



EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation
Measuring Results, Sharing Lessons

TERMS OF REFERENCE (TOR)

WFP Country Portfolio Evaluation (CPE) - State of Palestine 2011 – Mid 2015

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1. Background

1. The purpose of these Terms of Reference (TOR) is to provide key information to WFP stakeholders about the upcoming WFP Country Portfolio Evaluation (CPE) for the State of Palestine and to guide the evaluation team and specify expectations during the various phases of the evaluation. The sections are structured as follows: Chapter 1 provides introduction to the CPE and information on the context of the State of Palestine; Chapter 2 presents the rationale, objectives, stakeholders and users of the CPE; Chapter 3 presents the WFP Palestine portfolio and defines the scope of the evaluation; Chapter 4 identifies the evaluation approach, methodology and quality assurance; and Chapter 5 lays out the required deliverables, timeline and how the evaluation will be organized. The annexes provide additional information relevant to the CPE. WFP Office of Evaluation (OEV) has been in consultation with WFP Palestine and Cairo Regional Bureau in preparing the CPE Concept Note and TOR which was also circulated to WFP stakeholders for review.

1.1. Introduction

2. Country Portfolio Evaluations (CPEs) encompass the entirety of WFP activities during a specific period. They evaluate the performance and results of the portfolio as a whole and provide evaluative insights to make evidence-based decisions about positioning WFP in a country and its strategic partnerships, programme design, and implementation. CPEs are also conducted to help Country Offices in the preparation of Country Strategies and provide lessons that can be used in the design of new operations.

3. OEV is in the process of organizing a CPE for the State of Palestine to be carried out in 2015 by an external team of evaluators. The Palestine CPE will cover a period from 2011 to middle of 2015, including all WFP operations implemented since 2011 and all geographic areas covered by the portfolio. The State of Palestine was selected on the basis of country-related and WFP-specific criteria. It falls in the category of States where WFP has a relatively important portfolio and WFP Country Office (CO) would benefit the most from a CPE for future programming. The State of Palestine had emerged as a priority given that the timing will enable the Country Office to use the CPE evidence in its forward strategic planning for the next UNDAF cycle.

1.2. Country Context

4. The Third Palestinian National Development Plan (2011-2013) sought to continue the building of institutions as part of the Palestinian State to ensure safe, stable, and progressive future for Palestinian citizens. Four key sectors included were governance, social, economic, and infrastructure. The current Palestinian National Development Plan 2014-2016¹ focusses on realizing general policy directions including enhancing independent national economy, activating the private sector, combating poverty and unemployment, and enhancing social justice. The National Consensus Government aims to harmonize and integrate the previously divided government structures.²

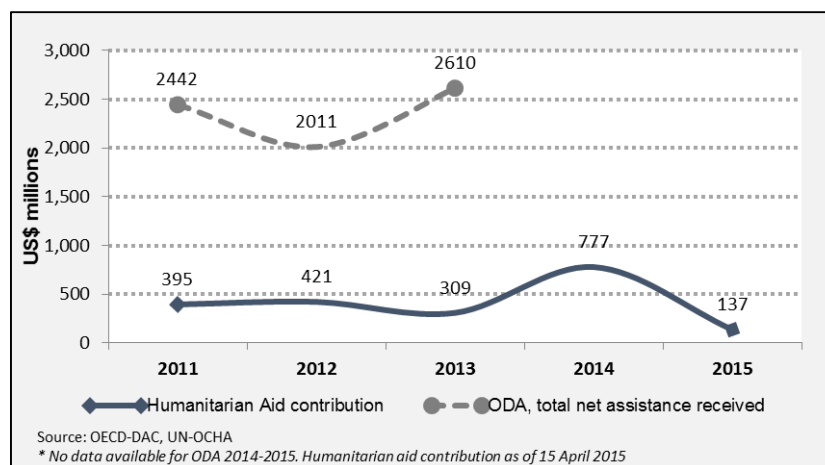
¹ The 2014-2016 Palestinian National Development Framework.

² The National Early Recovery and Reconstruction Plan for Gaza 2014.

5. Bordered by Israel, Jordan, Egypt, and the Mediterranean Sea, Palestine³ is a State where the foundation and governance of the economy are fragmented, in East Jerusalem, the rest of West Bank and the Gaza Strip in isolation from one another. About 62% of the Palestinian citizens live in the West Bank and 38.4% live in Gaza Strip. The refugee population is 44.2% of the total population.⁴ With the recent outbreak in violence Gaza during July-August 2014, the conflict between Israelis and Palestinians is one of the world's most persistent conflicts rooted in differing claims to land, livelihood and water resources. The blockade of the Gaza Strip and the separation barrier in the West Bank have interrupted economic activity, further restricted freedom of movement, and resulted in high levels of protracted humanitarian crisis.⁵ The National Consensus Government developed the Palestinian National Early Recovery and Reconstruction Plan, in coordination with its partners, to provide a roadmap for the transition from humanitarian crisis to long-term development.⁶

6. Economy. Palestine is a lower middle income state with a per capita Gross Domestic Product (GDP) of \$2,700⁷ and significant income disparities in its parts. The World Bank reports that economic growth dropped from 6% in 2012 to about 2% in 2013 as a result of political uncertainty, a reduction in aid, and the collapse of tunnel activity between Gaza and Egypt. A quarter of the Palestinian population lives in poverty, with rates in Gaza double to those in the West Bank.⁸ Concentration on the services and construction sectors allows limited room for further expansion in terms of capacity for job creation and technological innovation. They are relatively less dynamic than agriculture and manufacturing sectors. Much of economic activity is dependent on external assistance.

Graph 1: International Assistance to Palestine, 2011-2015



³ The designations employed, maps and the presentation of the material in this document do not imply the expression of any opinion whatsoever on the part of the United Nations World Food Programme concerning the legal status of any country, territory, city or area, or of its authorities, or concerning the delineation of its frontiers or boundaries.

⁴ Palestinian Central Bureau of Statistics, Palestinians at the End of 2012, December 2012.

⁵ WFP Palestine Strategy 2014-2016, pp 6.

⁶ The National Early Recovery and Reconstruction Plan for Gaza, October 2014.

⁷ See Annex 4.

⁸ World Bank: <http://www.worldbank.org/en/country/westbankandgaza/overview#1>

7. Demography and Labor. Palestine's population is estimated at 4,293,313 with one of the highest population growth rates in the region (2.96%) and a high population density (4,505 persons/km² in the Gaza Strip and 468/km² in West Bank).⁹ Unemployment reached 26% in the middle of 2014, 16% of the workforce in the West Bank and a staggering 45% in Gaza.¹⁰ WFP Country Strategy notes high unemployment can be attributed to: restrictions on imports and exports, continued restrictions on labor mobility, low levels of private sector investment other than for construction, and high reservation wage of some job seekers. The 2014 UNCTAD report cites, the blockade has had a devastating impact on freedom of movement and commerce, Palestine refugees, including those living in Palestine refugee camps. Unemployment continues to be at unprecedented levels, particularly among young people.¹¹ Youth in the 15-29 age category are most prone to unemployment, representing 36% of total unemployment. Although they make the highest participation level in the workforce, half of the females in 20-29 age category are unemployed.¹²

8. Food Security. Results of the 2013 Socio-Economic and Food Security Survey (SEFSec) show high food insecurity in Palestine, with a third of the households – 33 percent or 1.6 million people – food insecure. In Gaza, food-insecurity levels accounted for 57%, while 19% in the West Bank. These levels reversed the improvement that took place over the 2009-2011 period, when overall food insecurity in Palestine fell to 27%.¹³ Food insecurity is primarily driven by limited economic access to food due to restriction on freedom of movement, trade and investment; high unemployment rate among youth and women; demolition of an already weak agricultural infrastructure; land confiscation; limited access to land and water; settler violence; and a government safety net under strain. The magnitude of these factors, particularly on female-headed and vulnerable households, has resulted in the adoption of harmful coping strategies including, decreased food consumption, and high indebtedness, affecting overall household resilience.¹⁴

9. Nutrition. According to FAO¹⁵, breastfeeding is a common practice but the exclusive breastfeeding rate remains low. One out of ten preschool children remains stunted. Major determinants of malnutrition are limited access to health services and food insecurity. Children of Gaza Strip are particularly affected. Prevalence of overweight and obesity are high among adult women. Micronutrient deficiencies are still widespread. Prevalence of goiter remains high among school-age children in Middle and Southern regions of the West Bank. Despite important efforts made, a large part of the households still do not use adequately iodized salt. Subclinical vitamin A deficiency affects preschool children. An effective programme of supplementation is now in place and plans to fortify foods are envisaged. Anemia affects almost a quarter of young children and half of women of childbearing age.

⁹ <http://unesdoc.unesco.org/images/0023/002302/230212E.pdf>

¹⁰ World Bank: <http://www.worldbank.org/en/country/westbankandgaza/overview#1>

¹¹ <http://www.unrwa.org/where-we-work/gaza-strip>

¹² Palestinian National Plan 2011-13: Social Protection Sector Strategic Planning Summary.

¹³ WFP SPR 2014; See also the 2015 UN Strategic Response Factsheet.

¹⁴ WFP Palestine Strategy 2014-2016.

¹⁵ http://www.fao.org/ag/agn/nutrition/pse_en.stm

10. Social Safety Net. The Social Protection Sector Strategic Planning Summary states that Palestinian society suffers from declining living standards and deteriorated livelihoods. Donor funding has been flowing towards measures to protect the most vulnerable and provide social safety net especially for the unemployed, refugees and internally displaced Palestinians as a result of the protract conflicts and uncertainty. Social vulnerability has rocketed as a result of the mass displacement and destruction of the population, putting additional pressure on the social protection system. Eighty percent of people in Gaza depend on social assistance, while social transfers (both cash and in-kind) have become an important source of income for the majority of households, accounting for approximately 16% of total household consumption overall and 31% among the poorest households.¹⁶

11. Education. According to Unicef, Palestine children face increasing challenges in attaining and completing education. The effects of the conflict exacerbate already difficult learning conditions for children. Closures, curfews and military operations continuously disrupt children's schooling. Poor learning facilities and overcrowded classrooms (with almost 20 per cent of governmental schools working in double shifts) adversely affect students' ability to learn. The current NDP (2014-16) describes promoting quality education is still a challenge. In Gaza, average students per class room is 36.2; 74.6% of government schools and 86% of UNRWA schools operate on double-shift bases.¹⁷ Moreover, inadequate water and sanitation systems, limited educational and recreational supplies and insufficient facilities for extracurricular activities are among the many challenges schools face.¹⁸ On the other hand, the Net Enrolment Rate (NER) in basic education is 93.5% for girls and 91.8% for boys according to UNESCO.¹⁹

12. Gender. The precarious economic and political situations, along with the rising food prices, have a pronounced effect on women. While Palestinian progress towards Millennium Development Goal 3 "Promote gender equality and empower women" has reportedly been positive in educational targets, women's economic and political participation remains low. Traditional gender roles in Palestine reinforce men's role in economic activities, while women are generally expected to prioritize domestic responsibilities and reproduction.²⁰ Furthermore, the recent UNCTAD²¹ report highlights that women's participation is concentrated in the informal sector and a narrow range of fields in the formal economy. Women tend to be represented more in professional and clerical public sector jobs, and at the lower end of the agricultural and informal sectors. The inability of the constrained Palestinian economy to produce decent employment opportunities leaves relatively young rural women, with only a high-school education or less, and dim employment prospects and a myriad of social disadvantages.

¹⁶ The National Early Recovery and Reconstruction Plan for Gaza 2014, pp 31.

¹⁷ The current NDP (2014-16), pp 37-38.

¹⁸ http://www.unicef.org/oPt/overview_5630.html

¹⁹ <http://unesdoc.unesco.org/images/0023/002302/230212E.pdf>

²⁰ WFP Palestine Strategy 2014-2016.

²¹ Report on UNCTAD assistance to the Palestinian people: Developments in the economy of the Occupied Palestinian Territory, pp 8.

2. Reasons for the Evaluation

2.1 Rationale

13. The current WFP Strategy in the State of Palestine covers the period from 2014 to 2016. It is expected that the CPE findings and recommendations will provide evidence to inform WFP Palestine's next Country Strategy. In addition, the evaluation is intended to inform future design of new WFP food assistance programs. Given that the current WFP Corporate Strategic Plan (2014-2017) continues its focus on food assistance, lessons from this CPE are likely to be applicable for the future WFP operations in the State of Palestine. Since there has not been any evaluation of WFP's portfolio of activities in Palestine, the CPE is an opportunity for the CO to benefit from an independent assessment of its operations.

2.2 Objectives

14. Evaluations serve the dual objectives of accountability and learning. The CPE will:

- assess and report on the performance and results of the country portfolio in line with the WFP mandate, Country Office Strategy and in response to humanitarian and development challenges in the State of Palestine; and
- determine the reasons for observed success or failure and draw lessons from experience to produce evidence-based findings to allow the CO to make informed strategic decisions about positioning itself in the State of Palestine, form strategic partnerships, and improve operations design and implementation.

2.3 Stakeholders and Users of the Evaluation

15. The main stakeholder groups and users of the evaluation are the WFP Headquarters Management, the WFP Executive Board (EB), the Regional Bureau (Cairo), WFP Country Office in the State of Palestine, the beneficiaries, the Government of Palestine, Non-Governmental Organizations (NGOs), donors and the UN Country Team. A matrix of stakeholders with their respective interests in the CPE is attached as Annex 3.

16. WFP works closely with the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA), United Nations High Commissioner for Refugees (UNHCR), United Nations Development Programme (UNDP), United Nations Children's Fund (UNICEF), UN Country Team, Ministry of Planning (MoP), Ministry of Agriculture (MoA), Ministry of Education (MoE), Ministry of Health (MoH), Ministry of the National Economy (MoNE), Ministry of Social Affairs (MoSA), Palestinian Civil Defence (PCD) and Non-Governmental Organizations (NGOs).

17. The overall UN approach in the State of Palestine is detailed in the Integrated Strategic Framework, United Nations Medium Term Response Plan 2011-2013, United Nations Development Assistance Framework 2013-2015 (UNDAF), Millennium Development Goals for Palestine, Palestinian Development Plan 2011-2013, and United Nations Consolidated Appeal Process 2013 (CAP). Activities outlined in the WFP Strategy aim to support national, UNDAF and Integrated Strategic Framework priorities.

3. Subject of the Evaluation

3.1 WFP's portfolio in Palestine

18. WFP's mission in Palestine aims at saving lives by providing food assistance to vulnerable people, and to work with local Palestinian authorities to strengthen social protection and safety nets, and build the capacity of local institutions to anticipate, prepare for and respond to emergencies. Moreover, WFP's overall approach in Palestine is to support the government's development priorities through strong partnerships. The aim is to meet immediate needs while supporting longer term development priorities, and ultimately, to leave Palestinians with institutions that allow self-reliance.

19. While WFP's portfolio in Palestine has been complex, increasingly it has become even more so with risks posed by regional influences; natural disasters, rising demands posed by high population growth; continued threat of conflict and unrest; and food insecurity and price volatility. With nearly half of Palestinian households either food insecure or vulnerable to food insecurity, WFP Palestine's current strategy (2014-2016) focuses on:

- providing emergency relief to food insecure households to complement the national safety net assistance programs;
- assisting vulnerable communities to sustainably develop, become self-reliant and able to withstand livelihood shocks by supporting the national safety net, and linking programmes to economic activity through local purchase, training and community works projects; and,
- enhancing the capacity of the Palestinian Authority to respond to emergencies.

20. Since 2011, WFP has implemented six relief, resilience and preparedness capacity development operations in Palestine. These operations have comprised two Emergency Operations (EMOP 108170 - General Food Distribution (GFD) and Food for Education activities; EMOP 200298 - GFD and School Feeding activities); two Protracted Relief and Recovery Operations (PRRO 200709 - General Food Assistance (GFA), Institutional Feeding, Food Assistance for Assets and Training, and School Feeding activities; PRRO 200037 - Vouchers for Work, Vouchers for Training, School Feeding and GFD); and two Special Operations (SO 200560 and SO 200757 - Provision of Common Services and Logistic Augmentation activities). The Gaza EMOP 200298 and West Bank PRRO 200037 were streamlined into PRRO 200709 as of 2015. Since January 2011, contributions for the entire Palestine Portfolio have amounted to US\$425,724,874 against total requirements of US\$ 704,380,408 (60%).

Graph 2: Top five donors of WFP portfolio in Palestine

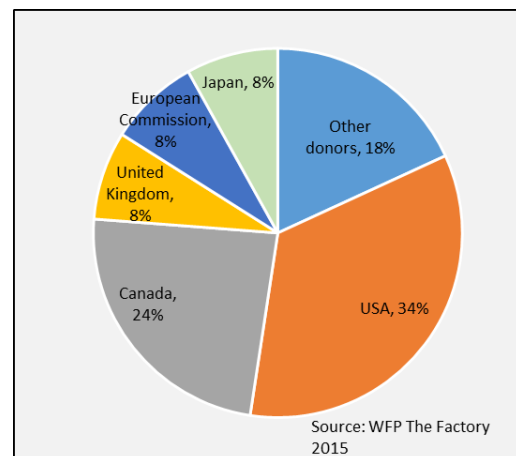
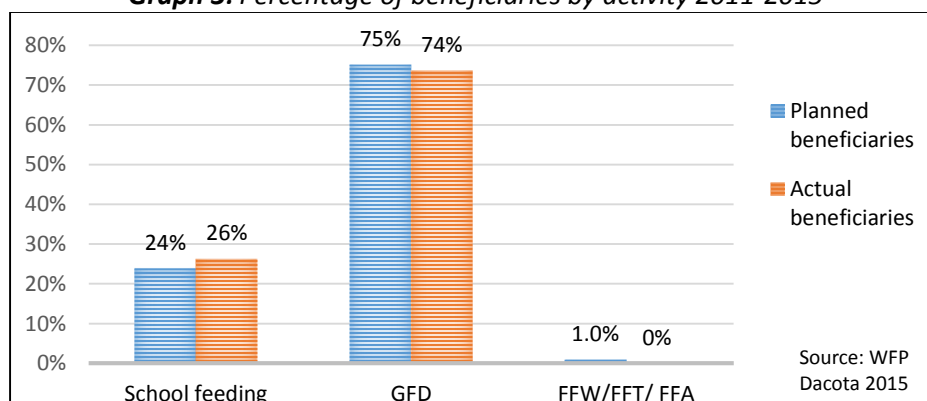


Table 1: Palestine Portfolio Overview 2011-2015

Operation type	Operation number	Title	Time frame	US\$ Req.	US\$ Rec.	% Funded	Project Activities and Modalities
PRRO	200709	Food Assistance for Food-Insecure Populations in the West Bank and Gaza Strip	Jan 2015 - Dec 2016	145,176,702	30,644,145	21%	General Food Distribution (GFD, includes vouchers), School Feeding, Capacity Development, Food for Assets (FFA, includes vouchers), Food for Training (FFT, includes vouchers)
SO	200757	Logistics Cluster Support and Logistics Augmentation in Response to the Gaza Crisis	Aug 2014 - Nov 2014 + 1 BR (extended to Dec 2014)	1,623,103	1,276,501	79%	Logistic augmentation, Provision of common services
SO	200560	Strengthening the Food Security Coordination Platform in the State of Palestine	Jun 2013 - May 2015 + 1 BR (extended to Dec 2015)	1,257,892	827,779	66%	Provision of common services
EMOP	200298	Emergency Food Assistance to the Non-refugee Population in the Gaza Strip	Jan 2012 - Dec 2012 + 8 BR (extended to Dec 2014)	197,987,950	130,313,959	66%	GFD (includes vouchers), School Feeding, Capacity Development
PRRO	200037	Targeted Food Assistance to Support Vulnerable and Marginalized Groups and Enhance Livelihoods in the West Bank	Jan 2011 - Dec 2014	195,774,574	130,764,258	67%	GFD (includes vouchers), School Feeding, Food for Assets (includes vouchers), Food for Training (includes vouchers)
EMOP	108170	Emergency Food Assistance for Operation Lifeline Gaza	Jan 2009 - Jan 2010 + 8 BR (extended to Dec 2011)	162,560,187	131,898,232	81%	GFD (includes vouchers), School Feeding

Source: Project Documents, SPR 2011-2014, Resource Situation as of 15 April 2015

Graph 3: Percentage of beneficiaries by activity 2011-2015



21. Initial review of WFP Palestine documents show the following key characteristics of WFP's portfolio of operations:

- Palestine's role as one of the first country offices to use electronic vouchers for general food assistance;
- Food assistance programs have been implemented in a State where the foundation and governance of the economy are fragmented, in East Jerusalem, the rest of West Bank and the Gaza Strip isolated from each other by restrictions on the movement of goods and people and outbreaks of the protracted conflict.

- WFP operations in Palestine have relatively significant urban dimension as a large part of the beneficiaries reside in towns and cities.

Table 2: Timeline and funding level of WFP portfolio in Palestine 2011-2015

Operation	Time Frame	2011	2012	2013	2014	2015
PRRO 200709 - Food Assistance for Food-Insecure Populations in the West Bank and Gaza Strip	Jan 2015 - Dec 2016	LEGEND Funding Level <div>>75%</div> <div>Between 50 and 75%</div> <div>Less than 50%</div>				Req: 145,176,702 Rec: 30,644,145 Funded: 21%
SO 200757 - Logistics Cluster Support and Logistics Augmentation in Response to the Gaza Crisis	Aug 2014 - Nov 2014 + 1 BR (extended to Dec 2014)				Req: 1,623,103 Rec: 1,276,501 Funded: 79%	
SO 200560 - Strengthening the Food Security Coordination Platform in the State of Palestine	Jun 2013 - May 2015 1 BR (extended to Dec 2015)				Req: 1,257,892 Rec: 827,779 Funded: 66%	
EMOP 200298 - Emergency Food Assistance to the Non-refugee Population in the Gaza Strip	Jan 2012 - Dec 2012 + 8 BR extended to Dec 2014		Req: 197,987,950 Rec: 130,313,959 Funded: 66%			
PRRO 200037 - Targeted Food Assistance to Support Vulnerable and Marginalized Groups and Enhance Livelihoods in the West Bank	Jan 2011 - Dec 2014		Req: 195,774,574 Rec: 130,764,258 Funded: 67%			
EMOP 108170 - Emergency Food Assistance for Operation Lifeline Gaza	Jan 2009 - Jan 2010 + 8 BR extended to Dec 2011	Req: 162,560,187 Rec: 131,898,232 Funded: 81%				
Direct Expenses (US\$ millions)		68,500,000	56,252,000	68,261,000	n.a.	n.a.
% Direct Expenses: Palestine vs. WFP World		2%	1%	2%	n.a.	n.a.
Food Distributed (MT)		66,650	49,328	50,999	56,500	n.a.
Total of Beneficiaries (actual)		665,061	645,650	627,097	1,862,903	n.a.

Source: APR 2011-2013, SPR 2011-2014, Resource Situations as of 15 April 2015
Requirements (Req.) and Contributions (Contrib.) are in US\$

3.2 Scope of the Evaluation

22. The timeframe for country portfolio evaluations (CPEs) is usually 4 to 5 years. In light of the strategic nature of the evaluation, the focus shall not be on assessing individual operations but rather on evaluating the WFP portfolio as a whole, its evolution over time, its performances, and the strategic role played by WFP in the State of Palestine. The evaluation will also review the analytical work conducted by WFP in collaboration with its partners, over the evaluation period, as well as WFP's participation in strategic processes, to determine the extent to which it contributes to WFP priorities and objectives in the country and enables a strategic positioning of WFP (in supporting, complementing the work and strategies of others). The Palestine CPE will cover a 5-year period (2011-mid 2015), including all WFP operations implemented since 2011 and all geographic areas covered by the portfolio. It will also cover the current WFP Country Strategy (2014-2016).

4. Evaluation Questions, Approach and Methodology

4.1 Evaluation questions

23. The WFP Office of Evaluation's CPE "model" has three main areas of focus which are reflected in the key evaluation questions below. Each question has also specific sub-questions which will be further detailed in a matrix of evaluation questions to be developed by the evaluation team during the inception phase. The CPE will also employ internationally agreed evaluation criteria including relevance, coherence, effectiveness, efficiency, impact, sustainability and connectedness.

24. Question 1: Portfolio alignment and Strategic Positioning of WFP's Country Program. Reflect on the extent to which: i) main objectives and related activities have been relevant to Palestine's humanitarian and developmental needs (including those of specific groups), priorities and capacities; ii) objectives have been coherent with the stated agenda and policies, including sector policies; iii) objectives have been coherent and harmonized with those of partners, especially UN partners, but also with, bilateral and NGOs; iv) WFP has been strategic in its alignment and positioned itself where it can make the biggest difference; and v) there have been trade-offs between aligning with national strategies on one hand and with WFP's mission, strategic plans and corporate policies on the other hand.

25. Question 2: Factors and Quality of Strategic Decision Making. Reflect on the extent to which WFP: i) has analyzed (or used existing analysis) the hunger challenges, the food security and nutrition issues in Palestine - including gender issues in light of WFP's Gender Policy; ii) contributed to placing these issues on the national agenda, to developing related national or partner strategies and to developing national capacity on these issues. The evaluation will identify the factors that determined existing choices (perceived comparative advantage, corporate strategies, national political factors, resources, organizational structure and staffing, monitoring information, etc.) to understand these drivers of strategy, and how they were considered and managed.

26. Question 3: Performance and Results of the WFP portfolio. Reflect on: i) the level of effectiveness, efficiency and sustainability of the main WFP programme activities and explanations for these results (including factors beyond WFP's control); ii) the level of synergy and multiplying effect between the various main activities regardless of the operations; and iii) the level of synergies and multiplying opportunities with HCT/UNCT partners, especially UNRWA, the Food Security Cluster, government partners, but also with, bilateral and NGOs at operational level.

27. The following topics are of particular interest for focus within the evaluation questions. These will be explored and their evaluability assessed during the inception phase. The inception report will clarify how they can or cannot be taken up in the evaluation, depending on the availability of existing data:

- WFP's role to support national social safety net programs including provision of food assistance, common assessment and targeting mechanism, and capacity augmentation activities;

- The cost-benefit of the voucher modality in comparison to food and cash, keeping in mind employment opportunities, support to local markets and local production, and how WFP Office has been able to plan and implement vouchers over time;
- The role of vouchers in emergency preparedness and response;
- The relationship between voucher transfers and gender empowerment;
- Complementary awareness raising activities and household nutrition and health;
- WFP's comparative advantage in nutrition through modalities of cash and vouchers;
- Role of FFA and FFT programs using vouchers and in-kind support in partnership with PA to provide training skills, and support national PA strategies;
- The potential of school feeding in achieving sustained high enrolment and/or achievement rates;
- The role and impact on the local economy of WFP's local purchases in Palestine for a range of interventions including general food distribution, school feeding and emergency responses;
- WFP's role as a service provider to other humanitarian and development organizations (for example, using WFP's vouchers for other interventions such as UNRWA in the West Bank, Unicef);
- WFP's role to support national capacity for humanitarian response;
- WFP's partnership with private sector, including strengthening local production capacity of nutritious food, and the implication for ownership and handing-over food assistance programs to the government;

4.2 Evaluability Assessment

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

28. The WFP country strategy document for Palestine (2014-2016) is intended to give strategic direction to WFP interventions implemented in the current portfolio. It is a key reference for evaluating WFP strategic positioning in the State of Palestine. The continuing conflict between Israelis and Palestinians may limit the evaluability of certain outcomes or aspects of the county portfolio.

29. Available secondary information data and analysis on operational and strategic aspects of the WFP Portfolio in Palestine will be used to determine whether certain outcome can be assessed. OEV will ensure that an initial e-library list bibliography is made available to the team.

4.3 Methodology

30. The evaluation will employ relevant internationally agreed evaluation criteria including those of relevance, coherence (internal and external), efficiency, effectiveness, impact, sustainability and connectedness. It will examine the extent to which gender and equity dimensions are integrated into WFP's policies, systems and processes.

31. CPEs primarily use a longitudinal design, rely on secondary quantitative data and conduct some primary qualitative data collection with key stakeholders in the country. During the inception phase the key questions will be focused specifically on issues of relevance to the Palestine context, the on-going WFP operations, and key technical issues of relevance for future programming within the scope of the evaluation.

32. During the inception phase, the evaluation team will design a detailed and complete methodology as well as evaluation action plan to be presented in the inception report, with annexes covering data collection instruments. The methodology should:

- build on the logic of the portfolio and on the common objectives arising across operations;
- be geared towards addressing the evaluation questions presented in 4.1. A model looking at groups of "main activities" across a number of operations rather than at individual operations should be adopted; and
- take into account the opportunities and limitations to evaluability pointed out in 4.2 as well as budget and time constraints.

33. The methodology should demonstrate impartiality and lack of biases by relying on a cross-section of information sources (e.g. stakeholder groups, including beneficiaries, existing secondary data) and using a mixed method (e.g. quantitative, qualitative, participatory) to ensure triangulation of information through a variety of means. The sampling technique to impartially select the localities to be visited and stakeholders to be interviewed should be specified.

4.4. Quality Assurance

34. WFP's evaluation quality assurance system (EQAS) is based on the UNEG norms and standards and good practice of the international evaluation community (ALNAP and DAC). It sets out processes with in-built steps for quality assurance and templates for evaluation products. It also includes quality assurance of evaluation reports (inception, full and summary reports) based on standardised checklists. EQAS will be systematically applied during the course of this evaluation and relevant documents provided to the evaluation team. The evaluation manager will conduct the first level quality assurance, while Sally Burrows, Deputy Head of OEV, will conduct the second level review. This quality assurance process does not interfere with the views and independence of the evaluation team, but ensures the report provides the necessary evidence in a clear, logical and convincing way and draws its conclusions on that basis. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases.

5. Organization of the Evaluation

5.1. Phases and Deliverables

35. The evaluation will proceed through five phases and will be implemented within the following tentative timeframe. This timeframe will be shared with the CO and RB and will be aligned with the Palestine CO planning process and decision-making so it can be as useful as possible. The final TOR will be completed by April 2015, followed by the inception phase in May/June 2015 which involves a briefing of the evaluation team in Rome and an inception mission in early June (team leader and evaluation manager) in Palestine. The fieldwork is tentatively planned to take place in Palestine in August 2015 involving primary and secondary data collection. The analysis and reporting phase concludes with the final evaluation report in mid November 2015 that will be presented to WFP's Executive Board during February 9-13, 2016.

Table 3: Summary Timeline - key evaluation milestones

Main Phases	Timeline	Tasks and Deliverables
1. Preparation	December 2014 - April 2015	Terms of reference; Hire evaluation team
2. Initial briefing and inception mission in Palestine	June 3-5, 2015 June 13-19, 2015	HQ briefing in Rome; Inception mission and inception report
3. Evaluation mission and data collection in Palestine	August 1 - August 21, 2015	Evaluation mission and data collection; Exit debriefing and analysis
4. Evaluation Report	September 14, 2015 – November 26, 2015	Report drafting; comments process and final evaluation report
5. Executive Board (EB)	February 9-13, 2016 (deadline Secretariat)	Management Response EB and presentation

5.2. Evaluation Team Composition

36. A multi-disciplinary team of external evaluators will conduct the CPE. The following table sets the requirements of the team in terms of experience and competencies. The team leader and team members should have appropriate evaluation and technical capacities to carry out effective implementation of the CPE. The evaluation team will include international and national consultants with expertise in social safety nets, social protection, capacity support to government institutions, economic analysis, food security, banking, cash and voucher transfer, market analysis, school feeding, nutrition, policy analysis, mixed evaluation methods, evaluation of relief and development food aid, capacity building, gender empowerment and strategic planning. The team leader requires strong evaluation experience, leadership skills and technical expertise in at least one of the technical areas listed in the table below.

37. The team should have solid understanding of protracted relief and recovery context and an in-depth knowledge of Palestine. The evaluation team should be gender balanced. All the team members should be gender conscious, with at least one team member with specific gender skills as the evaluation will have to be equity-focused. Team leader and members with experience in Palestine and Arabic speakers are strongly preferred.

Table 4: Summary of evaluation tasks and skills required

Role	Evaluation tasks and required skills	Experience required	Evaluation questions
Team Leader	Team leadership and management, strategic alignment/planning, leads the CPE implementation and reporting, country program evaluations based on mixed methods, ability to resolve problems.	Experience in CPEs; specialization in one of area 2 or 3 below; Knowledge of gender analysis; Relevant knowledge and experience of Palestinian context; Experience in CPE synthesis and reporting skills.	All
Banking Economist	Specialist in evaluating the efficiency of food assistance interventions particularly, cash and e-voucher, local purchase and market support in the context of middle income eastern countries; Evaluation of cost-effectiveness/ efficiency of interventions: resourcing, financial, operational factors.	Experience evaluating cash and voucher programs, policies and projects, food market analysis; Relevant knowledge and experience of food assistance modalities, impact assessments and gender analysis.	2 and 3
Food security and livelihoods Evaluator	Expertise in evaluating food security and livelihoods, including national food safety nets, social protection, food security assessments, targeting, and relevant M&E systems; FFA/W/T programmes, livelihood support, etc. Knowledge of livelihoods in in middle eastern countries.	Experience in Vulnerability Assessment and Mapping (VAM); Familiarity with food assistance modalities (cash and vouchers, FFA/W/T) and safety nets, market infrastructure, post-harvest value chain, local purchase, livelihood support and gender analysis.	1,2,3
Nutrition Evaluator	Expertise in evaluation of nutrition interventions, nutrition assessments and monitoring systems; UN joint-programming in nutrition and health; Knowledge of nutrition sector in Palestine.	Experience in evaluating nutrition, including knowledge in nutrition (Lancet 2008 & 2013 and SUN Movement), WFP's shift to food assistance and WFP strategic positioning in nutrition (Nutrition Policy 2012) and gender analysis.	2 and 3
School Feeding (SF) Evaluator	Specialization in school feeding; education; the education sector in Palestine; UN joint-programming in education; capacity development and SF in middle eastern countries.	Experience in evaluating WFP school feeding programme, handover and emergency SF operations.	2 and 3
Research Assistant	Focus on qualitative research assistance with local stakeholders.	Relevant fieldwork experience in providing research support to evaluation teams	All

5.3 Roles and Responsibilities

38. WFP Office of Evaluation (OEV) will manage the CPE. Dawit Habtemariam has been appointed as OEV Evaluation Manager (EM). He is responsible for drafting the TOR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing in HQ; assisting in the preparation of the field missions; conducting the first level quality assurance of the evaluation products and consolidating comments from stakeholders on the various

evaluation products. He will also be the main interlocutor between the evaluation team, represented by the team leader, and WFP stakeholders to ensure a smooth communication and implementation process.

39. The external evaluation team will implement the CPE, including inception briefing, inception mission, fieldwork, analysis and reporting. Within the team, the team leader bears ultimate responsibility for all team deliverables, overall team functioning, and client relations. His/her primary responsibilities will be (a) setting out the methodology and approach in the inception report; (b) guiding and managing the team during the inception and evaluation phase and overseeing the preparation of working papers; (c) consolidating team members' inputs to the evaluation products; (d) representing the evaluation team in meetings with stakeholders; (e) delivering the inception report, draft and final evaluation reports (including the Executive Board summary report) and evaluation tools in line with agreed EQAS standards and agreed timelines.

40. The evaluation team leader and members will contribute to the design of the evaluation methodology in their area of expertise; undertake documentary review prior to fieldwork; conduct field work to generate additional evidence from a cross-section of stakeholders, including carrying out site visits, as necessary to collect information; participate in team meetings, including with stakeholders; prepare inputs in their technical area for the evaluation products; and contribute to the preparation of the evaluation report. All members of the evaluation team will abide by the Code of Conduct for evaluators ensuring they maintain impartiality and professionalism.

41. All evaluation products will be produced in English. Excellent synthesis and reporting skills is essential (particularly for the Team Leader) for the core products: the inception report, the PowerPoint presentation of the preliminary findings, and the draft and final evaluation reports including, the SER. Support will be provided by OEV to collect and compile relevant documentation, facilitate the evaluation team's engagement with interview subjects and provide support to the logistics of field visits.

42. WFP stakeholders at CO, RB and HQ levels are expected to provide insights and information (through face-to-face interviews or teleconference) necessary to the evaluation; be available to the evaluation team to discuss the portfolio's performance and results, and to comment on various reports during the evaluation process. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of other stakeholders.

43. The CO will facilitate the organisation of the two missions in Palestine; facilitate the evaluation team's contacts with stakeholders in the country; set up meetings and field visits and provide logistic support during the fieldwork. The nomination of a WFP Country Office focal point will help communicating with the evaluation team. A detailed consultation schedule will be presented by the evaluation team in the Inception Report.

5.4. Communication

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

44. The Evaluation Manager will ensure consultation with stakeholders on each of the key evaluation phases. The evaluation management and team will emphasize transparent and open communication with stakeholders. The evaluation ToR and relevant research tools will be summarized to better inform stakeholders about the process of the evaluation and what is expected of them. In all cases the stakeholders' role is advisory. Briefings and de-briefings will include participants from country and global levels. Participants unable to attend a face-to-face meeting will be invited to participate by telephone. A communication plan for the findings and evaluation report will be drawn up by the Evaluation Manager during the inception phase, based on the operational plan for the evaluation contained in the Inception Report.

45. OEV will make use of data sharing software to assist in communication and file transfer with the evaluation team and the WFP CO. In addition, regular teleconference and one-to-one telephone communication between the evaluation team, manager and the WFP CO focal point will assist in discussion any particular issue.

46. An internal reference group, composed of WFP's main stakeholders at HQ, Regional Bureau and CO will be involved throughout the process. They will be invited to participate to the process including, by providing comments on the main CPE deliverables (terms of reference, inception report and evaluation report). A workshop is also planned to de-brief the national stakeholders and the CO team.

47. Key outputs during the evaluation phase will be produced in English. Should Arabic translators be required for fieldwork, the evaluation team will make the necessary arrangement and include the cost in the budget proposal. OEV will look into the feasibility of holding a workshop after the field work to discuss the evaluation report preliminary findings and recommendations. The evaluation report will be posted on WFP's external website once complete as required by EQAS and other agencies will post the report as per their normal procedures.

48. The Summary Evaluation Report together with Management Response will be presented to WFP's Governing Body in all official UN languages in February 2016. Once the evaluation is completed, OEV will ensure dissemination of lessons through various means such as inclusion in the annual evaluation report, presented to the Executive Board, and through presentations made in relevant meetings. The CO and RB are encouraged to circulate the final evaluation report with external stakeholders in Palestine and the region.

5.5. Budget

49. The evaluation will be financed from the Office of Evaluation's budget. The total budget covers all expenses related to consultant and/or company rates, international travels, logistics and OEV staff travel.

ANNEX 1 List of Acronyms

CAP	United Nations Consolidated Appeal Process
DRR	Disaster Risk Reduction
EQAS	Evaluation Quality Assurance System
FAO	United Nations Food and Agriculture Organization
FFA	Food Assistance for Assets
FFT	Food Assistance for Training
GDP	Gross Domestic Product
M&E	Monitoring and Evaluation
MoA	Ministry of Agriculture
MoE	Ministry of Education
MoH	Ministry of Health
MoP	Ministry of Planning
MoNE	Ministry of the National Economy
MoSA	Ministry of Social Affairs Ministry of Education
MTRP	United Nations Medium Term Response Plan
NGOs	Non-Governmental Organizations
OEV	Office of Evaluation
PA	Palestinian Authority
PCBS	Palestinian Central Bureau of Statistics
PCD	Palestinian Civil Defense
PMTF	Proxy Means Testing Formula
TOR	Terms of Reference
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
UNDAF	United Nations Development Assistance Framework
UNDSS	United Nations Department of Safety and Security
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
WFP	United Nations World Food Programme

Annex 2: Detailed Timeline for Palestine CPE (tentative)

	PALESTINE COUNTRY PORTFOLIO EVALUATION (CPE)	By whom	Key Dates
Phase 1 - Preparation			
	Desk review of documents. Draft/Final Concept Note	EM	Dec. 2014 /Feb. 2015
	Desk review. Draft TORs. OEV/D clearance for circulation to WFP staff	EM	02 - 20 February 2015
	Circulate TOR to WFP staff	EM	23 - 27 February 2015
	Review draft TOR based on WFP feedback	EM	March / April 2015
	Final TOR sent to WFP stakeholders	EM	April 2015
	Contracting evaluation team/firm	EM	April / May 2015
Phase 2 - Inception			
	Team preparation prior to HQ briefing (reading documents)	Team	26 May – 2 June 2015
	HQ Team briefing (WFP Rome) – 3 days	EM/Team	3 - 5 June 2015
	Inception mission in Palestine - 5 days	EM + TL	13 - 19 June 2015
	Submit Draft Inception Report (IR) to OEV (after company's quality check)	TL	3 July 2015
	OEV quality assurance and feedback	EM	10 July 2015
	Submit revised inception report (IR)	TL	16 July 2015
	Circulate final IR to WFP key stakeholders for their information + post a copy on intranet	EM	20 July 2015
Phase 3 - Evaluation Mission - Fieldwork in Palestine			
	Field work (3 weeks) in Palestine & Desk Review. Exit debrief/ Internal debriefing with the RB presenting very initial findings.	Team	1 - 21 August 2015
	Consolidation of preliminary findings/Aide Memoire (PPT to OEV)	TL	28 August 2015
	Debriefing via teleconference with the CO, RB and HQ Rome staff. Preliminary findings and recommendations (PPT) presented by TL.	EM & TL	1 September 2015
Phase 4 - Evaluation Report (ER) – high quality report from draft 0 onwards			
Draft 0	Submit draft Evaluation Report (ER) to OEV (after company's quality check)	TL	14 September 2015
	OEV quality feedback sent to the team	EM	28 September 2015
Draft 1	Submit revised draft ER to OEV	TL	2 October 2015
	OEV reviews & seeks OEV Director's clearance prior to circulating the ER to WFP stakeholders. Clarification w/ team if needed. When cleared, OE shares the ER with WFP stakeholders' feedback (2wk)	EM	
	Proposed stakeholders' workshop in-country (2-3 days max.): Team Leader presents the preliminary findings of the CPE to CO + major stakeholders	TL	
	OEV consolidates all WFP's comments (matrix) and share them with the team	EM	13 October 2015
Draft 2	Submit revised draft ER to OEV based on WFP's comments, and team's comments on the matrix.	TL	19 October 2015
	Submit SER to OEV	TL	19 October 2015
	OEV reviews ER & matrix (clarification with the team if needed)	EM	26 October 2015
	Seek OEV Director's clearance for SER circulation to EMG for comment.	EM	2 November 2015
	OEV reviews EMG comments on the SER/ revisions with team	EM & TL	13 November 2015
Draft 3	Submit final draft ER (with the revised SER) to OEV	TL	20 November 2015
	Seek Final Approval by OEV Director. Clarify last points/issues with the team if necessary	EM & TL	26 November 2015
Phase 5 Executive Board (EB) and follow-up			
	Submit SER to EB Secretariat for editing & translation + SER recommendation to RMP for management response	EM	26 Nov. 2015
	Tail end actions, including Ev. Brief, OEV websites posting, EB Round Table, etc.	EM	Dec 2015 - Jan 2016
	Presentation of Summary Evaluation Report to the EB	D/OEV	9-13 February 2016
	Presentation of management response to the EB	D/ RMP	9-13 February 2016
Note: TL = Team Leader. EM= Evaluation Manager. OEV= Office of Evaluation. ER = Evaluation Report. SER = Summary Evaluation Report. EB = WFP's Executive Board. RMP= Performance and Accountability Management			

Annex 3: Stakeholders Matrix (draft)

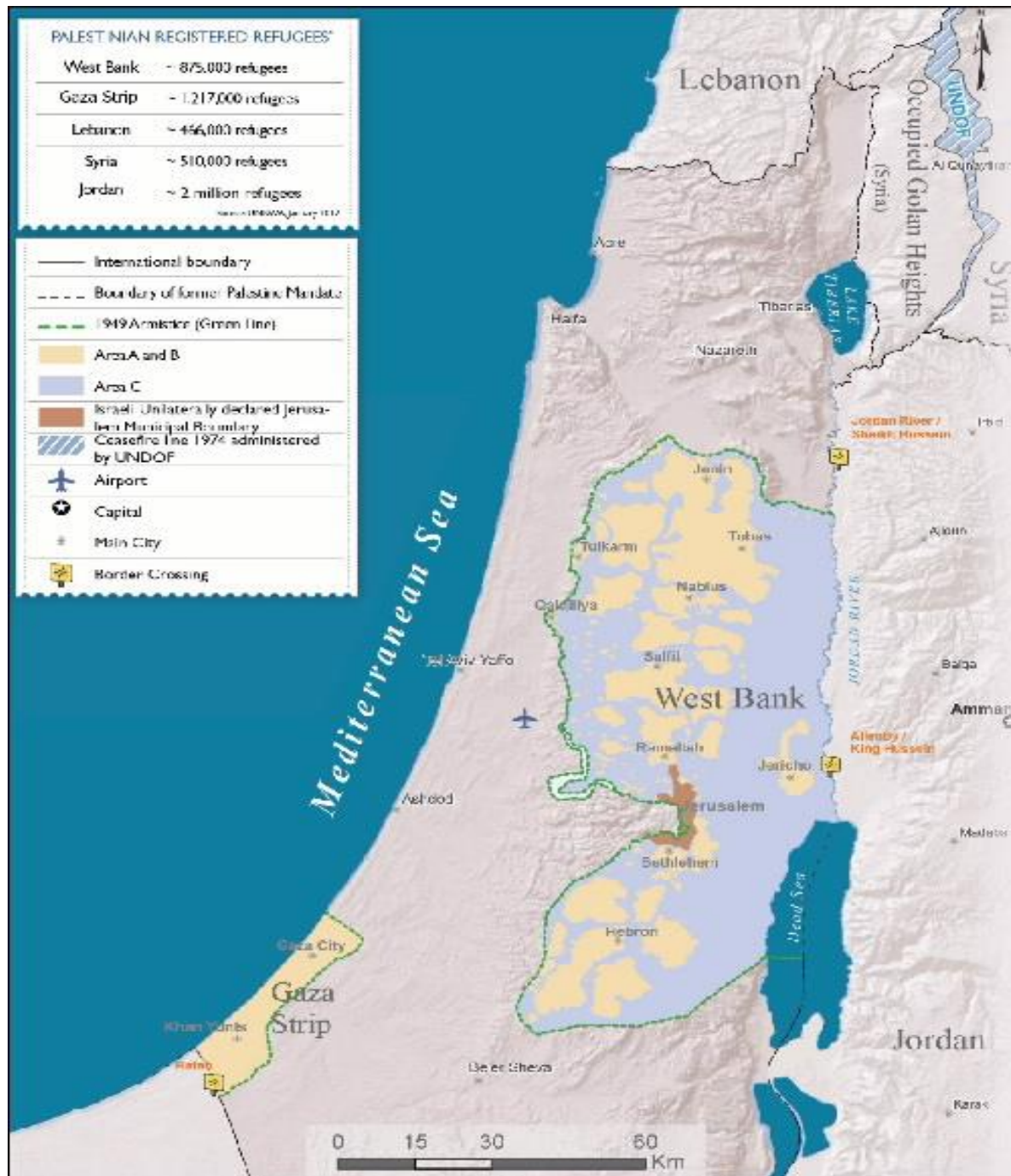
	Stakeholder	Role and interest in the evaluation
Global	WFP Executive Board	Global Strategic Direction and guidance through Annual Consultation on Evaluation, approval of Global work plan, Approve Guidelines prepared by WFP HQ Secretariat, Approve budget, Oversee Resource Mobilization, Monitor/evaluate progress.
	WFP Headquarters	Budget and human resource allocation, Global Strategic Workplan, manage knowledge and information sharing within and outside. How effectively and efficiently the country portfolio in Palestine has worked. What has not worked and why. Understanding what unique elements of the portfolio worked in order to be able to replicate them in the future and to adapt based on lessons learned, e.g. Cash and vouchers.
	Donors	Funding, Monitoring, Advocacy. How effective and efficient is the WFP strategy and approach and what results have been achieved? In turn giving indications on future funding options.
	Office of Evaluation	Measuring results for accountability. Informing debates and decisions on strategic issues, programming for success. Learning about potential increased quality of CPE.
Country	Regional Bureau	Learning from the country portfolio results for Policy, Strategy, Planning, funding and Implementation. How WFP country portfolio of activities in Palestine has contributed to reducing hunger in a more effective and efficient way and the sustainability of such efforts.
	Country Office	Development of Country Implementation Plan, alignment with country objectives and strategies, achievement of results and reporting. Strategic positioning of county office, strategic planning for the next UNDAF cycle. The Country office is interested in understanding how the CPE will make a contribution to providing evidence to inform the design of new country strategy in 2016, ongoing programming/operations management.
	Beneficiaries	Are interested on meaningful outcomes (including relevance, effectiveness, impact and sustainability) of WFP portfolio in Palestine.
	Government Ministries (MoH, MoA and, Social Welfare, etc.,)	Policy, Strategy, Planning, funding and Implementation. How WFP country portfolio of activities in Palestine has contributed to improving food security in a more effective, coordinated and efficient way and the sustainability of such efforts.
	UN Partner Organizations	Implementation of activities within the mandate and in respect of specialized nature of the agency, reporting. The UN partner organizations have an interest in understanding of improved coordination, collaboration and implementation among themselves and with Government and other actors.
	NGO's	Implementation of activities within the mandate and in respect of specialized nature of the agency, reporting. NGO's are implementing partners to WFP Palestine and have an interest in coordinated implementation and what they can learn from the implementation of the WFP Palestine Portfolio.
	Private Business Sector	Effect of food assistance on food markets, food supply, food demand, food prices stability.

Annex 4: Key Indicators for Country Context - Palestine

Indicator		Year	Value		Source
General	Population (total, millions)	2014	4,210,000		World Bank. WDI.
		2005	3,320,396		
	Average annual growth (%)	2010 - 2015	2.5		UNDP HDR 2014
		2000 - 2005	2.1		
	Urban Population (% of total)	2013	74.8		UNDP HDR 2014
	Human Development Index	2013	0.686		UNDP HDR 2014
Rank		107			
Gender	Gender- Inequality index	2013	n.a.		UNDP HDR 2014
		Rank	n.a.		
	Maternal Mortality ratio (per 100,000 live births)	2010	64		UNDP HDR 2014
	Seats in national parliament (% female)	2013	n.a.		UNDP HDR 2014
	Population with at least some secondary education, female, male (% aged 25 and above)	2012	M	F	UNDP HDR 2014
			32.2	31.5	
	Births attended by skilled health personnel (% of total)	2010	99		World Bank. WDI.
	Labour force participation rate (%)	2012	M	F	UNDP HDR 2014
			66.3	15.2	
	Employees, agriculture, female (% of female employment)	2012	24		World Bank. WDI.
Primary Enrollment	2012	94		World Bank. WDI.	
Economic	Income Gini Coefficient	2013	35.5		UNDP HDR 2014
	GDP per capita (current US\$)	2012	2,783		World Bank. WDI.
		2002	1,157		
	Foreign direct investment net inflows (% of GDP	2012	1.6		World Bank. WDI.
		2005	0.7		
	Net official development assistance received (% of GNI)	2012	16.5		World Bank. WDI.

Poverty	Population living below \$1.25 a day (%)	2007	0.04	UNDP HDR 2014	
	Population vulnerable to poverty (%)	2007	7.4	UNDP HDR 2014	
	Population in severe poverty (%)	2007	0.1	UNDP HDR 2014	
Nutrition	Weight-for-height (Wasting), prevalence for < 5 (%)	2009 - 2013	Mod & Sev	UNICEF SOWC 2015	
			3		
	Height-for-age(Stunting), prevalence for < 5 (%)	2009 - 2013	Mod & Sev	UNICEF SOWC 2015	
			11		
	Weight-for-age (Underweight), prevalence for < 5 (%)	2009 - 2013	Mod & Sev	UNICEF SOWC 2015	
			4		
Health	< 5 mortality rate	2000	30	UNICEF SOWC 2015	
		2013	22		
	Maternal Mortality ratio (Lifetime risk of maternal death: 1 in:)	2013	500	UNICEF SOWC 2015	
	Life expectancy at birth	2013	73.2	UNDP HDR 2014	
	Estimated HIV Prevalence	2014	n.a.	UNAIDS	
	Public expenditures on health (% of GDP)	2011	n.a.	UNDP HDR 2014	
Education	Literacy Rate Youth (15-24 y) (%)	2008-2012	M	F	UNICEF SOWC 2015
			99	99	
	Population with at least secondary education (% ages 25 and older)	2013	56.7	UNDP HDR 2014	
	Public expenditures on education (% of GDP)	2005 - 2012	n.a.	UNDP HDR 2014	

Annex 5: Map of the State of Palestine



Annex 6: Library list

WFP - COUNTRY PORTFOLIO EVALUATION – PALESTINE 2011–2015			
	Folder name / File name	Author	Date
	1 - EQAS & Technical Notes		
1	Guidance for process and content - CPE	WFP OEV	2013
	1.1. Terms of reference		
2	Template for Concept Note	WFP OEV	2013
3	Template for ToR - CPE	WFP OEV	2013
4	Quality Checklist for ToRs - CPE	WFP OEV	2013
	1.2. Evaluation report		
5	Template for Evaluation Report - CPE	WFP OEV	2013
6	Quality Checklist for Evaluation Report - CPE	WFP OEV	2014
7	Quality Checklist for Summary Evaluation Report - CPE	WFP OEV	2014
	1.3. Inception report		
8	Template for Inception Report - CPE	WFP OEV	2013
9	Quality Checklist for Inception Report - CPE	WFP OEV	2014
	1.4. Technical notes		
10	I. TN - ER Integrating Gender in Evaluation	WFP OEV	2014
11	II. TN - Conducting evaluations in situation of conflict & fragility	WFP OEV	2014
12	III. TN - Stakeholder analysis	WFP OEV	2011
13	IV. TN - Stakeholder Mapping	WFP OEV	2013
14	V. TN - Team members work plan and proposed stakeholders meeting	WFP OEV	2011
15	VI. TN - Evaluation Criteria	WFP OEV	2013
16	VII. TN - Evaluation Matrix	WFP OEV	2013
17	VIII. TN - ER Formatting Guidelines	WFP OEV	2013
18	IX. TN - Efficiency	WFP OEV	2013
19	X. TN - LogicModel_TheoryOfChange	WFP OEV	2013
20	XI. TN - Evaluation Recommendations	WFP OEV	2013
21	XII. TN - Example EvaluationMatrix for EQAS	WFP OEV	2013
	1.5. Examples		
22	Evaluation Report - Niger CPE	WFP OEV	2013
23	Evaluation Report vol.I - Somalia CPE	WFP OEV	2012
24	Evaluation Report vol.II - Somalia CPE	WFP OEV	2012
25	Inception Report - Niger CPE	WFP OEV	2012
26	Inception Report - Somalia CPE	WFP OEV	2011
27	Inception Report - Tanzania CPE	WFP OEV	2015
28	Management Response - Niger CPE	WFP OEV	2013
29	Management Response - Somalia CPE	WFP OEV	2012
30	SER - Niger CPE	WFP OEV	2013
31	SER example - Somalia 2012	WFP OEV	2012
	2 - WFP POLICIES & DOCS		
	2.1. Policies & Strategic Plans		
34	WFP evaluation policy	WFP	2008
35	Strategic Plan 2014-2017	WFP	2013
36	Concept note - WFP's next Strategic Plan 2014-2017	WFP	2012
37	WFP Strategic Plan 2008-2013	WFP	2008
38	WFP Strategic plan 2006 - 2009	WFP	2005
39	2014-2017 Strategic Results Framework	WFP	2014
40	Implementation of WFP SRF	WFP	2010

41	Management Results Framework	WFP	2011
42	WFP Policy Formulation	WFP	2011
43	Consolidated framework of WFP policies	WFP	2010
44	WFP Orientation Guide	WFP	2014
45	Performance Management Policy	WFP	2014
46	WFP Annual Performance Report 2013	WFP	2013
47	Program Category Review	WFP	2010
48	WFP's role in peacebuilding in transition settings	WFP	2013
49	Operational Guide to strengthen capacity of nations to reduce hunger	WFP	2010
50	EBPOL - Note HumAccess	WFP	2006
51	EBPOL - Note HumAssistSystem	WFP	2010
52	EBPOL - Protection	WFP	2012
53	EBPOL - Update HumAssistSystem	WFP	2012
54	EBPOL - Transition	WFP	2013
55	EBPOL - Update - Protection	WFP	2014
56	WFP Organigramme	WFP	2015
57	Summary of 2015 CPE selection criteria and process	WFP	2015
58	OEV CPE Brief	WFP	2014
59	Humanitarian principles	WFP	2004
60	WFP Environment Policy	WFP	1998
2.2. Nutrition			
61	WFP Nutrition Policy	WFP	2012
62	WFP Nutrition policy Follow up	WFP	2012
63	WFP Nutrition Policy Update	WFP	2013
64	Food and nutrition handbook	WFP	2000
65	Food and nutrition needs in emergencies	WFP	2003
66	Programming for nutrition specific interventions	WFP	2012
67	The Right Food at the Right Time	WFP	2012
68	Guidelines for selective feeding_the management of malnutrition in emergencies	WFP & UNCHR	2012
69	Moderate Acute malnutrition - A decision Tool for Emergencies	WFP	2012
70	Technical workshop on nutrition	WFP	2012
2.3. HIV			
71	WFP HIV policy	WFP	2010
72	Food assistance in the context of HIV ration design guide	WFP	2008
73	Food assistance context of HIV	WFP	2007
74	Update on WFP's response to HIV and AIDS	WFP	2014
75	HIV in Humanitarian Settings	WFP	2013
76	Programming for HIV and TB	WFP	2012
2.4. Cash & Voucher			
77	Cash & voucher Policy	WFP	2008
78	Cash & voucher Policy update	WFP	2011
79	WFP C&V Manual	WFP	2009
80	WFP Cash for change Initiative Distribution Models	WFP	2012
81	Financial Directive Operations and Finance Procedures for the use of Cash and Voucher Transfers to beneficiaries	WFP	2013
82	OPERDIR - financial accounting	WFP	2009
83	Cash and Food Transfers - A Primer	WFP	2007
84	C&V Manual Edition 2 - 2014	WFP	2014
85	Cash and voucher policy evaluation - 2014	WFP	2014

86	Cash and voucher policy evaluation - Management response	WFP	2015
	2.5. Emergency		
89	Food aid and livelihoods in emergencies strategies for WFP	WFP	2003
90	Transition from relief to development	WFP	2004
91	Targeting emergencies WFP policy	WFP	2006
92	Definition of emergencies	WFP	2005
93	WFP Policy on disaster risk reduction and management	WFP	2011
94	Exiting emergencies	WFP	2005
95	WFP's use of Pooled Funds for Humanitarian Preparedness and Response Evaluation	WFP	2014
96	WFP's use of Pooled Funds for Humanitarian Preparedness and Response evaluation - Management Response	WFP	2015
97	Impact Evaluations of the Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations	WFP	2012
98	Impact Evaluations of the Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations - Management Response	WFP	2013
	2.6. Gender		
99	WFP Gender Policy	WFP	2009
100	WFP gender policy corporate action plan	WFP	2009
101	Update on the WFP gender policy	WFP	2014
102	Gender Policy brief	WFP	2009
103	UN SWAP performance indicators	UN	2012
104	Gender Policy Evaluation	WFP	2013
105	Update on implementation of gender policy corporate action plan	WFP	2012
106	Women and WFP	WFP	2011
107	SER Evaluation Report - Gender Policy 2013	WFP	2013
108	SER Gender Policy - Management Response	WFP	2014
109	Gender mainstreaming from the ground up	WFP	2014
110	WFP Gender Marker Guide	WFP	2014
	2.7. Food security		
111	Food distribution guideline	WFP	2006
112	FSMS technical guideline	WFP	2012
113	FSMS Indicators Compendium	WFP	2010
114	The State of food insecurity in the world	WFP/FAO/IFAD	2014
115	Comparative Review of Market Assessments Methods Tools Approaches and Findings 2013	WFP	2013
116	Comprehensive Food Security and Vulnerability Analysis Guidelines 2009	WFP	2009
117	Emergency Food Security Assessment Handbook 2009	WFP	2009
118	Food consumption analysis - Calculation and use of the FCS in FS analysis 2008	WFP	2008
119	Labour Market Analysis Guidance For Food Security Analysis and Decision-Making 2013	WFP	2013
120	Market Analysis Framework - Tools and Applications for Food Security Analysis and Decision-Making 2011	WFP	2011
121	Market Analysis Tool - How to Conduct a Food Commodity Value Chain Analysis 2010	WFP	2010
122	Technical Guidance - The Basics of Market Analysis for Food Security 2009	WFP	2009
123	Technical Guidance Note - Calculation and Use of the Alert for Price Spikes (ALPS) Indicator 2014	WFP	2014
124	UNHCR-WFP Joint Assessment Mission Guidelines	WFP & UNHCR	2008

125	VAM Standard Analytical Framework 2002	WFP	2002
126	Joint Evaluation of Food Security Cluster Coordination in Humanitarian Action	FAO & WFP	2014
127	Joint Evaluation of Food Security Cluster Coordination in Humanitarian Action - Management Response	FAO & WFP	2014
	2.8. School Feeding		
128	A Guidance Note to Develop a National Sustainability Strategy	WFP & WB	2012
129	Rethinking School Feeding	WFP & WB	2009
130	School Feeding Flier	WFP	2013
131	Revised school feeding policy 2013	WFP	2013
132	Local Food for Children in School	WFP	2013
133	School Feeding Policy	WFP	2009
134	School-feeding and nutrition 2010	WFP	2010
135	State of school feeding worldwide	WFP	2013
136	Sustainable school feeding, Lifting school children out of the hunger trap	WFP	2011
137	Update on the implementation of WFP school feeding policy	WFP	2011
138	School Feeding Policy Evaluation	WFP	2011
139	Overview presentation SF policy Part I	WFP	2012
140	Overview presentation SF policy Part II	WFP	2012
141	How to develop the logic of school feeding projects	WFP	-
142	SABER - work in progress 2012	WFP	2012
	2.9. Capacity Development		
144	Capacity development Policy 2009	WFP	2009
145	Evaluation of WFP's Capacity development and Policies	WFP	2008
146	Capacity Development Kit	WFP	2012
147	Operational Guide to strengthen capacity of nations to reduce hunger	WFP	2010
148	The Guideline for Technical Assistance and Capacity Strengthening to End Hunger	WFP	2014
149	Complementary Guidelines - Capacity gaps and needs assessment 2014	WFP	2014
150	Complementary Guidelines #2 - Capacity gaps and needs assessment 2014	WFP	2014
	2.10. DRR, FFA, Resilience & Safety nets		
152	Climate change and hunger - Towards a WFP Policy on Climate Change	WFP	2011
	Disaster Risk Reduction		
153	WFP interventions in disaster preparedness and mitigation - update 2007	WFP	2007
154	WFP policy on disaster risk reduction and management 2011	WFP	2011
	FFA		
155	FFA Manual – a WFP Tool for Resilience Module A	WFP	2014
152	Climate change and hunger - Towards a WFP Policy on Climate Change	WFP	2011
	Disaster Risk Reduction		
155	FFA Manual – a WFP Tool for Resilience Module A	WFP	2014
156	FFA Manual – A Seasonal Livelihood Programming approach Module B	WFP	2014
157	FFA Manual – Participatory Processes Module C	WFP	2014
158	FFA Manual – The Practical Side of Doing FFA Module D	WFP	2014
159	FFA Manual – Monitoring and Evaluation of FFA Module E	WFP	2014
160	WFP disaster risk reduction policy 2009	WFP	2009
161	WFP Disaster mitigation - a strategic approach	WFP	2000
162	FFA Impact Evaluation Synthesis	WFP	2014
163	SER example - FFA evaluation in Uganda 2014	WFP	2014

164	SER example - FFA evaluation in Senegal 2014	WFP	2014
165	FFA Impact Evaluation - Managment Response	WFP	2014
	Resilience		
166	Enabling Development 1999	WFP	1999
167	Enabling Development - Implementation	WFP	2000
168	Enabling Development - Progress report	WFP	2007
169	WFP Programme design framework & WFP Contributing to Resilience Building	WFP	2014
	Safety Nets		
170	WFP Safety Nets Guidelines - Module A	WFP	2014
171	WFP Safety Nets Guidelines - Module B	WFP	2014
172	WFP Safety Nets Guidelines - Module C	WFP	2014
173	WFP Safety Nets Guidelines - Annex D	WFP	2014
174	WFP Safety Nets Guidelines - Annex E	WFP	2014
175	WFP Safety Nets Guidelines - Annex F	WFP	2014
176	WFP Safety Nets Guidelines - Annex G	WFP	2014
177	WFP Safety Nets Guidelines - Annex J	WFP	2014
178	WFP Safety Nets Guidelines - Annex L	WFP	2014
179	Urban Food Insecurity - Strategies for WFP	WFP	2002
180	Programming food aid in urban areas - Operational guidance	WFP	2004
181	Policy brief on Urban Food Insecurity - Strategies for WFP	WFP	2002
182	WFP and food-based safety nets - concepts & experiences & future programming opportunities	WFP	2004
183	Update of WFP Safety nets policy	WFP	2012
184	WFP's Role in Social Protection and Safety Evaluation	WFP	2011
185	WFP's Role in Social Protection and Safety Evaluation - Management Response	WFP	2011
	2.11. Partnership		
186	WFP Corporate Partnership 2014 - 2017	WFP	2014
187	WFP Partnership & fundraising Strategy 2013 - 2017	WFP	2013
188	WFP Partnership & fundraising Strategy	WFP	2008
189	WFP's PPP and fundraising strategy an evaluation	WFP	2012
190	Evaluation From Food Aid to Food Assistance Working in Partnership	WFP	2012
191	Topics Partnerships - Working with NGOs	WFP	-
	2.12. Monitoring		
192	Beneficiaries, Targeting and Distribution Guidance	WFP	2013
193	Beneficiary definition_counting	WFP	2005
194	Counting Beneficiaries in WFP	WFP	2012
195	Third Party Monitoring Guidelines	WFP	2014
196	SOPs for Moniroing & Evaluation	WFP	2013
197	COMET Design Modules - logframes design & results	WFP	-
198	Chapter 2 - Country Office ME Strategy	WFP	2014
199	Chapter 3 - Data Collection, Preparation and Analysis	WFP	2014
200	Chapter 4 - Process Monitoring	WFP	2014
201	Chapter 5 - Output Monitoring	WFP	2014
202	Chapter 6 - Outcome Monitoring	WFP	2015
	2.13. Logistics		
203	Global Logistics Evaluation - Evaluation report vol	WFP	2012
204	Global Logistics Evaluation - Evaluation report vol.II	WFP	2012
205	Global Logistics Evaluation - Management Response	WFP	2012
	2.14. Protection		

206	WFP's Protection Project	WFP	2008
207	WFP Humanitarian Protection Policy	WFP	2012
	3 - WFP PALESTINE		
209	WFP Strategy in the State of Palestine 2014-2016	WFP	2013
	3.1. Operations		
	EMOP 108170		
210	Project document PD	WFP	2009
211	Resource situation	WFP	2012
212	Standard project reports	WFP	2009-2012
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216	Standard project reports	WFP	2012-2014
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219	Resource situation	WFP	2014
220	Standard project reports	WFP	2011-2014
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223	Resource situation	WFP	2015
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	3.2. Assessment Reports		
232	Infographic - Secondary Impact of WFP's Voucher Programme 2014	WFP	2014
233	Joint WFP FAO Rapid Qualitative Emergency Food Security Assessment in Gaza Strip 2009	WFP	2009
234	Mid-term review - Gaza voucher programme 2011	WFP & Oxfam GB	2011
235	Report of the Rapid Qualitative Emergency Food Security Assessment (EFSA) Nov2014	WFP Food Security Cluster	2014
236	Review -Gaza cash&voucher programme 2012	WFP & Oxfam GB	2012
237	Secondary Impact of WFP's Voucher Programme 2014	WFP	2014
238	WFP FAO UNRWA Joint Rapid Food Security Survey 2008	WFP	2008
239	Secondary Impact of WFP's Voucher Programme 2013	WFP	2013
240	WFP-Oxfam GB nutrition awareness project evaluation 2013	WFP	2013
241	Macro Financial Assessment Report - 2014	WFP	2014
	Emergency Assessments		
242	Food Security and Nutrition Survey of Herding Communities in Area	WFP	2010

	Market assessments		
243	Gaza eased or un-eased - Changes on Gaza Market and Household Conditions	WFP	2011
244	Socio Economic and Food Security Survey 2012	WFP	2012
245	Socio-Economic and Food Security Survey 2011	WFP	2012
246	Socio-Economic and Food Security Survey 2010	WFP	2011
	Monitoring, Updates and Bulletins on Food Security and Markets		
247	Food Security Watch 2012	WFP	2012
248	Food Security Watch 2013	WFP	2013
249	Food Security Watch Sept. 2012	WFP	2012
250	FSMS May-Nov2012	WFP	2012
251	FSMS Nov2011 - April 2012	WFP	2012
252	FSMS April-June 2011	WFP	2011
253	FSMS July2011 - Oct 2011	WFP	2011
254	FSMS Dec2010-March 2011	WFP	2011
	3.3. Executive briefs		
	3.4. Situation Reports & briefs		
255	Operational Brief June 2013	WFP	2013
256	Brief April 2014	WFP	2014
257	Brief July 2014	WFP	2014
258	SIT REP November 2012	WFP	2012
259	SIT REP Sept 2013	WFP	2013
260	SIT REP October 2013	WFP	2013
261	SIT REP December 2013	WFP	2013
262	SIT REP July 2014	WFP	2014
263	SIT REP August 2014	WFP	2014
264	SIT REP September 2014	WFP	2014
265	SIT REP December 2014	WFP	2014
266	WFP_Special Focus_Gaza Strip_2014	WFP	2014
	3.5. Early Warning Reports		
267	Early warning report Sep 2014	WFP	2014
268	Early warning report Aug 2014	WFP	2014
269	Early warning report Nov 2014	WFP	2014
270	Early warning report Jan 2015	WFP	2015
271	Early warning report Feb-March 2015	WFP	2015
272	Early warning report Sep - natural hazards 2014	WFP	2014
273	Early warning report Apr 2014	WFP	2014
274	Early warning report Oct 2013	WFP	2013
	3.6. Evaluations		
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278	FSS - high level statement Dec 2014	WFP	2014
279	Media message - Gaza emergency Aug 2014	WFP	2014
280	Media message - WFP Palestine Apr 2014	WFP	2014
281	Media message - Gaza emergency Nov 2012	WFP	2012
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282	Food Security Sector - MoM Cash Programming WG 11 of Sept. 2014	WFP	2014
283	FSS_Gaza_Project Response Map_2015	WFP	2015

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285	FSS-Agricultural WG MoM 21.09.2014	WFP	2014
286	FSS Info SitRep(1) 08.01.2015	WFP	2015
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	4.1. Government docs		
290	Education Development Strategy Plan 2014-2019	Ministry of Education	2014
291	Ending Occupation Establishing the State 2009	PNA	2009
292	National Development Plan 2011-2013	PNA	2011
293	National Nutrition Policy and Strategy - 2008	PNA	2008
294	Operational Plan of Action for Nutrition - 2008	PNA	2008
295	Public Health Policy for Children 2012	PNA	2012
296	Maternal and Child Nutrition Protocols 2005	PNA	2005
297	Program for Social Protection 2010	PNA	2010
298	Palestinian Children – Issues and Statistics Annual Report 2013	PNA	2013
299	Palestine in Figures 2012	PNA	2012
300	National Agriculture sector Strategy 2014-2016	PNA	2014
301	National Early Recovery and Reconstruction Plan for Gaza 2014-2017	PNA	2014
302	Gaza First 100 Days Plan	PNA	2014
303	Palestine National Plan 2011-2013 - Social Protection Sector Strategic Plan Summary	PNA	-
304	National Nutrition System Surveillance Report 2012	PNA	2012
	4.2. UNDAF - UNDG		
305	National Strategy to Achieve MDGs by 2015	PNA	2012
306	UNDAF 2014-2016	UNDAF	2013
307	UNDAF Comprehensive Analysis 2012	UNDAF	2012
308	UNDG - Resident Coordinator Annual Report 2011	UNDG	2011
309	UNDG - Resident Coordinator Annual Report Annexes 2011	UNDG	2011
310	UN Development Assistance Framework 2013	UNDAF	2013
311	UNs Report to the AHLC 13_April_2011	UN Ad Hoc Liaison Committee	2011
	4.3. UNDP		
312	UNDP - Early Recovery and Resilience Strategy	UNDP	
	4.4. UNICEF		
313	ODI_UNICEF_Palestinian_Cash_Transfer_Study	UNICEF & ODI	2014
314	UNICEF & WFP E-voucher programme Sept 2014	UNICEF	2014
315	Occupied Palestinian Territory Report 2011	UNICEF	2011
316	MICS_2010	UNICEF & UNFPA	2011
	4.5. UNRWA		
317	Strategic response to gaza hostilities 2014	UNRWA	2014
318	School health strategy 2013	UNRWA	2013
319	Emergency_appeal	UNRWA	2015
	4.6. WHO		
320	Country cooperation strategy 2009 - 2013	WHO	2010

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	4.7. UNWOMEN		
322	Fact Sheet Women and Education - From Access to Equality 2013	UNWOMEN	2013
323	Fact Sheet Women, Political Participation & Decision-Making 2013	UNWOMEN	2013
324	Factsheet - Women & Economy 2013	UNWOMEN	2013
325	Way Forward report - Priorities for Engendering the Rule of Law	UNWOMEN	2014
326	Infocus report n.10 - 2014	UNWOMEN	2014
327	Infocus report n.9 - 2014	UNWOMEN	2014
328	Infocus report n.8 - 2014	UNWOMEN	2014
329	Infocus report n.7 - 2014	UNWOMEN	2014
	4.8. OCHA		
330	Strategic Response Plan 2015 Overview	OCHA	2014
331	Strategic Response Plan 2014	OCHA	2014
332	Strategic Response Plan 2014-2016	OCHA	2014
333	Press release_Dec 2014	OCHA	2014
334	Humanitarian Needs overview 2015	OCHA	2014
335	Humanitarian Overview 2013	OCHA	2014
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338	Consolidated Appeal Process - CAP 2013	OCHA	2013
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343	Gaza Initial Rapid Assessment (MIRA) August 2014	OCHA	2014
344	Humanitarian Bulletin report_April 2014	OCHA	2014
345	Humanitarian Bulletin report_June-August 2014	OCHA	2014
346	Humanitarian Bulletin report_March 2014	OCHA	2014
347	Humanitarian Bulletin report_May 2014	OCHA	2014
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350	Gaza Crisis Atlas	OCHA	2014
351	Strategic Response Plan 2015	OCHA	2015
352	Gaza Strip - Who Does What 2014	OCHA	2014
	4.9. FAO		
353	Plan of Action 2011-2013	FAO	2011
354	SOFA 2014	FAO	2014
	4.10. UNFPA		
355	Palestine CPAP 2011-2013	UNFPA	2010
	4.11. WB		
356	AHLC report - March 2013	WB	2013
357	AHLC report - Sept 2014	WB	2014
358	World Bank report_Area C_2013	WB	2013
359	AHLC economic monitoring report - 2014	WB	2014
	4.12. Other		
360	CISP study cooperatives sector 2014	CISP & FAI & NPA	2014
361	UNCTAD_2014	UNCTAD	2014
362	IMF report - West Bank and Gaza 2013	IMF	2013
363	ECOSOC report - Assistance to the Palestinian people 2014	ECOSOC	2014

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365	Gaza Strip Conflict Affected Areas - Jul 2014	WFP	2014
366	Gaza Strip WFP Food Distribution to IDP Shelters - Jul 2014	WFP	2014
367	WFP - Palestinian Registered Refugees	WFP	-
368	WFP - Geopolitical map Gaza strip 2011	WFP	2011
369	WFP - Food Insecurity Level in West Bank 2009	WFP	2009
370	WFP - Map of food security area of operation	WFP	-
371	WFP - Gaza strip districts & entry points	WFP	-
372	WFP - Gaza emergency July 2014	WFP	2014
373	WFPV - Health Care Facilities 2014	WFP	2014
374	WFP - GazaStrip WASH Map 2014	WFP	2014
375	OCHA - Gaza_strip_palestinians_internally_displaced_persons	OCHA	2015
	6 - DATA		
377	CPE Palestine - tables ToR	WFP OEV	2014