders in Palestine; • Desk review strategic level; • Desk research selected projects.
1.2 Have the choices of specific objectives interventions been aligned with the PA goals?	Danish engagement in Palestine: policy and strategic level, entire portfolio.	<p>Alignment of intervention choices with the Palestinian National Development Plan (PNDP) 2011-2013, Prime Minister Fayyad’s two-year plan “Ending the Occupation, Establishing the State” from 2009 and the Palestinian Reform and Development Plan 2008-2010, as shown by the thematic overlap between Danish strategy documents and the PA documents, by the consistence of objectives with PA objectives as indicated by key stakeholders, etc.</p> <p>Level of involvement of Palestinian institutions and organisations in strategic programming, as shown e.g. by consultation during key programming activities and during monitoring and evaluation exercises, etc.</p>	<ul style="list-style-type: none"> • Desk review strategic level; • Interviews in Palestine; • Workshops strategic level Ramallah.
1.3 Has the engagement responded to the developmental and humanitarian needs of the population taking into consideration also the very	Danish engagement in Palestine: policy and strategic level, entire portfolio, plus sample of selected projects for each objective/type of support (see sampling).	<ul style="list-style-type: none"> • Interventions are clearly based on context and needs analysis, addressing Area A,B,C and Gaza issues which affect needs of the population; • Extent to which such needs and context analyses are used in the design of interventions; • Clear distinction of humanitarian 	<ul style="list-style-type: none"> • Desk research strategic level; • Desk research selected projects; • Interviews Copenhagen and Palestine.

Evaluation questions	Level of analysis	Indicators	Source of verification/method
different situations in Gaza and the West Bank?		needs (of various population groups incl. IDPs and refugees) and development needs against evolving Palestinian context.	
1.4 Is there sufficient flexibility in the programme to deal with changes in context – both negative and positive?	Danish engagement in Palestine: policy and strategic level, entire portfolio plus sample of selected projects for each objective/type of support see sampling).	<ul style="list-style-type: none"> • Strategic frameworks allow for sufficient flexibility; • Evidence of flexibility in programming based on changes in context. 	<ul style="list-style-type: none"> • Desk research strategic level; • Desk research selected projects; • Interviews Copenhagen and Palestine; • Workshops Ramallah and Copenhagen.
1.5 To what extent have donor coordination and harmonisation affected the development context in Palestine, and what specific role did Denmark play in donor coordination and harmonisation?	Policy and strategy level and specific objective/thematic level (local government, civil society/human rights).	<ul style="list-style-type: none"> • Perception of Denmark's role in donor coordination; • Specific initiatives taken by Denmark or follow-up given to initiatives from other donors or PA; • Examples of joint action taken. 	<ul style="list-style-type: none"> • Minutes donor meetings: i.e. HoC meetings, specific sector working group meetings; • Interviews with key stakeholders.
Coherence			
2.1 Is there coherence between the political initiatives and the policy dialogue on the one hand and the aid interventions on the other hand?	Danish engagement in Palestine: policy and strategic level, entire portfolio, plus sample of selected projects for each objective/type of support (see sampling).	Existence and working of consultation, coordination and cooperation mechanisms between Danida and political staff / results of coordination and cooperation.	<ul style="list-style-type: none"> • Desk research strategic level; • Desk research specific objectives; • Desk research selected projects; • Interviews Copenhagen and Palestine; • Focus groups Copenhagen and Palestine.
2.2 Is there coherence between the development interventions and the humanitarian	Danish engagement in Palestine: policy and strategic level, entire portfolio, plus sample of selected projects for	Existence of clear criteria and adequate analyses to identify needs for humanitarian assistance and development funding and strategies to link relief to development.	<ul style="list-style-type: none"> • Desk research strategic level; • Desk research specific objectives; • Desk research selected projects;

Evaluation questions	Level of analysis	Indicators	Source of verification/method
interventions?	each objective/type of support (see sampling).		<ul style="list-style-type: none"> • Interviews Copenhagen and Palestine; • Focus groups Copenhagen and Palestine.
2.3 What mechanisms has Denmark put in place to increase the coherence and coordination of its engagement in Palestine?	Danish engagement in Palestine: policy and strategic level, entire portfolio, plus sample of selected projects for each objective/type of support (see sampling).	<ul style="list-style-type: none"> • Evidence of internal coordination: meetings, correspondence, consultations; • Evidence of consultation with external stakeholders: meetings, online consultations, exchange of information; • Evidence of active communication and consultation strategy. 	<ul style="list-style-type: none"> • Desk research strategic level; • Desk research specific objectives; • Desk research selected projects; • Interviews Copenhagen and Palestine; • Focus groups Copenhagen and Palestine.
<i>Effectiveness</i>			
3.1 How result-oriented was the Danish engagement in Palestine? Was a clear distinction made between outputs, outcome and impacts in programming, implementation and finalisation? Have the interventions had clear intervention logics?	Danish engagement in Palestine: specific objective/theme i.e. local government, civil society/human rights.	<ul style="list-style-type: none"> • Existence of clear intervention logics in strategic and programme documents; • Existence of clear intervention logics in project documents; • Existence of proper monitoring and evaluation systems assessing outputs and outcomes. 	<ul style="list-style-type: none"> • Interviews key stakeholders local government/ civil society; • Two focus groups; • Desk review of the two themes; • Desk review selected projects; • Interview with key informants – selected projects.
3.2 Have expected outputs been achieved?	A. Selected local government interventions (funding and non-funding); B. Selected civil society support/human rights interventions (funding and non-funding).	A. Technical assistance provided: <ul style="list-style-type: none"> • Improved policies in place; • Improved local government plans in place; • Improved offices for local government; • Number of local government staff trained in specific areas (gender disaggregated); • New functioning systems and equipment at local government level; • Improved local government coordination structures in place. B. Support to human rights	<ul style="list-style-type: none"> • Desk review I selected projects; • Interviews with key informants – intervention level; • Focus group local government stakeholders. <ul style="list-style-type: none"> • Desk review selected projects; • Interviews with key

Evaluation questions	Level of analysis	Indicators	Source of verification/method
		<p>organisations provided:</p> <ul style="list-style-type: none"> • Number of human rights organisations which received grants per type of organisations and type of funded activities/main human rights fields supported; • Number and qualification of staff hired related to Danish support (gender disaggregated); • Extent and quality of structures and facilities at national and provincial level; • Technical assistance provided to staff; • Number of staff trained (gender disaggregated). 	<p>informants – intervention level;</p> <ul style="list-style-type: none"> • Focus group civil society stakeholders.
<p>3.3 To what extent were expected outcomes linked to the specific objectives achieved?</p>	<p>A. Selected local government interventions (funding and non-funding);</p> <p>B. Selected civil society support/human rights interventions (funding and non-funding).</p>	<p>A. Evidence of improved service delivery to the population:</p> <ul style="list-style-type: none"> • Evidence of improved capacity and knowledge at local government level; • Evidence of improved functioning of financial and administrative systems; • Evidence of positive perceptions by the population. <p>B. Evidence of improved capacity and functioning of the HRC, e.g. (if data is available):</p> <ul style="list-style-type: none"> • Number and trend over time of complaints received, by type; • Number and trend over time of complaints followed-up with competent authorities; • Number and trend over time of advice requests received from public institutions and stakeholders; • Number, trend over time and type of awareness-raising and educational activities conducted and number of participants - women-men); • Number, trend over time and type of monitoring visits and investigations conducted; • Number and trend over time of 	<ul style="list-style-type: none"> • Desk review selected projects; • Interviews with key informants – projects; • Focus group local government stakeholders. <ul style="list-style-type: none"> • Desk review selected projects; • Interviews with key informants – intervention level; • Focus group civil society stakeholders.

Evaluation questions	Level of analysis	Indicators	Source of verification/method
		<p>press releases disseminated/media actions undertaken;</p> <ul style="list-style-type: none"> • Evidence of improved capacity and functioning of human rights NGOs (e.g. ability to design, implement, monitor and evaluate projects; technical expertise; etc.); • Evidence of increased awareness of human rights among citizens and duty bearers (e.g. justice and law enforcement professionals). 	
<p>3.4 How effective have the interventions been with regards to results on crosscutting issues related to gender, environment and governance (anti-corruption and participation) and what could be done to enhance this?</p>	<p>A. Selected local government interventions (funding and non-funding); B. Selected civil society support/human rights interventions (funding and non-funding).</p>	<ul style="list-style-type: none"> • Degree to which cross-cutting issues are taken into account in the selected interventions; • Evidence of monitoring and evaluation of specific indicators related to cross-cutting issues; • Evidence of specific results related to cross-cutting issues; • Evidence of action taken to address cross-cutting issues. 	<ul style="list-style-type: none"> • Desk review selected projects; • Interviews with key informants – intervention level; • Workshops.
<p>3.5 What are the consequences of the various aid modalities on results – and what are the implications of this for future phases?</p>	<p>Danish engagement in Palestine: policy and strategic level, entire portfolio plus focus on selected interventions local government and civil society/human rights to assess performance.</p>	<p>Results disaggregated per aid modality including explanatory factors.</p>	<ul style="list-style-type: none"> • Comparison of results per aid modality; • Desk review of other evaluation reports related to the use of specific aid modalities in Palestine; • Workshops strategic level.
<p>3.6 To what extent have political and security constraints from the unresolved conflict and the situations in Gaza and the West Bank and possible other</p>	<p>Danish engagement in Palestine: policy and strategic level, entire portfolio plus focus on selected interventions local government and civil society/human rights to assess performance.</p>	<ul style="list-style-type: none"> • Evidence of factors related to the conflict that affected results; • Evidence of conflict-reducing or conflict-increasing effects of interventions. 	<ul style="list-style-type: none"> • Desk review selected projects; • Desk review of other evaluation reports regarding political and security constraints; • Interviews with key informants – selected projects; • Workshops.

Evaluation questions	Level of analysis	Indicators	Source of verification/method
constraints limited the achievement of developmental and humanitarian results?			
Efficiency			
4.1 What measures were taken to deliver the aid to Palestine in an efficient way?	Danish engagement in Palestine: policy and strategic level, entire portfolio plus focus on selected interventions local government and civil society/human rights to assess performance	<ul style="list-style-type: none"> • Number of the involved at various levels over the evaluation period compared to total commitments/disbursements; • Regular exchange of information among MFA actors involved; • Use of knowledge management system; • Clarity regarding roles and responsibilities of the various actors involved at the MFA. 	<ul style="list-style-type: none"> • Desk research strategic level; • Interviews MFA actors Copenhagen and Palestine.
4.2 Have adequate risk mitigation strategies been put in place to reduce various types of risks?	Danish engagement in Palestine: policy and strategic level, entire portfolio plus focus on selected interventions local government and civil society/human rights to assess performance	<ul style="list-style-type: none"> • Evidence of risk analysis and mitigation measures at policy and strategy level being in place and implemented; • Evidence of existence of risk analysis and mitigation measures at intervention level being in place and implemented; • Type of risks identified; • Systematic collection of information related to risks. 	<ul style="list-style-type: none"> • Desk research strategic level; • Desk research selected projects; • Interviews Copenhagen and Palestine; • Workshops Ramallah and Copenhagen.
4.3 Is there evidence of increased efficiency from donor coordination?	Danish engagement in Palestine: policy and strategic level, entire portfolio plus focus on selected interventions local government and civil society/human rights to assess performance	<ul style="list-style-type: none"> • Frequency of donor coordination meetings at general and sector level compared to planning; • Follow-up of actions agreed upon; • Evidence of effective leadership of donor coordination; • Evidence of exchange of information among donors; • Evidence of joint action taken; • Evidence of improved complementarity of funding. 	<ul style="list-style-type: none"> • Desk research strategic level and selected projects; • Interviews Palestine; • Workshops Ramallah.
4.4 Did Denmark learn lessons from its engagement in Palestine? What were the mechanisms for	Danish engagement in Palestine: policy and strategic level, entire portfolio plus focus on selected interventions local government and	Indications of lessons-learned.	<ul style="list-style-type: none"> • Desk research strategic level; • Desk research selected projects; • Interviews Copenhagen and Palestine; • Workshops Ramallah and

Evaluation questions	Level of analysis	Indicators	Source of verification/method
learning in the short- and medium-term time frame?	civil society/human rights to assess performance		Copenhagen.
<i>Sustainability</i>			
5.1 Are the achieved results sustainable?	All three levels of analysis.	<ul style="list-style-type: none"> Evidence of continuing results of interventions after end of donor support; Indications of discontinued activities due to deterioration of political and security conditions. 	<ul style="list-style-type: none"> Desk research selected projects; Interviews Copenhagen and Palestine; Workshops Ramallah.
5.2 Were plans established and implemented in a manner to allow and encourage local “ownership”? And if so, were the plans successful?	All three levels of analysis.	<ul style="list-style-type: none"> Evidence of improved conducive policy environment; Evidence of local ownership of Danish supported interventions during formulation, implementation and after finalisation of the support. 	<ul style="list-style-type: none"> Desk research selected projects; Interviews Copenhagen and Palestine; Focus groups Ramallah.
<i>Impact</i>			
6.1 What are the positive and negative, intended and unintended, impacts on the overall political goal?	All three levels of analysis.	Evidence of conflict-reducing or conflict-increasing effects of interventions such as destruction of outputs, non-accessibility of outputs, etc.	<ul style="list-style-type: none"> Desk research strategic level; Desk research selected projects; Interviews Copenhagen and Palestine; Focus groups Ramallah and Copenhagen; Desk research other projects upon indication of stakeholders.
6.2 What are the positive and negative, intended and unintended impacts on the affected populations?	All three levels of analysis.	Evidence of (negative) unintended consequences on living conditions of populations of Danish supported interventions.	<ul style="list-style-type: none"> Desk research strategic level; Desk research selected projects; Interviews Copenhagen and Palestine; Focus groups Ramallah and Copenhagen; Desk research other projects upon indication of stakeholders.