



Department  
for International  
Development

# **Operational Plan 2011-2016**

## **DFID Palestinian Programme**

Updated December 2014

# Contents

<b>Introduction</b>	<b>2</b>
<b>Context</b>	<b>3</b>
<b>Vision</b>	<b>4</b>
<b>Results 2011/12-2015/16</b>	<b>5</b>
<b>Delivery and Resources</b>	<b>7</b>
<b>Delivering Value for Money</b>	<b>11</b>
<b>Monitoring and Evaluation</b>	<b>12</b>
<b>Transparency</b>	<b>13</b>
<b>Annex A: Changes to Operational Plan</b>	<b>14</b>
<b>Annex B: Human Rights Assessment</b>	<b>15</b>

## Introduction

In 2013 the UK became the first G7 country to meet the United Nations target of spending 0.7% of gross national income on international development. The Department for International Development (DFID) uses that investment to help countries to lift themselves out of poverty and leave poverty behind. Operational plans set out to the public how we plan to deliver results across policy areas and for every country we work in. These plans clearly explain why, and how, DFID is targeting its resources and what we expect to achieve; covering the period up until March 2016.

DFID is focused on spending in the right ways, on the right things, in the right places. The portfolio of our projects is already shifting to deliver a more coherent, focused and ambitious approach to economic development. We are helping to build strong and investable business environments in developing countries and improving access to finance for entrepreneurs.

Improving the prospects for girls and women in developing countries is a priority. Investing in girls and women is the smart thing to do, as well as the right thing to do. By unleashing their potential, we see returns for girls and women themselves, their families and communities, and for their economies and countries. No country can successfully develop if it leaves half its population behind.

Life-saving humanitarian assistance remains one of DFID's most fundamental responsibilities. When disaster strikes or conflict erupts we are first on the ground to support the most vulnerable people. We are also increasing our efforts to help those countries that are at higher risk of natural disasters to become more resilient in the first place.

DFID continues to drive value for money in everything we do on behalf of the British taxpayer. We have improved our procurement and programme management, increased our internal audit oversight and we are ensuring that staff have the skills to deliver the Department's priorities.

On the international stage we are working hard to agree a new set of global development goals to replace the Millennium Development Goals when they expire next year. We are determined to secure a clear and inspiring set of goals for the post 2015 development framework that leave no one behind.

Increasingly we will take new and innovative approaches and we will work with new partners. This will include businesses who are increasingly major development players. During Secretary of State's time as co-chair of the Global Partnership for Effective Development Cooperation, DFID played a key role in encouraging different development actors to work together and use internationally agreed principles for aid and development effectiveness.

As our operational plans set out, our approach to international development is ambitious and innovative. We are determined to ensure that every pound DFID spends has the biggest possible impact on the ground. Ultimately by investing in developing countries, we can end aid dependency for good and build a better, more prosperous world for us all.

## Context

The Middle East and North Africa (MENA) region has experienced unprecedented change since the start of the Arab Spring in 2010. The vision of political and economic reform held out by the Arab revolutions flared briefly but was quickly followed by widespread instability and conflict, and the rise of violent extremism particularly in the Syria-Iraq neighbourhood. Several countries in MENA remain at severe risk of instability and in danger of moving into deeper crisis. The immense costs of growing instability in the region, and increased risks to the UK of further deterioration, justify upfront engagement by the UK and international partners with MENA countries, focussed on dealing with ongoing crises, addressing the drivers of conflict, and tackling longer-term causes of poverty.

Growing regional instability has been reflected in rising tensions in the Occupied Palestinian Territories (OPTs). Approximately 4.4 million Palestinians are living under Israeli occupation in the West Bank and Gaza. Negotiations between Israelis and Palestinians aimed at a final status agreement, and the establishment of an independent Palestinian state, have been ongoing since the Oslo Agreement in 1993. However, the illegal settlement of over 500,000 Israelis in the OPTs have contributed to the most recent round of peace talks stalling. In the meantime, tensions continue to rise with growing numbers of demonstrations in the West Bank and East Jerusalem, and recurring violence between Israel and Gaza.

**The politics.** The UK's support for the moderate leadership of the Palestinian Authority (PA) is a central part of the UK's contribution to building a stable, prosperous and effective partner for peace. The PA has made impressive progress with institution-building, security and economic management since 2007. In 2011 the World Bank, International Monetary Fund (IMF) and UN assessed that the PA's governmental functions were sufficient for a functioning state. However, the PA's ability to govern is limited geographically and financially. Israeli restrictions have resulted in a fiscal situation characterised by high levels of public debt and donor dependence. A new Palestinian Interim Technocratic Government (ITG) was formed in June, headed by incumbent Prime Minister Rami Hamdallah, and is committed to abide by Quartet principles: renounce violence, recognise Israel, and respect all previous agreements. Reuniting the West Bank and Gaza under a government committed to peace is a necessary condition for resolving the Israeli-Palestinian conflict, and is the foundation for Palestinian elections which are long overdue.

**The economy.** Gaza and the West Bank are the poorest part of the Middle East and North Africa region apart from Sudan and Yemen, falling into the Lower Middle Income category. Israeli movement and access restrictions on goods and people are the main factor constraining economic development. The Palestinian economy could be over £2 billion (or 35%) larger if these were lifted. Meanwhile, the World Bank predicts that the OPTs is likely to plunge into recession in 2014 – and this estimation was made before the crisis in Gaza. By contrast, growth between 2007 and 2011 averaged 8%. Income per capita is expected to fall by 1%, meaning a drop in the standard of living for the average Palestinian - the first such contraction since 2007. Unemployment is increasing with rates of 26% recorded in the last labour force survey. Poverty rates in Gaza are more than double that of the West Bank: 39% compared to 18% in 2011. United Nations Relief and Works Agency (UNRWA) performs a vital function in delivering services to Palestinian refugees made homeless in 1948 and 1967.

**Recent violence in Gaza.** The latest military operation in Gaza (summer 2014) has resulted in an unprecedented loss of human life, displacement and destruction of homes and psychological damage. Israel launched "Operation Protective Edge" (OPE) on 8 July. During OPE, over 2,130 Palestinians (1,473 civilians, including more than 500 children) and at least 70 Israelis (4 civilians) lost their lives. In addition to the high civilian death toll, of the 108,000 Gazans whose homes were destroyed or severely damaged 65-70,000 will remain displaced in UNWRA schools for a long time. Every child in the Gaza Strip will require some level of psycho-social support and at least 1,000 will suffer a life-long disability as a result of the conflict. The Palestinian Ministry of the National Economy puts the total damage so far at \$6 billion. DFID is responding to the situation in Gaza through a package of interventions, addressing humanitarian and longer term humanitarian needs.

## Vision

The UK Government's long-term vision for MENA is a prosperous, stable region based on open, democratic societies with greater social, economic and political participation of its people. In support of this goal over the short to medium term, DFID is working to promote regional stability in line with HMG's Building Stability Overseas Strategy. Across the region DFID is supporting countries to manage current conflict and crises, tackling the drivers of instability and conflict, and where possible, supporting political and economic reform alongside longer term development.

The UK's vision for Occupied Palestinian Territories (OPTs) is a negotiated settlement that leads to a sovereign, democratic and contiguous Palestinian State. This is based on 1967 borders with agreed land swaps, with Jerusalem as a shared capital, living in peace and security, with Israel.

In line with this and consistent with MENAD, the main policy objectives for the DFID Palestinian programme are (i) political stabilisation through an investment in the PA and its institutions; (ii) long-term development by mitigating the worst effects of the occupation, providing basic services and upholding Palestinians' right to live and move freely (iii) economic stabilisation and development so that a future Palestinian state will be stable, prosperous, well-run and an effective partner for peace with Israel. The DFID Palestinian programme is working in a volatile context and therefore recognises the importance of responding rapidly and flexibly to new political and economic dynamics, shifting resources between programmes and pillars as needed. The conflict in Gaza in 2014 showcased the resilience of the team and programme, and the ability to act quickly to meet the rapid increase in humanitarian needs. At present, the portfolio is divided into three 'pillars' or areas of work:

**1. Governance and Security.** The pillar aims to help the Palestinian Authority build the institutions needed for a future Palestinian state and deliver public services such as healthcare and education. This is achieved through: i) predictable financial support for reform, governed by a multi-year Memorandum of Understanding with the PA; ii) targeted technical assistance in the main ministries to improve budgeting and financial management; and iii) supporting citizen engagement to help the PA become more accountable and responsive. This includes improving services for female victims of violence.

**2. Rights and Refugees.** The objective of the pillar is to support service delivery for Palestinian refugees and to protect vulnerable Palestinians. The pillar provides assistance to United Nations Relief and Works Agency (UNRWA), which is mandated to provide basic education and social assistance for up to 5 million Palestinian refugees across the region. The pillar also manages projects which uphold Palestinians' rights, through funding legal assistance to vulnerable Palestinians (including female-headed households) at risk of displacement and house demolition, and the UN Access Co-ordination Unit to facilitate the movement of people and goods. Humanitarian relief is being provided to Palestinians affected by the latest escalation in Gaza.

**3. Economic Development.** This pillar promotes economic development through development of the private sector. Economic growth is constrained by Israeli-imposed movement and access restrictions that increase the costs and risks of doing business and make it extremely difficult to trade with markets beyond Israel. Growth is also hampered by the poor regulatory environment. The programmes managed by this pillar seek the following outcomes: i) reduced movement and access restrictions; ii) increased short-term growth and employment in the construction sector; and iii) increased long-term growth and employment in key 'tradable' sectors.

## Alignment to DFID and wider UK Government priorities

DFID's approach to the OPTs is aligned with the Building Stability Overseas Strategy, the Humanitarian Emergency Response Review and the UK government's Humanitarian Policy. Our work will be taken forward as part of the National Security Council strategy for the OPTs and we will play an active role in delivery of the UK Conflict Security and Stability Fund (CSSF). DFID's programme in the OPTs is well aligned to DFID priorities of leading in emergencies, changing the lives of girls and women, and ending aid dependency through jobs.

## Results 2011/12-2015/16

**Headline results** (those with a \* directly attributable to DFID. In all other cases, DFID is contributing to the results)

Pillar / Strategic Priority	Indicator	Baseline	Progress towards results (including year)	Expected Results (end year included)
<b>Governance and Security</b>	Proportion of Revenue Action Plan targets met where DFID is providing support.	0% (2010)	OVERACHIEVING 53% (2013)	40% (2014) 60% (2015)
<b>Economic Development</b>	Number of enterprises each year reporting improved performance in annual sales or productivity as a result of DFID support.*	0 (2010)	OVERACHIEVING 347 by 2013/14	250 each year (2012- 2015) 270 (2015/16)
<b>MDGs – Poverty, Hunger and Vulnerability</b>	Number of eviction or demolition orders suspended as a result of DFID-supported interventions*	74 (2010)	ON TRACK 445 in 2013/14	545 (2014)
	Number of households provided with information, advice and legal assistance services*	0 (2010)	SLIGHTLY OFF TRACK 2,350 (2014/14)	3,000 (2014)
	Number of individuals covered by DFID-supported cash transfer programmes*	174,085 (2010)	OVERACHIEVING 282,000 in 2013	220,000 (2014)
<b>MDGs – Education</b>	Number of children supported by DFID in primary education.*	34,666 (2010) 17,599 boys 17,067 girls	OVERACHIEVING 48,628 in 2013/14 24,313 boys 24,315 girls	36,000 (2014/15) 18,500 boys 17,500 girls
<b>MDGs - Health</b>	Percentage of pregnant women attending at least four antenatal care visits at UNRWA health clinics. *	89% (2011)	ON TRACK 89% in 2013	90% (2014)
<b>Humanitarian assistance</b>	Number of individuals receiving DFID-supported emergency food assistance*	0 (2013)	N/A <sup>1</sup>	N/A <sup>1</sup>

<sup>1</sup> As this is a humanitarian programme there are no milestones or targets in line with DFID guidance.

## Headline Results

Programme spending in 2014/15 and 2015/16 has been reprioritised to address the humanitarian needs in Gaza following the conflict in 2014. The intended results include:

- Support for implementation of a UN mechanism for monitoring the import of construction materials into Gaza;
- Provision of shelter for Internally Displaced People (IDPs);
- Specialist medical assistance for rehabilitation and reconstructive surgery;
- Clearance of Explosive Remnants of War (ERW);
- Short-term job creation to assist with rubble clearance and minor infrastructure repairs;
- Repair of private sector infrastructure for longer-term employment;
- Technical assistance to support a Palestinian political settlement.

## Evidence supporting results

In general high quality, timely and comprehensive data are available for the OPTs. The Palestinian Central Bureau of Statistics (PCBS) is a good source, although data from PA line ministries are weaker. The evidence for the three programme pillars is as follows:

**1. Governance and Security:** DFID's State-building/Peace-building Framework, which underpins our plan, is based on evidence of the importance of addressing the causes and effects of conflict. The External Review of DFID's Palestinian Programme (DFID 2014) reported that DFID's statebuilding support has contributed significantly to the PA's ability to govern effectively. We have complemented our support to the PA with support to civil society and vulnerable Palestinians. By March 2016, a number of evaluations will be complete, including evaluations of direct financial assistance, public financial management programmes and civil society programmes. These will complement and strengthen existing data sources.

**2. Economic development:** The main constraints facing Palestinian businesses have been well documented and analysed by the World Bank, Palestinian Ministry of National Economy, International Labour Organisation, and surveys by Paltrade and the Palestinian Federation of Industries on Gaza. The World Bank estimated in 2013 that the Palestinian economy could be over \$3.4 billion larger if Israeli movement and access restrictions were lifted. This is equivalent to 35% of 2011 GDP. There is evidence on the needs of companies and their potential to benefit from donor assistance from the Facility for New Market Development (FNMD) project, which helped over 600 companies in the West Bank and Gaza to increase exports and local sales by over \$100 million. There is less evidence on the most appropriate interventions to address market constraints. The new programmes, such as the Palestinian Market Development Programme (PMDP) will draw heavily from international best practice and make extensive use of pilots.

**3. Rights and Refugees:** Data on the provision of health, education and social protection to Palestinian refugees comes from UNRWA's annual Harmonized Results Report, their health and education reform reports, the 2014 DFID-funded Human Development Study and from PCBS - all of which provide reliable data. The new Medium Term Strategy for 2016-21 has a revised monitoring framework based on human development indicators, more clearly broken down by gender, poverty and priority status in an emergency. PCBS provides some disaggregated data for the OPTs by refugee status, such as unemployment, but no other reliable source exists for the other host countries (Syria, Jordan and Lebanon). The Human Development Study seeks to address this by providing a baseline which will be updated in 3-5 years' time. Baseline data on the provision of health, education and social protection to non-refugees comes from PCBS and education and health information systems, while targets have been taken from the draft 2011-13 Palestinian National Plan and the sector strategies annexed to it (not published yet), which have benefitted from DFID technical assistance.

## Delivery and Resources

### Instruments of delivery

**Palestinian Authority:** A strong partnership with the PA remains central to the programme, given the state-building objective, and because it is the main provider of public services to non-refugees in the OPTs. DFID's partnership is based on Partnership Principles. This sets out mutual commitments around shared principles (poverty reduction, human rights, sound financial management and accountability). The State-building Grant (SBG), channelled through a World Bank multi-donor Trust Fund, seeks to maximise donor harmonisation and minimise administrative costs and is linked to progress on reforms. The SBG and support to UNWRA are both due to end in March 2015. But since both have an important role in supporting Gaza reconstruction and more broadly the two-state solution, they will be extended into FY 2015/16.

**United Nations:** We will continue to work through the UN system on several fronts, especially in Gaza. Different agencies of the UN (e.g. World Food Programme, UNRWA) are used to implement programmes. Co-operation on wider issues that affect the political and developmental environment is strong. We plan to continue providing substantial support to the UNRWA as the main provider of basic services to Palestinian refugees. As with the SBG, DFID has been innovative by linking funding to performance. To date, results have been positive with UNRWA demonstrating better practice and performance.

### Other Delivery Mechanisms and Partners

**Private sector:** DFID interventions use the 'Making Markets Work for the Poor' (M4P) approach to catalyse the Palestinian private sector to promote innovation and address market failures. The Palestinian Market Development Programme uses a private consultancy firm, DAI, to design interventions to correct market failures.

**Other actors:** Civil society and Non-Governmental Organisations (NGOs) are used as part of the citizen empowerment programme, as well as to build an accountable government and legal representation for Palestinians. Technical experts are used to provide assistance in line ministries, ensuring that their knowledge is transferred to local counterparts and local institutions as far as possible. In this highly political environment DFID also works closely with the Office of the UN Special Co-ordinator for the Middle East Peace Process, and the Office of the Quartet Representative (OQR).

### Multilateral Organisations

The Multilateral Aid Review (MAR) provided positive assessments of most of the multilateral partners used in the Palestinian Programme. UNRWA was exempt from the MAR because it is unique in being the only agency with the mandate to provide services and protection for Palestinian refugees. The assessment of UN Women (implementing partner for the security and justice programme) was not wholly positive, but DFID has decided to continue this collaboration because of its strong relationships and improved performance in the Palestinian Territories.

### Other Country Activity

**Aid co-ordination:** DFID plays an important role within the established post-Oslo aid architecture. We are active members of the Ad-Hoc Liaison Committee (AHLC) that serves as the principal policy-level coordination mechanism for development assistance to the Palestinian people. The AHLC seeks to promote dialogue between donors, the Palestinian Authority (PA) and the Government of Israel (GoI). DFID also co-chairs two sector working groups: security and civil service sectors. We will be energetic in working with Arab donors on funding for the PA and UNRWA, raising this in high level discussions on a regular basis as part of our overall Gulf Initiative to scale up development co-operation with these states.

### Maximising the impact of our people

Corporate change programmes are coordinated by the Results, Resources and Capability pillar to ensure effective implementation by the team. A key priority will be to implement DFID's new Smart Rules which are principles to guide the design and delivery of DFID programmes. The Palestinian team participates in monthly lesson-sharing meetings on corporate changes coordinated by DFID's Middle East and North Africa Department (MENAD).



The Palestinian team has a Learning and Development (L and D) Plan for 2014/15 which identifies priority learning needs, and sets out how knowledge gaps can be filled through work shadowing, e-learning, coaching and mentoring and formal training courses. The Palestinian programme's Land D priorities are in line with those identified by MENAD as a whole: people management, financial management, programme management and working with Ministers/thinking politically.

## Planned Programme Spend

Pillar/Strategic	2011/12		2012/13		2013/14		2014/15		2015/16 (provisional*)
	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Total Resource and Capital £'000
Education	13,121				30		22,496		
Global Partnerships	38,332		40,446		33,445				
Governance & Security	31,613		38,675		47,695		14,558		
Humanitarian	236		1,807		219		19,980		
Poverty, hunger and vulnerability	5,762		6,200		11,594				
Water and Sanitation					400				
Wealth Creation	2,148		607		476		12,916		
Health							8,050		
<b>Total</b>	<b>91,212</b>		<b>87,735</b>		<b>93,859</b>		<b>78,000</b>		<b>72,000</b>

\* Expenditure figures for 2015/16 are indicative. DFID works in a variety of challenging environments, including fragile and conflict affected areas. Humanitarian work is often reactive and can be scaled up or down. An element of flexibility within funding allocations is necessary to ensure that we can balance the need for long term planning alongside the ability to respond where necessary to changing requirements.

## Planned Operating Costs

	2011/12	2012/13	2013/14	2014/15	2015/16 (provisional*)
	£'000	£'000	£'000	£'000	£'000
Frontline Delivery Costs – Pay	801	914	943	971	
Frontline Delivery Costs – Non Pay	524	639	535	649	
Administrative costs - Pay	290	329	367	377	
Administrative costs – Non Pay	251	266	172	173	
	<b>1,866</b>	<b>2,148</b>	<b>2,017</b>	<b>2,170</b>	<b>2,170</b>

\* Expenditure figures for 2015/16 are indicative. DFID works in a variety of challenging environments, including fragile and conflict affected areas. Humanitarian work is often reactive and can be scaled up or down. An element of flexibility within funding allocations is necessary to ensure that we can balance the need for long term planning alongside the ability to respond where necessary to changing requirements.

## Delivering Value for Money

The DFID Palestinian Programme is maximising the impact of every pound that is spent on poor people's lives. By conducting more quantitative as well as qualitative analysis, including the use of unit costs, efficiency savings and cost-benefit analysis, we will demonstrate Value for Money (VfM) in a more rigorous and objective way.

By the end of 2015 period, the DFID Palestinian team aspires to being a model DFID programme in delivering and demonstrating VfM in a fragile state context. The DFID Palestinian programme has a VfM Action Plan, which will promote the following outcomes:

- **Processes:** VfM is hard-wired into everything we do. This is broken down into: strategic processes to deliver our Operational Plan; project cycle management; corporate services; and adopting best practices in financial management and control.
- **People:** Team members have the skills, support and accountability to consider VfM at every stage of the project management cycle.
- **Partners:** Partners should have the skills, support and accountability to work with us in delivering the new processes.

Progress against VfM actions committed to in the original Operational Plan are as follows:

Key Action	Benefits	Progress
Every member of staff has at least one objective on VfM in their Performance Management Framework and where appropriate a learning and development goal is agreed for it.	Ensures that everyone is clear about their role in promoting VfM, that they will be held accountable for it, and that they have the knowledge and skills to deliver it.	On-going. Heavy staff turnover means this action will be followed up more vigorously.
Early in the design of each project there is an opportunity for the whole office to brainstorm alternative ways to achieve its objectives.	Provides space for creative thinking to ensure that project designs are the best they can be, and harnesses the diverse range of knowledge and experience in the office.	Achieved
Every project has at least one unit cost identified during design to measure the cost of buying inputs ('Economy') and one unit cost for producing outputs ('Efficiency'), and these are used throughout the life of the project to promote VfM.	Measuring unit costs allows us to compare the costs and efficiency of a project with other similar projects elsewhere to ensure the project design and procurement is optimal, to monitor them over time, and to promote efficiency savings.	Achieved (new projects have unit costs for tracking in annual reviews)
Every project has a full assessment of its VfM at the design stage subject to the available evidence. This is then updated by the middle of its implementation by which time any data gaps can be filled.	Rate of return or cost effectiveness analysis is the best way to judge a project's VfM, but can be difficult to do accurately before the project starts. Updating midway through projects allows time for changes to be made to the project design.	Partially (new projects have full assessment of VfM, but still developing some plans for midway through project cycle reviews)
VfM to be considered at every stage of tendering processes and an increased emphasis placed on better procurement and contracting.	Costs will be lowered and/or service standards increased.	On-going
A team learning and development plan focused on developing VfM skills.	Developing the necessary skills will improve team/individual ability and confidence to design and monitor programmes to maximise results.	Will be repeated given the high staff turnover.

## Monitoring and Evaluation

### Monitoring

How – each programme will have a Monitoring and Evaluation (M and E) framework with robust quantifiable indicators and targets which are sex-disaggregated where appropriate and are monitored annually. Due to the high risk context of the work there will also be quarterly monitoring of both country level and specific programme level risks. All programmes scoring a two consecutive B's' or one 'C' in their annual reviews will have a detailed Performance Improvement Plan.

Who – primary responsibility for monitoring will fall to programme partners. Wherever possible we will undertake joint monitoring with the PA and other donors to ensure harmonisation and reduce workloads. The Senior Statistician will quality assure all new logframes and will spot-check annual reviews to ensure accuracy and consistency across the department. DFID staff will assess performance in relation to the overall Operational Plan and make sure that all programmes deliver the information required to monitor the indicators in the results framework.

When – Programme level monitoring will be continuous with formal reporting through annual reviews. The risk to achieving each programme will be updated quarterly. Risks, results and performance across the programme will be monitored quarterly.

What – We will use a range of methodologies to monitor results depending on the particular programme. These will include quantitative surveys and qualitative information. A detailed results framework has been compiled from individual logframes and provides an overarching framework for the programme. This information will be used to both measure the impact of programmes and also to help determine the future direction of work.

### Evaluation

The MENAD M and E Strategy is the framework for our approach to evaluation during implementation of this Operational Plan. It sets out guidance on which programmes to evaluate and how to plan, manage and communicate findings from evaluations. We will evaluate programmes which are high spending, innovative or where there is limited robust evidence that a particular intervention works. Independent, high quality evaluations will be conducted either jointly or with other donors of our State-building Grant to the PA and our support to Accountable and Responsive Security and Justice. We will also support UNRWA to improve the quality of its own evaluations. Support to manage monitoring and evaluation will be led by a Senior Statistician, providing 20% of their time, along with support from the broader programme team and specifically from the MENAD Evaluation Adviser.

### Building capacity of partners

The availability of statistics is relatively good in OPTs. The World Bank rates statistical capacity across countries on a scale from 1-100 with 100 being the highest score. The OPTs scores 83/100 which is significantly higher than the average score for the Middle East and North Africa. The Palestinian Central Bureau of Statistics (PCBS) has a comprehensive programme of surveys and censuses which use internationally recognised methodologies. In recognition of this they have recently received ISO9000 accreditation for their work which is an internationally recognised quality standard for management systems which means that the PCBS is meeting the needs of customers and other stakeholders while meeting statutory and regulatory requirements related to its products. They have also been recognised as meeting the International Monetary Fund's (IMF) Special Data Dissemination Standard. DFID is supporting a regional statistical capacity-building programme through the Islamic Development Bank (£2 million over four years) which has provided support to PCBS for their agricultural census. PCBS has also developed a series of Memoranda of Understanding with key line ministries which outline their respective roles and responsibilities, and ensure that administrative data is produced using common definitions and methodologies. We will work with the Ministry of Interior and other donors to improve results measurement and reporting in the security sector and on violence against women. DFID has been central to providing advice to UNRWA on the development of an independent M&E system as part of their overall reform plan. We have linked our performance funding to this. We have worked with other donors to agree with UNRWA a harmonised M and E framework. We will look for opportunities to involve more donors (including from Gulf countries) in joint M and E. In addition, all of our programmes are audited to ensure funds are used as intended and we ensure all partners comply with UK and European Union (EU) anti-terrorist legislation.

## Transparency

**Transparency is one of the top priorities for the UK government.** It helps people see where money is going and for what purpose. It helps improve value for money and makes governments everywhere more accountable to their citizens. DFID is a world leader in aid transparency and has an ambitious vision for both DFID and its partners. We will ensure that we play our part in continuing to work towards that vision – set out in a suite of commitments the Aid Transparency Guarantee (ATG), Aid Transparency Challenge (ATC) and DFID's Open Data Strategy.

### **Actions to ensure DFID meets its commitments in the UK Aid Transparency Guarantee**

We are committed to transparency about our work, except in circumstances where release of information could put DFID staff or others at risk. We will support DFID's transparency commitments by:

- Ensuring that all project documentation is published on the Development Tracker (<http://devtracker.dfid.gov.uk/countries/YE/>);
- Ensuring that all information in the public domain is comprehensive, accessible, accurate, timely and written in plain English;
- Publishing a summary of this Operational Plan and all project summaries in English and Arabic.

### **Supporting transparency in our work**

- We are routinely subject to intense scrutiny through UK parliamentary processes and queries from members of the UK public. We will ensure that our responses to all such enquires are accurate and informative.
- We will seek in programme design and during annual reviews/project completion reviews to increase opportunities for feedback from those benefitting from DFID programmes.
- We will seek similar levels of transparency from our partners. For example, we will continue to help the PA to improve the transparency of public finances (including the money we provide to them through our State-Building Grant), including publication of monthly financial statements and providing information on how budgets are allocated between key programmes within Ministries so the public can clearly see how their money is being spent. With DFID support, the PA has already established a database to provide accurate information on aid received from the international community. All UK aid is registered in this database and we encourage other donors to do the same. At a strategic level, the UK's relationship with the PA will be governed by our Memorandum of Understanding (MoU) which includes specific commitments on transparency, as well as predictable support and mutual accountability.
- We will also provide information to the Local Aid Co-ordination Secretariat for use on their website. We will encourage partners to be more transparent with information and will look to see how this might be stipulated in any agreements signed with them

## Annex A: Changes to Operational Plan

Page Number	Change made to operational Plan	Reason for change
4,7,8	Gaza reconstruction package – inserted in headline results and details in delivery and resources section	Response to 2014 conflict in Gaza
Throughout	Economic development pillar replaces Wealth Creation; Governance and Security replaces Statebuilding and Rights and Refugees replaces Poverty and Vulnerability	Following an Organisational Review in early 2014, this renaming was felt to better reflect the content of work within each pillar.
5-6	Headline indicator target to be revised from 95% to 90% and number removed: Percentage (and number attributable to DFID support) of pregnant women attending at least four antenatal care visits at UNRWA health clinics	To increase alignment with UNRWA targets. UNRWA's target was 87% for this indicator – a target which has already been met. To encourage progress, DFID could consider a target of 90%. NB: This has not yet been approved at the Director level, but it was a recommendation made in the May 2014 Annual Review. UNRWA does not set targets for the number of pregnant women attending at least four antenatal care visits and therefore this should be removed from the indicator.
3	Update to context page	To reflect summer 2014 escalation of violence in Gaza; reconciliation and Interim Technocratic Government

## Annex B: Human Rights Assessment

The UK recognises that the realisation of all human rights underpins sustainable development. Through its development programmes, the UK aims to support civil society and governments to build open economies and open societies in which citizens have freedom, dignity, choice and control over their lives, and institutions are accountable, inclusive and responsive.

### Human rights context

**Economic and social rights:** OPTs is ranked 107 out of 187 countries on the Human Development Index (2013), which is an improvement of 1 rank since 2008. A 2011 survey by the Palestinian Central Bureau of Statistics finds that 25% of individuals live below the poverty line, with 12% in deep poverty. The infant mortality rate is 23 deaths per 1000 live births and maternal death rates are relatively low at 64 per 100,000 (HDI 2010). In 2012, female participation in the labour force was 15.2% compared to 66.3% participation by males (HDI 2012).

**Non-discrimination:** OPTs does not have a ranking on the Gender Inequality Index and political participation data are unavailable. Women living in the OPTs suffer from violence on two levels. The Israeli military occupation affects access to health centres, work places, schools, universities and other forms of social support. On the Palestinian side, 29.9% of married women in the West Bank had experienced violence by their husbands and 51.1% in Gaza. Cases of honour related killings increased from 11 in 2009, to 28 in 2013.

**Civil and political rights:** The 2014 Freedom House scores show no change since 2011 in the West Bank in terms of Civil Liberties (5), Political rights (6), and Freedom (5.5) (with 1=best and 7=worst). In comparison, Gaza scored worse on political rights (7) and overall freedom (6.5) while civil liberties (6) remained unchanged since 2011. In 2013, the Palestinian Authority (PA) in the West Bank continued to operate without an electoral mandate or a functioning legislature. New West Bank settlement construction in 2013, and attacks by Jewish settlers on Palestinian individuals and property continued.

**Direction of travel:** The human rights situation in the Occupied Palestinian Territories (OPTs) is heavily influenced by the unresolved Israeli-Palestinian conflict, the on-going Israeli occupation, intermittent violence in Gaza and lack of real progress on reconciliation between Palestinian factions. **Social and economic rights** have seen some improvement and there has been positive headway against most MDGs, **civil and political rights** have either remained the same (West Bank) or have worsened (Gaza) since 2011.

### UK approach and focus

The UK will support positive trends on **social and economic rights** through continued support of service delivery by the Palestinian government, thereby supporting access to education, health and cash transfers for the very poor. We will continue to raise concerns about **civil and political rights** with Israel and the Palestinian Authority at all levels as well as with the international community. We will help improve accountability of PA institutions by strengthening public financial management systems, encouraging transparency and through ongoing support to media and civil society.







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