

## Type of Review: Project Completion Review

**Project Title: Information, Counselling and Legal Assistance for Internally Displaced Persons and Persons/Communities Affected By Displacement in the Occupied Palestinian Territories.**

Date started: Jan 2011

Date review undertaken: May 2013

### Introduction and Context

#### What support did the UK provide?

A total of £3 million between January 2011 to March 2013 to provide information, counselling and legal assistance for internally displaced persons (IDPs)/communities and persons/communities at risk of or affected by displacement.

In Area C and EJ, we supported Palestinians to challenge demolition, the route of the separation barrier (where constructed outside the Green Line), access to land, and evictions within the Israeli legal system.

In Gaza, DFID supported people to access reconstruction grants (provided by NGOs, UN), and supported vulnerable women affected by violence.

Our implementing partner was the Norwegian Refugee Council who worked closely with both Palestinian and Israeli NGOs.

#### What were the expected results?

The expected result was the prevention/ reduction of displacement through the delivery or several outputs:

OUTPUTS			OUTCOME	IMPACT
1	Emergency Legal Response	30%	Improved access to justice in the OPTs (West Bank, including East Jerusalem and Gaza) for (a) refugees, IDPs and persons/c communities at risk of displacement or affected by displacement; and (b) persons who have had their homes destroyed.	Increase access to justice for, Palestinians in the Occupied Palestinian Territories (OPTs)
2	Preventative Legal Response	30%		
3	Advocacy, Research, information and International Networking	30%		
4	Provision of legal assistance in Gaza	10%		

**Output 1: In Area C and East Jerusalem (EJ), refugees, Internally Displaced Persons (IDPs) and persons at risk of displacement receive immediate, good quality legal assistance, information and/or representation. UK will support 220 new legal cases in the courts or administrative**

bodies; and 303 new sessions of legal advice and counselling.

**Output 2: Increased Protection of refugees, IDPs and persons/communities at risk of displacement through a longer term preventative legal response. UK will support 6 public interest cases through the Israeli Supreme Court, training to an average of 20 lawyers in the West Bank and EJ and 30 in Gaza on 12 key legal issues to improve their litigation skills, and awareness-raising to 140 community members in the West Bank and EJ, and for 850 community members in Gaza.**

**Output 3: Increased Protection of refugees, IDPs, and persons/communities at risk of displacement or affected by displacement through advocacy, information, research and international networking. UK will support 6 new research reports/documents on pertinent legal issues, to support relevant legal work.**

**Output 4: Increased Protection of refugees, IDPs and person/communities at risk of displacement or affected by displacement through the provision of legal assistance. UK will support 900 persons with legal counselling on how to obtain required legal HLP documentation to apply for reconstruction grants for destroyed or damaged houses in Gaza, and 611 vulnerable women with legal counselling and/or legal representation on family law issues**

### **What was the context in which UK support was provided?**

The 1967 Israeli occupation of the West Bank and Gaza started an ongoing cycle of forced displacement within the OPTs. Palestinians in Area C, EJ and Gaza have been most affected. Israeli policy is the main cause for displacement. In Area C (60% of the West Bank) and EJ, most displacement results from house demolitions. Around 90% of demolitions are ordered because home owners lack the required permit to build (in EJ 28% of all homes have been built without a permit). In Area C, Palestinian construction is prohibited on 70% of available land (44% of the West Bank). When applications to build are made, most are rejected - between 2000 and 2007 over 94% of applications for building permits by Palestinians in Area C were refused. Many Palestinians end up building without a permit. In EJ, only 13% of land has been zoned for Palestinian construction.

In Gaza, Operation Cast Lead caused widespread damage and the total destruction of 3,400 homes. The resulting displacement of 20,000 people lead to the overcrowding of homes and, coupled with high levels of unemployment and poverty, caused a significant increase in domestic violence. UNIFEM reported the highest perceived rise in domestic violence against women since the conflict has been within households displaced as a result of it.

## **Section A: Detailed Output Scoring**

Note: Many of the output targets were revised upwards following the 2011 Annual Review which identified that targets should be more ambitious. A few of the targets were revised down, explanations are given below. We are currently discussing setting realistically ambitious targets for the new phase of funding to NRC ICLA.

**Output 1: Emergency Legal Response: In Area C and East Jerusalem, refugees, IDPs and persons/communities at risk of displacement or affected by displacement receive immediate good quality legal assistance, information and/or representation.**

**Final score and performance description:**

<b>Indicators</b>	<b>Original target (set in original project document in 2011)</b>	<b>Revised target (per annual review in 2012)</b>	<b>Achieved by end March 2013</b>
<b>Number of households receiving immediate legal advice/counselling (within 48 hours)</b>	303 households	600 households.	1,603 households
<b>Number of legal cases adopted by NRC which receive full legal representation at the relevant court/administrative body</b>	220 cases	530 cases.	677 cases
<b>Number of partnerships entered into between NRC and DWG Legal Taskforce members</b>	6 partnerships	6 partnerships	<p>7 partnerships:</p> <ul style="list-style-type: none"> <li>•DFID part-funding NRC partnership with Yesh Din for Legal Taskforce-identified pilot project on settler violence.</li> <li>•DFID part-funding NRC partnership with ICAHD for Legal Taskforce-identified project.</li> <li>•DFID part-funding NRC partnership with St Yves (East Jerusalem) to work on HLP violations within East Jerusalem. St Yves is the co-chair of the Legal Taskforce.</li> <li>•DFID part-funding NRC partnership with St Yves (Area C) to work on HLP violations in the South</li> </ul>

West Bank.

- DFID funding NRC partnership with the Community Action Center.
- DFID funding NRC partnership with the Palestinian Centre for Human Rights on violations within the Access Restricted Area in Gaza
- DFID part-funding NRC partnership with the Palestinian Centre for Democracy and Conflict Resolution.

Final results: SCORE A++

Impact Weighting (%): 30%  
Revised since last Annual Review? No

Risk: Low  
Revised since last Annual Review? No

**Output 2: Preventative Legal Response: Increased protection of Palestinians (refugees, IDPs, and persons/communities at risk of displacement or affected by displacement) through a longer-term preventative legal response.**

**Output 2: final score and performance description:**

Indicators	Target 2013	Revised target 2013	Achieved by end March 2013
Number of NRC Public Interest Cases using Israeli legal system and/or international mechanisms	6 cases in Israeli System, 2 international cases identified	6 cases in Israeli System, 2 international cases identified	9 cases in Israeli system, 1 international case lodged, and 1 international case identified:  1. DFID part-funding legal cases in eastern Sheikh Jarrah, including legal counselling and representation for 9 civil eviction proceedings  2. DFID part-funding Wadi Yasul cases, including legal counselling

			<p>and representation for 36 households up to June 30, 2012 and another 3 householder between the period starting 1 July 2012 and ending 31 December 2012 facing demolition proceedings.</p> <p>3. DFID part-funding Betsedeq legal case, including legal counselling and representation for 4 households.</p> <p>4. DFID part-funding Al Bustan legal case challenging effective rejection of a masterplan prepared by Al Bustan residents.</p> <p>5. DFID part-funding Hamdallah legal case, including legal counselling and representation for at least two households.</p> <p>6. DFID funding a principle Public Interest Case challenging due process issues in proceedings at Bet EI</p> <p>7. DFID fully-funding challenging a development plan in Al Jabbal to prevent forced displacement of Bedouin communities.</p> <p>8. DFID fully-funding a principle Public Interest Case challenging the practice of the General Custodian of Israel in releasing property in Im Harun to pre-1948 Israeli owners.</p> <p>9. DFID fully-funding Massafer Yatta Firing Zone 918 case.</p> <p>One international case lodged, namely complaint to UN Human Rights Committee in Bil'in case, and a further international case identified in relation to the destruction of humanitarian infrastructure.</p>
<p>Number of legal trainings/events for</p>	<p>Area C and East</p>	<p>Area C and East</p>	<p>Area C and East Jerusalem – 16 events</p>

group of 20 lawyers) on key legal issues. (disaggregated by gender)	Jerusalem – 17 events Gaza – 12 events	Jerusalem – 17 events Gaza – 21 events	Gaza – 26 events (legal trainings)
Percentage of lawyers reporting greater knowledge of key legal issues	90% of lawyers	90% of lawyers	80% of lawyers (up to 31/12/2012)
Number of the targeted community members/groups (disaggregated by gender) who receive awareness-raising on legal aid and relevant legal issues	Area C and East Jerusalem – 140 people Gaza – 900 people.	Area C and East Jerusalem – 400 people. Gaza – 3,200 people.	Area C and East Jerusalem – 1,672 people (1,035 women 63%, 637 men 37%) (please note figures are calculated on the basis of the 77% of information sessions in which disaggregated information was collected)  Gaza – 3,129 people (2,445 women, 684 men)  Gaza – 3,129 people (2,445 women, 684 men)

Final results: SCORE A.

Impact Weighting (%): 30%

Revised since last Annual Review? No

Risk: Medium

Revised since last Annual Review? No.

**Output 3: Advocacy, Research, information and International Networking: Increased protection of Palestinians (refugees, IDPs and persons/communities at risk of displacement or affected by displacement) through advocacy, information, research and international networking.**

Output 3: final score and performance description

Indicators	Target 2013	Revised target 2013	Achieved by end March 2013
Number of partnerships/ networks between NRC and international	8 partnerships	4 partnerships	4 partnerships/networks: -Partnership with School of Oriental and African Studies

<p>organisations/individual experts to promote legal casework/research and case analysis</p>			<p>(SOAS), London.</p> <ul style="list-style-type: none"> <li>-Roundtable conducted in November 2011 with international litigators and academics.</li> <li>-Partnership with Columbia Law School Human Rights Institute.</li> <li>-One-hub network created to provide an electronic 'working space' for legal experts and litigators to share information and experiences about international litigation and legal developments.</li> </ul>
<p>Number of Advocacy Briefings provided</p>	<p>22 briefings</p>	<p>40 briefings</p>	<p>77 briefings</p>
<p>Number of research reports/documents produced used to support relevant legal work and which are regarded by DFID as high quality.</p>	<p>6 research documents</p>	<p>9 research documents</p>	<p>10 research documents:</p> <ul style="list-style-type: none"> <li>•Background briefing paper on Palestinian Statehood initiative</li> <li>•Legal memorandum drafted regarding the functions of the relevant bodies at the Israeli Civil Administration and outlining visitation procedures for the diplomatic community.</li> <li>•Shadow report drafted on Israel's compliance with the International Covenant on Economic, Social and Cultural Rights.</li> <li>•Research report on Palestinians in Gaza lacking inclusion in the Population Registry, affecting their legal residency and ability to obtain identity documentation</li> <li>•Research report on Customary Dispute Resolution Mechanisms in the Gaza Strip</li> <li>•Report to the Committee on the Elimination of Racial Discrimination</li> <li>•Report on East Jerusalem to the</li> </ul>

			<p>Special Rapporteur on Adequate Housing and individual follow-up communications on displacement issues.</p> <ul style="list-style-type: none"> <li>•Legal memorandum drafted on confiscation and seizure of humanitarian material in Area C.</li> <li>•Report on legal aid rates for private lawyers as part of a contribution to a future sustainable legal aid system in the West Bank.</li> <li>•Survey on Costs of Displacement of Palestinians in East Jerusalem and Area C, including cost-benefit analysis. (Not included as result – see section B below for explanation)</li> <li>•Internal document on ICLA-Palestine’s Theory of Change.</li> </ul>
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Final results: SCORE A+

Impact Weighting (%): 30%

Revised since last Annual Review? No.

Risk: Low

Revised since last Annual Review? No.

**Output 4: Provision of legal assistance in Gaza: Increased protection of Palestinians (refugees, IDPs, and persons/communities at risk of displacement or affected by displacement) through the provisions of legal assistance.**

Output 4: final score and performance description:

Indicators	Target 2013	Revised target 2013	Achieved by end March 2013
Number of households who have had their homes	900 households	800 households	829 households (including 659 male headed households and 160 female headed households)



destroyed who receive legal counselling on HLP			
Number of vulnerable women who receive legal counselling and/or legal representation on family law issues	611 women	500 women	564 women received legal assistance on family law. In addition 144 men received legal assistance.

Final results: SCORE A

Impact Weighting (%): 10%

Revised since last Annual Review? No.

Risk: Low

Revised since last Annual Review? No.

## Section B: Results and Value for Money.

### 1. Achievement and Results

#### 1.1 Has the logframe been changed since the last review?

Yes. The last Annual Review of the project (2011-12) highlighted the need to revise the targets to reflect adjusted NRC programme priorities based on an assessment of where the work of NRC was most effective, and to ensure that the targets continued to be ambitious. The analysis above sets out both the original and revised targets. As can be seen from this, most targets were revised upwards. For more detail, see the Annual Review, available at <http://devtracker.dfid.gov.uk/projects/GB-1-201304/documents/>

#### 1.2 Final Output score and description:

A+

Output 1:

NRC exceeded all targets for this output and substantially exceeded on the first two outputs. A larger than expected increase in counselling services was provided by NRC partner St Yves, particularly in relation to their work in the south of the West Bank. This was due to increased demand because of large numbers of demolitions and demolition orders issued at end of 2012 and start of 2013. The south of the West Bank was identified as a priority for NRC due to high levels of demolition and stop work orders and low levels of legal representation relative to other areas. Given this priority, DFID resources were reallocated from consultancy budget lines to enable St Yves to employ an additional lawyer to deal with the increased caseload. In addition NRC recognises that it underestimated the number of households that would benefit from the legal advice and counselling provided. NRC funded partner Community Action Centre (CAC) also increased its legal counselling in late 2012-2013 resulting from increased community outreach and growth of its reputation in the Old City.

#### Output 2:

In terms of overall objectives, nearly all targets were met or overachieved on this output. There was a slight underachievement on the percentage of lawyers reporting greater knowledge of key legal issues. In addition while the number of public interest cases exceeded the target not all of these were fully funded by and therefore attributable to DFID. Taking these factors into account, this output was assessed as scoring an A.

#### Output 3:

All targets were met or substantially surpassed. The figure for partnerships was revised down following discussions with DFID as it was agreed that NRC should focus on a smaller number of quality continuing partnerships, rather than expanding the number of partnerships, as the best way to achieve the objectives of the project. The number of advocacy briefings was able to increase substantially due to increased demand for advocacy products and the hiring of two extra advocacy staff to meet this demand.

Most of the research documents were considered to be of excellent quality. The survey on the costs of displacement, however, was late on delivery and not of the high quality that NRC had expected. We shared these concerns with NRC who fully agreed that the consultants had not delivered effectively. NRC are currently working with the consultants to improve the quality and usefulness of the report. We have not included this document as a result and it is excluded from the overall figures.

#### Output 4:

It was agreed in the annual review that targets should be adjusted downwards to reflect adjustments to NRC programme priorities. All revised targets were surpassed.

### **1.3 Direct feedback from beneficiaries**

NRC systematically collects feedback from beneficiaries. All participants in NRC trainings and information sessions are asked to fill out a feedback form which is then analysed to provide information for their reporting. DFID has also attended several field visits with NRC and talked with beneficiaries directly. The independent evaluation carried out in January-February 2013 and jointly funded by all NRC's main donors included discussions with 114 beneficiaries, both

individually and in focus groups.

“I call NRC and the lawyer answers the phone and remembers my situation” – client of NRC Gaza Legal Assistance Centre.

“NRC will do the hard work and, more often than not, will be the one tha finds the way to get the job done” – Gaza stakeholder.

“Without question, the level of humanitarian response in the area of HLP [in Palestine] is significantly higher because of NRC’s engagement” – UN Agency representative.

**Feedback from participants in NRC led trainings:**

“Just today I dealt with a case that was facilitated by the information gained during the training”

“All the information is very important to my field, so I use it practically all the time.”“The training fortified our office’s legal knowledge and all the dangers we should watch out for”

“We now know more after the training and apply what we learned to how we operate in the field, especially our work in Area C and spedivically we have reshought the way we deal with the Israeli army”.

In our new phase of funding to NRC (2013-15) we have included both qualitative and quantitative indicators that aim to better reflect direct feedback from beneficiaries. We are also working with NRC to better understand and measure the qualitative benefits of their legal aid work such as how it empowers individuals and communities and how it can address gender issues.

**1.4 Overall Outcome score and description:**

**Outcome: Improved access to justice in the OPTs (West Bank, including East Jerusalem and Gaza) for (a) refugees, IDPs and persons/communities at risk of displacement or affected by displacement; and (b) persons who have had their homes destroyed.**

Indicator	Target 2013	Revised target 2013	Achieved by end March 2013
Number of households receiving NRC information, counselling and legal assistance services	Area C and East Jerusalem – 423	Area C and East Jerusalem – 1,500	Area C and East Jerusalem – 3,887
	Gaza – 2,361	Gaza – 5,700	Gaza – 4,894
In Area C and East Jerusalem, number of NRC legal cases of house demolition or eviction orders which are temporarily delayed/ receive a temporary suspension of the order.	67 cases	300 cases	354 cases

**SCORE: A+**

Targets were surpassed, apart from the number of households receiving NRC services in Gaza which was slightly lower than expected. This was for the following reasons (1) the initial Operation Cast Lead caseload decreased as beneficiaries obtained ownership documents and reconstruction grants (2) the programme ceased providing family law advice and concentrated more on women's HLP rights, including inheritance rights, which involved an adjustment of programme priorities and some delay in re-focusing activities and (3) the office was closed for 2 weeks in November 2012 following Operation Pillars of Defence. Once the office re-opened the focus was on conducting a needs assessment of victims of the recent military conflict.

**1.5 Impact and Sustainability**

In December 2012, the programme developed a Sustainability Strategy which explores means of entrenching some of the programme gains within the legal aid and beneficiary community. Key areas of focus include the continued capacity building of partner organisations and local lawyers to provide legal aid, mentoring of law students and training of traditional leaders in Gaza on issues in Housing Land and Property (HLP) law. Investment in effective local legal coordination mechanisms, such as the Legal Taskforces (West Bank and Gaza), is a further contribution to coordinated information sharing and strategising between legal aid providers. To maximise the sustainability of legal outcomes, the ICLA programme is pursuing a number of strategies including promoting security of tenure and assisting women assert their inheritance rights in Gaza, and identifying individual solutions for HLP issues and developing a planning strategy in the West Bank, including East Jerusalem. Together with the Sustainability Strategy, the ICLA programme has developed an Exit Strategy with scenarios for a short-term and longer-term country exit. The Exit Strategy identifies a number of ways in which the work of the ICLA programme can be continued by local legal aid providers.

DFID's new phase of funding of the NRC ICLA programme includes an increased focus on sustainability through working with the Palestinian Authority to build their legal aid capacity.

**2. Costs and timescale**

**2.1 Was the project completed within budget / expected costs: Yes**

**2.2 Key cost drivers**

Key costs drivers in the programme included local and international salaries, an increase in fuel and vehicle rental costs on account of additional travel throughout Area C and private lawyer's fees. Considerable efforts were made within the project period to drive the costs of private lawyer's fees down through commissioning research into the private legal market in Area C and developing a Table of Fees for both Area C and East Jerusalem. NRC moved from a flat retainer model to system of payment per legal procedure. This is more sustainable and enhances value for money as payment is made only for services received.

**2.3 Was the project completed within the expected timescale: Yes.**

### **3. Evidence and Evaluation**

#### **3.1 Assess any changes in evidence and what this meant for the project.**

The evidence base justifying the project remained more or less the same as per the original proposal. The evidence base set out in the business case has been enhanced by the Legal Coverage Survey and two programmatic evaluations (April 2012 and March 2013).

In the West Bank the continuing prevalence of demolitions, evictions, restrictions on access to Seam Zone land, settlement expansion and restrictions on humanitarian assistance within the current political context justify a continuation of the project.

In Gaza the initial caseload of beneficiaries seeking home reconstruction grants as a result of Operation Cast Lead has come to a close. Periodic escalations in hostilities, such as through Operation Pillar of Defence, have required the programme to remain responsive to beneficiary need for HLP legal advice. However the Gaza programme has refocused on other HLP gaps including women's inheritance rights, HLP violations in the Access Restricted Area and more recently an escalation of land confiscations and evictions by the local authorities.

An independent, joint evaluation of the ICLA programme, completed in March 2013, pointed to a number of positive results of ICLA programming. It noted ICLA's role as 'coordinator, convener, facilitator, and participant in groups as its most significant strength and most important contribution', with 100% of stakeholder interviewed having supported this finding. The report noted ICLA's responsiveness to legal developments, citing the provision of legal support to the humanitarian community as a good example. The evaluation noted the significant investment of the ICLA programme in public interest litigation, highlighting a number of benefits of this area of work, particularly if a greater advocacy dividend could be achieved. In relation to the ICLA activities in Gaza, the report noted that 'legal assistance activity helping Palestinians obtain ownership documents provides the beneficiaries with evidence of the highest level of private land and property rights available under the law'. The report commented favourably on the legal assistance provided noting that 30% of beneficiaries interviewed stated that without legal assistance from NRC they would have lost their house or access to their land. It was further noted that 23% of beneficiaries assisted stated that they had gained further additional positive 'legal empowerment' outcomes as a result of the legal assistance provided. The evaluators commented favourably on a number of aspects of the ICLA Gaza programme including beneficiary satisfaction rates, the capacity building undertaken by the programme, the responsiveness to legal developments and the focus on gender issues.

An Impact Assessment conducted in April 2012 on the impact of the ICLA programme in Area C noted that NRC legal aid likely covers 51% of the house demolition cases in Area C. In terms of immediate impact, the report pointed out that whilst the delays on demolition were temporary they did buy time for further action. The authors further noted that the legal interventions had an important psychological impact in empowering beneficiaries to continue to fight for their rights. As a medium term change, the report noted an increase in partner capacity as a result of NRC's activities and increased levels of beneficiary trust. The authors further noted that 'a sense of protection was felt among some of the communities when there were international delegations, visits and/or advocacy efforts' and that NRC had played in an important role in

creating a normative language in relation to the causes of displacement and its legal implications. Many of the recommendations in the report for a more effective programme have been auctioned in the course of 2012.

Two further assessments undertaken also strengthened the evidence base for the programme:

- A Legal Coverage Assessment carried out in relation to the West Bank noted that 80% of beneficiaries with demolition orders had legal coverage, thus indicating a high level of availability of access to justice in this area.
- Following the Legal Fees survey (carried out by the ICLA programme), which proposed a different legal fee structure, the programme was able to negotiate substantial reductions in case fees with a number of private lawyers, thus freeing up further funds for legal assistance to beneficiaries.

### 3.2 Set out what plans are in place for an evaluation.

A comprehensive ICLA programme evaluation was completed in March 2013 as outlined above. The evaluation was joint-funded by all NRC's major donors and as such represents a good practice example both in terms of donor harmonisation and value for money. This evaluation was timed to feed into DFID's business case process and our decision to continue funding. Major findings are outlined below. A joint evaluation will be carried out before the end of our current funding in 2015.

## 4. Risk

### 4.1 Risk Rating (overall project risk): Medium.

Did the Risk Rating change over the life of the project? No.

The business case for DFID's new funding phase rates the risk as medium.

### 4.2 Risk funds not used for purposes intended

A due diligence assessment was carried out of the Norwegian Refugee Council (NRC) in March 2011 in relation to the DFID (CHASE PPA) funding of NRC's Shelter and Education work. Due diligence checks will continue to be carried out over the course of the new funding phase of ICLA in line with DFID requirements.

As part of an ongoing commitment to building the capacity of partners and ensuring that proper professional standards and accounting practices are maintained, NRC conducted a Partners Workshop in September to train partners on compliance with financial and Monitoring and Evaluation standards. In addition, NRC's Compliance Coordinator works closely with partners to strengthen capacity regarding compliance and reporting requirements.

### 4.3 Climate and Environment Impact

The business case for DFID's new funding phase to NRC ICLA concluded that funding the Norwegian Refugee Council would have a strongly positive environment and climate outcome.

Climate change and environmental degradation can have serious consequences for displaced and dispossessed people, and displacement of people from planned to unplanned settlements can create additional pressures on natural resources. For example disruption to water services can affect human health, and relocation of people to already water-stressed areas can increase localised tensions and risks of disease as well as conflict. Risk of flooding and flood damage can increase in unplanned or poorly planned settlements. But there are also opportunities for improving environment and climate management through the provision of support to displaced people, for example by using fuel-efficient stoves in refugee camps, or planting trees in resettlement areas to reduce the risk of flooding and improve water quality.

However the NRC ICLA programme focuses on legal aid provision for people facing evictions and demolitions, it does not consider the wider implications of settlement planning and displacement of people. Providing legal assistance to people affected by evictions, demolitions and displacement could however, play an important role in stemming illegal and unplanned settlement activities, and thereby reducing the potential impact on the environment and climate. The programme is therefore considered as category C – low risk of climate or environmental impact and low opportunity for considering climate or environmental management.

## 5. Value for Money

### 5.1 Performance on VfM measures

The programme has overachieved on results, well surpassing many of its targets and has therefore delivered very good value for money. The original logframe for the programme specified that 67 successful cases of delaying displacement would be achieved during the project period. The final result was in fact 354 demolitions temporarily suspended. Initial findings of survey work funded by NRC suggests that the average total financial cost to households of being displaced is \$126,000 in East Jerusalem and \$138,000 in Area C (£84,000 on average across both). With 354 displacements prevented over the course of the funding we can therefore estimate that the return on the funding reaches some \$29m. This is an overestimate in that it assumes that the displacement is permanently prevented, but illustrates that as an overall strategy, funding the provision of legal aid which effectively prevents displacement is an efficient VfM strategy. More detail on VfM can be obtained in the business case for DFID's new funding phase to NRC ICLA (Quest no. 3879571).

### 5.2 Commercial Improvement and Value for Money

As noted above, ICLA carried out a study into fees paid to legal aid lawyers. As a result a clear fee structure has been put in place and value for money has been improved.

Value for money has also been improved by the implementation of a nationalisation strategy. During this funding period NRC continued to build the capacity of national staff through the Deputy Programme Manager training programme, as well as staff professional development. The Deputies gained significant programme responsibilities including as co-coordinators of the Legal Taskforces (West Bank and Gaza). Increased national programme management capacity will reduce the need for international staff to perform management functions and improve value for money as the overall costs of using national staff are lower.

### 5.3 Role of project partners

An independent evaluation which was joint-funded by all NRC's major donors significantly reduced the cost to DFID of carrying out a separate evaluation and therefore provided very good value for money.

### 5.4 Did the project represent Value for Money : Y

## 6. Conditionality

### 6.1 Update on specific conditions

NA



## 7. Conclusions

The NRC ICLA programme has provided practical assistance in preventing displacement through legal interventions, enabled community members to better defend their HLP rights and provided accurate information to the international community of many of the violations taking place together with specific recommendations for action. The programme has delivered very good value for money and continues to address a clear need.

A cost benefit analysis based on the above information was developed and appraised in detail in the business case that justifies the renewed DFID funding to NRC. (Business Case Quest no. 3879571)

## 8. Review Process

This review was conducted by the Senior Programme Officer responsible for this project in DFID Jerusalem. It was based on annual and interim reporting from NRC, discussions with the NRC ICLA project manager and advocacy coordinator and first hand field visits to beneficiary communities. It draws from the work carried out between November 2012 – February 2013 on the Business Case 'Legal Assistance to prevent displacement and demolitions in the Occupied Palestinian Territories (OPTs)' (Quest no. 3879571) which resulted in renewed funding to NRC ICLA from 2013 – 2015.