



FINAL REPORT FOR END-TERM PROJECT EVALUATION  
OF THE REHABILITATION OF DAR AL-CONSUL INTO A  
RESIDENTIAL AND CIVIC CENTER- PHASES II/III

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FOR A BETTER URBAN FUTURE

## Evaluation Report 2022/2

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Cover Photo: Dr. Randa Hilal

## Table of Contents

<b>Abbreviations:</b> .....	<b>3</b>
<b>Executive Summary</b> .....	<b>5</b>
<b>1 Introduction</b> .....	<b>9</b>
<b>2 Description of the project</b> .....	<b>9</b>
2.1 East Jerusalem and Old City Housing context .....	9
2.2 Project background and context .....	10
2.3 Project objectives and results .....	10
2.4 Beneficiaries and target areas.....	11
2.5 Key partners and other key stakeholders.....	12
2.6 Resource envelope of the project .....	13
2.7 Project’s link to UN-Habitat Strategic, New Urban Agenda (NUA) and the SDGs .....	13
<b>3 Evaluation Purpose, Objectives and scope</b> .....	<b>14</b>
<b>4 Evaluation Questions, Approach, Methodology and</b> .....	<b>14</b>
4.1 The Evaluation criteria and questions / the Evaluation Matrix.....	14
4.2 Approach .....	14
4.3 Theory of change .....	16
4.4 Methods used and Process of data collection.....	17
4.5 limitations or constraints affected the evaluation, .....	17
<b>5 Findings:</b> .....	<b>18</b>
5.1 Achievements of the project at objective and outcome levels.....	18
5.2 Performance of the project using OECD-DAC evaluation Criteria.....	21
5.2.1 Relevance .....	21
5.2.2 Efficiency .....	23
5.2.3 Effectiveness .....	25
5.2.4 Impact .....	37
5.2.5 Sustainability .....	40
5.2.6 Project Coherence/Complementarity .....	42
5.3 Community Value added .....	43
5.4 Project management modalities, partnerships, and resources .....	44
5.5 Cross-cutting issues .....	45
5.6 Visibility .....	47
<b>6 Conclusions,</b> .....	<b>48</b>
<b>7 Lessons learned</b> .....	<b>51</b>
<b>8 Recommendations</b> .....	<b>51</b>
8.1 Strategic, for resilience related projects in Jerusalem for EU/UN-Habitat .....	51
8.2 Programmatic for DAC operationalisation-Un-Habitat and CTS .....	52
8.3 Management .....	55

## Annexes:

- Annex 1: TOR
- Annex 2: Evaluation matrix
- Annex 3: list of People consulted
- Annex 4: List of documents reviewed
- Annex 5: Photos collected by the evaluator

## List of Tables, Graphs, Boxes, Photos, Snapshots and Figures

### List of tables

Table 1: Expected results and related outputs and activities. ....	11
Table 2: Resource Envelop of the Project .....	13
Table 3: Evaluation assessment and achievement status of the project at objective and outcome levels.....	18
Table 4: Reports of the consultation processes by phase and year .....	30

### List of Graphs

Graph 1: Residences’ satisfaction of the renovation work .....	28
Graph 2: Trainees’ satisfaction with the training.....	35
Graph 3: Training met trainees’ expectation .....	35
Graph 4: Enough skills gained by the trainees .....	35

### List of Boxes

Box 1: Positive quotes from the residence:.....	26
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### List of Photos

Photos No. 1: Dar Al-Consul Center by Dr Randa Hilal-the Evaluator .....	0
Photos No. 2: before and after the renovation work for one of the courtyards .....	25
Photos No. 3: Photos of renovated houses- showing interior works (kitchen- wood-work, tile and window) and exterior works (stone mould removal and Aluminium works) Photo credit: Consultant .....	26
Photos No. 4: Different images showing the previous status of the houses before renovations-	26
Photos No.: 5 Skylight at Khan El-Zeit-Photo credit: Evaluator.....	27
Photos No.6: Electronic control unit in DAC complex .....	34
Photos No. 7:The 3D physical Model by AQU .....	44

### List of Snapshots:

Snapshot 1: Exploded view for Dar Al Consul complex, Photo credit: Studio Strati .....	33
Snapshot 2: Infographic of piloted activities.....	35
Snapshot 3 Samples of published items.....	47

### List of Figures

Figure 1: The map of Jerusalem, according to UN-OCHA, indicating zoning: .....	9
Figure 2: the Theory of Change used in the evaluation .....	16
Figure 3: Project Management Modality and Interactions Block Diagram .....	44
Figure 4: Block diagram of Immediate operation through stages.....	56

## Abbreviations:

<b>AOC:</b>	Agreement of Cooperation
<b>AQU:</b>	Al-Quds University
<b>B-CITE:</b>	Al-Quds Business Center for Innovation Technology and Entrepreneurship
<b>CAFÉ:</b>	Culinary and Food Experience
<b>CSOs:</b>	Civil Society Organization
<b>CTS:</b>	Custodia Di Terra Santa- the Custody of the Holy Land
<b>CTO:</b>	The Custody Technical Office
<b>DAC:</b>	Dar al Consul
<b>EJ:</b>	East Jerusalem
<b>EPIC:</b>	Education and Professional Innovation Center
<b>EU:</b>	European Union
<b>EUREP:</b>	European Union Representative
<b>FGD:</b>	Focus Groups Discussion
<b>HRBA:</b>	Human Rights Based Approach
<b>NFPE:</b>	Not-For Profit Entity
<b>NGO:</b>	Non-Governmental Organizations
<b>NPA:</b>	National Policy Agenda
<b>OCHA:</b>	Office for the Coordination of Humanitarian Affairs in oPt
<b>OECD-DAC:</b>	The Organisation for Economic Co-operation and Development - Development Assistance Committee
<b>oPt:</b>	occupied Palestinian territory
<b>PA:</b>	Palestinian Authority
<b>PCM:</b>	Project Cycle Management
<b>PMF:</b>	Project Monitoring Framework
<b>PMT:</b>	Project Management Team
<b>RBA:</b>	Rights-Based Approach
<b>RBM:</b>	Results-Based Approach
<b>ROAS:</b>	Regional Office for Arab States
<b>SHSPPP:</b>	Special Human Settlements Programme for the Palestinian People
<b>SS:</b>	Supporting Services
<b>TIME:</b>	Tourism, IT and Media Center
<b>TOC:</b>	Theory of Change
<b>TOR:</b>	Terms of Reference
<b>TVET:</b>	Technical, Vocational Education and Training
<b>UN:</b>	United Nations
<b>UNDP:</b>	United Nations Development Program
<b>UN-Habitat:</b>	United Nations Human Settlement Programme

## Executive Summary

### 1. Introduction:

The Dar al-Consul Rehabilitation Project is an 8 years project, consisting of Phases I, II & III. The project is implemented by UN-Habitat and partners and supported by the EU with a total funding of 4.23million Euros, which aimed at improving the living conditions of Palestinian youth and families in the Old City of Jerusalem and enhancing the Palestinian cultural and civic identity. Phases II and III ended in October 2021. The end-term project evaluation of the Project ***Rehabilitation of Dar Al-Consul into a Residential and Civic Center - Phases II/III***, started end of Nov. 2021 and extend till Feb 2022. The evaluation was conducted by the Independent Consultant: Dr Randa Hilal, a Development and Evaluation expert, supported by assistant researcher, Joud Nassar.

### 2. Evaluation objectives and intended audience:

The evaluation purpose as per the TOR; is to assess **to what extent the delivery of the project's objectives and expected accomplishments were relevant, efficient, effective, sustainable, and achieved impact and coherence**. The evaluation serves both **accountability and learning purposes**. It is intended to provide evidence on what was achieved by the project at objectives, expected accomplishment (outcomes) and output levels by assessing the achievements, challenges and opportunities of the project through measurement and analysis of all the phases of the project management cycle in relation to its results chain and the project's logical framework.

**Scope of the evaluation, as per the TOR:** The evaluation will focus on the life cycle of the entire phases of the project as started in 2014, with emphasis on the period from May 1, 2018 to October 31, 2021. It will assess the planning, funding, implementation and, monitoring and reporting on the project

**The sharing of evaluation findings from this evaluation will inform** the CTS, AQU, UN-Habitat and international and local implementing partners and other stakeholders on what worked, what did not work well and why.

### 3. Evaluation Approach and Methodology

The Evaluation is a rapid assessment that has applied participatory approach. The approach applied the Theory of Change (TOC) as an evaluation tool, and reconstructed the TOC as a point of initiation for assessment. The approach is also based on the approaches of Rights Based Approach (RBA) and Results-Based Management Approach (RBM), along the lines of the OECD-DAC criteria for evaluation. The evaluation utilised the OECD-DAC criteria with questions raised in the TOR to develop the Evaluation Matrix that was used with the reconstructed TOC for developing inquiry tools.

The methodology used mixed Qualitative methods that included interviews, group discussions, phone surveys and field visits, preceded by in-depth desk review of internal and external documents. As a result; 76 people representing beneficiaries, stakeholders, officials, partners, key informants, Un Habitat and EU were consulted.

#### 4. Main findings

**Relevance:** The Dar Al Consul Project fulfils the planning requirements for the Jerusalem governorate. And is aligned with the EU and UN Habitat strategies. According to the Spatial Development Strategic Framework for Jerusalem Governorate (2030), developed by the UN Habitat with assistance from the European Union, endorsed and produced by the Jerusalem Governorate. One of the key goals for the framework is: “Developing a planning system that enhances the linkage and spatial and functional connectivity within the city of Jerusalem and communities within the governorate”<sup>6</sup> which aligns with Dar Al Consul’s mission: “to be a hub for Palestinian culture and society – more specifically, to be the leading, Palestinian-focused attraction in the Old City of Jerusalem, inspiring visitors and residents alike”. The project is relevant to both partners’ strategies of the Custody of the Holy Land (CTS) and Al-Quds University (AQU).

**Efficiency:** Overall; the project was implemented efficiently, in the light of the challenging circumstances of the Israeli occupation. The UN-Habitat management of the project, through a unilateral relation with stakeholders ensured high efficiency and achievement of the set activities. Such arrangement ensured addressing any rising administrative, financial and managerial issues. As noted by all stakeholders. They were able to walk through sensitive issues to reach agreements, such as the issue of management of the DAC, where the CTS internally were disagreeing to any other entity managing the DAC, the formation of the not-for profit entity (NFPE) for CTS was a solution with advisory committee of investors and private sector.

**Effectiveness: the project was effectively executed. It partially achieved its objective, fully achieved two outputs and 2 outcomes and partially achieved the other two outputs and remaining outcome.** The non-operationalisation of the DAC community center is the main contributor to the partial achievement. The CTS agreed internally to another body the Non-for - Profit Entity (NFPE), the registration paper of which is under processing, and both partners signed commitment document for the DAC operationalisation by the owner and partner. An issue to carry for other project support to enable the use of the spectacular land mark. Various lessons learned and recommendations were noted to achieve the operationalisation and community engagement.

**Impact:** The project has contributed to the planned impact partially by enhancing improving the living conditions of Palestinian families in the Old City of Jerusalem, and will further contribute to enhancing the Palestinian cultural and civic identity once operationalised, and have clearly contributed to resilience and poverty reduction.

**Sustainability** of the project is foreseen in various ways, yet addition of certain steps could further enhance future sustainability. The project to some extent engaged the participation of beneficiaries in design and implementation; and the project buying-in were facilitated through inclusive and meaningful cooperation. Capacity development and embedded systems were also ensured during the implementation of the project.

**The management modality enabled efficient implementation** of the project on the output levels, but needed more participation and interaction on the outcome level. The UN-Habitat had efficiently managed the project in phase II & III through local team that replaced the international team, which increased project financial efficiency. Although, Un-Habitat were understaffed, lacking such

specialties such as monitoring and evaluation, communication, community relations and advocate, etc... that were handled by the two full time team members.

**The project is in coherence** with previous ongoing and planned projects of the EU and of others in Jerusalem. **The project also brought added value by involving UN Habitat and partners.**

The effects of the project have made a difference in terms of cross-cutting issues including gender and age, human rights, and environment, yet further incorporation of cross cutting issues in the design would be needed.

## 5. Main Conclusions

**In conclusions; the project achieved its results partially, and this is related to the inability to operationalise the project by the end of the project period.** Various internal and external obstacles were presented including that related with the challenging context of East Jerusalem and the de-facto government permission for operation.

**The project has dealt with the delays and barriers with high flexibility,** where the operational part to be held in DAC was achieved, through piloting the holding activities outside the DAC, in various institutes in Jerusalem. The project managed to set the plans for operations and get the owner and partners commitment on its future implementation. UN Habitat was also able to address the delays rising from lockdowns and closures during COVID 19, by presenting 3 scenarios for extension to the EU, and replanning and budgeting accordingly.

**Furthermore; the UN Habitat supported by the EU, managed to introduce a cascaded 5-year project, with part of the activities and budget allocated for operationalising** different sites including the DAC. Such action would contribute to the full impact achievement of the project on the long run.

**The project faced enormous challenges and barriers related the structural work within a context of occupation, but was able to deal with these challenges through certain measures with the partners.**

**The project overwhelmed with challenges and obstacles was able to produce a breath-taking community center with modern look of the historical value of the place, it managed to enhance the living conditions of 36 families in the Old City of Jerusalem, that is on the UNESCO list of endangered world heritage. Nevertheless; the project had some short falls that could be learned from and avoided through adopted measures, as noted in the recommendations.**

## 6. Main Lessons learned:

**The following lessons learned were identified:**

- **The project design and implementation emphasised learning,** as well as competencies and knowledge transfer
- **The engagement of students and different teams has also increased the added value** and connectedness to the DAC and the old city



- **The engagement of the respected prestigious institutes** in Jerusalem with clear roles and responsibilities were set in the signed MOUs **added value and the ability of the project to be executed efficiently and to achieve**
- **Monitoring of the projects to be linked with results**, engage partners and to be linked constructed TOC since the beginning of the project.

## 7. Main Recommendations

**18 Recommendations were presented along the following three main areas:**

- **Strategic, for resilience related projects in Jerusalem for EU/UN-Habitat:** where 4 recommendations are presented regarding continuing the EU's and member states' support for similar projects in Jerusalem, increase the duration and resources and support through other implemented projects. For the UN Habitat to ensue transfer of learning.
- **Programmatic for DAC operationalisation-Un-Habitat and CTS included: including 6 recommendations for:** showcasing of the work within the place, implement activities according to business plan but with alignment to themes, add maintenance plan and communication strategy as well as integration of elements of learning and to conduct impact assessment after 2-3 years.
- **Management:**
  - **For future projects-UN-Habitat and EU projects:** includes 5 recommendations, that calls for improve of results planning and TOC, design to cater for vulnerable groups, to include risk plan, start any project with operationalisation to avoid complexities, and ensure systematic and intended transfer of knowledge.
  - **For Operationalising DAC-UN-Habitat and CTS** includes 4 recommendations, that calls for starting with the operation immediately through initial operation under CTS, in parallel with registration, staff the DAC center with competent staff and carry out effective monitoring, activate the community center in stages starting immediately until mid-2024 as presented in a bock diagram.

## 1 Introduction

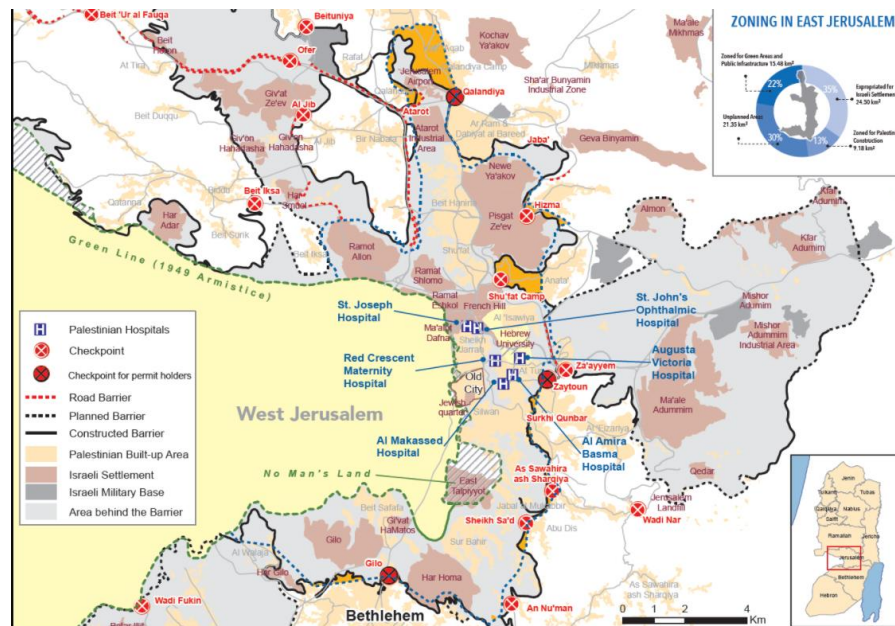
This report concerns the evaluation of the Dar al-Consul Rehabilitation Project, an 8 years project, implemented in three phases: Phases I, II & III. The evaluation was included in the cooperation agreement with the donor and is in line with UN-Habitat’s evaluation policy that requires that all projects with the value of over one million USD should be evaluated by external evaluators. The project was funded by the EU with a total funding of 4.23million Euros. It was implemented by UN-Habitat in cooperation with other partners. The project aimed at improving the living conditions of Palestinian youth and families in the Old City of Jerusalem and enhancing the Palestinian cultural and civic identity. Phases II and III started in May 2018 and closed in October 2021. The end-term project evaluation of the Rehabilitation of Dar Al-Consul into a Residential and Civic Center - Phases II/III, with link to phase I, was conducted during the months of November 2021 and February 2022, after ending implementation of the project. The evaluation was conducted by the Independent Consultant: Dr Randa Hilal, a Development and Evaluation expert, supported by assistant researcher, Joud Nassar. The intended users of the evaluation are the UN-Habitat management, and project team, the EU as the donor, other partners involved in the project and general public.

## 2 Description of the project

### 2.1 East Jerusalem and Old City Housing context

The current status of East Jerusalem, being under occupation according to international laws, with daily ongoing violations that affects the existence of the Palestinians in East Jerusalem, with ongoing zoning and grabbing of the land, as the below map illustrates, and the listed violations and challenges that follows.

Figure 1: The map of Jerusalem, according to UN-OCHA<sup>1</sup>, indicating zoning:



<sup>1</sup> UNOCHA-oPt. 2017. East Jerusalem: Key Humanitarian Concerns-Update August 2017, accessed on 5<sup>th</sup> Dec 2021; <https://www.ochaopt.org/content/west-bank-east-jerusalem-key-humanitarian-concerns>

According to UNOCHA<sup>2</sup>, the following violations and challenges were recorded:

- 35% of land in East Jerusalem has been confiscated for Israeli settlement use; only 13% of East Jerusalem is zoned for Palestinian construction, much of which is already built-up,
- At least a third of all Palestinian homes in East Jerusalem lack Israeli-issued building permits, which are difficult to obtain, potentially placing over 100,000 residents at risk of displacement.
- Since 2000, the Israeli authorities have demolished some 1,400 houses and other structures in East Jerusalem. In 2016, East Jerusalem recorded the highest number of demolitions since 2000.
- At least 180 Palestinian households in East Jerusalem are at risk of forced displacement due to settler activities, particularly in the Old City, Silwan and Sheikh Jarrah neighbourhoods.

## 2.2 Project background and context

Within such context; the Special Human Settlements Programme for the Palestinian People (SHSPPP) (UN-Habitat, Palestine) was established following the adoption of UN-Habitat **Governing** Council resolution 19/18 by governments in 2003. During the 23<sup>rd</sup> session of the Governing Council in 2011, a new resolution 23/2 was adopted, providing a clearer and more focused mandate for the SHSPPP, requesting UN-Habitat “to further focus its operations on planning, land and housing issues in view of improving the housing and human settlement conditions of Palestinians”. The Rehabilitation of Dar Al-Consul (DAC) into a Residential and Civic Center project connects with those resolutions through emphasis on major rehabilitation and urban regeneration efforts for Palestinians in the old city of Jerusalem.

The project was implemented in phases. The first Phase (Phase I) was also funded by the European Union with a total funding of 2.9 Euros. It started in January 2014 and ended in September 2017. It focused on rehabilitation of 23 residential units and three community court yards in the Dar Al-Consul Complex. Phase II and Phase III of Rehabilitation of the project, built on phase 1 and benefited from lessons learned. Phases II and III started in May 2018 and closed by end of Oct 2021.

## 2.3 Project objectives and results.

**Objectives of the project** Overall objective(s): Improving the living conditions of Palestinian families in the Old City of Jerusalem and enhancing the Palestinian cultural and civic identity.

### **Specific objective(s)**

1. Achieving sustainable models of residential and urban environment development within the Old City.
2. Enhancing the Old City functionality and service offer to its residents and visitors/
3. Promoting continuous education and entrepreneurship among Palestinian youth /

**Expected results** Expected results as captured in the Project document and related outputs and activities are shown in Table 1.

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<sup>2</sup> UNOCHA-oPt. 2017. East Jerusalem: Key Humanitarian Concerns-Update August 2017, accessed on 5<sup>th</sup> Dec 2021; <https://www.ochaopt.org/content/west-bank-east-jerusalem-key-humanitarian-concerns>

**Table 1: Expected results and related outputs and activities.**

	Expected results	Related outputs and activities
Result 1.	Residents and visitors of the Old City benefit from an innovative Palestinian civic and commercial hub of contemporary uses and historic value housed in a historical complex, and 17 families <sup>3</sup> living in the historical complex mostly old aged families, enjoy improved living conditions, enriched with a stronger sense of identity.	<ul style="list-style-type: none"> <li>• 17 families living in the historical complex mostly old aged families, enjoy improved living conditions, enriched with a stronger sense of identity.</li> <li>• Rehabilitation and maintenance of a historical complex in the old city of Jerusalem comprising of 17 old houses</li> <li>• Design and implementation of business plans and landscaping two residential court-yards and open spaces</li> <li>• Rehabilitation of vacant space for social, social and commercial use.</li> </ul>
Result 2.	A new sustainable, economically viable and eco-friendly development and operation model is created to provide a diverse range of civic, commercial and tourism facilities.	<ul style="list-style-type: none"> <li>• A new sustainable, economically viable and eco-friendly development and operation model is created to provide a diverse range of civic, commercial and tourism facilities</li> <li>• Partnerships with entrepreneurs from private sector</li> <li>• Provision of services of commercial returns</li> <li>• Civic services for the youth</li> </ul>
Result 3.	The Palestinian youth in East Jerusalem benefit from an innovative knowledge and career guidance hub.	<ul style="list-style-type: none"> <li>• Residents and visitors of the Old City benefit from an innovative Palestinian civic and commercial hub of contemporary uses and historic value housed in a historical complex</li> </ul>
Result 4.	The capacity of selected Palestinian youth groups built to operate the newly created facilities and promote business development.	<ul style="list-style-type: none"> <li>• The Palestinian youth in East Jerusalem benefit from an innovative knowledge and career guidance hub.</li> <li>• Capacity building models for selected newly graduated university alumni to gain hands on experience in order to enable them to operate and manage the facilities for multipurpose use.</li> <li>• Conduct training on historic buildings rehabilitation for semi-skilled labour</li> <li>• Implementing a wide range of youth development programs, including job placement programme to make youth interns work at the complex center.</li> </ul>

## 2.4 Beneficiaries and target areas

Beneficiaries and targeted areas are:

- Selected Palestinian families living in the Old City, in Dar al-Consul complex
- University students participated in on-the Job training and part of the activities
- Palestinian youth and university graduates living in East Jerusalem.
- East Jerusalem Palestinians with focus on youth
- Pilgrims, tourists and visitors of the Old City.

<sup>3</sup> The original document noted 17 families, yet along the way this was amended to 13 families as the following sections will illustrate

## 2.5 Key partners and other key stakeholders

### 2.5.1 The Key Partners

1. **The Custody of the Holy Land-Custodia Di Terra Santa (CTS):** the owner of the Dar al-Consul complex, and technical implementer of the renovation work through its Custody Technical Office (CTO), responsible for communication with the different authorities. CTS has also added a co-share to the project that increased the project value by extra one third of the project budget. Currently they are registering a Non-For Profit Entity (NFPE) to lead the operation at Dar al-Consul civic center.
2. **Al-Quds University (AQU):** a Palestinian University present in East Jerusalem, through its students, graduates, researchers and academics was envisaged to contribute to the anticipated results, their participation was done through the following departments:
  - a. **Architectural Department:** through building a 3D Model of the DAC Complex, by engaging students through on-the job training.
  - b. **Archaeological department:** Studied and analysed the building on a historical basis, and linked DAC with the history of EJ, produced a final report
  - c. **Business And Economics Department:** were contacted to conduct 2 market surveys and studies, but the assignment and its follow up did not go through. One study was conducted directly by UN-Habitat and the university's Community Development Center, and the second by UN-Habitat directly.
  - d. **Studio Muhaka:** Supported in the area of documentation throughout the various periods for the intervention of the different departments, trained 6 trainees and engaged them in media production.
  - e. **Al-Quds Business Center for Innovation Technology and Entrepreneurship (B-CITE):** providing entrepreneurship training for youth as part of activities, and incubation for some youth through EPIC

### 2.5.2 Other key stakeholders

**First: Two international engineering companies engaged in the rehabilitation work:**

- Expin: Structural Consolidation company, engaged in the structural design and supervision since Phase I, finalized their work in 2019
- Studio-Strati: Architectural Company, engaged in architectural design and supervision 2019-2021

**Second: many local specialized contractors:** in electric systems, mechanical systems, and archeology and mosaic restoration.

**Third: Stakeholders engaged in providing pilot operational activities, that could be part of the following planed DAC fields of operation business centers, according to the agreed business charter,** including:

- Tourism, IT and Media Center (TIme)- Intertech IT private sector Company
- Culinary and Food Experience (CAFÉ)- provided by Chef Tony Zaroor
- Education and Professional Innovation Center (EPIC): provided by the AQU-B-CITE

**Fourth: The 'Entrepreneurs Support Committee'** of investors and private sector established just before the end of the project, acting as a Fundraising and Sustainability Committee (FSC) for DAC, to support sustainability.

## 2.6 Resource envelope of the project

The resource envelopes for the project included the EU contribution through the project budget and the CTS co-share towards the renovation item. Table 2 shows the resource envelope of the project.

**Table 2: Resource Envelope of the Project**

	Phase I Budget 2014-2017	Phase II&III Budget 2018-2021	TOTAL Budget 2014-2021
The EU Contribution	2.49 million EUR	1.74 million EUR	4.23 million EUR
CTS Co-share (External)	335,000 USD	1,906,795 USD	2,241,795 USD
Total Budget	2.9 million EUR	3.4 million EUR	6.3 million EUR based Feb 2022 XE rate

Source: UN-Habitat internal data

## 2.7 Project's link to UN-Habitat Strategic, New Urban Agenda (NUA) and the SDGs

The project links with the UN-Habitat Strategic Plan 2020-2023<sup>4</sup>, that focuses on achieving its four interconnected and mutually reinforcing goals or domains of change – spatial inequality and poverty; shared prosperity; climate action and urban environment; and crisis prevention and response, where planning and housing in the Old-City of Jerusalem presents a challenge for its people.

The project links with the UN-Habitat New Urban Agenda (NUA), as NUA emphasised three key concepts of social and economic sustainability, as well as environmentally friendly spaces, which is noted as follows:

- **Social sustainability** emphasizes the equal rights of all people to the benefits that cities can offer.<sup>5</sup> The DAC works on achieving that by providing essential services to the Palestinian residents of the Old City of Jerusalem (a marginalised community in the city), specifically the older families living in Dar al Consul, by renovating the homes of the older families living in the DAC complex, and providing with much needed public spaces and the youth it aims to target, by providing them with career services, business incubators, and media centers makes the complex fall in line with age responsive planning, a key part of social sustainability.
- **Economic sustainability** refers to the New Urban Agenda principle “ensure sustainable and inclusive urban economies”. The DAC fulfils that by providing decent work opportunities for the Palestinian community. While the career services and business incubator will also help the youth of the city in accessing better opportunities.
- Renovating the building using environmentally friendly methods, and including green spaces makes it compatible with the agenda’s third key concept of environmental sustainability.

The project links with SDGs, as UN-Habitat is responsible for monitoring SDG 11, which the project totally links with: Make cities and human settlements inclusive, safe, resilient and sustainable. The DAC is contributing to which through the housing of the Palestinians and the spaces that will provide

<sup>4</sup> Un-Habitat. 2019. UN-Habitat Strategic Plan 2020-2023

<sup>5</sup> UN-Habitat. 2020. The New Urban Agenda, UN Habitat

inclusive, safe, resilient and sustainable spaces for youth and Palestinians in the Old-City of Jerusalem.

### 3 Evaluation Purpose, Objectives and scope

As per the TOR: The evaluation purpose is to assess to what extent the delivery of the project's objectives and expected accomplishments were relevant, efficient, effective, sustainable, and achieved impact and coherence. The sharing of evaluation findings from this evaluation will inform the CTS, AQU, UN-Habitat and international and local implementing partners and other stakeholders on what worked, what did not work well and why.

The key objectives of the evaluation, as per the TOR are as follows:

1. To assess **achievement of performance of the project** in terms of achievement in terms of achievement of results at objective, expected accomplishment (outcome) and output levels.;
2. **To assess the relevance, efficiency, effectiveness, sustainability, impact and coherence** of the project in improving conditions of Palestinian communities in the old City of Jerusalem in terms of planning to protect and ensure the right to an adequate standard of living.
3. To assess **project management modalities, appropriateness of partnerships, working arrangements, adequacy of resources** and how these may have impacted on the effectiveness of the project;
4. Assess how **cross-cutting issues** such as gender equality, youth and human rights were integrated and impacted the project;
5. Identify **lessons learned and make strategic, programmatic and management recommendations** on what further needs to be done to effectively promote and develop sustainable spatial planning in the old city of Jerusalem and the Palestinian territory.

**Scope of the evaluation, as per the TOR:** The evaluation will focus on the life cycle of the entire phases of the project as started in 2014, with emphasis on the period from May 1, 2018 to October 31, 2021. It will assess the planning, funding, implementation and, monitoring and reporting on the project

## 4 Evaluation Questions, Approach, Methodology and

### 4.1 The Evaluation criteria and questions / the Evaluation Matrix

The evaluation OECD-DAC criteria and the specific questions to address, as per the TOR is illustrated in the Evaluation Matrix (presented in Annex 2) including the methods used, people engaged and document reviewed as a resource of evidence for the evaluation findings and recommendations. The Evaluation Matrix links the TOR criteria and question with methods of evaluation based on the used approach and methodology.

### 4.2 Approach

The thrust of the evaluation was on phase II and phase III of the project by assessing projects for outcomes/results, relevance, efficiency, effectiveness, impact and coherence. The evaluation applied the Theory of Change (TOC) as an evaluation tool that articulate the causal model of the project to be evaluated and the assumptions that were to be tested. The TOC provided useful framework around which the evaluation design was structured. It also helped to understand how project was supposed

to work based on underlying assumptions and risks. Figure 1 below in the next section of TOC illustrates the TOC used for this evaluation.

While the TOC established a framework for the causal changes (figure 1), these changes are driven by stakeholders' views, perception and decisions. Therefore, the evaluation also applied participatory approach based on the approaches of Rights-Based Approach (RBA) and Results-Based Management Approach (RBM), along the lines of the OECD-DAC criteria for evaluation, in order to answer the raised questions as per the TOR. The evaluation questions were structure under the evaluation criteria used.

In addition; the evaluation was conducted in line with UNEG norms and standards of evaluation in the UN system and the six specified OECD-DAC evaluation criteria of; relevance, effectiveness, efficiency, sustainability, impact and coherence, as well as the community value added, used to appraise the performance of the project

, Internal and external desk review of internal documents, available researches and studies was carried, analysis of available information was done.

The process was conducted in a participatory manner, using participatory methods involving all stakeholders, it has engaged stakeholders and target groups/ beneficiaries/ right holders through various tools. The analysis is Rights based with focus on results.

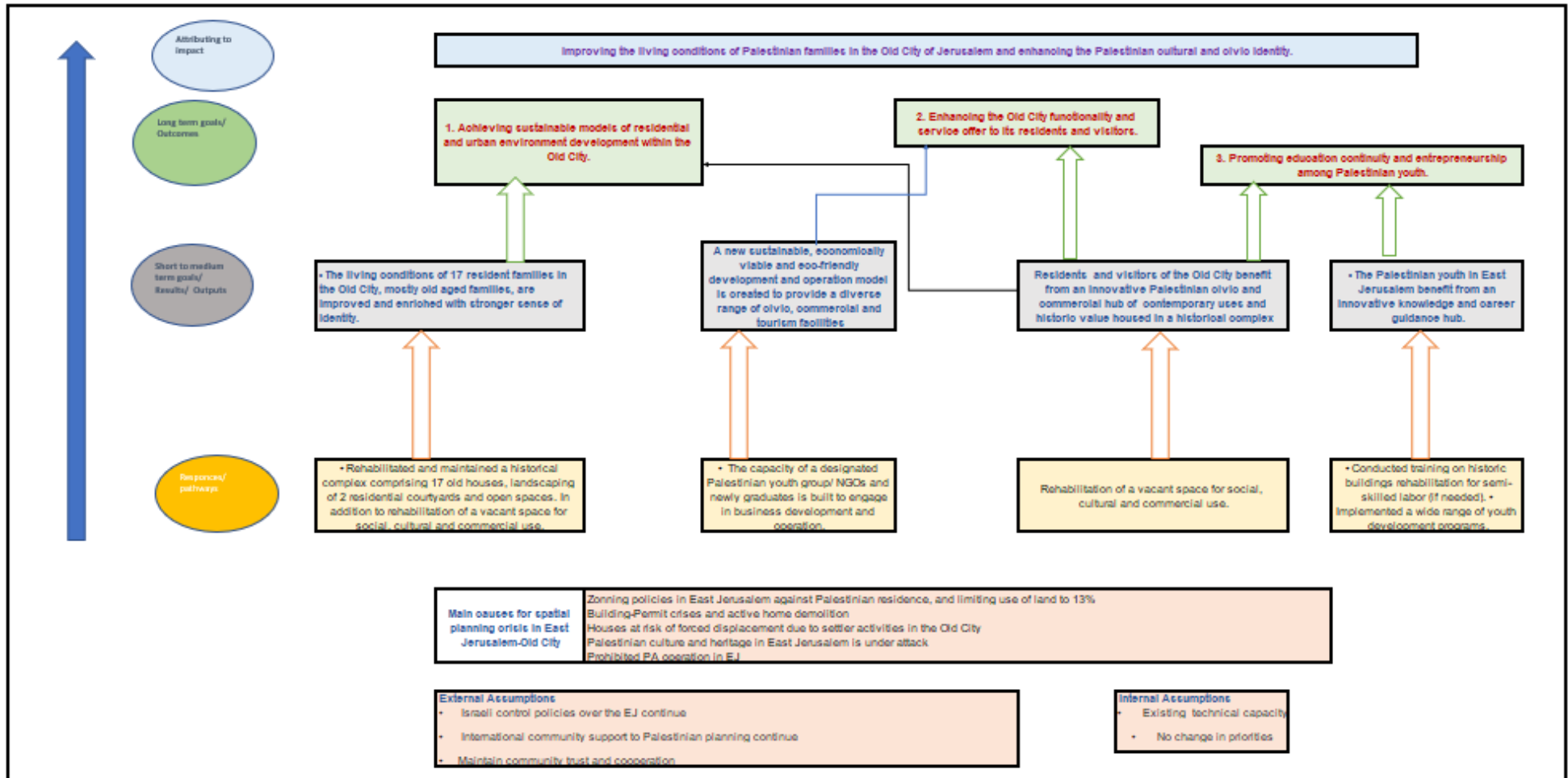
The evaluation focused on learning and accountability. It highlighted the lessons learned and best practices of significant issues. The evaluation also provided recommendations in line with findings for better alignment and achievements of anticipated outcomes and results.

Crossing cutting issues of gender equality, human rights, climate and youth were also assessed on their integration in the project design and implementation. The Theory of Change (TOC) is reconstructed and the questions raised through TOR was measured along the TOC.



### 4.3 Theory of change,

Figure 2: the Theory of Change used in the evaluation



The national and UN strategies related to TOC

- National Development Plan (2021-2023), and National Policy Agenda (2017- 2022)
- Jerusalem Strategy
- United Nations Development Assistance Framework (2021 -2022)
- UN-Habitat Country Programme Document/s (2017- 2022)
- UN-Habitat Strategic plan (2014-2019) and (2020-2023)
- Sustainable Development Goals (2015)

It has to be noted that the revised TOC captures all results of the project, while distinguishing between construction work of the residence and of the community center, and enhance the management related result, and keeping the planned outcomes.

#### 4.4 Methods used and Process of data collection

The following mixed Qualitative methods were used as well as desk review of internal and external information and data, while quantifying some of the qualitative results. In-depth desk review of internal information and external resources

- Mini phone survey with beneficiaries of the restored houses, AQU students and youth
- Semi-structured interviews with stakeholders
- In-depth interview with UN-Habitat, and partners
- Online and in-person focus group discussion (FGD) with beneficiaries of the restored houses, others with students and youth engaged.
- Field visit to the location was done twice and reviewing pre-post status was done, through reviewing photos, videos and documentation.
- Triangulation of sources of information was also done for the assessment.

Using different methods, and triangulation of different resources was done for validation of findings of the evaluation and the assessment. It has to be noted that field visit and in-person meetings was done according to COVID 19 protocols. The assessment was rapid, using the strength of the evaluator and her previous in-depth experience in Jerusalem and in various evaluations.

**As a result, 76 people were consulted representing beneficiaries and different stakeholders as detailed in annex 3 and various documents were consulted as listed in Annex 4.**

#### 4.5 limitations or constraints affected the evaluation,

- The COVID19 status, did not allow for field visit or personal contact during the last week of the field work (end of January 2022), as well as weather conditions, online methods replaced the personal methods with high experience of the evaluator that has conducted many evaluations and studies during the pandemic and have used online methods.
- The limited number of days for the evaluation, and the multiple suggested methods, required the UN-Habitat staff engagement in the facilitation of meetings, and engagement of support data collectors.

## 5 Findings:

### 5.1 Achievements of the project at objective and outcome levels

Achievement of the project at the objective and outcome level is illustrated as follows. As achievements were assessed through assessing the planned indicators of the objective and outcomes set in the Logical Framework of Dar al Consul Rehabilitation Project, and assessed through different methods, as source indicates.

**Table 3: Evaluation assessment and achievement status of the project at objective and outcome levels**

Scale Key :

Not achieved	Partially Achieved	Achieved
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	Intervention Logic	Objectively verifiable indicators of achievement	Targets	ACHIEVEMENTS-Indicators	source	Evaluation assessment	Achievement status
Overall Objectives							
0	<b>Improving the living conditions of Palestinian families in the Old City of Jerusalem and enhancing the Palestinian cultural and civic identity.</b>	0.1: Number of residents in the Old City with improved living conditions. 0.2: Percentage of families satisfied with the impact of rehabilitation works. 0.3: Percentage of users/visitors who are satisfied with center services and recommend to others.	0.1:- undefined 0.2:- undefined 0.3:- undefined	0.1:- minimum 107 0.2.1:- .49% 0.2.2: 63% 0.3.1:- 75% 0.3.2: 59% totally & 35% partially 0.3.3: 2 out of 3 in incubators were totally satisfied and 1 partially	0.1:- final report 0.2.1:- community survey at end of phase I 0.2.2: Phone survey with 8 residence for end of project evaluation 0.3.1:- source Operational survey report 0.3.2: Phone survey with 17 trainees for end of project evaluation 0.3.3: Phone survey with 3 incubators' beneficiaries for end of project evaluation	<b>Improving the living conditions of Palestinian families in the Old City of Jerusalem (achieved for most residence) and enhancing the Palestinian cultural and civic identity (Bases are set through the place, the pilot and the commitment), will be achieved after operation.</b>	Partially achieved
Specific Objectives/ Outcomes							

	Intervention Logic	Objectively verifiable indicators of achievement	Targets	ACHEIVMENTS-Indicators	source	Evaluation assessment	Achievement status
I	Achieving sustainable models of residential and urban environment development within the Old City of Jerusalem	I.1: Number of sustainable development models identified: (TV: 2) I.2: Number of new houses applying green building models: (TV: 13) I.3: Number of new courtyards applying new sustainable models: (TV:2)	1.1:- 2 1.2:- 13 1.3:- 2	1.1:- 2 (Rehabilitation and Operation) 1.2:- 13 ( applying solar water heating, 50% through the project, unable to add solar energy panels due to municipality regulations) 1.3:- 2	1.1:- Inauguration, field visit & final report 1.2: Phone survey with 8 residence for end of project evaluation 1.3:- Field visit, final report, phone survey and focus group with residence	<b>Totally achieved, with 36 houses renovated during phase: 1 (23 houses) and phases 2 &amp;3 (13 houses), 5 courtyards (3 in Phase 1 and 2 in Phases 2&amp;3),1200 m2 is rehabilitated</b>	<b>Achieved</b>
II	Enhancing the Old City functionality and services offered to its residents and visitors. (A new Palestinian economically viable model of Eco-friendly development is established in the Old City	II.1: Number of houses rehabilitated: (TV:13) II.2: Number of courtyards renovated: (TV:2) II.3: Number of new services provided: (TV: 4) II.4: Number of beneficiaries/ center users: (TV: 45 per day) II.5: Number of cultural events organized per month: (TV:2) II.6: Financial performance of the Center	II.1:- 13 II.2:- 2 II.3:- 4 II.4:- 45 per day II.5:- 2 per month II.6:- 0 - not defined	II.1:- 13 II.2:- 2 II.3:- 9 II.4:- 44 per day II.5:- 5.3 per month II.6:- 0 - Due to covid, political unrest and thus inability to register the Center in due time formally	II.1:-Final report - II.2:-Final Report - II.3:- Per the long-term functional plans/business development plans II.4:- 1058 attendees within 3 months within avg two sessions a week II.5:- 16 activities per 3 months II.6:- 0	<b>Partially achieved: Rehabilitation of houses and spaces for residence (II.1,2 &amp; 4 achieved, II.3 &amp;5 are Over Achieved) Yet. services for visitors not yet due to challenged registration of the NFPE, part of the recommended services are piloted, the center is not functioning. (II.6 is Under Achieved)</b>	<b>Partially achieved</b>

	Intervention Logic	Objectively verifiable indicators of achievement	Targets	ACHEIVMENTS-Indicators	source	Evaluation assessment	Achievement status
III	Promoting continuous education and entrepreneurship among Palestinian youth. <b>(More Palestinian youth (boys and girls) gain work experience and are better qualified as entrepreneurs and to access employment</b>	III.1: Number of Youth Beneficiaries: (TV: 25 per day) III.2: Number of youth receiving training from center through linking to course work and/or voluntary work: (TV: 15) III.3: Number of youth employed/trained at the center (Job placement program): (TV: 5) III.4: Percentage of youth trainees/users satisfied with the center services	III.1:- 25 per day (PD) III.2:- 15 III.3:- 5 III.4:- 0	III.1:- 44 per day (24 children and adults PD, 18 youth PD, 2 elderly PD, ) III.2:- 362 III.3:- 6 III.4.1:-77%	III.1:- 1058 per 3 months per 4 weeks a month per 2 days a week (average) III.2:- 37 rehabilitation + 325 Operation (including university students, high school students, and elementary students for the atmospheres) III.3:- one consultancy, 2 full time, 3 part time during the operation phase per 3 atmospheres III.4.1:- based on average 16 main subcategories of the atmospheres as conducted in the operational survey III.4.2: Phone survey with 17 trainees for end of project evaluation	<b>Over Achieved: Education and entrepreneurship among youth is promoted through piloted activities outside the center, the center is awaiting the registration of the NFPE to run it</b>	<b>Over Achieved</b>

From table 3, the indicators of achievement for results/outcomes 1 and 3, were achieved, while outcome 2 and overall objective were partially achieved.

## 5.2 Performance of the project using OECD-DAC evaluation Criteria

### 5.2.1 Relevance

Overall, the evaluation found that the project and its interventions were relevant and relating to the needs of the of Jerusalem and its residents and the target groups. The Dar- Al Consul project was in-line with national and Jerusalem related strategies and priorities, and also in line with the EU strategies and the UN-Habitat comparative advantage in spatial planning and along its efforts in Jerusalem in this area.

The Dar Al Consul Project fulfils the planning requirements for the Jerusalem governorate. According to the Spatial Development Strategic Framework for Jerusalem Governorate (2030), developed by the UN Habitat with assistance from the European Union, endorsed and produced by the Jerusalem Governorate. One of the key goals for the framework is: “Developing a planning system that enhances the linkage and spatial and functional connectivity within the city of Jerusalem and communities within the governorate”<sup>6</sup> which aligns with Dar Al Consul’s mission: “to be a hub for Palestinian culture and society – more specifically, to be the leading, Palestinian-focused attraction in the Old City of Jerusalem, inspiring visitors and residents alike”, as noted by the brochure<sup>7</sup>

Moreover, Dar Al Consul meets many of the needs in the aforementioned framework, by including a boutique lodge, museum gallery, a bistro, retail spaces and operating tours, the complex functions as a tourism hub in the Old City of Jerusalem, and can be one of the 5 areas the governorate plan to develop for tourism by 2030<sup>8</sup>.

DAC’s mission to promote a uniquely Palestinian narrative of Jerusalem’s Old City, works in line with “Developing an Urban Branding Strategy to promote the city and its tourist and cultural sites in a way that enhances the city’s Palestinian identity.”<sup>9</sup>

Furthermore; the lack of services provided to youth in the city identified by the Jerusalem governorate<sup>10</sup> is addressed by creating a career service catering specifically to Palestinian youth in the city, as well as providing an enterprise support hub to provide infrastructure and services to local start-ups and small businesses, becoming a hub for entrepreneurship in East Jerusalem and beyond. Also; a productivity space will provide a collaborative, cooperative space for the freelancers in the city.

Creating a financially self-sustaining entity, by incorporating retail spaces, a hotel, a restaurant, and multiuser spaces will create many jobs for the local community and will be in line with the governorate framework’s aim to further the economic development in the city.

The DAC is also in line with the strategic sectoral development plan for 2018-2022 for Jerusalem. Fulfilling some of the set targets in the plan for the culture & cultural heritage, youth, economic development, housing, and tourism & antiquities sectors. In the culture & cultural heritage sector, The DAC is in line with targets 1, preserving fixed and moveable cultural heritage and target 2, Focus

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<sup>6</sup> Spatial Development Strategic Framework for Jerusalem Governorate (2030)

<sup>7</sup> Dar Al Consul - Jerusalem, 2021. *Dar Al Consul: Growth & Opportunities*.

<sup>8</sup> Spatial Development Strategic Framework for Jerusalem Governorate (2030)

<sup>9</sup>IBID

<sup>10</sup>IBID

effort on preserving the Palestinian historical narrative with all tools and means. In the youth sector, making space for career services and enterprise support is in line with target three, providing educational and guidance services to the youth and developing their individual skills. The inclusion of retail spaces falls in line with target 1 in the Economy sector, of empowering the commerce sector in all its forms in Jerusalem. And the start-up incubator in the DAC is compatible with target 7 of boosting the business market in Jerusalem. The rehabilitation of the houses in the complex are in line with target 2 in the housing sector to improve the conditions of the existing buildings, especially in and around the old city. Opening a boutique lodge in the old city, a museum gallery, while focusing on organising tours and championing the Palestinian narrative and cultural world fulfils targets 1 and 2 in the tourism & antiquities section. While the creation of a media studio fulfils target 1 in the information and advocacy section of developing role of media that cares for Jerusalem affairs professionally and competitively<sup>11</sup>.

In terms of the National Policy Agenda 2017-2022: Putting Citizens First, the DAC fulfils national **priority 6: economic independence**, as it's rebuilding the tourism sector by creating a hub for tourism activity and a sustainable economic center in the Old City of Jerusalem, that will build Palestine's future economy. The opening of a hotel, a restaurant and retail spaces will create job opportunities, and the career center will improve the employability of Jerusalem's youth and bridge the gaps in the private sector, while the business incubator will improve the business environment in the city. DAC also fulfils **national priority 10: Resilient communities**: by enhancing the residence housing for resilience in the Old City of Jerusalem and by empowering youth and community through planned activities of the Dar Al-Consul.

The project is in line with the EU and member states vision and strategies, as according to their 2017-2020 strategy in support of Palestine, the "European Development Partners reiterated the necessity of continued EU engagement in Jerusalem, as the future capital of two states remains a key objective aiming to strengthen the resilience of **East Jerusalem** residents, acting as economic hub, and to preserve the Palestinian character of the city"<sup>12</sup>.

Furthermore; the project sets well within UN-Habitat comparative advantage, were the planning for Dar Al Consul has taken a participatory approach, taking into account the needs of all major stakeholders in accordance with UN Habitat's Alternative planning methods discussed in their report, Right to Develop, Planning Palestinian Communities in East Jerusalem, they also noted the planning restrictions and needs,<sup>13</sup> **adopted nationally in the Spatial Development Strategic Framework for Jerusalem Governorate. The DAC project was reported as a best practice in the UN Habitat's Status Report on the Achievement of Goal 11 in Palestine, "Sustainable Cities and Communities,"** Dar Al Consul is given as an example in the cultural and natural heritage section, as the project works on protecting and safeguarding a historical building in Jerusalem's Old City, which is on UNESCO's world heritage list. The DAC project also provided residential courtyards and open spaces mostly benefiting old-age families, creating a living heritage value inside the old city, all while using eco-friendly development methods.<sup>14</sup>

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<sup>11</sup> Strategic Sectoral Development Plan for Jerusalem -2018-2022

<sup>12</sup> European Joint Strategy in Support of Palestine 2017-2020

<sup>13</sup> Right to Develop, Planning Palestinian Communities in East Jerusalem

<sup>14</sup> the Achievement of Goal 11 in Palestine, "Sustainable Cities and Communities"

The project is relevant to the partners' strategies, where for the CTS mission is to protect the Christian property in the Holy Land, and they are protecting the different properties including Jerusalem, as well as serving the Palestinian community through different housing projects. The mission of Al-Quds University (AQU) is to lead high-quality research that provides solutions to important problems, and to build capacities of youth through its different programmes and departments, hence their engagement sits well with their mission.

Comparative advantage of the UN Habitat has been noted in their longitudinal work, starting with developing the special plan for Jerusalem, through a project supported by the EU, followed by this project (Rehabilitation of DAC), that is also followed by another 5 years' project QUDSI which could activate the DAC, and enable achievements of its impact. The UN-Habitat comparative advantage to other implementers, is by being a UN organisation, it was easier to deal with the complicated issues that rose during the work, such as the excavation, an issue other organisation would not be able to do with the current de-facto authority in Jerusalem.

### 5.2.2 Efficiency

Overall; the project was implemented efficiently, in the light of the challenging circumstances of the Israeli occupation. The UN-Habitat management of the project, through a unilateral relation with stakeholders ensured efficiency and achievement of the set activities to a great extent. Such arrangement ensured addressing any rising administrative, financial and managerial issues. The Project Management team was competent in "***making things happen***". Consulted stakeholders confirmed project's team ability to follow-up, supervise and find solutions when needed. They were able to walk through sensitive issues to reach agreements on way forward, such as the issue of management of the DAC, where the CTS internally were disagreeing to any other entity managing the DAC, the formation of the not-for-profit entity (NFPE) for CTS was a solution with advisory committee of investors and private sector.

The structure allowed UN-Habitat to supervise activities and monitor progress, as partners and stakeholders implemented those activities, together with contracted specialists and consultants. Supervision followed a weekly tracking method using tools as MS Project, and procurement tools of the UN-Habitat, were they had to train the CTS Technical Office (CTO) on tools used to increase efficiency of the work, and enable fulfilling the time lines in a quality manner, other stakeholders were oriented on reporting tools. Reporting was on weekly basis from different implementing stakeholders, although some noted the overburdening role of the production of these reports, yet it was essential for accomplishing the required tasks in timely and quality manners. The architect member of the UN-Habitat team had to spend actual (weekly and sometimes daily) time on the site for close monitoring of implementation.

The division of the planning into quarters and close supervision of achievement enabled accomplishment and overcoming any rising risks and challenges efficiently. The documentation of the Agreement of Cooperation (AOC) and needed amendments with the partners enabled clear reference for monitoring the partners' deliverables.

The UN-Habitat in cooperation with the CTO, were able to address the delay during the process witnessed due to restricting regulations by the de-facto-municipality, the erupted violence against Palestinian youth in various daily incidents which could stop movement and isolate zones, the



structure of the old city and narrow alleys and entrances that limited the transfer of raw materials and structures, and the COVID 19 related delays. Added to these challenges were the rising surprises in the ground floor work, where extra rooms, layers and spaces were found during the work, as well as the extra identified layers and artifacts, in addition to the weak foundations of the DAC complex, which all increased the work load on the human resources, and additional un-planned time and work.

The engagement of the CTS in various processes to decide upon the future function of the Dar-Al-Consul community center, including market studies, business development plan, tourism study and others, as well as ongoing discussions with partners enabled the signing of the business charter that defines DAC activities. Hence; designing the operationalisation, was spearheaded by the UN-Habitat, used specialists, and engaged partners and stakeholders in participative manner. The interaction was sensitive to challenges faced by the owner as well.

The continuous internal assessment and discussion with partners, as well as the used tools enabled transparent monitoring and reporting, to which the partners are satisfied with, although some engaged staff and other stakeholders, noted its added burden to their allocated tasks and role, yet was essential for monitoring accomplishment.

The outstanding work of managing achievement, monitoring the progress, addressing challenges and risks enabled accomplishment of project activities, yet fell short on monitoring results, and enabling the full operationalisation, this was noted by the UN-Habitat team due to the understaffed PMT, of two people only, based on this lesson learned the current project to be implemented by UN-Habitat supported by the EU have the sufficient staff needed.

While the CTO noted the deficiency in the on-site activities for residence, noted by the residence themselves, and hence the understaffed CTO to monitor the on-site work, due to the unexpected increased work, due to increased spaces and surprises in conducted work in the ground floor and its layers and foundations of the complex. The AQU has noted the minimum budget they received for all the conducted activities, yet they were able to carry out the required activities.

Engagement of partners added access to their networks and resources, increasing its value for money, as the CTS was able to engage the Italian international companies and add financial resources amount to 50% extra to the allocated budget (around 2M Euros), while the AQU was able to engage their networks in implementation, and engage their funding from the UNDP for the EPIC operation.

The project demonstrated value for money. UN-Habitat using local staff in the PMT in phases II and phase III cut down the cost of staff to almost one third between phase 1 and phases 2 &3. In addition; using the CTS local workers has also cut down the cost of contractors works, when possible, substantially. Financial controls and systems enabled covering the cost according to the planned and agreed with partners in USD, yet the difference in the budget currency in Euro, compared to agreed amounts in USD with partners, and the difference in exchange rates between 2018 and 2021, has resulted in a 70,058 USD difference, the project lost due to the Euro-USD currency exchange value, an issue that should be considered in future projects

### 5.2.3 Effectiveness

Overall; the project was effectively executed. It partially achieved its objective, fully achieved two outputs and 2 outcomes and partially achieved the other two outputs and remaining outcome. Effectiveness criteria questions are addressed in this section.

#### 5.2.3.1 Result 1: output 1/leading to Outcome 1:

Planned Result 1: Residents and visitors of the Old City benefit from an innovative Palestinian civic and commercial hub of contemporary uses and historic value housed in a historical complex, and 17 families living in the historical complex mostly old aged families, enjoy improved living conditions, enriched with a stronger sense of identity.

Result 1: output 1: according to TOC: the living conditions of 17 resident families in the Old City, mostly old aged families, are improved and enriched with stronger sense of identity.

The other part of the planned result, that is related to the DAC complex is joined with Result 3 in the newly constructed TOC.

According to TOC achievement of result 1 should lead to achievement of outcome 1: Achieving sustainable models of residential and urban environment development within the Old City.

The evaluation found that the houses of 13 residents were renovated. Renovation included electricity, water, solar water heating and sanitation, Tiles, Aluminium windows and wooden kitchen were installed, replacing old fixtures and painting was done. As such the houses became more liveable and conserved energy. Some of the previous issues, as sewage were open with rats coming out of it, hazardous electric wires, and falling apart kitchens with no spaces. The photos below shows before and after renovations of courtyard, as well as pre-conditions of houses from previous reports UN- Habitat is below, as well as photo of the renovated houses by the evaluator.

Photos No. 1: before and after the renovation work for one of the courtyards

Photo credit: Studio Muhaka/ Al Quds University, resource: UN-Habitat. Jan 2022. Final report



Photos No. 2: Photos of renovated houses- showing interior works (kitchen- wood-work, tile and window) and exterior work (removal and Aluminium works) Photo credit: Consultant



Photos No. 3: Different images showing the previous status of the houses before renovations- Source: final report of phase 1. Jan 2018, UN-Habitat



During the renovation work in the basement floor; some places were discovered to be hollow, and foundations for the residence complex on the top floor were weak. Foundations were strengthened using different techniques and the residence complex became safe and secured. Some residents had to leave their houses temporarily until works were finalised, the marginalised were unable to find a temporary housing part of whom were moved into fully paid residence by the CTS and others had to live with other family members or friends. .

The positive impact of this project was greatly observed during the interviews and focus groups. The beneficiaries discussed all the different ways these renovations helped them and changed their lives for the better. This project was able to restore many houses that would have collapsed and fallen into ruins. The Box below illustrates positive quotes from the same residents.

**Box 1: Positive quotes from the residence:**

- “Our house was absolutely transformed after the renovation; it was failing apart and was not liveable. When we came back, we found that they changed everything, the tiles the painted the walls did the electricity and even provided us with solar panels”
- “Our house suffered from severe damp problems which was affecting my children’s health and mine, when we came back, we found that the damp was treated and they even made it look beautiful”
- “Our house was tiny with short ceiling they raised the ceiling which made a huge difference since me and my three sons are all very tall, they also changed the tiles and made it seem like the house was brand new.”
- “My house was falling apart; we had a damp problem and because the sewage system was

under my house we suffered from mice and insects. All of this was completely fixed and now my house is a million times better.”

- “My bed used to shake anytime I sat or slept on it, I didn’t think anything of it until they came to renovate my house and they said that the floor was very close to collapsing, if they waited few more days the whole floor would have collapsed with me and the bed, this renovation not only made my house beautiful but also saved my life”.

**Not only these houses enabled its residence to afford continue living in Jerusalem with minimal cost, these houses were instrumental for its residents, in providing safety and a strong sense of community, and hence increased their sense of identity, as summarised by one of the respondents:**

*“Before moving here, I lived along with my husband and three daughters in a flat that had one bedroom, a kitchen and a bathroom, it was very damp and was really affecting our health, it was also not in a safe area so I always worried for the safety of my daughters, moving here I was not only given a bigger house that has two bedrooms, a kitchen and a bathroom but I moved to neighbourhood that is safer and very community oriented. Now I don’t have to worry about my daughter’s safety, when I go to work, because I know if anything happens the whole community would come out and help. Not to mention that we don’t have to pay any rent, in the old flat we used to pay four thousand shekels for a very bad flat. These houses have truly changed my life for the better. Especially since my husband is sick and I am the sole provider of the family with a very small salary”.*

Hence, the liveable conditions in the DAC houses enabled Palestinians in East Jerusalem to have a stronger sense of community and identity in Jerusalem, it enabled them to have a stronger relationship with merchants in Khan El-Zeit Street and neighbours in the old city especially that the project added natural lights to the famous Khan Zeit alley, as the adjacent photo shows.

Photos No.: 4 Skylight at Khan El-Zeit-Photo credit: Evaluator



**Christian and Muslim Palestinians in East Jerusalem has always lived in harmony and respect, and the renovation of DAC, that benefited the People in the Old City of Jerusalem, and initiated solving any property issues with the neighbours has contributed to the social fabric of the city, and enabled stronger sense of identity for the residence and the community.**

Renovating these houses have also kept their under-threat residence in Jerusalem and kept their Jerusalem ID. As many of the Palestinians living in Jerusalem had to leave because they cannot afford to pay the extortionate rents which means their Jerusalem ID are under threat of being revoked by Israeli laws practised on Palestinians living in Jerusalem. And if they pay the rent, they can’t afford renovating it, or even issuing the needed permit for renovation from the de-facto municipality that has discriminatory regulations for issuing permits for building, adding a room or even renovating a residence for Palestinians. Keeping the presence and the ID, also preserves their social benefits especially those who struggle with health conditions and are unable to work.

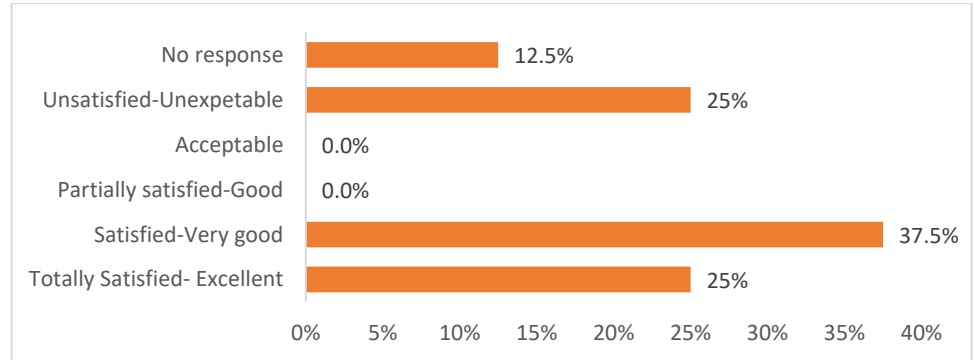
Currently; the Palestinian houses in Jerusalem are under attack of being occupied by Israeli settlers, as the case in Sheikh Jarah, Old City and other areas of East Jerusalem. such project is able not only to restore those houses but also to safeguard the presence of the native population of the city without the fear of eviction.

The renovated houses throughout the three phases of the project are 36 (23 in the first phase and 13 in Phases 2 &3). The houses renovated in phase II and III are 13 houses instead of 17, due to the need to renovate another part of the building that is holding 4 houses on the top of it. The CTS is carrying out this work beyond the project period. In addition, the renovation of the basement floor increased from 780m<sup>2</sup> to 1200 m<sup>2</sup> making financial implications to increase too.

**The evaluation found that result one was fully achieved, and contributed to the outcome and the impact of the project.** Nevertheless, some of the residents had some dis-satisfaction on some issues that could be addressed and learned from, as the section of lessons learned and recommendations illustrates.

In the phone survey completed with 8 of the tenants, 100% of them noted that their houses were in need of renovations, and 62.5% were satisfied of the renovations, while 25% were not satisfied as shown in graph 1. .

Graph 1: Residences' satisfaction of the renovation work



From the survey results and focus group discussions, dis-satisfaction was related to the following three main issues:

1. **Weak communication with the tenants:** Although needs assessment was done at the beginning of the project, 8 years ago, and a community survey was done at the end of the first phase, yet the exact needed work and plan for each house was not informed to some of the tenants, (others were informed) as one noted:
  - *“It would have been more beneficial if they asked us what needs to be done and what needs work the most. I am thankful for their work but there were couple of minor things that could have been done that really needed the work” – however some didn’t mind that “they didn’t consult us regarding the renovation but what they did was appropriate” “When they came to renovate my house, they said they’ll only fixe up the tiles in the bedroom, when we came back they have changed everything, I did not know they were going to do all of those changes and no one asked us or consulted us. They tore away new tiles I installed last year, they also got rid of many wardrobes that were in very good conditions and destroyed a wood set I had which I loved very much”*

The project faced various justifiable delays due to COVID19, the unexpected structural issues and the excavations, yet the delays were not communicated well by the CTS with some of the tenants, as two noted;

- *“We were not giving right time frames for when our houses would be ready. I was told they needed 6 months I said take a year. After two years I asked them and they said give us more time this lasted for another 4 years and we were not updated or told a real time frame bearing in mind we had to stay somewhere else the whole time and had to pay two municipal taxes (arnona) because of this”*
- *“ They would say it would take a certain amount of time to get the work done, but no one was updating us or letting us know where they are in the renovation process. If they faced some obstacles that’s fine and understandable but they have to let us know, they have to keep us in the loop. I had to chase them up many times and still would have to work hard to get information from them. 6 years it took to get my house done when I was told 6 months”*

**From the project team point of view, the Weak communications was linked to overwhelming work for the site engineer and the site foreman, with the unexpected increased work on the basement floor (increased spaces and surprises), as well as rising emergencies, that has taken some of their attention from the residence.**

**2. The work is still in progress and some were affected by the other renovations: as the CTS is still conducting the renovations, this part is expected to be solved after finalising all renovations by the CTS:**

- **The work still in progress include:**
  - A room taken from one of the houses for renovation of another house, she was promised to have it back, Maro’s room, noted in the assessment and emergency plan at the end of the project.
  - A temporary store was added that is negatively affecting other houses.
  - Some houses were promised renovations, but are still waiting, as the following tenant noted: (it’s expected that these are part of the 4 houses the CTS will renovate)
- **Work affected by other renovation:**
  - One of the houses was cracked after the renovation and started leaking, (Francis Shahateet) the cracks were renovated several times, yet it need addressing through structural solutions.

Although the CTS is continuing the renovation work, some of the raised issues need to be addressed to align with the positive result:

- **To set a plan to accomplish the needed work for the tenants**, through a set plan, the CTS is still working, but just as a reminder, as noted above, and to fix minor things that needs to be fixed in the residents’ houses, or those affected by the renovation that can make the project complete and will compliment all the work that have been done so far.
- **To develop communication plan, embed social worker and carry out actions** are needed, such as forming a committee from the tenants that has regular meetings among themselves and with the CTS, supported by social worker, this element was part of the AQU plan and had

to be cut when extension is done. It will be advised that CTS have an embedded social worker to work with the tenants.

3. **Some of the work negatively affected target groups’ needs:** For example, there should have been better solutions to the stairs problem which pushed many elderly residents to never leave their houses. In addition, many complained about not having a space to lay out their washing, this should have been kept in mind as it was the number one issue the residents raised, some has also raised that the plants presented as obstacles in the big courtyard affected their activities. Smart solutions could have been offered if planning was more consultive, as well as more gender and target-group responsive. Training of technical team to be more target group responsive could be advised here, while this could be lesson learned for future projects.

An added factor to the above points, is the fact that the property owner (CTS) declined formal sign-offs on the design plans by the tenants for existing or foreseen legal issues with most of the tenants.

As a conclusion, the achievement of output 1: has led to the achievement of outcome 1 according to TOC: **Achieving sustainable models of residential and urban environment development within the Old City.**

*5.2.3.2 Result 2: Output 2, contributing to Outcome 2*

**Result 2: A new sustainable, economically viable and eco-friendly development and operation model is created to provide a diverse range of civic, commercial and tourism facilities**

According to TOC achievement of result 2 should contribute with result 3 to achievement of outcome 2: Enhancing the Old City functionality and service offer to its residents and visitors

The new sustainable model to achieve were planned to be achieved through 2 ways, through selecting a youth NGO to operate the place and by training youth to run the model, activities related are based on developing the management plan and the operational set-up.

Throughout the project various processes were done in order to develop the products and to set the model, including the following:

Table 4: Reports of the consultation processes by phase and year

Phases	Reports of the consultation processes	Conducted during- Years
Phase I Exploring opportunities <sup>15</sup>	<ul style="list-style-type: none"> <li>• Market Research Collection Summary Report</li> <li>• Development Program and Design Summary</li> <li>• Market Research and Economic Analysis Report</li> <li>• Final Report on the Functional Program</li> <li>• Business Aspects of Organization Summary</li> <li>• Institutional and Management Framework</li> <li>• Business Vision Summary</li> <li>• Product Design Summary</li> <li>• Identity Plan Vision</li> <li>• Operational Plan and Organizational Structure Report</li> <li>• The Financial Model</li> <li>• Communication Panels Summary Report</li> </ul>	2014-2016

<sup>15</sup> Although the scope of the evaluation is on Phase II/III but the link to Phase I, is required

	<ul style="list-style-type: none"> <li>• Hospitality Plan Report</li> <li>• Installation Slide Deck for Charrette</li> </ul>	
	<ul style="list-style-type: none"> <li>• Business Vision Summary</li> <li>• Market Research and Economic Analysis</li> </ul>	2015
Phases II & III Consolidation	<ul style="list-style-type: none"> <li>• DAC Enterprise Environmental Factor in June 2019</li> <li>• DAC Business Model and Branding strategy report in July 2019</li> <li>• DAC Tourism Model Report in Sept 2019</li> <li>• DAC Initial Functional program Report in Sept 2019</li> <li>• DAC Report Strategic Business Review in Dec 2019</li> </ul>	2019
	<ul style="list-style-type: none"> <li>• SD-DAC Branding &amp; Marketing Strategy Aug 2021</li> <li>• DAC Commercial Products Report in Oct 2021</li> <li>• Fundraising &amp; Sustainability Strategy Report Oct 2021</li> <li>• Dar Al-Consul Training and Capacity Building vision 2021</li> <li>• Survey and needs assessment of potential Beneficiaries</li> <li>• Risk Assessment and Management Report</li> <li>• Interior design 2020</li> </ul>	2021

The project started since Phase I in envisioning the space and its operation for the community and for tourism. The vision paved the way for further detailed consultations, and further elaborations on the concept documented in the 2019 reports in Phases II & III. In March 2021, the CTS, AQU and UN-Habitat Signed the Business Charter for Dar Al—Consul Operational vision. Following which in 2021 operationalisation plans were set. Brochure and Web-Site were developed carrying the vision, mission, brand, and concept. The Website is temporarily hosted at the B-CITE web-site (<https://bcite.org/DAC/>) until operationalisation of the DAC Center is achieved.

The processes were highly consultative, through engagement on NGOs, merchants, tourism sector and local merchants and community. Yet, the final shape of the DAC Center operational activities is not conveyed enough to local community, none of the consulted DAC local community or youth were aware of the planned activities, although publicity was high on the inauguration and following which through different articles and social media. An issue that has to be considered, once operationalisation of the DAC Center takes place.

An impediment to publicity prior the inauguration or community engagement, was the fear of stopping the activities by the Israeli occupation authorities, especially with the attack on various entities working in Jerusalem prior to 1967, asking them to change the status quo through raised tax issues. This has caused the UN-Habitat to send a request to the EU regarding stopping visibility activities until the inauguration day.

Another issue that delayed its operation, and changed plans was the agreement on the operational body, to which the CTS through its internal meetings and hierarchy, that took unexpected lengthy time, agreed that it should be a registered Not-For Profit Entity (NFPE) owned by the CTS. The legal registration with the Israeli municipality is currently delaying the process. An official letter signed by the CTS indicate their commitment for operationalisation.

Another important step done towards operationalisation was in piloting the agreed activities outside the DAC Complex due to the unfinished work at the complex and hence for safety reasons. Piloted activities are assessed under result 4.



Another issue needed to operationalise the place is furnishing, documentation and illustration of the historical part, through papers and Augmented Reality (AR), as well as staffing. All of which would need support. In addition to regaining the artifacts from the Israeli Antiquities Authority, and their report, the CTS is putting an effort to regain.

**Hence; all preparation was done for achieving this result so as to achieve the outcome, yet this result is partially achieved**, hoping that the next project of the UN-Habitat (QUDSI) supported by the EU and already started can cater for the operationalisation part.

Feedback from some stakeholders, that the planned activities are clear but not clearly connected in a theme, additional activities noted in the various consultive reports would address this issue, the theme of the DAC Complex should further focus on illustrating the dichotomy of the history and the modern realities, engaging tourist and community, focusing on youth and built on learning. Recommendation for which is presented at the end of the report.

Other issues to consider in operationalisation:

- Management and team to be selected carefully to ensure management skills, entrepreneurship spirit, engaging, networking and communication skills.
- Although tourism could start shortly, as announced measures, yet if for any reason the pandemic stayed longer, then the place once registered could be activated by the activities directed to the community, the other Palestinians and ex-pats living in Jerusalem outside the Old City and in other areas.

Once this result is achieved, it will contribute to the outcome 2: Enhancing the Old City functionality and service offer to its residents and visitors, this outcome is partially achieved, due to the partial achievement of this result, mainly due to the delay in operationalisation of the DAC center.

#### **5.2.3.3 Result 3: Output 3, contributing to Outcomes 2 and 3**

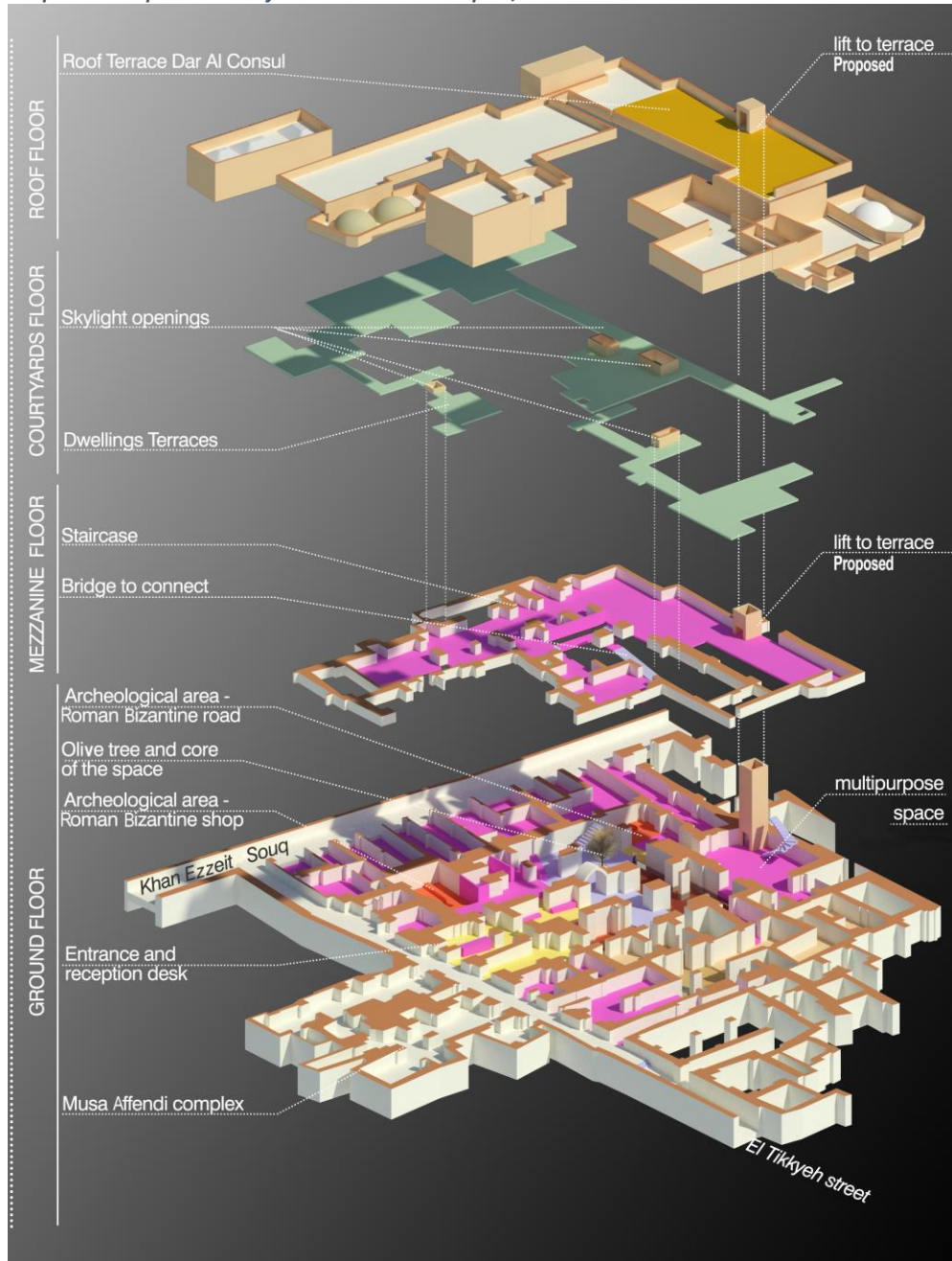
Result 3: Residents and visitors of the Old City benefit from an innovative Palestinian civic and commercial hub of contemporary uses and historic value housed in a historical complex.

According to TOC achievement of result 3 should contribute with result 2 to achievement of outcome 2: Enhancing the Old City functionality and service offer to its residents and visitors, and with result 4 to the achievement of outcome 3: Promoting education continuity and entrepreneurship among Palestinian youth.

The building presented a piece of art, a model, that is restored and kept its historic value and presented the complex in a modern way. The multi-layered Dar Al-Consul Complex can be imaged in the 3D presentation below (snapshot 1).

The historic value of the place is revealed, many of the layers illustrating different civilisations were exposed and presented in a phenomenal way. Many of the visitors, technical people and professions noted that the work is done on a high-quality level, and was **“Breath Taking”**, as the evaluator heard several times during interviews. Many noted its adding value to the old city touristic sites, cultural centres and active hub that will surely contribute to enhancing the cultural and civic identity part of the impact once functional.

**Snapshot 1: Exploded view for Dar Al Consul complex, Photo credit: Studio Strati**



The construction and architectural works have used green-building techniques including:

- Completion of the final main sewerage system using special eco-friendly
- The lighting of the space functions using the smart system and sensors.
- Fully installing a firefighting system to allow for safe space use. This system is operated by rain water reuse that is collected in one of the already existing cisterns.
- A mechanical ventilation system to allow for proper ventilation and underfloor heating system installation for most of the space to provide suitable environment for the visitor and avoid humidity.

The place has also used smart electronic systems of control, using local expertise, were cameras, alarm systems, sound system and light sensors for saving energy were included, installed in a building-friendly architectural way. The toilets for women were larger than that for men and taking the special women's need into consideration, as engineers noted.

Photos No.5: Electronic control unit in DAC complex



One of the main challenges for the work was the delay, as noted earlier due to the Israeli archaeological department intervention, an issue that some thought could have been avoided if digging beneath was not done, yet the excavation was necessary for understanding the complex and enabling strengthening its structural foundations, as well as enabled the CTS to draw its boundaries and settle any unintended trespassing from the surrounding.

Yet; the place presented a model that others can learn from; its activation will lead to sustainable models of urban environment development within the Old City. The activation of the place along its historical and cultural value within a clear theme, that shows history and benefit the community would surely lead to the anticipated outcomes and impact. Photos and videos in Annex 5, taken by the evaluator illustrates the different parts of the place. **Hence; this result is almost achieved**, and linked with result 2 of operationalisation of the place.

Although construction of the community center (basement of the DAC) is almost done, which is partially achieved, together with result 2 partial achievement, contributes to the partial achievement of outcome 2: Enhancing the Old City functionality and service offer to its residents and visitors, regarding the functionality of the space.

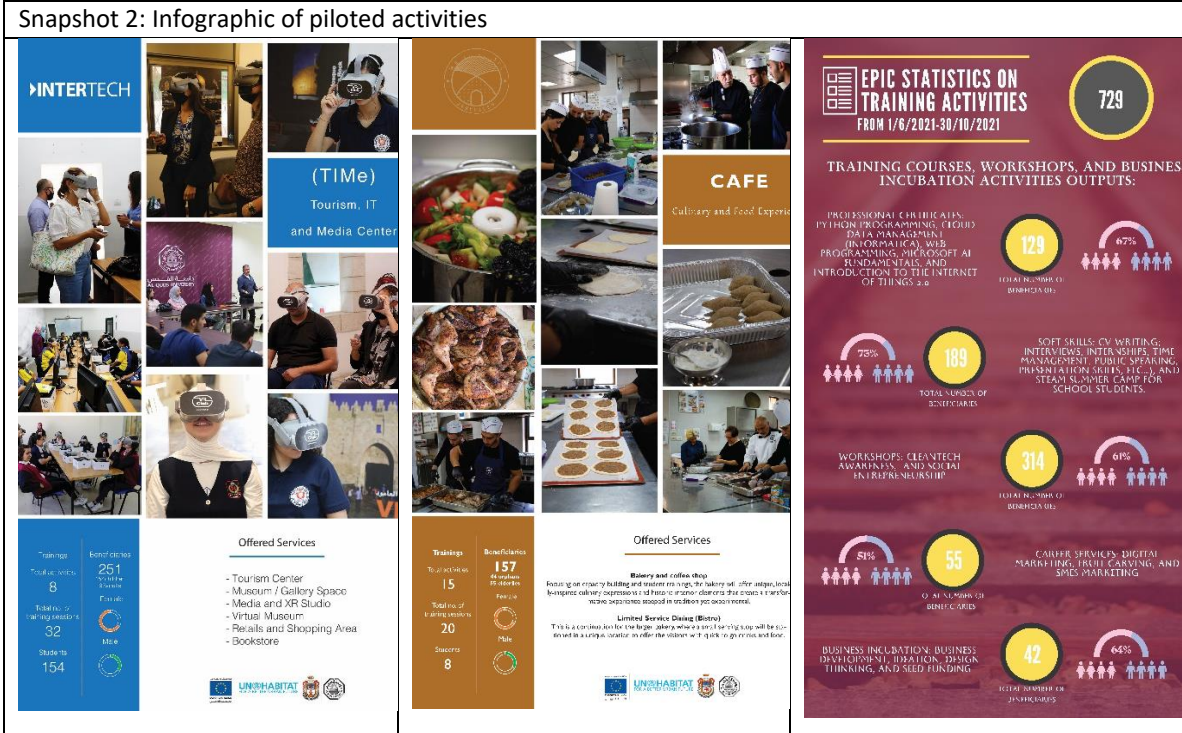
#### 5.2.3.4 Result 4: *Output 4, contributing to Outcome 3*

**The Palestinian youth in East Jerusalem benefit from an innovative knowledge and career guidance hub.**

According to TOC achievement of result 4 should contribute with result 3 to achievement of outcome 3: Promoting education continuity and entrepreneurship among Palestinian youth.

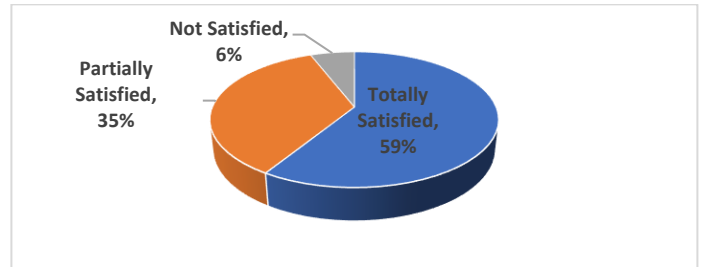
Although the activities for this result were not conducted in the DAC complex per say, yet these pilot activities gave a clear indication of the results gained and its future ability to contribute to the outcome of *gaining work experience and better qualified as entrepreneurs and to access employment*. The pilot activities, were mainly:

- Training in Technical courses: digital marketing, Paython, IOT, Web-page development and Microsoft, trained in soft skills, and incubation conducted by B-CITE of the AQU,
- Training in food preparation by the CAFÉ part of the planned activity, conducted by Chef Tony.
- TIME, with extended Reality (xR) activities including Augmented Reality (AR), conducted by Intertech, private sector specialised company, for school students and youth, in collaboration with NGOs in Jerusalem.

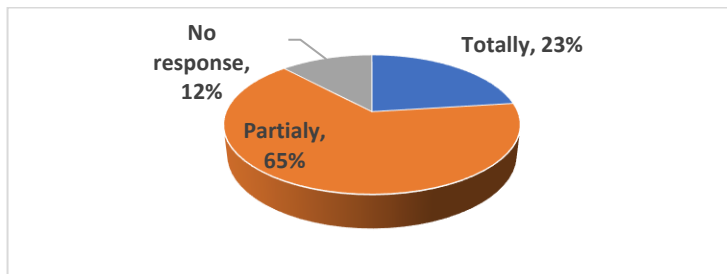


1137 beneficiaries of the pilot activities, over 60% of whom were females. Phone survey was conducted with 17 beneficiaries of the EPIC different courses (different technical and life skills courses), their evaluation, noted that all of them needed the training, yet 59% noted that they are fully satisfied with the training, and 23% that it totally met their expectation. In noting skills gained more noted partial skills gained as noted in the adjacent and below graphs:

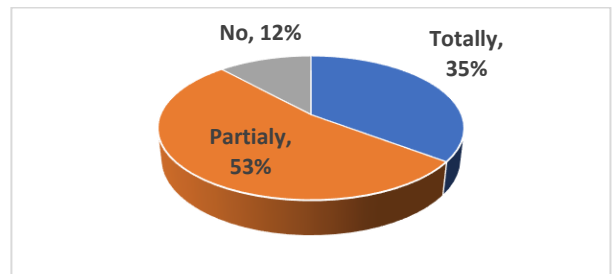
Graph 2: Trainees' satisfaction with the training



Graph 3: Training met trainees' expectation



Graph 4: Enough skills gained by the trainees



They explained the partial satisfaction, and the partial skills gained, due to:

- Short training, some called it, "orientation", others "scratching the surface only"
- Many noted that lack of practical training affected the quality of the training.
- For some it was tiring to go through Israeli blockades, as some were coming from outside Jerusalem, (53% were from outside the wall, 24% from other governorates than Jerusalem)

- For others the use of online training using the Zoom has affected their learning

While those who benefited were mainly students in the same field, and have enough background to participate and benefit. statements from those who benefited were mainly due to:

- *“Acquiring new knowledge and skills”*
- *“Gained confidence”, especially with the ones participated in life skills*
- *“Important basics”*
- *“Could add to my CV and enhance job opportunity”, 35% thought that it could help them in finding employment*

The least satisfied were the digital marketing and IOT, compared to those trained on Web Programming, Python programming, Microsoft.

It has to be noted that the courses were done within 4 months period, without career guidance and matching of youth needs with opportunities, an important starting point for the youth activities, and should be integrated when operationalising. Its expected when training is part of a holistic services starting from counselling, with market-oriented measures, such as skills and work-based learning, then their expectation will be fully met.

Moreover; monitoring the quality and the effect of the training has to be considered in the future operationalisation phase, with assessment of learning, outputs and outcomes. Work-Based Learning is an important factor in learning as well to ensure employable skills are acquired.

Nevertheless, the operations were gender and poor responsive, as percentage of women was above 60% and as noted by the trainees, the training being on Zoom, encouraged more young women to enrol. While one noted that as the training was free of charge she could join, as she can't pay for expensive courses. Youth were the main target groups who were also preparing themselves for future employment, hence they requested more in-depth training, practical oriented and to continue training in market-relevant fields. These points should be considered during operationalisation.

As for the incubation, 3 beneficiaries were consulted through phone interviews, they are still in the initial and medium stages of start-up, all appreciated the incubation services, their comments were, as follows:

- 2 out of 3 in initial stage of start-up were totally satisfied, as they were provided with series of entrepreneurial skills, using of the space and promised to obtain seed money of 1500USD, one of them a female IT graduate noted,
  - o *“ I have an idea in mind, its easy for me technically, but lacked the entrepreneurial skills gained through the training, I also benefited from expertise of the staff”*
- 1 out of 3 in medium stage, as benefited from the space, the freelance graduates working with through the incubator and the seed money obtained. He was partially satisfied due to delays and instable link with freelancers, he is promised to obtain further funding.

The above indicates the importance of the incubation services to activate opportunities for graduates in self-employment and starting their own business. The B-CITE was already granted funding for incubation at DAC center from the UNDP, which provide a good activation start.

It has to be noted that on-the job learning and field visits of many AQU students during the restoration work of the DAC complex was of at-most beneficial as noted during the conducted focus-group discussion with the AQU Architecture students, some became graduates, who were engaged in developing the 3D model during the construction work.

As for the CAFÉ, being engaged in activities with trainees, and training in different set-ups with practical real-life orders and part would surely benefit the engaged youth, the expected Bistro, bakery and coffee shop should engage trainees and graduates of the courses from the different training institutes in Jerusalem, such as the Noter dame. Furthermore, future integration of trainees through training by production mode could enable both benefits of training and production, and could ease the regulation towards registration as a NFPE.

As for the TIME, orientation towards augmented reality of school students and youth, which they enjoyed as noted by Intertech, an issue that should be done within the DAC Center for all visitors and tourists, illustrating Jerusalem in different times.

**As a pilot, the result was achieved**, considering the lack of operationalisation of the DAC center, and the short period of implementation, and hence the lack of career guidance hub, while the ability to grant funding for the incubation services adds value to this result.

Result 4 with result 3 contributes to outcome 3: Promoting education continuity and entrepreneurship among Palestinian youth, which is achieved outside the DAC during the project, but has set the ground for achievement through open and active DAC community center in the future.

#### *5.2.3.5 Overall assessment of effectiveness*

As an overall assessment of effectiveness, 2 of the results (outputs) were achieved, two is partially achieved, leading to 2 achieved outcomes and one partially achieved outcome. The partial achievement of results were highly dependent on the contextual status of Jerusalem and the delays due to COVID 19, to which the project team was flexible and were able to get a no cost extension, as noted in the efficiency part. Operationalisation is the main issue to carry for other project support to enable the use of the spectacular land mark. Various lessons learned and recommendations were noted to achieve the operationalisation and community engagement.

#### *5.2.4 Impact*

For most parts of the identified interventions, they were likely to achieve the planned objective (impact) of **improving the living conditions of Palestinian families in the Old City of Jerusalem and enhancing the Palestinian cultural and civic identity**. The project has improved the living conditions of Palestinian families in the Old City of Jerusalem, by:

- Enhancing the houses of 36 families living in the DAC Complex, some of the houses were in bad living condition (as water and sewerage system, electric fixtures, tiling and kitchens needed fixing), health and safety conditions were poor, others were in dangerous status, lacking foundation, only identified when the works in the ground floor started.

- By enhancing the courtyard, and the overall works that required cooperation among neighbours, allowed the increased sense of community
- One of the residences, had only one room, no kitchen or sitting room, the renovation enabled her to add a kitchen.
- For many, this has reduced the cost of utilities, through efficient systems

The project changed positively the housing fixtures, health and safety, and contributed to savings and sense of community.

The project will contribute to achieving the anticipated effects of enhancing the Palestinian cultural and civic identity once the DAC is operational and open to public:

- The project has revealed the layers of history of Jerusalem, illustrating the Palestine narrative and existence in the city, and can illustrate it to young generations and to the world.
- The activation of the DAC, and opening it to the public through various activities will increase the Palestinian cultural and civic identity.
- The introduction of Palestinian culture to visitors and tourists will also contribute to illustrating the Palestinian identity.

In addition, key informants from UNESCO and Taawon indicated that Dar Al-Consul presented a **model of preserving and illustrating history that belongs to the world heritage**. The Old-City of Jerusalem is inscribed on the World Heritage List in Danger since 1982 and efforts to save such endangered sites, of the old city to rehabilitate contributes to the world heritage.

The rehabilitation presented a model that was published and could be learned from. As noted by one of the key informants, who participated in the inauguration:

*“it’s a model of preservation that revealed the history and presented according to international standards and quality”*

The model will be used as an example by the different stakeholders, including academics. The academics at the architectural and archaeology departments noted that they will use the DAC as a model in their lectures, while the architecture department noted that they would add preserving heritage as part of the curricula, with DAC as a case study. In addition, the Taawon capacity building program o rehabilitation for engineers will use the DAC as a model.

Hence the project has contributed to the planned impact partially by enhancing improving the living conditions of Palestinian families in the Old City of Jerusalem, and will further contribute to enhancing the Palestinian cultural and civic identity once operationalised, and have clearly contributed to resilience and poverty reduction.

**The project of DAC clearly contributes to the resilience of the people**, as some of the residence has found a place to move to inside the wall in J1, to keep their Jerusalemite identity from being revoked. An official person noted that the PA strategy for East Jerusalem has concentrated on housing, as a real danger towards changing the demographics through Israeli occupation measures. Some of the stakeholders noted such importance with difficulty of granted permits to renovate houses in the old city, house demolition and acquisition in Jerusalem.

**The project has contributed to poverty reduction of the residents** by saving money for the poor old residents in the housing, mostly living on social aid. Houses provide a place for people who cannot afford to pay rent elsewhere. Most beneficiaries said that they would not have been able to do these renovations with their own money, and many noted that the renovations could enable them to save energy through the solar water heat and the new fixtures.

These houses are hosting many of the poor and marginalized, many live on social aid. The existence of these houses saved money for many other families that used to pay high rents before moving to DAC, as one tenant noted:

*“Rents in Jerusalem’s are extortionate. Before moving here; I used to pay an insane amount for rent and for what, a small room with a kitchen in a dangerous neighbourhood, I cannot stress how much moving to these houses have helped us and made our quality of life better”.*

The liveable houses as a result of implementing the project have provided shelter for marginalised groups, one example is a woman who found herself with no place to live because of harsh life circumstances. She commented as follows *“if it wasn’t for the CTS and for this project, I would have no place to go to, as I have no one in life that could help me”*. She was able to get a room which wasn’t in a good condition but the renovations were able to make her room inhabitable, the project also provided her with a kitchen and bathroom. This project was also able to provide her with a community and friends who became her family. **Hence, being resident in DAC, helped many residences financially and socially, and provided refuge for the marginalised.**

**As for unintended impact, the issue of learning and transfer of knowledge through implementation for workers and those engaged** came as unintended, although engagement of students was intended, but worth integrating for work force into future projects, as it transfers the know how into the local expertise and widens its use.

**The project is likely to contribute to the economic development**, once operationalised through the following:

- Creating job opportunities for youth in the DAC
- Attracting visitors and tourists that could revive the surrounding businesses.
- Providing capacity building, especially to the youth, including training and incubation.
- The DAC will offer an opportunity to sell Palestinian products

Moreover, the project has contributed economically through the labour-intensive rehabilitation, that offered many labourers, technicians and engineers many work days, it has also pumped around 6M Euros (4.23M Euros from the EU) into the market. The economic contribution and expected contribution could attribute to the poverty reduction, a further study needs to verify.

**The project is likely to contribute to social development**, through: A community center for people in the old city that will offer services and activities for the people.

- Will engage people hence belonging senses will increase among the community
- Will offer a place for women and youth, hence is likely to contribute to empowering the marginalised groups

It is important to carry out an impact evaluation after 2-3 years of operationalisation of the project.



### 5.2.5 Sustainability

Sustainability of the project is foreseen in various ways, yet addition of certain steps could further enhance future sustainability. The project to some extent engaged the participation of beneficiaries in design and implementation; and the project buying-in were facilitated through inclusive and meaningful cooperation. Capacity development and embedded systems were also ensured during the implementation of the project.

The design of the project has included sustainability element, through engagement of the owner CTS and the biggest education institute AQU in East Jerusalem, where project products and outcomes benefit their beneficiaries on the long run. The two partners have contributed to the design and implementation of the project, and to some extent to monitoring and reporting, whereas each partner contributed to their own monitoring and reporting, rather than the whole project monitoring and reporting.

**the CTS** as owners of the place with their mission as preservers of the Christian holy places, **had high sense of ownership of the project**. Ownership was witnessed in their contribution to renovate the remaining houses, and to finalise the renovation work in new area beyond the project period. Their ownership contributed to sustainability measures of re-absorbing the technical staff back into its capacitated technical office after the end of the project, and continuing the work, while working on registering the body that will run the place.

The AQU managed to obtain funding from the UNDP to support incubation activity in DAC, once operational, is another example of the effect of choosing partners on sustainability.

The role of the CTS Technical Office (CTO) in implementation is a sustainable measure, as it is responsible for the future sustainability of the DAC Complex, and being engaged in leading the process is sustaining the know-how acquired during the implementation, as well as using their own skilled workers in the work. The engagement allowed all the engineering designs and work to be filed in the office (in paper and electronic formats) and referred to when needed.

Capacity building of CTO in using tools for supervision, human resources and procurement during the project were embedded into their systems, and allows for sustainability of the benefits from the project.

Knowledge and competency transfer to the different teams of workers, technicians and engineers from the international and local specialists have been noticeable and led to sustaining the benefit. Knowledge transfer was recorded by engineers, technicians and workers in the field of structural solutions of “confinement” or “stitching” with stone injection, as new solutions. Knowledge transfer was also noted in the architectural solution for rehabilitation, where restoration was done in continuity with the street architecture, in addition to the integration of the environmental-friendly solutions, the CTO, the ex-head engineer of the project, the technicians, skilled labour and the workers noted the project’s benefits and hence future use of the technique. Yet some of the contracted specialists that brought their workers to implement the required work, such as Mosaic restoration, did not transfer the knowledge to the CTO or the teams, an issue that could be learned from for future restoration projects.

Engagement of the academics in part of the work, transferred the knowhow to the lecture room, where the architecture and archaeology department will integrate case study in their lectures, while the architecture department will integrate restoration of building into the curricula with DAC as case study.

On-the job training for university students enabled personal transfer of knowledge that could contribute to the engineering and rehabilitation related sector, that will use the acquired know-how in future work, or in spreading awareness of the work. The training and incubation of youth which led to employment or self-employment, as noted earlier, has a sustaining benefit that would last beyond the project.

The structural work conducted in the DAC project was documented in a conference paper<sup>16</sup> , in various articles, as noted in the project's final report. moreover, a session was conducted for the Engineering Associations end of Jan 2022, with the participation of the international companies to present the case study, the Engineering association also visited the DAC complex in Feb 2022. Yet spreading the ongoing learning through special space at the DAC center for engineers, students and technicians will enable higher sustainability of its benefit.

In line with the EU objectives of support to Palestinians in East Jerusalem, resilience of the population, the project was complemented with part of the new EU project to be implemented by the UN-Habitat (Qudsi project) that will contribute to its sustainability, and will build on the DAC's project achievements as well as the findings, lessons learned and recommendation of the evaluation.

In line with the national objectives of the strategic plan in Jerusalem, **the project is expected to encourage other owners and actors to continue the rehabilitation efforts, enhance and increase of housing ability, its modality could be upscaled in Jerusalem or at national levels.** The Taawon and the UNESCO is continuing in their rehabilitation efforts along the UNESCO World Heritage recommendations. Taawon will use **the case study in its restoration training for engineers**, which would spread the model locally and nationally.

Yet the following would have added to the sustainability of the project:

1. Operationalising the DAC civic center, and activating its sustainability plans in agreement with the CTS.
2. Maintenance plan for the DAC Complex works to be set and activated, including preventive and curative maintenance measures and protocols, to avoid any deterioration with time, that is expected with old building.
3. Continuous awareness, supervision and involvement of the local community: This is extremely important as this is the community that will preserve and protect the building.
4. Documentation, training and ongoing transfer of knowledge regarding the experience for any interested visitor, and further increase orientation and training of universities and TVET institutes students.

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<sup>16</sup> F. Casarin, L. Di Marco, M. Mocellini, R. Sidawi, P. Dahabreh, A. Taweel. 2021. The Dar al Consul Complex in Jerusalem: Improving the Living Conditions and the Structural Capacity.12th International Conference on Structural Analysis of Historical Constructions (SAHC)

5. Following the operationalisation to be carried through the cascaded EU project, a Roll-out plan to be presented by partners, stakeholders and the UN-Habitat, with commitment and measures to achieve sustainability.

#### 5.2.6 Project Coherence/Complementarity

The project was coherent and implemented in synergy within the EU's development programme, as the EU development programme for East Jerusalem is linked with supporting resilience of the Palestinian population, to keep the status quo for the political two state solution, as noted by the EU interviewed representative. Within this vision and efforts, the EU has supported UN-Habitat and partners through:

- Supporting UN-Habitat in developing the East Jerusalem Spatial Strategy, that was adopted by the Jerusalem municipality, and in producing planning report, which was done through the Urban planning program with 2.99MEuro.
- Supporting the CTS in the Construction of Terra Sancta School New Sport Centre and Rehabilitation and Renovation of the Existing School Building, in the amount of 2,017,610 EUR.
- Supporting AQU through Palestinian Student Diary In the amount of 23,573 EUR. And Valuing diversity, inclusive education intervention for East Jerusalem children in the amount of 1,325,555 EUR

Currently, and post the project, the EU new funded project to be implemented by Un-Habitat and academic entities: "Quality Urban Development and Sustainable Interventions – Rehabilitation for Revitalization" (QUDSI-R4R), aiming at rehabilitating towards revitalizing historic sites as a catalyst for Palestinian integrated urban regeneration. The activities of the project focus on strengthening the old city's Palestinian intergovernmental coordination; Rehabilitation and maintenance as well as business development and sustainability of key areas in the Old City; as well as professional capacity building for individuals who work in the Old City's regeneration, advancing their professional development in several core competencies capable of unlocking new commercial opportunities in the economic sector. The DAC complex activation is part of the action plan of the project, complementing the current project, and reviving other relevant rehabilitation projects.

The project also complements other EU interventions and policies in support of youth and access to TVET and employment and their support to the CSOs.

The project was coherent and complemented partners' policies, as follows:

- The CTS mandate, reflected in its strategies and policies is to safeguard the Palestinian Christian presence in East Jerusalem, where the project contributes totally to their mandate and policies.
- The AQU mandate is to facilitate learning and employment to its students, an issue that was facilitated through the current project and the future activation of the DAC complex.

The project was coherent and complement with other donors' interventions in the area of rehabilitation, as follows:

- The UNESCO support to Welfare Association rehabilitation of 8 buildings with Islamic Waqf.
- The Welfare Association rehabilitation program in the old city, which included rehabilitation, training programme for engineers and technicians on rehabilitation of

historic buildings according to global standards, using the UNESCO guidelines, and producing a Master plan for the old city.

- The UNDP rehabilitation of historic building including the CTS-Mousa Afandi building, where the project added lighting to it as well. Also; in coherence with the support to entrepreneurship and TVET, including the support to BCIT activity in the DAC complex.

Other donors provided by the EU member states support, and could be anchored to in the DAC operationalisation:

- GIZ support to TVET, to Tourism in Jerusalem and CSOs capacity building in Jerusalem
- Spain and Italy support to Notredam educational hotel and restaurant
- Enabel support to TVET and entrepreneurship of youth

### 5.3 Community Value added

The project brought added value by involving UN-Habitat, with its long experience of spatial planning, and its previous plan for East Jerusalem. that supported residence enhancement of their houses in the old -city of Jerusalem, and adding community spaces for people in the old city of Jerusalem. The project management experience and engineering background enabled the achievement of the project. The UN-Habitat international status as a UN organisation, enabled implementation of activities in East Jerusalem, were many of the governmental and non-governmental Palestinian organisations were band from practicing activities in East Jerusalem.

The project brought added value by involving the partners. First partner; the CTS is the owner of the place, and the guard of the propriety, and as noted in various studies, that the Old City of Jerusalem constitutes less than 1 km<sup>2</sup>, yet within its walls can be found over 100 religious institutions as well as religious sites, imparting a sense of Jerusalem's spiritual sanctity (UNCTD, 2013: 40). Hence; rehabilitating its property for a community center is opening the space for the community of the Old City and East Jerusalem in general, as well as preserving the Palestinian presence in the old city of Jerusalem. The CTS is a well-known institute with housing projects spread in Jerusalem and the West Bank, with status since hundreds of years and with international dimension and links, which added value to their engagement.

The AQU is the second partner, the Palestinian University that is situated in East Jerusalem. The AQU that engaged students, researchers and academics for the benefit of activating the place. Architecture students engaged in activities during the project, noted during the FGD, the built relation with the place and the community and their role in spreading the word about the place and its future benefit for youth and the community.

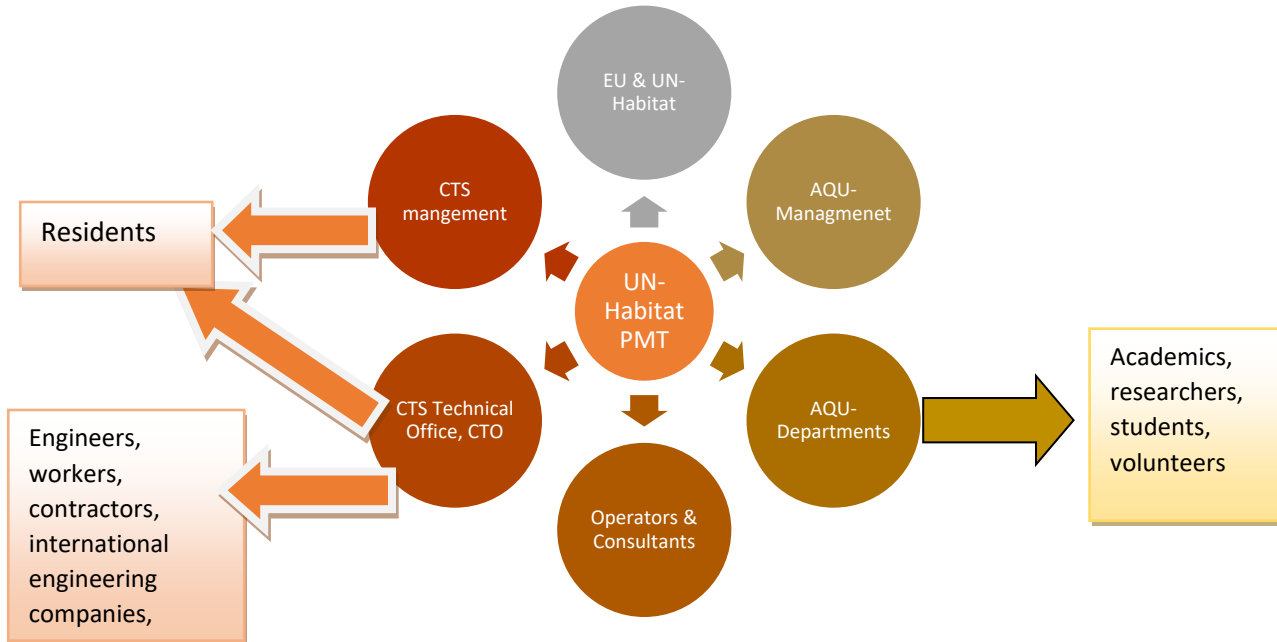
The project has made an impact that would not have been possible without the intervention, as noted the consulted stakeholders, officials and key informants, as well as by many of beneficiaries. Many residents even those that were not fully satisfied noted that the rehabilitation of their houses, the solidifying of the foundations would not have been achieved without the intervention, all those consulted during the phone interview and most of those participated in the FGD noted that they needed the conducted rehabilitation. While 35% of the trainees noted the importance of their training for their future employment or self-employment, as the exhibited results in the previous sections.

### 5.4 Project management modalities, partnerships, and resources

The project management involved different parties of the UN-Habitat PMU to interact as they monitored and supervised the work conducted by the CTS technical team, the 6 AQU departments and the 3 operators (who piloted the activities) and the various consultants that conducted the different studies and surveys. UN-Habitat communicated with partners including the CTS; the owner of the place and the AQU management as partner in implementing some of the activities.

Second level of management modality was between the CTS as implementer with engineers, technicians, workers, contractors and international engineering offices workers on the one hand CTS management had to deal with the residents. In some cases; UN Habitat had to deal with the second level of interaction. The AQU second level of interaction was the students under the control of the university departments.

**Figure 3: Project Management Modality and Interactions Block Diagram**



Partnership meetings were conducted regularly with each partner individually; the CTS and the AQU, based on clear Agreement of Cooperation (AOC) with each of them, amended when needed, it was amended for the AQU when cuts were made for certain items. The interaction with the different partners allowed the UN-Habitat to actively and practically solve any rising issue with the partners and implementers.

Yet the partners could have been organised better through direct relations at the policy level, this case was present in the 3D physical Model prepared by the Architecture students of AQU and needed preserving through a glass top, as AQU and needed future permanent display and continuous preserving, which is important for future learning.

Photos No. 6: The 3D physical Model by AQU



The implementation through the CTS and the AQU has increased the value for money by effectively utilising available resources. For the AQU this was exhibited through engaging students for field research in surveys, as well as engaging academics and researchers for analysis and assessment. Utilising the spaces of the AQU for the hub for the piloting, when DAC was under preparation. The CTS implementation had added value through their implementing teams, their existing technical office and spaces for their activities. Hence the modality of engaging partners in implementation enabled utilising their resources and increased value for money.

According to internal documents of the project, the CTS has actually invested around additional 50% of the project budget to ensure finalising the work with best possible manner to address rising issues of increased spaces, the lack of structural foundations in certain areas, the excavation monitoring cost and to resolve issues with neighbours related to their ownership of the space. They continued the work in a new identified section, even after the project conclusion.

For appropriate use of resources, the UN- Habitat and CTS project management reduced the running cost of the project and overheads during the second phase. This could be possible because UN-Habitat engaged local staff instead of international staff, and CTS engaged local workers, when possible, instead of contractors.

The capacity building of the CTS PMU in the form of developing HR and financial systems, as well as using MS Project for tracking, improved the efficiency of the staff hence to the resources.

The set-up for running the place included setting up a NFPE owned by the CTS, and committed by the CTS, to be headed by DAC management, headed by a board and general assembly. It is recommended that the DAC management to be assisted by the DAC Entrepreneurs Support Committee' of investors and private sector, acting as a Fundraising and Sustainability Committee, an advisory body to support fundraising, and give DAC specialized information, experience, and skills, so that the DAC is able to achieve goals, deliverables and future visions, as noted by the Fundraising & Sustainability Strategy Report.

## 5.5 Cross-cutting issues

### 5.5.1 Gender and age

The effects of the project have made a difference in terms of cross-cutting issues like gender equality, environment, good governance, human rights, conflict prevention etc.

The project aimed at gender balanced representation of its beneficiaries. Data shows that the participation of women as beneficiaries was high at all levels, where: over half of the residence and 67% trainees were women. In addition; all activities that engaged students by the AQU, gender representation was noted.

The project noted in its design that the cultural environment of the centre and its activities will help create a healthy venue for both genders to interact and mature, the interactive piloted activities have contributed to that, but the online training conducted for many courses due to COVID 19 has affected such interaction.

The project targeted senior citizens who live in the complex and aimed at engaging them in key operations of the Action, as noted in the project design, where it was envisaged that the elderly

engagement would build stronger communication skills and mutual cooperation between the young staff and university students from one side and the senior residents of the complex from the other. As many were over 60. The average age of respondents to the phone survey was 56.4, as 7 out of the 8 respondents were 50 and above.

The teams in the international companies, AQU and in UN-Habitat were mixed, yet women representation was almost invisible in the local technical teams.

The construction work considered the age and gender in its design and final product, with existing needed facilities. Yet; with regard to renovation activities, planning of activities needed to be more gender and age responsive, considering their different needs, and probably technical teams to be engaged in gender responsive planning workshop. The ongoing follow-up of the needs of the residence required higher sensitivity to gender and age demands, courtyards with obstacles to old age, and change in space use of the house and the courtyards without alternatives for some were witnessed.

### 5.5.2 Human Rights

Vulnerable groups were assessed, residence renovation planning considered the groups, the operationalisation targeted youth in EJ, that are considered a vulnerable group.

The planning of DAC was in-line with the 'Right to Develop: Planning Palestinian Communities in East Jerusalem' document conducted by the UN-Habitat and supported by the EU, that provided an overview of the planning praxis of Palestinian communities in East Jerusalem, based on the Human right of the right to housing, safe water, sanitation and other rights, deprived through the Israeli de facto planning. Hence the renovation and restoration is in the heart of the human-rights based approach addressing the right to housing deficit for the Palestinians in East Jerusalem, and the right to Spatial planning of the community spaces.

The planning engaged consultation with the right holders through community assessment of the residence following phase 1 renovations. Following which stakeholders' consultation and joint meeting to address the concerns of the residence in phases 2 &3 was conducted and documented. CSOs and CBOs working in Jerusalem and the addressed sectors for operation were also consulted at the beginning of Phase 2&3, through market research. While for developing the business charter in 2021, a survey and needs assessment of potential Beneficiaries was conducted, where it consulted with the academic Community, Tourism Sector, Professional Services Community, Merchant Community in the old city, Local Community and Direct project Stakeholders.

Youth were targeted through engagement of students in the activities, and youth as target groups in the piloting operations. While in the agreed business charter, that reflects the operationalisation vision of the DAC, youth are included at its heart through learning and facilitation of employment activities. **Supporting resilience of the people in East Jerusalem, and planning of their spaces is addressing duty bearers de facto planning in East Jerusalem.**

### 5.5.3 Environment

The action adopted energy efficient, environmentally sound and eco-friendly rehabilitation principles, through sewerage system, utilizing cistern rain water for the fire-fighting system and using smart electrical systems and sensors, that saves energy.

The renovation of the residence houses has improved the energy and water efficiency of the residence and reduced the waste through maintaining the networks, and the systems, at least for half of the houses. Plans for solar panels to generate energy (through photovoltaic cells) were set, but was rejected by the Israeli municipality regulations for the old city housing.

The work done is in line with priority given by the Spatial Development Strategic Framework for Jerusalem Governorate to enhance the environmental infrastructure in Jerusalem.

## 5.6 Visibility



The UN-Habitat has presented a clear project’s communication and visibility plan, where many of its parts were implemented at phase 1 and at the end of the project, with some in-between activities. The UN-Habitat, and upon assessing the risks and in consultation with CTS, has requested halting of communication and visibility plan activities during phase 2 & 3 till the end of the project, due to rising political context and pressure on the CTS by the occupation authorities, as noted by the email request and the wisely granted agreement by the EU. Inauguration period at the end of the project has presented a revival period of the visibility activities.

The evaluation found that implemented communication and visibility activities were in line with the EU requirement and guidelines and was well developed and followed by UN-Habitat and partners. Clearly, the EU financial support was endorsed in developed activities, publications and in the location. Some of the visibility materials reviewed by the Evaluator also included the Project’s brochure, UN-Habitat reports, consultants’ reports, local and international publications, short videos and press releases. UN-Habitat and partners’ web-sites and social media platforms, as well as the DAC web-site temporary hosted by the AQU-BCITE.

Considering the political context in East Jerusalem, the visibility of the Project as funded by the EU and implemented by UN-Habitat with CTS and AQU partnership is essential to show support of Palestinians existence in Jerusalem.

The UN-Habitat team also kept a list with all press releases, publications in newspapers, media coverage, social media coverage and reported them through its reports, which reflects the successful communication and visibility policy.

### *Snapshot 3 Samples of published items*

	<p><b>Dar al-Consul</b> From Ancient Ruins to a Modern Palestinian Youth Hub By Amjad Kanaan Taweel</p> <p>This Project is Funded by: <b>UN HABITAT</b> FOR A BETTER URBAN FUTURE <b>EUROPEAN UNION</b></p> <p>In 1856, the Prussians purchased a large historical building on Aqbat al-Takiyyeh, east of Souk Khan az-Zeit in the Muslim quarter of the Old City of Jerusalem, to serve as a Prussian consulate and residence for the consul. Henceforth, the building was named Dar al-Consul, the House of the [Prussian] Consul, a name that has been retained in oral tradition until today. Part of the building’s upper floors served as the consul’s domicile, while the rest was used as a political and cultural center for Prussian activities that for around three decades were major attractions in the Old City. In 1882, the property was transferred to the Latin Patriarchate in Jerusalem.</p> <p><b>Brochure</b></p>  <p><b>This Week in Palestine article</b></p>
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A placard is clear at the entrance of the DAC v the EU, UN-Habitat and partners logos. Pro releases and covered news have acknowledgment of the EU funding and e partners' role.



A case study the project team worked on (The international engineers with the local ones and the UN-Habitat), referring to DAC's structural intervention was presented at the 12th International Conference on Structural Analysis of Historical Constructions 29 September -1 October 2021; Session 25 , which included- "The Dar al Consul Complex in Jerusalem: Improving the Living Conditions and the Structural Capacity". Where, it was also published in a scientific journal for the International Centre for Numerical Methods in Engineering (CIMNE) Barcelona, Spain ISBN: 978-84- 123222-0-0. The article is under Annex XXII. The article provide acknowledgement for the EU funding, CTS ownership and UN-Habitat role.

Once the DAC is operated, its visibility should be increased, through:

- The activation of the DAC Website, as well as pages on the social media, to market its services and confirm the identity of the place
- A physical sign in the Khan Zeit Street with the DAC Logo (designed during the project) to show the direction of DAC, off *Kahn el Zeit* Street.

Considering that, the placard at the entrance of the DAC provides the needed acknowledgment of the EU funding, the UN-Habitat and partners role.

## 6 Conclusions,

In conclusions; the project achieved its results partially, and this is related to the inability to operationalise the project by the end of the project period. Various internal and external obstacles were presented including that related with the challenging context of East Jerusalem and the de-facto government permission for operation.

Part of the projects results has contributed to the part of the impact (improving the living conditions of Palestinian families in the Old City of Jerusalem), while for contributing the other part of the impact (enhancing the Palestinian cultural and civic identity) would be achieved once the DAC in open on continuous basis and functional.

**The project has dealt with the delays and barriers with high flexibility**, where the operational part of the results leading to the third outcome (Promoting education continuity and entrepreneurship among Palestinian youth) was achieved, through piloting the activities outside the DAC, in various institutes in Jerusalem. **The project managed to set the plans for operations and get the owner and partners commitment on its future implementation.** UN Habitat was also able to address the delays rising from lockdowns and closures during COVID 19, by presenting 3 scenarios for extension to the EU, and replanning and budgeting accordingly.

**Furthermore; the UN Habitat supported by the EU, managed to introduce a cascaded 5-year project,** with part of the activities and budget allocated for operationalising different sites including the DAC. Such action would contribute to the full impact achievement of the project on the long run.

**The project is highly relevant as it sets well within the priorities of the national partners, the owners and the partner engaged in the project, as well as to the EU strategic plan and the UN-Habitat strategies,** and concept of special development. The project responds well to the challenges faced in Jerusalem by the illegal occupation, and is in-line with UNESCO list of endangered world heritage.

**The efficient management of the project by UN-Habitat, support of the EU, and ownership of the CTS has enabled its achievement.** UN-Habitat had efficiently managed the project in phase 2 &3 through local team that replaced the international team, which increased project financial efficiency.

**The design of the project that engaged two main partners CTS and AQU, one of them is the owner, another is the biggest educational institutes in East Jerusalem has led to sustainability,** and will allow its beneficiaries to use its results. Moreover, the project was, and will be, able to transfer knowhow that continues after the project ended. Such design has led to high contribution from the CTS and commitment beyond the project, and high commitment and actions from AQU.

**All in all, although 2 out of three objectives were achieved, the third objective of running the DAC is committed.** The first objective (Achieving sustainable models of residential and urban upgrading with an environmental focus within the Old City) was achieved beyond the planning targets, and with higher quality, while presented the base for other objectives. The third planned objective (Promoting education continuity and entrepreneurship among Palestinian youth) was implemented as pilot outside the DAC. While the second planned objective (Enhancing the Old City functionality and services offered to its residents and visitors), was faced by internal challenges, related to the CTS decision making processes, yet they have now signed a commitment letter to set their own NFPE to run the work, and following its prolonged registration procedures, that is an external factor related to the Israeli municipality regulations.

**It's worth noting, that in addition to the above the programme was faced with following major challenges and was able to deal with, through engagement of partners as follows:**

- The work within the lower floor in uncertainty has increased the amount of work from 780 to 1200m<sup>2</sup>. Which revealed many spaces that can surely be used in achieving the mission of DAC. Where the project supported by the EU restored 36 houses ( 23 in phase 1 and 13 in Phase 2&3), 5 courtyards ( 3 in phase 1 and 2 in phases 2 &3), and the ground floor of 1200m<sup>2</sup> with 4.23 M Euros over 8 years 2014-2021. The CTS additional contribution enabled increase the number of restored houses to 42 houses, and the CTS is continuing to renovate another building in the complex.
- **The work continued to add surprises,** even for the internationally experienced engineering offices. **Yet; the flexibility and efficient management of the UN Habitat, commitment of the EU, as well as the ownership and full engagement of the CTS, enabled the completion of the rehabilitation and conservation work** to be accomplished with more spaces than anticipated within the allocated time. Yet for future engagements, a risk assessment plan at the onset of the project could add to its effectiveness, although PMT dealt on a continuous

basis with risks efficiently, yet planning at the beginning of the project could have indicated alternative solutions.

- **Considering that major parts of buildings and lands in East Jerusalem are owned by religious institutes, yet working with religious entity, as the CTS, could be more complicated** then working with another institute, due to levels of authority and accountability, and the high requirement for keeping the presence from the de-facto authority. **This has required additional effort and deep understanding, the local efficient team of UN-Habitat was able to understand the different complications and dynamics, and address them, although such complications contributed to the delay of operationalisation of the place.**

**The following were shortfalls that could be catered for in the future, the recommendations covers these parts:**

- **With such a complicated project, risk planning** was presented in the proposal and reported on rising risks and mitigation measures in the annual reports. Yet follow-up plan of the planned mitigation measures was not prepared.
- **Planning for operationalisation of the DAC was done since phase 1, but faced delays.** In phase 1 the rising complications and structural issues has differeed the item and reallocated its budget to address the renovation challenges. Yet Phase 2 &3 planning has delayed its initiation till the last 6 months of the project, where in the last 3 month the project managed to conduct a pilot implementation. The new EU project could pick up from this point, but at the end of the project, operationalising piloting should have started earlier, and implementing in Mousa Afandi or part of the building could have been possible to ensure sustainability of the actions.
- Due to the complications of the infrastructure work as noted above, **all efforts were poured in that directions (results 1 &3), which delayed the achievement of the other results**, that needed to go hand-in hand with the first objective.
- Although the project was highly efficient, **Un-Habitat were understaffed**, lacking such specialties such as monitoring and evaluation, communication, community relations and advocate, etc... that were handled by the two full time team members.
- **The tenants** were initially consulted through an initial survey conducted by the UN-Habitat, they were consulted at the end of phase one through the community survey and during the evaluation, **in the two consultation some dis-satisfaction was noted, that could be addressed through communications and minor maintenance as well as higher sensitivity to gender and age, while training the technical teams on responsiveness.**
- **The individual management of institutes through UN-Habitat has overburdened the project management, and delayed resolving joint issues**, such as the model done by the AQU to be preserved by the CTS, or the institutes conducted the operation. It's always preferable if the project could have a steering committee from all partners with the donor to discuss overall progress of all objectives and results, as part of a MEAL system, and to resolve any related issues.
- **The piloted implementation of the operations was fragmented**, as different unrelated items, the linkage between items and between items and the theme of the place would provide higher strength.

## 7 Lessons learned

**LL1: The project design and implementation emphasised learning, as well as competencies and knowledge transfer, through the following:**

- The engagement of the students with the implementation of activities, such as:
  - The engagement of 8 architecture students with preparing the as-built model structure, and through visits to the site
  - The students' engagement in the different surveys conducted by the project
- The engagement of the internationally experienced engineering companies with the local contractors, engineering office at the CTS and the local skilled labours, has transferred new know how in various techniques, such as the structural confinement through stone injection and structural binding methods, as well as the architectural part that used the conservation techniques and echo-systems.

**LL2: The engagement of students and different teams has also increased the added value and connectedness to the DAC and the old city,** many of which has visited the place afterward and engaged with the community, many have raised awareness of their families and friends. As such, preparing for future engagements of youth and people from Jerusalem outside the old city with DAC.

**LL3: The engagement of high quality, experienced local contractors** that introduced new technology in electricity, mosaic and others, **was not transferred to CTS teams due to the modality of work** with their teams, an issue to consider in future projects.

**LL4: The engagement of the respected prestigious institutes in Jerusalem with clear roles and responsibilities were set in the signed MOUs added value and the ability of the project to be executed efficiently and to achieve.** Engaging partners modality in implementation enabled utilising their resources and increased value for money, as well as increased sense of ownership and future sustainability. The possibility of engaging local competent staff, through the partners, when possible, has proved to enhance best use of resources. Yet, the direct formal interaction between the partners was done individually in a successful way to address all raised complexities. Nevertheless; a steering committee that engages both parties and the EU, could have harmonised the efforts, the vision and clarified and raised issues and addressed differences.

**LL5: The restoration projects in East Jerusalem are inevitable to take more time than any other place due to the de-facto authorities restricted regulations and registration processes,** duration is instrumental in these projects. An issue to consider in future projects.

LL6: Monitoring of the projects to be linked with results, engage partners and to be linked constructed TOC since the beginning of the project. As the project was carrying out required supervision efficiently on the individual level stressed with time and limited resources. Hence; overall reflection on results among the partners could lead to better achievements.

## 8 Recommendations

### 8.1 Strategic, for resilience related projects in Jerusalem for EU/UN-Habitat

**Recommendation 1: As the EU and its member states are the main donors for East Jerusalem, its highly recommended that they continue the support for similar projects to achieve resilience of the**

people, following the steps of the current project through rehabilitation for existence and activating for supporting youth and economic activities.

**Recommendation 2: For future projects, the duration of implementation should be extended and resourced to consider the complexed context the project is working in.**

**Recommendation 3: The EU and other stakeholders can continue to support the project through its other projects and member states ones and actions, summarised as follows:**

- EU to support DAC running for at least 2-3 years, until stabilised and fully functioning. The support could be done through the new EU project QUDSI that is in the initiation stage, providing the human and financial resources, as UN-Habitat noted that around 2.5M Euros (36% of its budget as preliminary) would contribute to fund the DAC operationalisation <sup>17</sup>.
- **To attract tourists from its member states**, through other tourism projects, so that to show the history of the place representing another landmark of the Palestinian existence throughout history and different civilisations in East Jerusalem
- EU could support the reach to the de-facto authority if registration of the NFPE was complicated for any reason.

**Recommendation 4: For future projects, UN-Habitat should ensure rehabilitation or conservation projects transfer knowledge and technology to owner’s workers and engineers as well as to students, for capacity development and sustainability and transfer of know-how in the country.**

## 8.2 Programmatic for DAC operationalisation-Un-Habitat and CTS

**The support for operationalisation of DAC through the new initiative, should consider:**

**Recommendation 5: To set-up the DAC and integrate into its activities an ongoing show-casing of the work done, coupled with training:** to transfer the acquired know- how in conservation works, greening and modernisation, through the structural, architectural, electrical and mechanic work done. **This could be done through:**

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<sup>17</sup> UN-Habitat is leading the implementation of a 5.5-year EU funded Project: “Quality Urban Development and Sustainable Interventions – Rehabilitation for Revitalization (QUDSI-R4R)” in partnership with local technical and academic entities. The Project aims to Improve socio-economic conditions for Palestinians in the Old City of Jerusalem by rehabilitating towards revitalizing historic sites as a catalyst for Palestinian integrated urban regeneration. The activities of the project focus on strengthening the old city’s Palestinian intergovernmental coordination; Rehabilitation and maintenance as well as business development and sustainability of key areas in the Old City; as well as professional capacity building for individuals who work in the Old City’s regeneration, advancing their professional development in several core competencies capable of unlocking new commercial opportunities in the economic sector. In parallel, the project also includes an interconnected track of Technological Empowerment and Innovation directed to Palestinian youth. Approximately 2.5 million EUR (36% of total QUDSI project budget) of indirect and direct budget can be directed to DAC upon closure of negotiations with the Custody of the Holy Land- where Dar Al-Consul will also be a beneficiary as agreed between the EU and UN-Habitat to further insure the long-term programming and financial sustainability follow-up with the CTS and its partners; which include DAC’s share of:

- 82% of available UN-Habitat project staff (management, technical and finance)
- 57% of direct Tourism and IT development contracts.
- 44% of direct equipment cost to DAC
- 39% of direct DAC Local Office Operation Cost
- 36% of direct visibility and PR

- Demonstrating one or two stations that starts from the 3D model and ends with current projected plans, and ends with links to the published papers. This could be a space for learning the techniques for engineering and TVET students and graduates, as well as practicing engineers, technicians and skilled workers. Such space could have ongoing training sessions for these groups. Training could be done in cooperation with universities and Taawon for engineers and with TVET institutes for skilled workers

**Recommendation 6: Operationalising the place, based on the already developed business plan, and piloted during activities during the project, but should be further linked through the theme and value added of the place.** Linking to the theme of a hub with community engagement and international show-case, exhibiting the historic, archaeological, conservation efforts and modern look. Hence, the designed parts through the Business charter to be kept with revolving around the theme, and encouraging learning, as follows:

**a) Tourism and Media center (TIME):**

- **The Museum Gallery/ Museum** to be activated, not only for regional and international tourism but also for local tourism (Palestinians from different areas of the oPt), for School tours and for community tour. Requirements would be to fully prepare the place with display notes, regaining the archaeological items<sup>18</sup> and installation of the AR items, could learn from both museums at Birzeit university and Qatan Foundations in Ramallah<sup>19</sup>, engaging expertise from EU member states could be done. Learning could be in training the community tour guides and the touristic tour guides, as well as touristic offices. In the future to attract all sorts of tourists through specialised packages, as noted by the tourism study: pilgrims, backpackers, to expand to attractions and cater packages for special interest visitors, such as Islamic heritage, business visitors, ecotourism, cultural tourism and solidarity tourism.
- **The retail and shopping space, could be a production hub for handicrafts, and an open space for marketing the produced products.** Many of the LWF and Burj El Laq-Laqa women graduates of ceramics courses are looking for long period incubators and access to markets, which could be provided through the DAC, in authentic way, and will provide tourist and visitors to see the production operation, this could also be linked with the new community engaging concept of the Makers<sup>20</sup>, where entrepreneurs can work and teach community, producing embroidery items and fashion related could be added. Work of Palestinian artists could be also added for exhibition or selling.
- **The Media & xR<sup>2</sup> center:** can be a training center for media production of the historic and archaeological spaces in the old city of Jerusalem including DAC, that can be shared on social media for the DAC entity. It could also be a future work-space incubator for media production, could also follow the Maker concept.

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<sup>18</sup> At the de-facto authority antique authorities, CTS is working in regaining them, EU could support the efforts if challenged.

<sup>19</sup> Both have benefited from local and international experiences

<sup>20</sup> It's a new type of shared workspace with lots of exciting equipment. The Warehouse has different types of spaces and machinery, for woodwork, digital design, fashion and fabrics, for cooking in an industrial kitchen, co-working and learning spaces, so that it can be seen very much like a public library or a park, link: <https://www.everyoneswarehouse.co/>

- **Lodging:** could be a future B&B or space for backpackers in the old city, suggested in the plan Mousa Afandi, could be part of the place, should be done at latter stage.

**The IT and AR items to be integrated as part of the TIME activities while the NPFE to run the operations as planned.**

**b) CAFÉ:** bakery and Bistro are agreed in the business charter, for walk-in, packages, catering, classes and gallery. The functioning and allowing spaces for training and the Makers concept will increase engagement of the community, and will benefit women and youth.

**c) EPIC:** the career guidance and incubator could focus on attracting women and youth in IT, media, handicrafts, and food production, linking with the above operation, with addition to the IT related and online marketing areas for the available spaces, and linking to other incubators or other institutes as TVET institutes for providing the work-space and part of the incubation. The experience of women and youth should go beyond training to actual doing, to access to markets and finance, starting from career counselling. The actual existence and use of space and linking to opportunities is essential here.

**Recommendation 7: Maintenance plan should be developed and implemented in closer cooperation with the tenants, to ensure sustainability of the project.** A preventive and curative plan should be set to ensure the sustainable preservation of the place, to avoid and delay any decaying factors such as humidity in old buildings. As for tenants, finalizing the work for the remaining tenants and a clear plan for maintenance and communication with the CTS, through a representative committee and embedding a social worker with authority could be one way forward, while finalizing issues from the project renovation, such as Maro's room, noted in the assessment and emergency plan at the end of the project should be done, as well as training technical teams on gender and target group responsiveness. Engaging the talented tenants in the DAC activities would also enhance engagement of the community in the project outcomes.

**Recommendation 8: Develop a communication strategy. The operation of DAC would require networking and communications with various local and international entities, while making best use of local efforts and initiatives,** including the Jerusalem Tourism Cluster (JTC) as a network for Tourism, the AQU and different universities providing higher education in the noted fields, as well as the TVET institutes and community-based institutes on the local level, can also link with relevant projects, and with projects and local expertise for developing the learning parts. On the international level can link with CTS relations, tourism institutes and other institutes for targeted tourism for marketing of the tourism packages. Local or international expertise in developing the Gallery/Museum would be needed.

**Recommendation 9: Strategic partners should facilitate the knowledge management concerning results and implementation process as derived from implementation of the project. Emphasizing the learning part to facilitate the DAC excelling to the community,** and the world, hence providing a higher impact of the project. Learning could be done as integrated in the activities as noted above, it can be provided as short courses being part of life-long learning, as CVET (Continuous Vocational Education and Training), and add the Maker approach. DAC could be linked with institutes that provides an Initial VET (IVET), through accredited courses in the related identified fields, and present an area for their work-based learning and exposure part of their training. Yet if areas as cultural

fashion design is added which is not presented in other institutes, or the IVET is to be added using the training through production and WBL approaches, then international accreditation could attract students and avoid the registration complications. **Recommendations for integration of elements of learning for excelling:**

- **Showcasing and training** of the rehabilitation and conservation of old buildings for university engineering students and practitioners, as well as TVET learners and practitioners.
- **Training of tour guides**, both the community tour guides and the tourism related tour guides
- **Café/Bistro to reflect the Palestinian cuisine, and provide training** for the community and youth
- **Training on using and producing of IT and Augmented reality products**
- **The incubator to act as the Maker**, that is incubation for entrepreneurs and training the local community
- **Certification of training from DAC could be done for the suggested short-term courses**, if a vocational training is added then certification from twinning with international institute could be explored.

**Recommendation 10: its highly recommended to conduct an impact assessment after 3years of the project-end and following its operationalisation**, to assess the achievement of the impact: *Improving the living conditions of Palestinian families in the Old City of Jerusalem and enhancing the Palestinian cultural and civic identity.*

### 8.3 Management

#### 1. For future projects-UN-Habitat and EU projects

**Recommendation 11: For future projects, more attention should be put on long-term perspectives by development of result-oriented logical framework and Theory of Changes that would be the basis of implementation, dialogues, monitoring and reporting, and evaluation.**

**Recommendation 12: Future projects should pay more attention to vulnerable groups from outset of formulating the project, through implementation and reporting.** Also crossing cutting issues of gender, youth, disability and environmental and social dimensions should be incorporated in the project design with indicators to monitor and report on their implementation.

**Recommendation 13: Develop risk-assessment plan** at the onset of the project, to address adequate resources, time and tools based on analysed risks, as well as having a **MEAL plan** and MEAL reporting in future projects, that should be responsive to target groups and engaging. **Working within such a complicated context** with extreme violations of human rights and uncertainty; highlights the distinguished work within such context. It also highlights the importance of engaging a highly efficient implementing partner as the UN-Habitat, that is flexible and competent.

**Recommendation 14: Start with piloting operationalization to overcome the complexities**, as this project that was delayed the possibility of operationalization before accomplishing the work. Although, operationalisation plans were set from the beginning, but due to the engineering work in the space, plans were deferred, and piloting done outside DAC, just 3 months before the closure, hence it's advised in future project to start with piloting in parallel with rehabilitation to ensure sustainability. It's also advisable to start **with a functional steering committee** that engage stakeholders at the decision-making levels.



**Recommendation 15: For future projects, adopt modality of work to ensure systematic transfer of know-how and learning of contracted local and international contractors to partners, through planned engagement that ensure transfer of know-how (such as engaging CTS workers in mosaic work with contractor).**

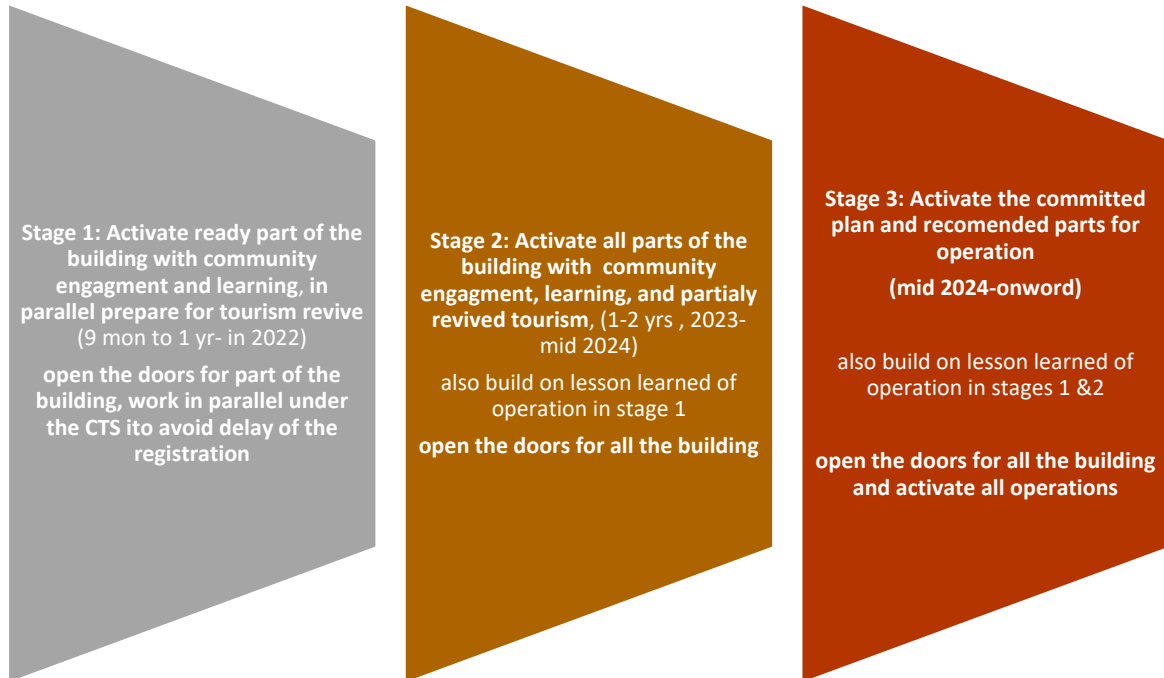
## 2. For Operationalising DAC-UN-Habitat and CTS

**Recommendation 16: To start immediately with the operation of the DAC<sup>21</sup>, through a soft opening or initial operation under the name of the CTS, with at least visits from the communities, schools, and tour guides, and learning for specialists and university students, a parallel plan can be set for this operation in parallel for waiting for the full registration, while taking all safety precautions (in isolating under work areas).**

**Recommendation 17: Recruit management for the DAC, and ensure business oriented and management skills, include practical team, and carry out effective monitoring,** close monitoring support by the UN-Habitat and the CTS, and overall monitoring by the Steering committee, with a clear MEAL plan and system. Management to be supported by different consultancies to ensure implementation.

**Recommendation 18: The community part of the hub should be activated, with min tourism activities until tourism is revived again, which is feasible with available resources of the new project and highly efficient management of UN-Habitat and commitment of CTS, i.e., to work in stages, as following block diagram indicates, using the above-mentioned recommendations.**

**Figure 4: Block diagram of Immediate operation through stages**



<sup>21</sup>This recommendation is important as the inability to operationalize the space (for all noted reasons) during the project period (ie open its doors constantly) has affected results achievement, and as noted by the EU: “we can’t attend the inauguration and come the next day to a closed location”,